



University of Piraeus

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www.unipi.gr

University of Piraeus



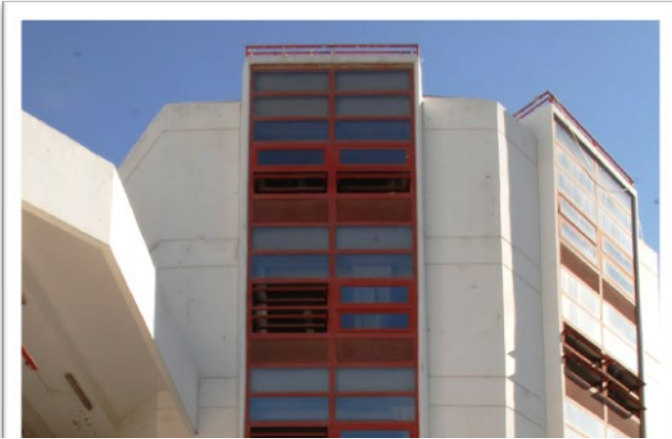
SCHOOL OF ECONOMICS, BUSINESS AND
INTERNATIONAL STUDIES

www.ode.unipi.gr

DEPARTMENT OF BUSINESS
ADMINISTRATION



Student Handbook 2019–2020



MESSAGE FROM THE DEPARTMENT CHAIR

Dear students,

Welcome to the Department of Business Administration of the University of Piraeus.

The Department of Business Administration was one of the first departments to be founded in our University.

The aim of the Department is to provide knowledge, skills, and expertise in matters relating to business administration in the private and public sector within a changing socioeconomic context. In view of this objective, the Department of Business Administration offers a comprehensive programme of study which lays strong foundations for a career in management, and also helps develop social, professional, and moral responsibility.

The programme of study is based on a system that combines knowledge and methods, enabling students to develop academically, become familiar with the world of business, and expand their professional horizons. The programme includes a large number of courses in Management, Accounting and Finance, Production Management, Marketing, Technology and Innovation Management, Environmental Management and other fields.

The Department adopts a flexible approach in light of the rapidly changing economic and technological environment and ensures that it adapts in order to produce managers who are capable of enhancing the competitiveness of enterprises.

The curriculum is designed for students who wish to become senior managers in businesses and organizations.

On behalf of the entire academic community of the Department I wish you a good academic year.

Professor Athanasios Kouremenos

Department Chair

ADMINISTRATIVE BODIES OF THE UNIVERSITY

1. Senate
2. Rector's Council
3. Rector
4. Vice Rectors

ADMINISTRATIVE BODIES OF THE SCHOOL OF ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES

1. General Assembly
2. Dean's Office
3. Dean

ADMINISTRATIVE BODIES & STAFF OF THE DEPARTMENT OF BUSINESS ADMINISTRATION

The administrative bodies of the Department are the Department Chair and the General Assembly of the Department

Department Chair: Professor **Athanasios Kouremenos**

Staff:

Professors

Panayiotis Artikis
Georgios Bohoris
Leonidas Chytiris
Cornelia Delouka-Inglessis
Dimitrios Georgakellos
Nikolaos Georgopoulos
Athanasios Kouremenos
Athanasios Lagodimos
Victoria Pekka-Oikonomou
Nikolaos Philippas
Michael Sfakianakis
Aristea Sinanioti
John Sorros
Nikolaos Tsangarakis

Associate Professors

Petros Maravelakis

Assistant Professors

Dimitrios Cambis
Eleni Didaskalou
Evangelia Kopanaki
Filotheos Ntalianis
Georgios Papanastasopoulos
Alexandros Paraskevopoulos
Markos Tsogas
Vasileios Zisis

Laboratory Teaching Staff (EDIP)

Christina Kontogoulidou (School EDIP – allocated to Department of Business Administration)
Elias Maragos
Despoina Papakonstantinou (School EDIP – allocated to Department of Business Administration)

Special Education Staff (EEP)

Ioannis Diallas
Aikaterini Makrinikola

Special Technical Laboratory Staff (ETEP)

Elpiniki Kamini
Diamanto Ntouva
Maria Rebelou

Administrative Staff

Kiriaki Stavrianidou, Secretary
Efrosini Alexandri
Niki Christofa
Eleni Flamou
Panayiota Koutsoliakou
Margarita Zabetta

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VISION AND MISSION OF THE DEPARTMENT

The **vision** of the Department of Business Administration is to establish itself as a leading and internationally-recognized department of business administration, and to be at the forefront of business education in Greece, producing managers with a high level of training, innovative thinking, and business intelligence.

The mission of the Department of Business Administration is to:

1. promote excellence in education and make the best use of knowledge in order to shape management graduates with values;
2. engage in and support research which can meet contemporary economic, social, and business challenges and foster innovation in business administration;
3. produce graduates who are capable of recognizing the challenges in the business environment and can contribute to entrepreneurial progress;
4. develop managers with organizational, consulting, communication, and interpersonal skills, who are able to become mid-level and senior managers in businesses and organizations in the private and public sector;
5. shape the leaders of the future, who are able to play a vital role in economic and social life at the national and international level;
6. encourage professional specialization and training through brief, flexible lifelong learning education and training programmes (on either an attendance or distance learning basis); and
7. cultivate an outward-looking approach and collaboration with academic, research, social, and other institutions to advance entrepreneurship and benefit society.

OBJECTIVES AND LEARNING OUTCOMES OF THE PROGRAMME

The main objectives of the programme are:

The object of the programme is to teach the key subjects in business administration. Within this framework the programme aims to enable graduates to:

- create a strong knowledge base in the entire range of subjects related to business administration, within the context of a broad university education;
- have the ability to adapt to a constantly changing environment;
- develop analytical skills and the ability to solve complex management problems;
- use methods and techniques to make management decisions;
- have the capacity to search for and analyse data from sources relating to business and the economy;
- have academic study and research skills in the field of business administration;
- promote and adopt the rules and principles of business ethics and morality; and
- pursue high-level postgraduate study in Greece and abroad.

LEARNING OUTCOMES

Graduates of the Bachelor in Business Administration will be able to:

- outline, interpret, and apply the concepts relating to management and strategy, accounting and finance, marketing, production planning, entrepreneurship, technology and innovation management, and environmental management;
- demonstrate the competencies required to organize businesses or organizations more effectively;
- support the development, transfer, and application of innovative practices both on the business and organizational level, and on the national, European and international level;
- use statistical and economic methods to analyse and solve business problems and identify business opportunities;
- use information and communication technologies to support business functions, processes, and decision making;
- integrate and function effectively as members of a team;
- communicate issues that concern businesses and organizations orally and in writing;
- develop and support multifaceted research activities, which help to generate original and valuable knowledge in the area of business administration;
- apply the principles of business ethics and social responsibility; and
- understand the concepts of globalization, cultural diversity; and heterogeneity.

Total ECTS credits in the Bachelor of Business Administration programme: 240.

CURRICULUM

The Bachelor of Business Administration has been designed to provide knowledge of all the functions of a business (or organization), as well as the relationship between them.

The programme equips students with the knowledge, skills, and ability to make correct business decisions in changing circumstances and to become effective managers in businesses and organizations in the private and public sector.

Studies at the Department of Business Management of the University of Piraeus aim to offer education and high-level training in current topics in Management and Strategy, Accounting and Finance, Marketing, Production Planning etc.

The structure of the programme ensures a smooth and seamless transition from the first to the final semester of studies.

Students are required to complete a total of fifty (50) courses in order to graduate (36 compulsory courses [C], 4 foreign language courses [FL], and 10 electives [E]).

Electives from the curriculum may be taken from the fifth semester. In order to complete their programme of study, students must be examined in:

- Three (3) core elective courses
- Three (3) free electives
- Four (4) courses from one and only one concentration:
 - Management and Human Resources
 - Accounting and Finance
 - Marketing and Production Management

In addition, students are required to:

- attend and successfully complete the course English as a Foreign Language in the first four (4) semesters.
- During their studies they may choose a maximum of two (2) RESEARCH PROJECT electives (one [1] in the fall semester and one [1] in the spring semester), which may replace a course from either the student's chosen concentration or the student's free electives.

It should be noted that the module IT Applications II requires students to complete 40 hours of compulsory workshops. These workshops are graded. If a student earns a passing grade for the workshop component, this grade is added to the overall grade earned for the module. A grade for IT Applications II cannot be assigned if the 40 hours have not been completed.

Students may improve their grade (reassessment) in the following ways:

- Students in the fifth or sixth semester may resit two (2) required courses from the previous four or five semesters.
- Students in the seventh or eighth semester may resit a total of six (6) courses (required and elective) if they have not previously exercised their right to resit examinations.
- Students may resit examinations for prerequisite and elective courses in all examination sessions.

// Courses

First Semester				
Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
MICROECONOMICS	C	4	5	V. Pekka-Oikonomou
BUSINESS LAW I	C	4	5	C. Delouka-Inglessis
MATHEMATICS FOR BUSINESS ADMINISTRATION	C	4	6	M. Sfakianakis A. Paraskevopoulos
COMPUTER APPLICATIONS I	C	40 hours in total	6	M. Sfakianakis, P. Maravelakis, D. Papakonstantinou (EDIP)
MANAGEMENT	C	4	6	L. Chytiris, F. Ntalianis
ENGLISH I (This course must be completed in order to graduate; the grade for this course is not included in the calculation of the final degree grade.)	FL	3	2	P. Mormori

Second Semester				
Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
STATISTICS FOR BUSINESS ADMINISTRATION	C	3 2 workshop	6	M. Sfakianakis, P. Maravelakis
TECHNOLOGY SYSTEMS	C	4	5	D. Georgakellos, E. Didaskalou
BUSINESS LAW II (Commercial Law)	C	4	5	A. Sinanioti
COMPUTER APPLICATIONS II (Workshops)	C	40 hours in total	6	M. Sfakianakis, P. Maravelakis, D. Papakonstantinou (EDIP)
FINANCIAL ACCOUNTING I	C	4	6	V. Zisis
ENGLISH II (This course must be completed in order to graduate; the grade for this course is not included in the calculation of the final degree grade.)	FL	3	2	P. Mormori

Third Semester

<i>Course Title</i>	<i>Type of Course (Required or Elective)</i>	<i>Teaching hours per week</i>	<i>ECTS</i>	<i>Instructors</i>
FINANCIAL ACCOUNTING II	C	4	6	V. Zisis
ENVIRONMENTAL MANAGEMENT	C	3	5	D. Georgakellos, E. Didaskalou
MACROECONOMICS	C	4	5	D. Yannelis, I. Kokores
MARKETING	C	4	6	M. Tsogas
HUMAN RESOURCE MANAGEMENT	C	3	6	L. Chytiris
ENGLISH III (This course must be completed in order to graduate; the grade for this course is not included in the calculation of the final degree grade.)	FL	3	2	C. Tobrou

Fourth Semester

<i>Course Title</i>	<i>Type of Course (Required or Elective)</i>	<i>Teaching hours per week</i>	<i>ECTS</i>	<i>Instructors</i>
CONSUMER BEHAVIOUR (Prerequisite course: Marketing)	C	4	6	M. Tsogas
OPERATIONAL RESEARCH	C	4 1 workshop	6	E. Kopanaki
FINANCIAL MANAGEMENT I (Investment Decisions)	C	4	6	N. Tsangarakis
MANAGEMENT DECISIONS ANALYSIS TECHNIQUES	C	3	5	C. Agiakloglou – G. Oikonomou (Emeritus Professor)
MANAGERIAL ECONOMICS	C	3	5	V. Pekka-Oikonomou
ENGLISH IV (This course must be completed in order to graduate; the grade for this course is not included in the calculation of the final degree grade.)	FL	3	2	C. Tobrou

Fifth Semester

<i>Course Title</i>	<i>Type of Course (Required or Elective)</i>	<i>Teaching hours per week</i>	<i>ECTS</i>	<i>Instructors</i>
COST ANALYSIS	C	6	6	J. Sorros
FINANCIAL MANAGEMENT (Financial Management II 50%) (Financial Management III 50%)	C	6	6	N. Tsangarakis
TECHNOLOGY & INNOVATION MANAGEMENT	C	3	5	D. Georgakellos
MARKETING RESEARCH (Prerequisite course: Marketing)	C	3 1 case study	5	A. Kouremenos

QUANTITATIVE METHODS IN FINANCE	C	4	5	N. Philippas
ELECTIVE	E	3	3	

Sixth Semester

Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
PRODUCTION & OPERATIONS MANAGEMENT	C	3	4	A. Lagodimos
ORGANIZATIONAL BEHAVIOUR	C	3	4	L. Chytiris
FINANCIAL STATEMENT ANALYSIS AND REVIEW	C	6	4	J. Sorros
Auditing & Internal Control (50%)				G. Papanastasopoulos
Financial Statement Analysis (50%)				
INDUSTRIAL MARKETING (Prerequisite course: Marketing)	C	3 1 case study	5	A. Kouremenos
PORTFOLIO MANAGEMENT	C	3	4	P. Artikis
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	

Seventh Semester

Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
RISK MANAGEMENT	C	3	7	P. Artikis
MANAGEMENT INFORMATION SYSTEMS	C	3 1 workshop	7	E. Kopanaki
BUSINESS POLICY & STRATEGY	C	4 2 exercises	7	N. Georgopoulos
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	

Eighth Semester

Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
MANAGERIAL ACCOUNTING	C	3 1 (small groups)	7	J. Sorros
TOTAL QUALITY MANAGEMENT	C	3	7	G. Bohoris
BUSINESS PLANS & FEASIBILITY STUDIES	C	4	7	D. Georgakellos
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	
ELECTIVE	E	3	3	

Elective Courses

Fall Semester

Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
CORE ELECTIVES				
PUBLIC ECONOMICS	E	3	3	S. Hadjidema, K. Eleftheriou
INTERNATIONAL MARKETING	E	3	3	M. Tsogas
ENERGY MANAGEMENT	E	3	3	D. Georgakellos, E. Didaskalou
QUALITY & INTERNATIONAL MANAGEMENT STANDARDS	E	3	3	A. Lagodimos
MANAGEMENT AND HUMAN RESOURCE MANAGEMENT CONCENTRATION (MAN-HRM) (Prerequisite course: Management)				
MANAGEMENT OF TOURISM ENTERPRISES	E	3	3	L. Chytiris
E-COMMERCE	E	3 1 (small groups)	3	N. Georgopoulos E. Kopanaki
INDUSTRIAL SOCIOLOGY	E	3	3	E. Nina-Pazarzi (Emeritus Professor)
KNOWLEDGE MANAGEMENT	E	3	3	N. Georgopoulos
MARKETING CHANNELS & DISTRIBUTION MANAGEMENT	E	3	3	D. Cambis
RESEARCH PROJECT	E	3	3	Faculty Member
ACCOUNTING AND FINANCE CONCENTRATION (ACC-FIN) (Prerequisite course: Financial Accounting I)				
INTERNATIONAL ACCOUNTING	E	3	3	V. Zisis
TAX ACCOUNTING	E	3	3	G. Papanastasopoulos
FIXED INCOME SECURITIES	E	3	3	P. Artikis
HEALTH ECONOMICS	E	3	3	M. Sfakianakis, C. Kontogoulidou (EDIP)
MUTUAL FUNDS & INSTITUTIONAL INVESTORS	E	3	3	N. Philippas
RESEARCH PROJECT	E	3	3	Faculty Member
MARKETING AND PRODUCTION CONCENTRATION (MAR-PRO) (Prerequisite course: Marketing)				
PROJECT MANAGEMENT	E	3	3	G. Bohoris
QUALITY MANAGEMENT – DESIGN & CONTROL	E	3	3	G. Bohoris
SERVICES MARKETING	E	3	3	M. Tsogas
SELLING & SALES MANAGEMENT	E	3	3	A. Kouremenos
DATA MINING	E	3	3	P. Maravelakis
RESEARCH PROJECT	E	3	3	Faculty Member
FREE ELECTIVES				
COMPETITION LAW	E	3	3	C. Delouka-Inglessis
POLICIES OF THE EUROPEAN UNION FOR BUSINESSES (Dept of International & European Studies)	E	3	3	N. Farantouris M. Mendrinou
FINANCIAL SYSTEM & BANK MANAGEMENT (Dept of Finance)	E	3	3	M. Tsiritakis

EU EDUCATION, TRAINING, RESEARCH & INNOVATION POLICIES (Dept of International & European Studies)	E	3	3	M. Bossi, C. Kontogoulidou (EDIP)
ACCOUNTING INFORMATION SYSTEMS	E	3	3	J. Sorros
CURRENT TOPICS IN BUSINESS LAW (CAPITAL MARKET, INSOLVENCY, & INSURANCE LAW)	E	3	3	A. Sinanioti
INTRODUCTION TO INSURANCE (Dept of Statistics)	E	3	3	M. Nektarios
RESEARCH PROJECT	E	3	3	Faculty Member

Elective Courses

Spring Semester

Course Title	Type of Course (Required or Elective)	Teaching hours per week	ECTS	Instructors
CORE ELECTIVES				
BUSINESS SIMULATION – GAMES	E	3	3	M. Sfakianakis
LEADERSHIP	E	3	3	F. Ntalianis
CONSOLIDATED FINANCIAL STATEMENTS	E	3	3	G. Papanastasopoulos
MANAGEMENT AND HUMAN RESOURCE MANAGEMENT CONCENTRATION (MAN–HRM) (Prerequisite course: Management)				
PLANNING & DESIGN OF ELECTRONIC COMMERCE	E	3 4 workshop	3	N. Georgopoulos E. Kopanaki
ENTREPRENEURSHIP	E	3	3	V. Pekka-Oikonomou
MANAGEMENT OF TRANSPORT COMPANIES	E	3	3	E. Sambracos
HOSPITAL MANAGEMENT	E	3	3	M. Sfakianakis C. Kontogoulidou (EDIP)
RESEARCH PROJECT	E	3	3	Faculty Member
ACCOUNTING AND FINANCE CONCENTRATION (ACC–FIN) (Prerequisite course: Financial Accounting I)				
ACCOUNTING PLANS	E	3	3	G. Papanastasopoulos V. Zisis
BEHAVIOURAL FINANCE	E	3	3	N. Philippas
MERGERS & ACQUISITIONS AND EVALUATION TECHNIQUES	E	3	3	D. Cambis
RESEARCH PROJECT	E	3	3	Faculty Member
MARKETING AND PRODUCTION CONCENTRATION (MAR–PRO) (Prerequisite course: Marketing)				
LOGISTICS AND SUPPLY CHAIN MANAGEMENT	E	3	3	A. Lagodimos
ADVERTISING AND PUBLIC RELATIONS	E	3	3	M. Tsogas

MANAGEMENT SUPPORT SYSTEMS IN MARKETING	E	3	3	A. Kouremenos
MARKETING PLANS	E	3	3	A. Kouremenos
RESEARCH PROJECT	E	3	3	Faculty Member
FREE ELECTIVES				
LEGAL ASPECTS OF E-COMMERCE	E	3	3	C. Delouka-Inglessis
BUSINESS ETHICS	E	3	3	V. Pekka-Oikonomidou
GENDER EQUALITY IN BUSINESS ENTERPRISES	E	3	3	E. Nina-Pazarzi (Emeritus Professor), M. Tsangaris (EDIP)
BUSINESS RESEARCH METHODOLOGY	E	3	3	G. Bohoris
HEALTHCARE INFORMATION SYSTEMS	E	3	3	M. Sfakianakis D. Papakonstantinou (EDIP)
GAME THEORY & GLOBAL POLITICS (Dept of International & European Studies)	E	3	3	J. Paravantis
SHIPPING MANAGEMENT (Dept of Maritime Studies)	E	3	3	A. Pantouvakis
RESEARCH PROJECT	E	3	3	Faculty Member
STUDENT INTERNSHIP (Takes place during the summer. Positions are allocated on a first come first served basis.)	E	3	3	M. Tsogas E. Didaskalou

SERVICES

PERSONAL STUDENT ACCOUNT

Students who have registered at the University may collect their personal username and password from the University Secretariat. These give access both to the personal student account and to the electronic services provided by the University and the Hellenic Ministry of Education. These codes are strictly confidential. In the event of loss, they may be reissued by the Secretariat.

ELECTRONIC SECRETARIAT – STUDENT INFORMATION SYSTEM FOR ACADEMIC AFFAIRS



The web application of the Electronic Secretariat can be accessed at students.unipi.gr.

This web application allows students to:

- find information about the courses offered in the curriculum, instructors, suggested reading etc;
- register for courses for each semester;
- access grades for courses in which they have been examined; and
- receive a confirmation of studies instantly in electronic format.

The student username and password provide access to this web application.

ACADEMIC IDENTIFICATION CARD, STUDENT PASS

All registered students are required to have an academic identification card. To obtain the identification card, students must log in to academicid.minedu.gov.gr using their student username and password and submit the relevant online application. The academic identification card also serves as a student pass which can be used to travel on public transport.



Students who have been admitted to Greek Universities and Technological Educational Institutes are eligible to obtain a student identification card following registration for the first year of their studies. In order to receive this card, first-year students must first register with the secretariat of the school to which they have been admitted. The new identification card resembles a credit card and has improved security features to prevent counterfeiting.

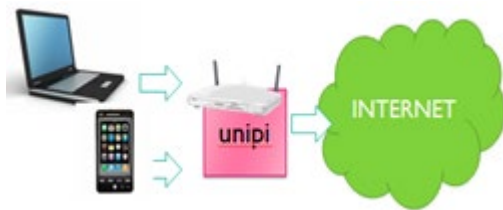
UNIVERSITY TEXTBOOKS



Academic textbooks are distributed via the EUDOXUS service provided by the Ministry of Education at eudoxus.gr. This service enables students to apply for the textbooks they require for each semester and find the relevant information.

Students log in to the EUDOXUS system using their student username and password.

WIRELESS INTERNET – Wi-Fi



All teaching areas in the university have free wireless internet coverage (Wi-Fi). The network name is unipi. Students can connect to this network from their laptop or mobile telephone without using a password.

VIRTUAL PRIVATE NETWORK – VPN

The University's VPN connection allows students to access the electronic services of the University from a remote location or network, for example, from home. Through this service it is possible, for example, to access the content of the academic books, journals, and databases available in the library when working outside the university. More details about this service can be found at: www.unipi.gr/unipi/el/hu-sundesh-vpn.html.

SOFTWARE FOR EDUCATIONAL USE

Students of the University have free access to Microsoft software via the **Microsoft Imagine** service (formerly Dreamspark/MSDNAA), depending on their department. The Microsoft Imagine service is provided by Microsoft and allows students and faculty members of the University of Piraeus to download and use Microsoft software free of charge. Software distributed through Imagine does not include Microsoft Office, regardless of subscription level. The service is available at two levels: Standard and Premium. Microsoft Imagine Standard is accessible to all students of the University and is provided centrally by the University. The Standard Edition offers limited Microsoft software, and does not include desktop versions of Windows, Microsoft Visio or Microsoft Project. Students can access the service using their student username and password at [Microsoft Imagine Standard](#) and [Microsoft Imagine Premium \(Department of Business Administration\)](#).

Moreover, students of all grades can use their student username and password to gain access to the Microsoft Office 365 Education Plus software at <https://delos365.grnet.gr>. Detailed instructions regarding the activation of this service are provided in the **Office 365 Account Activation Guide**.

LIBRARY Website: www.lib.unipi.gr

The University of Piraeus library is for use by faculty members, researchers, and students. Its mission is to support learning and research.

The library is housed in the central building of the University in the lower basement. The library entrance is at the central circular staircase at the centre of the ground floor. Disabled access is via the lift on the left side of the building.

The library consists of three main areas:

- The Reception Area, where the issue desk, the closed collection, rare collections and computers for searching the catalogue and information sources are located.
- The Bookstack, where students will find the entire printed collection, photocopying machine, and reader computers.
- The Reading Room, which houses dictionaries, displays of the most recent issues of journals, and other reference material.

The opening hours have been extended from 8am to 8pm on all working days, to meet the needs of the members of the University.

Services

General information: Information regarding the library and its resources, for example, borrowing regulations, photocopies, use of audio-visual material, location of records etc, is available at the reception desk. Nine leaflets are available to provide information on these subjects.

Specialized information: The library provides online subscription and open access databases by subject.

Specialized research queries can be submitted by email, telephone, or in person. These are handled by librarians from the relevant department.

Borrowing: Each member of the University is a registered user of the library and can borrow library materials. A renewals and reservation system for borrowed items is also in place. Returned items are re-issued on a priority basis.

New acquisitions are made following recommendations for the expansion of its collection or through interlibrary loans from Greek or international partner libraries.

User training: Library personnel offer new students and all interested parties support and information regarding the use of the library, its catalogues, and the services and electronic information sources it provides.

FIRST SEMESTER

MICROECONOMICS

COURSE CONTENT

Module 1

- Basic concepts (economic problem, scarcity, distinction between microeconomics and macroeconomics)
- Economic models (circular flow of income, production possibilities curve, real cost)
- Theory of consumer choice (total and marginal utility, consumer equilibrium, law of demand, budget constraint, indifference curve)
- Behavioural economics

Module 2

- Price setting and price changes (demand, determinants of demand, supply, determinants of supply, market, equilibrium)
- Elasticity (price elasticity of demand, income, prices of other goods, price elasticity of supply, arc elasticity)

Module 3

- Optimality (consumer surplus, producer surplus, Pareto optimality)
- State intervention (taxation, subsidization, maximum and minimum prices)

Module 4

- Production and cost (total, average, and marginal product, short-run cost, long-run cost law of diminishing returns, supply curve)
- Characteristics of market structures (characteristics of perfect competition, monopoly, oligopoly, monopolistic competition)
- Operation of a perfectly competitive market

LEARNING OUTCOMES

The purpose of this course is to provide an introduction to the basic concepts and tools with which to study economic science. This course aims to help students to:

- acquire basic **knowledge** of theories, principles and laws of economics;
- gain the **skills** to apply the above theoretical knowledge; and
- develop the **ability** to solve problems and transfer their existing knowledge to new situations.

In order for this objective to be achieved, on successful completion of the module students will be able to:

- understand the concept of scarcity and to recognize its various forms in modern-day settings;
- describe and interpret issues relating to the behaviour of basic units within a system (households, businesses);
- distinguish between and calculate the different types of cost that a business incurs;
- use diagrams to represent and interpret market operation, the price mechanism and the price change process;

- recognize the conditions under which the state intervenes in the market and to analyse the consequences of this intervention;
- describe and identify the basic characteristics of different market categories;
- make decisions and evaluate the operation of a business in perfect competition both in the short and long run; and
- formulate ideas and judgements and propose solutions to problems using the knowledge and tools they have acquired.

BUSINESS LAW I

COURSE CONTENT

1. Introduction to Law: the concept of law, division of Law, sources of Law, rules of Law.
2. General Principles of Civil Law: **a.** Legal capacity, **b.** The Right (concept and distinctions, claim and defendant's plea, acquisition-change and loss, use and abuse, the protection of Rights). **c.** The subjects of legal relations (natural and legal persons). **d.** Legal transactions (meaning, types, requirements of valid transactions, conditions and deadlines, representation and power of attorney).
3. Law of Obligations (Contract law): a. Introduction. b. Types of Obligations. c. Civil liability.
4. Consumer Law: **a.** Introduction: Consumer protection according to Greek and EU law. **b.** Unfair Contract Terms. **c.** Sale of consumer goods and guarantees. **d.** Prohibited forms of advertising (unfair commercial practices) and permitted forms of advertising under restrictions (direct, comparative ads).

LEARNING OUTCOMES

The purpose of this course is to get student of a no-Law School acquainted with basic concepts of Greek Civil Law, which is the most important part of private law, and, more specifically, the "General Principles", the "Law Obligations" as well as Consumer Protection Law.

On successful completion of the course students will be able to:

- Understand the basic concepts of Civil Law, especially the "General Principles", and have a good command of contract law, being of course pivotal to all private and business concerns;
- Identify the subjects of legal relations (namely natural and legal persons) and how they are protected by law;
- Comprehend the concept of 'rights' and their protection;
- Apprehend the significance of the Contract Law;
- Be aware of their rights as consumers in accordance with existing legislation; and
- Have knowledge of the obligations and liabilities of a business to consumers in accordance with existing legislation.

MATHEMATICS FOR BUSINESS ADMINISTRATION

COURSE CONTENT

Mathematics of Finance, algebraic solution of simultaneous linear equations (Gauss–Jordan elimination method), basic types of functions (linear functions, quadratic functions, polynomial functions), exponential and logarithmic functions, differentiation (derivative of a function, second derivative, partial differentiation, rules of differentiation), economic variables and functions (total and average income, total and average cost, laws of supply and demand, profit, elasticity, marginal revenue and cost functions), optimization of economic functions, Lagrange multipliers, integrals (indefinite integral, definite integral, economic applications of integrals), applications of integration to the theory of probability and statistics (probability distributions of continuous random variables – uniform, exponential and normal distribution).

LEARNING OUTCOMES

The main objective of this course is to familiarize students with the mathematical tools needed to solve business application problems. Mathematical concepts that at first appear to be abstract are understood through their applications, while key elements of mathematical theory and relevant applications, together with their solutions, are presented, covering different areas of business administration.

On completion of this course students will be able to:

- understand the mathematical techniques and tools used to solve business application problems;
- understand the basic concepts and principles of mathematics used in business administration; and
- apply mathematical tools to solve problems in business administration.

COMPUTER APPLICATIONS I

COURSE CONTENT

Theory: Concept of informatics, limitations and risks of informatics, evolution of information technology, computer systems organization (binary system, logic gates and circuits, Von Neumann architecture), computer hardware, computer software, creative software packages, computer graphics and multimedia, networks and internet, artificial intelligence.

Workshops: Demonstration of the basic features of Microsoft Windows and of an Internet browser. Processing of simple and complex texts with the use of Microsoft WORD for Windows, so that students are able to create complex documents. Emphasis is given on formatting procedures, tables and organization charts.

LEARNING OUTCOMES

The purpose of the course is to teach the basic principles of computing and information systems, as well as to give students a high level of familiarity with the Microsoft Word for Windows text editor for writing demanding and complex texts, the use of Microsoft Windows and internet surfing.

On completion of the course students will be able to:

- understand the basic concepts of informatics and directly implement processes that cover the entire spectrum of computer science, without needing prior knowledge of the subject;
- grasp the benefits of information technology;
- have a high level of familiarity with Windows and internet surfing;
- have competence in using the Microsoft Word for Windows text editor; and
- write demanding and complex texts using Word.

MANAGEMENT

COURSE CONTENT

Course modules:

- Introductory concepts and definitions
- Evolution of management
- Planning
- Organization
- Management and leadership
- Motivation
- Communication
- Team management
- Control

LEARNING OUTCOMES

Course objective: Modern organizations operate in a highly competitive and globalized context, characterized by the high cost of acquisition and utilization of the necessary resources, turbulent social, economic and technological change and an increasing demand for socially responsible management practices. It is therefore clear that the effective management of organizations is vital to the achievement of organizational goals and objectives.

The objective of this course is to provide fundamental theoretical knowledge and present methods and techniques, so that future managers have a comprehensive view of the meaning and content of management and know how to proceed in order to run a business unit successfully.

Learning outcomes:

On completion of the course students will be able to:

- outline the functions of management, and the roles and essential skills of a manager;
- identify the internal and external environmental forces that affect the operation and efficiency of businesses and organizations;
- describe the four basic management functions;
- identify and set organizational goals and objectives;
- plan business actions and make decisions;
- identify and understand the power sources of leadership and the nature of leadership; and
- describe and evaluate the extent to which classic theories of leadership are appropriate in any given setting.

ENGLISH I**COURSE CONTENT**

Students will become familiar with business and banking terminology and learn advanced syntax and grammar so that they can begin writing academic texts.

LEARNING OUTCOMES

On successful completion of the course students will be able to understand and analyse texts and articles with business, economic, and banking terminology, advertisements, content relating to productivity management, decision making, inflation, human resource management, human resources, investments, business transaction documents, foreign investments, cost etc.

SECOND SEMESTER**STATISTICS FOR BUSINESS ADMINISTRATION****COURSE CONTENT**

Theory: Basic statistics, population – sample – sampling techniques, descriptive statistics, probability and probability distributions, inferential statistics, simple and multiple regression, linear regression, time series analysis and forecasting.

Workshops: Students will be trained in the basic functions of the statistical package Statgraphics. Statistical analysis of real business data sets will be carried out using Statgraphics.

LEARNING OUTCOMES

The contemporary business environment requires sound decision-making based on the analysis of facts (data). The objective of this course is to familiarize students with the basic concepts and principles of statistics to enable them to incorporate statistical thinking in business decisions.

On completion of the course students will:

- have an understanding of the basic statistical concepts and principles;
- be able to directly apply basic statistical techniques in different business functions, for example, marketing, sales, production and finance;
- be able to perform basic and more complex statistical procedures using appropriate statistical packages; and
- use business data to draw conclusions that can be used for management decision making.

TECHNOLOGY SYSTEMS

COURSE CONTENT

Technology

- Technology as a system. Types of technological systems. Inputs to technological systems. Technological processes. Outputs, Feedback and Controls
- Tools in technology. Measurement tools.
- The problem solving and design process. Developing design solutions. Evaluating design solutions. Communication design solutions.
- Obtaining material resources. Processing resources. Manufacturing products. Constructing structures. Using and servicing products and structures.
- Using technology to communicate. Telecommunication.
- Using technology for transportation.
- Using energy.
- Managing technological systems.
- Technological systems in modern society.

LEARNING OUTCOMES

The objective of the course is to present and analyse the main systems of technology in order to provide students with the knowledge and skills they require for decision making on technological issues.

BUSINESS LAW II (COMMERCIAL LAW)

COURSE CONTENT

The course is divided into two basic parts. The first part outlines the meaning and categories of commercial law, discusses the systems of Greek commercial law (object of commercial law, system of marketability, commercial transactions law). It also examines industrial property law (commercial name, trademark, patent and competition law).

The second part, which forms the core of the course, presents the institutional framework within which the basic types of corporation recognized by Greek law exist. Specifically, it examines the foundation, organization and operation of basic types of company in Greek law, namely association, civil company, general partnership, limited partnership, silent partnership, limited company by shares, private capital company and limited liability company.

LEARNING OUTCOMES

The purpose of the course is to outline and explain the basic concepts and topics relating to commercial law. In particular, through this course students acquire knowledge and an understanding of the institutional framework of commercial transactions and the parties involved.

COMPUTER APPLICATIONS II

COURSE CONTENT

Theory: Problem resolution with the use of computers, flow chart, algorithms (representation and efficiency of algorithms), algorithms on computational methods and algorithms on statistical descriptive measures, internet risks and security, problems of information technology and their 'partial' solutions (privacy, hacking and cracking, encryption).

Workshops: Processing of simple and complex spreadsheets using Microsoft Excel for Windows so that students are able to model economic processes and to solve simple and complex problems using financial data. The emphasis is on absolute and relative addresses, formatting procedures, charts and basic functions (statistical, logical, financial, etc) in Excel, and their application in business administration.

LEARNING OUTCOMES

On completion of the course students will be able to:

- develop a programming background;
- write algorithms for problem solving;
- understand the consequences of the misuse of computer science;
- have a high level of familiarity with the features and tools of the Excel spreadsheet software;
- be able to model economic processes;
- solve simple and complex problems using financial data;
- create presentations using PowerPoint; and
- create databases using Access.

FINANCIAL ACCOUNTING I

COURSE CONTENT

The course focuses on the general principles of financial accounting and on the recognition, recording, and presentation of economic events of business entities. Specifically, the course highlights the usefulness of financial statements, outlines fundamental concepts and provides an in-depth analysis of both the accounting cycle (that is, the systematic process used to recognize and record accounting events) and of the theoretical background on which current financial accounting practice is based (accounting principles, qualitative characteristics of accounting information etc). Therefore, the course emphasizes basic issues relating to the recognition of assets, liabilities, revenues and expenses through the debit and credit of accounts, the preparation and use of trial balances, the recording of adjusting entries, the understanding of the concept of income and the preparation of financial statements (balance sheet and income statement).

LEARNING OUTCOMES

On successful completion of the course students will:

1. know how to record economic transactions in an entity's accounting books;
2. understand the fundamental principles of accounting and accounting books;
3. understand the importance of financial statements; and
4. be able to publish and understand financial statements at a basic level.

ENGLISH II**COURSE CONTENT**

Teaching of original texts and development of critical thinking in areas relating to product promotion, history of economic science, banks and banking transactions, business research, environmental pollution, industry, payment methods, accounting, oligopoly, welfare state, gross and net profit, international trade, mergers and acquisitions, market, bonds and shares, stock exchange and finance.

LEARNING OUTCOMES

On successful completion of the course, students will:

- be able to understand and analyse original texts and develop critical thinking in areas relating to product promotion, history of economic science, banks and banking transactions, business research, environmental pollution, industry, payment methods, accounting, oligopoly, welfare state, gross and net profit, international trade, mergers and acquisitions, market, bonds and shares, stock exchange and finance;
- expand their vocabulary.

THIRD SEMESTER**FINANCIAL ACCOUNTING II****COURSE CONTENT**

The course relies heavily on concepts developed in the course Financial Accounting I and focuses on advanced issues of financial accounting. Specifically, this course provides comprehensive coverage of the accounting for fixed assets (depreciation methods, impairment, special issues in fixed assets acquisition, repair and maintenance expenses etc), inventory (periodical and perpetual method and inventory valuation methods), receivables, financial assets, liabilities and provisions, and foreign exchange, as well as special issues in the recognition of revenues (percentage of completion method). Moreover, the course focuses on the usefulness and preparation of the cash flow statement and the statement of retained earnings.

LEARNING OUTCOMES:

This course in advanced financial accounting teaches students the empirical application of various accounting practices and offers them an understanding of the information that accounting numbers convey.

On successful completion of the course students will:

1. analyse alternative accounting practices relating to the valuation and recognition of various accounting items;
2. understand accounting alternatives, enhancing their ability to analyse financial statements and critically evaluate accounting numbers and alternative methodologies.

ENVIRONMENTAL MANAGEMENT

COURSE CONTENT

- Definition
- General aspects
- The compartmental approach (water resources, soil, air quality, noise, waste, energy economy and the carbon dioxide problem)
- Ecosystems
- Environmental management for tourism, parklands and reserves
- Sustainable development
- Risk analysis
- Environmental impact assessment
- Life cycle analysis
- Environmental auditing
- Environmental legislation
- Case studies

LEARNING OUTCOMES

The course objective is to teach students how to prepare and evaluate environmental management programmes for companies and organizations.

MACROECONOMICS

COURSE CONTENT

- Basic economic concepts, economic cycle
- Definition and measurement of gross national product (GNP)
- Consumption, investment, saving and government spending
- Equilibrium level of national income
- Fiscal policy and income multiplier
- Definition of money, money multiplier, role of the Central Bank
- Supply and demand of money, definition of interest
- Fiscal and monetary policy
- Business fluctuations
- Definition of unemployment, cause and cost of unemployment
- Cyclical unemployment and natural rate of unemployment
- Inflation: cause, cost and expectations
- Deficit, debt and inflation

LEARNING OUTCOMES

The purpose of the course is to analyse and explain basic concepts and topics relating to macroeconomic theory. The course describes and examines various types and categories of macroeconomic issues, for example, the measurement and brief presentation of the income of an economy, the determination of the equilibrium level of income of an

economy, monetary supply and demand, and setting of interest rates. In addition, the positive and negative effects of fiscal policy on an economy's income and, by extension, on individuals, businesses, and society are covered. Finally, the concepts of public deficit, public debt, and inflation are described and analysed.

On successful completion of the course students will be able to:

- understand the definitions and basic concepts relating to macroeconomic theory;
- recognize, formulate and analyse different types and categories of macroeconomic issues;
- understand the positive and negative effects of economic policy on individuals, businesses and society; and
- evaluate contemporary macroeconomic issues at a basic level.

MARKETING

COURSE CONTENT

This course provides an introduction to marketing science as a branch of business administration. It highlights the role of marketing as an important business function, which can give an organization a significant competitive advantage.

The course begins with an outline of different approaches and business philosophies, with emphasis placed on marketing orientation. The need for and usefulness of marketing in contemporary economies and societies is subsequently underlined.

As an introductory course, it presents the concepts of consumer behaviour and marketing research, which are, however, separate fields. The basic pillars of strategic marketing are also discussed, namely, segmentation of markets, targeting of relevant segments and positioning of a business product in the market and in consumers' minds.

The final area covered by the course is marketing mix (product, price, place, and promotion) which is a basic tool for the implementation of marketing policy in a business.

LEARNING OUTCOMES

On successful completion of this core course in the Business Administration curriculum, students will be able to:

- precisely **define** the meaning and content of the marketing function in a business;
- **understand** the application of marketing in different markets: product and services, profit-making and non-profit making, consumer and industrial, domestic and export markets;
- **identify** the steps of strategy marketing; and
- **recognize** the content of marketing mix and understand its role in the success of a business.

HUMAN RESOURCE MANAGEMENT

COURSE CONTENT

Modules:

- Role and function of Human Resource Management
- Job analysis
- Human resource planning

- Recruitment and selection
- Induction and orientation of new recruits
- Training and development of human resources
- Performance appraisal
- Compensation and benefits

LEARNING OUTCOMES

The purpose of this course is to provide the fundamental theoretical knowledge and present methods and techniques for the development and implementation of HR plans for acquiring, educating, compensating and utilizing employees in organizations.

On completion of this course students will be able to:

- understand the significance and role of HR for the existence, operation, and effectiveness of modern organizations;
- contribute as future HR executives to the achievement of the strategic goals of organizations; and
- implement the latest expertise in HR planning, selection, training and development, employee compensation and incentives systems, and employee evaluation.

ENGLISH III

COURSE CONTENT

Drafting of correspondence for:

- Reservations
- Services and price enquiries
- Responses to information requests
- Orders
- Credit
- Payments and receipts
- Representatives and agencies
- Insurance

Teaching of original texts and development of critical thinking on the following topics:

- Venture capital
- Business charts and communication
- Business research
- Commercial enterprises
- Payment methods for international transactions (international trade) in foreign currency
- Travel by air, road, rail and sea
- Small- and medium-sized enterprises
- Conference facilities
- Travel and accommodation
- Routes and itineraries
- Passports and travel documentation (visas)
- Travel insurance

LEARNING OUTCOMES

On successful completion of the course, students will have gained practice handling and drafting commercial correspondence regarding:

- Venture capital
- Business charts and communication
- Business research
- Commercial enterprises
- Payment methods for international transactions (international trade) in foreign currency
- Travel by air, road, rail and sea
- Small- and medium-sized enterprises
- Conference facilities
- Travel and accommodation
- Routes and itineraries
- Passports and travel documentation (visas)
- Travel insurance

FOURTH SEMESTER

CONSUMER BEHAVIOUR

COURSE CONTENT

This course provides an introduction to consumer behaviour, which is primarily a field of marketing but also of behavioural psychology. It analyses the basic model of purchase decision making and behaviour, as well as other versions, which depend on the extent of consumer engagement.

The course presents psychological motives of consumers and the dimensions of their personality as fundamental factors in decision making. Moreover, the impact of consumer culture, the demographic profiles of consumers and the individual's perception of reality on buying behaviour are analysed.

The course ends with a discussion of key consumer behaviours, including acceptance of innovation, consumer loyalty, post-purchase behaviour, development procedures and complaint management.

LEARNING OUTCOMES

On successful completion of this essential course in the Business Administration curriculum students will be able to:

- fully **grasp** the meaning and content of Consumer Behaviour as a fundamental variable in the marketing function;
- **distinguish** between the different forms of consumer decisions and the relative level of consumer engagement in decision making;
- have **knowledge** of the way in which consumer attitudes, opinions, and preferences are shaped and changed;
- **understand** the role of culture in buying behaviour; and
- **recognize** the stages in the acceptance of an innovation and the actions of consumers following the purchase.

OPERATIONAL RESEARCH

COURSE CONTENT

- Management decision-making process
- Linear programming (modelling – simplex method – problem solving using computers – applications)
- Sensitivity analysis – duality theory
- Transportation and assignment problems
- Network analysis
- Dynamic programming
- Case studies

LEARNING OUTCOMES

The course describes and examines basic concepts and topics relating to the field of operational research. The purpose of the course is to analyse a variety of business problems, to outline methods and mathematical models used to solve these problems and to interpret the results of the solutions, in order to facilitate decision making.

On successful completion of the course students will be able to:

- understand definitions and basic concepts relating to the area of organizational research;
- identify, classify, and analyse a variety of business problems;
- select and apply the appropriate method to solve decision problems;
- analyse decision problems and construct mathematical models (problem modelling), taking into account the parameters, basic hypotheses and limitations of the problem;
- determine the steps they must take to solve a decision problem, applying the appropriate methodological approach and algorithms;
- analyse and interpret the results of their data processing and the solution to a problem;
- propose and check alternative scenarios or solutions; and
- use software tools to process and solve operational research problems.

FINANCIAL MANAGEMENT I (Investment Decisions)

COURSE CONTENT

Introduction to financial management

- Introduction, basic concepts and tools
- Business environment
- Basic goals of companies and non-profit organizations
- Representation theory and cost of representation
- Financial markets (money and capital markets)
- Accounting profits and cash flows.

Financial statement analysis

- Financial statements
- Indicator analysis

Break-even point and leverage

- Break-even analysis

- Leverage (operational, financial, total)
- Capital structuring
- Examples and problem solving

Time value of money

- Current and future values
- Examples and problem solving

Valuation of shares and bonds

- Shares
- Bonds
- Examples and problem solving

Capital investment budget

- Concepts
- Investment criteria (acquisition period, net present value, internal rate of return, modified internal rate of return, efficiency index)
- Risk response
- Special situations (replacement of assets, limited capital)
- Examples and problem solving

Capital cost

- Sources of finance and relevant cost
- Exercises

LEARNING OUTCOMES

This course provides an introduction to the basic concepts of financial management and the business environment. It aims to analyse and explain concepts and issues relating to markets, the financial system, and businesses. The course presents and analyses methods for calculating break-even point and leverage, time value of money (current and future values), valuation of securities (shares, bonds) and cash flows. The key investment criteria for the evaluation of investments are examined and are applied in capital investment budgeting. The calculation of capital cost is also presented. Finally, students are introduced to the analysis of financial statements using indicators.

On successful completion of the course students will be able to:

- understand the basic concepts and functions of markets, the financial system and businesses;
- use data in order to value securities;
- analyse and evaluate investments under conditions of uncertainty using the methods and valuation criteria they have learned;
- calculate capital cost;
- have knowledge of the basic information in financial statements and the key indicators; and
- make decisions in the field of financial management.

MANAGEMENT DECISIONS ANALYSIS TECHNIQUES

COURSE CONTENT

- Basic concepts in forecasting and decision analysis
- Statistical analysis and reporting
- Simple linear model

- Multiple linear model and regression problems
- Dummy variables and time-lag models
- Smoothing methods
- Time-series decomposition
- Decision analysis
- Queuing theory
- Game theory

LEARNING OUTCOMES

The purpose of the course is to describe the basic quantitative techniques used for management decision making. Following a brief overview of the meaning of a variable, the course outlines the regression technique for simple and multiple linear regression and the problems of regression. Dummy variables and time-lag models are also examined. Subsequently, smoothing methods and time-series decomposition are presented. Finally, techniques of decision analysis under conditions of uncertainty, queuing theory and game theory are discussed.

On successful completion of the course students will have knowledge of and be able to apply quantitative methods in order to make financial and management decisions using real data.

MANAGERIAL ECONOMICS

COURSE CONTENT

Managerial Economics deals with the application of economic theory and the tools of decision science. Topics covered in the course include:

- Theory of demand, supply and market equilibrium
- Differential calculus and optimization techniques
- Theory of consumer choice
- Demand estimation
- Production theory and estimation.
- Cost theory and estimation with calculus
- Market structure
- Perfect competition, monopoly and monopolistic competition
- Oligopoly and strategic behavior
- Regulation and antitrust: the role of government in the economy

LEARNING OUTCOMES

The purpose of the course is to provide an introduction to the basic concepts and tools for the study of economic science and their application in a business setting. Managerial Economics examines the current international business environment and combines economic theory, decision science and tools from different areas of management, examining the relationships between them, given that a business seeks to make optimal decisions taking into account the limitations it faces.

The course aims to provide students with:

- basic knowledge of the theories, principles and laws of economics;
- the skills to apply the above theories; and
- the ability to solve problems and transfer their existing knowledge to new situations.

In order for this objective to be achieved, on successful completion of the course students must be able to:

- understand the concept of scarcity and to recognize its various forms in modern-day settings;
- understand business theory and optimization techniques;
- understand, determine and predict the demand for a product or service;
- describe and interpret issues relating to the behaviour of management executives and evaluation of the decisions they make;
- identify and calculate the production and cost of a company;
- to make decisions relating to the determination of pricing policy;
- combine the analysis of demand with the analysis of production and cost in order to show how price and production are determined under different market structures;
- describe and identify the basic characteristics of different market categories;
- make decisions and evaluate the operation of a business in perfect competition both in the short and long run; and
- formulate ideas and judgements and propose solutions to problems using the knowledge and tools they have acquired.

ENGLISH IV

COURSE CONTENT

Presentation and discussion of advanced texts on the following subjects:

- Gross National Product (GNP)
- World Bank
- International Finance Corporation
- International Monetary Fund (IMF)
- Organization for Economic Cooperation and Development (OECD)

Terminology

Development of written and oral communication skills

Translation of original texts on the following subjects:

- Macroeconomics
- Theory of commerce
- Applied economics
- Econometrics
- Accounting
- Company profile

- European Union institutions

LEARNING OUTCOMES

At the end of the fourth semester students will be able to:

- understand and analyse texts and terminology on subjects relating to their academic and professional interests;
- write summaries of texts, listen to dialogues, speeches, lectures and texts with business, academic and work-related content; and
- translate specialized terminology in and out of English from texts in their chosen field.

FIFTH SEMESTER

COST ANALYSIS I

COURSE CONTENT

Cost accounting measures financial and non-financial information relating to the operational costs of an organization and produces reports which are useful and necessary for financial and management accounting.

The course begins with a comprehensive presentation and analysis of cost concepts, an investigation of the cost accounting framework, classification of concepts based on criteria and determination of its behaviour.

Subsequently, the components for determining the costs, direct materials, direct labour cost and other manufacturing costs will be analysed. The two basic cost techniques for costing products and services, job order and the costing process will be presented. In addition, methods for the evaluation of inventories in work in process and finished goods are outlined.

Finally, inventory evaluation methods that are in line with the requirements of the Greek taxation authorities are presented.

LEARNING OUTCOMES

- Basic knowledge of cost accounting in accordance with Greek GAAP.

FINANCIAL MANAGEMENT

(FINANCIAL MANAGEMENT II AND FINANCIAL MANAGEMENT III)

COURSE CONTENT

Module 1: Financial Management II (Financing Decisions) – 50%

Risk analysis and alternative capital investment options

- Break-even point
- Sensitivity analysis
- Scenario analysis
- Simulations

- Decision trees
- Inflation and investment decisions
- Alternative options
- Examples and problem solving

Market efficiency

- Theory of market efficiency
- Examples

Processes and sources of financing

- Business plan
- Sources of short-term financing
- Sources of long-term financing
- Short-term capitalization processes
- Long-term financing processes
- Issue of common and preferred shares
- Issue of conventional and convertible bonds
- Valuation of debt instruments and shares
- Warrants
- Examples and problem solving

Dividend policy

- Theory of dividend policy
- Share dividends, stock split
- Share repurchase
- Examples and problem solving

Risk and return

- Measurement of return
- Measurement of market risk
- Portfolio risk and return
- Capital asset valuation model
- Examples and problem solving

The lease decision

- Examples and problem solving

Module 2: Financial Management III (Analysis and Planning) – 50%

Leverage (operational, financing and total)

- Examples and problem solving

Capital structuring

- Theory and practice
- Empirical studies
- Examples and problem solving

Business evolution and adaptation

- Mergers and acquisitions
- Corporate restructuring (spin off, split off) – reorganization (privatization) – business groups
- Examples and problem solving

Working capital

- Accounts receivable financing and reserve management
- Short-term planning and budgeting, cash planning

- Cash management and short-term financing
 - Baumol model
 - Miller–Orr model
- Examples and problem solving

Corporate governance

- Theory and practice

Corporate valuation

- Introduction to the measurement of business value
- Basic models of business valuation
- Examples and problem solving

LEARNING OUTCOMES

This course consists of two modules:

Financial Management II (Financing Decisions) – 50%

Financial Management III (Analysis and Planning) – 50%

It builds on Financial Management I (Investment Decisions)

Module 1: Financial Management II (Financing Decisions) – 50%

The purpose of this module is to analyse and evaluate capital investments under conditions of uncertainty and to identify potential investment alternatives. The theory of market efficiency is also discussed. The course will present the ways in which companies can raise capital, the different methods and their consequences. Theories of dividend policy are examined, as well as the practices adopted by companies to distribute their profits (dividends) and how these are related to the repurchase of shares. Finally, the relationship between risk and efficiency and leasing decisions are outlined.

Module 2: Financial Management III (Analysis and Planning) – 50%

The purpose of this module is to analyse corporate capital structuring and the theories related to this. The processes and methods involved in mergers and acquisitions as a means of restructuring companies are presented. Working capital and the short-term obligations of companies and ways in which these are managed are outlined.

On successful completion of the course students will be able to:

- analyse and evaluate investment under conditions of uncertainty, using the methods and valuation criteria they have learned;
- be familiar with alternative ways of raising capital and to calculate the potential consequences on share price;
- know what dividend policy is, the theories that explain it and the ways in which companies distribute their profits;
- calculate the impact of dividend policy on company value;
- analyse data in order to calculate risk and return;
- analyse data in order to decide whether they will purchase or lease a fixed asset;
- be familiar with capital structuring theories and to calculate the optimal level of borrowing in specific situations;
- be aware of the corporate restructuring options available to companies (mergers and acquisitions);
- analyse data in order to calculate the impact of mergers and acquisitions on company value;
- analyse data in order to calculate optimal level of working capital; and
- develop critical thinking and decision-making skills in this field.

TECHNOLOGY AND INNOVATION MANAGEMENT

COURSE CONTENT

Through this course students learn how to prepare and evaluate a technological innovation programme.

- Definitions (technology and science, dimensions of technology, technology and management, high technology, appropriate technology, innovation)
- Economy, society, politics and technology (technological change, firm, production and technological change, technology and industrial structure, diffusion of technology, technological change and unemployment, technology and culture, national technology policy, technology and society, technology and the environment)
- Technology and economic goals
- Planning technology
- Implementing technology in products and services
- Implementing technology in production
- Technology substitution
- Forecasting market solutions
- Forecasting the rates of technological change
- Forecasting directions of technological change
- Technology transfer (licensing know-how, patents, trademarks and trading names, franchises, joint ventures).

LEARNING OUTCOMES

Through this course students learn how to prepare and evaluate a technological innovation programme.

MARKETING RESEARCH

COURSE CONTENT

This course focuses on the most scientific branch of marketing, examining marketing research as a basic area of decision making in business administration. It describes how marketing management problems can be converted into a need for information and examines suitable methods for collecting this information. Different ways of collecting primary data are presented, namely, personal or telephone interviews, postal questionnaires and modern methods, for example, research via the internet or mobile device. Different approaches for sampling of consumers and businesses are analysed. Finally, basic primary data analysis methods are presented; emphasis is placed on the distinctive features of each method for supporting specific decisions, for example, the development of new products using conjoint measurements.

LEARNING OUTCOMES

On successful completion of this essential course in the Business Administration curriculum students will be able to:

- **grasp fully** the meaning and significance of marketing research for a business;
- **distinguish** between the different types of research and the scope of market research;
- **have knowledge** of the marketing research planning process and the various marketing data analysis tools; and
- **understand** the role of research in the design of a marketing plan and the associated strategy.

QUANTITATIVE METHODS IN FINANCE

COURSE CONTENT

- Introduction
- Importance of financial econometrics
- Basic statistical concepts
- Predictability of asset returns
- Inferential statistics: Confidence intervals and testing hypotheses
- Classic linear model
- Multivariate regression

LEARNING OUTCOMES

Quantitative Methods in Finance combines statistical and econometric tools and financial theory. The objective of this course is to present the main statistical and econometric methods that are required for the analysis of financial data and different financial theories.

On successful completion of this course students will have knowledge of:

- descriptive statistics (measures of position, measures of dispersion, measures of distribution) and inferential statistics (estimation, confidence intervals and testing hypotheses)
- the classic linear model and its useful practical applications, such as CAPM (capital asset pricing model)
- verification of the existence of efficient markets (efficient market hypothesis), the estimation of beta coefficient etc.
- the multivariate linear model along with several interesting extensions and practical applications (multifactor models)
- empirical applications, accompanied by econometric violations which are encountered on estimating the models such as autocorrelation and heteroscedasticity
- EViews statistical package for econometrics analysis.

SIXTH SEMESTER

PRODUCTION AND OPERATIONS MANAGEMENT

COURSE CONTENT

- Evolution of production and operations management
- Production and the supply chain
- Business and production strategy
- Demand forecasting
- Capacity planning
- Economies and diseconomies of scale
- Centralized and decentralized capacity decision
- Production facility design

- Work measurement and control
- Inventory management

LEARNING OUTCOMES

The principle objectives and learning outcomes of this course are:

1. to provide an overview of the problems relating to production management decisions and to outline their importance for the efficient operation of a business;
2. to present some methods, techniques and approaches for solving specific production management problems; and
3. to lay the foundations for further study.

ORGANIZATIONAL BEHAVIOUR

COURSE CONTENT

The course covers the following areas:

- Basic concepts of organizational behaviour
- Theories of human behaviour and defining factors of behaviour
- Performance equation in the workplace
- Employee values, attitudes, perception and personality
- Motivation
- Group dynamics.
- Organizational processes that influence behaviour (leadership, power, communication)
- Interpersonal and inter-team conflict resolution
- Change management

LEARNING OUTCOMES

On successful completion of the course students will be able to:

- turn the theories and principles of organizational behaviour into management practices;
- communicate effectively, work in teams, and develop leadership qualities;
- introduce and deal with changes in the work and corporate qualities; and
- resolve conflicts between individuals and groups.

FINANCIAL STATEMENT ANALYSIS AND REVIEW

(AUDITING AND INTERNAL CONTROL and FINANCIAL STATEMENT ANALYSIS)

AUDITING AND INTERNAL CONTROL

COURSE CONTENT

The course covers the following topics:

- Introduction to the basic concepts of auditing and the auditing environment
- International and Greek auditing standards
- Development of internal control systems and processes
- Development of external control systems and processes
- Fraud control (financial crime)
- Issues relating to creative accounting
- Financial statement fraud
- Practical applications of the above topics

LEARNING OUTCOMES

This course provides a thorough analysis of the internal and external control processes of corporate financial statements. The course builds on the knowledge gained from Financial and Managerial Accounting and Cost Accounting, covering all the areas that require analysis and control so that the financial statements and, more importantly, the financial results of companies can be calculated correctly and in accordance with existing regulations.

On successful completion of the course students will be able to:

- record Greek and international developments in auditing procedures and the actions of auditing bodies;
- describe the techniques and methods used by chartered accountants in external control;
- organize internal control services; and
- adopt controls to counter financial fraud and financial crime.

FINANCIAL STATEMENT ANALYSIS

COURSE CONTENT

1. Scope of financial statement analysis
2. Fundamental issues in accounting and auditing
3. Types, methods and problems of the methods of financial statement analysis
4. Liquidity and activity analysis
5. Profitability and activity analysis
6. Analysis of capital structure
7. Investment analysis

LEARNING OUTCOMES

This module reflects the importance of the use and analysis of financial statements. Expected learning outcomes for students are:

- to understand the basic motives and interests for financial statement analysis;
- to acquire in-depth knowledge of fundamental accounting problems;
- to develop detailed knowledge of the types, methods, and problems of financial statement analysis;
- to conduct liquidity, activity, profitability, and capital structure analysis;
- to prepare pro forma financial statements;
- to use default risk models based on accounting figures;
- to conduct investment analysis based on fundamental per share ratios and fundamental to price ratios; and
- to make operating, investment, and financing decisions.

INDUSTRIAL MARKETING

COURSE CONTENT

This course covers decision making in a business, as regards both the supply of products and services and the promotion of products to other businesses. It describes the different stages and multiple criteria involved in the segmentation of industrial markets. It also presents the criteria and composition of the decision-making unit (DMU) and its consequences for the formulation of relevant B2B marketing strategies.

LEARNING OUTCOMES

On successful completion of this essential course in the Business Administration curriculum, students will be able to:

- fully **understand** the difference of industrial markets and industrial marketing;
- **identify** the dimensions of corporate decision making;
- have **knowledge** of the supplier selection process in businesses;
- **understand** the role of the DMU and purchasing criteria;
- be **aware** of the segmentation process in industrial markets; and
- **develop** a specialized marketing mix for B2B products.

PORTFOLIO MANAGEMENT

COURSE CONTENT

This course aims to help students develop a broad knowledge and understanding of the asset management process and practice. The investment management industry is globally one of the largest and most complex industries, handling transactions in financial assets worth trillions of dollars annually.

Students will have the opportunity to understand practical issues that arise in managing private and institutional client portfolios. The main topics covered include the investment policy statement, practical application of portfolio theory, dominant & efficient portfolios, Markowitz diversification model, portfolio optimization, capital asset pricing model (CAPM) and arbitrage pricing theory (APT), performance measurement, asset allocation and security selection. The course has a very practical emphasis and all methods are applied in a series of class exercises and cases.

LEARNING OUTCOMES

On successful completion of the course students will be able to:

- understand the asset management process;
- define client objectives and investment policy;
- apply financial theory to asset management problems;
- measure portfolio return and risk;
- apply portfolio diversification techniques;
- use the capital asset pricing model and the arbitrage pricing theory;
- understand the difference between asset allocation and security selection;
- distinguish between different asset classes; and
- evaluate the performance of portfolios.

SEVENTH SEMESTER

RISK MANAGEMENT

COURSE CONTENT

This course examines how corporations and investors make use of the insights and tools of risk management, by engaging students in an active discovery of the principles of risk management. The risk management process in the current economic environment is becoming an increasingly important tool in the management of business and personal financial health.

The course begins with the quantification of uncertainty and an overview of the different types of risk (business, financial, liquidity, market price, interest rate, credit, foreign exchange, investment) that the modern financial manager faces, in the context of an enterprise risk management process. The course focuses on the ways in which the different categories of risk affect various aspects of financial management such as capital budgeting, corporate valuation, portfolio management etc.

The risk management process involves identification of risks and associated potential costs, analysis of the causes of risk of financial loss, determination of various strategies to treat risk, selection of strategies appropriate to the goals and objectives of the business, implementation of the selected strategies, management and monitoring of results.

LEARNING OUTCOMES

On successful completion of the course students will be able to:

- identify the various types of risks;
- measure and quantify the various types of risks;
- apply risk management procedures and techniques;
- use derivative products for risk hedging;
- relate the total risk of a company to its intrinsic value.

MANAGEMENT INFORMATION SYSTEMS

COURSE CONTENT

The aim of the course is to give students the opportunity to understand how information systems can support information management and help organizations compete successfully in a global environment. It takes the viewpoint of the manager as the user of information technology within an organizational context. The course aims to support IS managerial decision making. It does not address the complex technical information systems processes of system development and operation.

LEARNING OUTCOMES

The course is designed to help students understand and analyse Information Systems (IS) from a business viewpoint. Understanding IS from this viewpoint is important because business professionals inevitably encounter IS in today's business world. Today's IS leaders have become more visible and strategically important, as both technological and business forces have continued to increase information technology (IT) management responsibilities and roles within their organizations. There is a growing need for those interested in business to understand the nature of IT and the way it can best be harnessed to provide information for business functions.

On successful completion of the course students will have knowledge and understanding of:

- the nature of information and its use in managerial decision making;
- the relationship between recent developments in IT and the rise of end-user computing in business;
- the way in which information is organized, stored, and processed by modern IT as viewed from the interests of a business user;
- the process of analysis and design of a business IS;
- the role of IS within organizational strategy; and
- the impact of developments in networks and the internet on business.

BUSINESS POLICY AND STRATEGY

COURSE CONTENT

Business Policy & Strategy is concerned with the management of an organization: the formulation and implementation of corporate, business and functional strategies through an organization's structure and processes. The course consists of the following modules: 1. *Strategic analysis* of the environment, industry, competition, stakeholders and pressure groups, and corporate capability. 2. *Strategic decisions*, which focuses on the company's ability to identify the opportunities and threats inherent in environmental changes and to develop strategies to deal with these changes. 3. *Strategic action*, which examines the implementation of a strategy in light of the organization's capabilities and values.

LEARNING OUTCOMES

Business Policy and Strategy is a challenging and exciting course, which will allow a student to function as the owner or Chief Executive Officer of various organizations. The student's major task in this course will be to make strategic decisions and to justify those decisions through oral and written communication. The student can look forward to making strategic decisions both as an individual and as a member of a team. Everyone in this course will have the opportunity to make actual strategic decisions, perhaps for the first time in his/her academic career. As the course introduces topics and describes concepts, frameworks, and models, students are encouraged to ask how they would respond to various business issues and problems. The course is practitioner oriented and applications oriented. It presents strategic management concepts which will enable the student to formulate, implement and evaluate strategies in all kinds of profit and nonprofit organizations.

EIGHTH SEMESTER

MANAGERIAL ACCOUNTING

COURSE CONTENT

The course comprises the following modules:

1. Understanding of cost behaviour
2. Distribution of resources and capacity cost
3. Cost allocation in production cost centres
4. Activity-based costing systems
5. Activity-based management
6. Cost-based decision making
7. Decentralization

8. Balanced scorecard
9. Financial performance evaluation
10. Investment performance evaluation
11. Client performance
12. Incentive systems
13. Budgeting methods

LEARNING OUTCOMES

Managerial Accounting builds on Financial Accounting and Cost Accounting, contributing to the administrative support of the economic functions of economic units and assisting with management decision making.

On successful completion of the course students will be able to:

- identify the operating costs of economic units;
- determine the operating costs of economic units;
- interpret cost behaviour;
- design performance indicators;
- apply performance indicators;
- draft performance evaluation reports for the entire unit and individual departments; and
- support performance auditing of all operating departments of units.

TOTAL QUALITY MANAGEMENT

COURSE CONTENT

The course provides a comprehensive overview of total quality management, covering the following areas:

- Definitions of quality
- Cost of quality
- Scope of quality (products and services)
- Human resource management in total quality management
- Organization, formulation, implementation, and management of processes and procedures
- Quality design
- Quality control and improvement tools
- Continuous quality improvement programmes
- Quality management programmes
- Certification and evaluation
- Business excellence, the European Business Excellence Model and the Common Assessment Framework

LEARNING OUTCOMES

On completion of this course students must have basic, wide-ranging knowledge of all the current topics in total quality management (TQM) including:

- basic concepts – application of quality – quality assurance & certification – accreditation;
- the latest TQM tools (Business Excellence Model, indicators – client satisfaction levels etc)
- communication: a key component of TQM
- the use of basic TQM tools
- the understanding and use of quality management systems and business excellence
- the relationship between quality management and production, marketing, research and development, supply chain management etc.

BUSINESS PLANS AND FEASIBILITY STUDIES

COURSE CONTENT

- Definitions
- Aspects and categories of pre-investment studies
- Outlines of general opportunity studies
- Business Plans
- Outline of a pre-feasibility study
- Market surveys
- Feasibility studies
- Case studies

LEARNING OUTCOMES

Students learn how to prepare and evaluate pre-investment studies, such as business plans, pre-feasibility studies and feasibility studies.

FALL SEMESTER ELECTIVES

CORE ELECTIVES

PUBLIC ECONOMICS

COURSE CONTENT

This course examines the role of the state in the economy. In particular, it examines how the state affects the allocation of resources and the distribution of income through public spending and taxation. The course material is divided into two main sections relating to the actions of the state: expenditure and revenues (taxation). The first part of the course provides an analysis of government expenditure (public goods, externalities, cost-benefit analysis), while the second part examines issues related to taxation (taxation theory, direct and indirect taxes).

LEARNING OUTCOMES

Upon successful completion of this course students should be able to:

- have knowledge of and analyse the mechanism for determining the effective provision of public goods;
- understand the concept of externalities and analyse public and private responses to them;
- understand and analyse the mechanism of aggregation of individual preferences into collective (social) decisions;
- use cost-benefit analysis to evaluate public spending programmes;
- calculate the distribution of the tax burden on both the product and factor markets;
- know how the marginal and average tax rates are determined and the relationship of the latter with progressive taxation;
- analyse the economic impact of consumption and property taxes;
- know and evaluate how the tax base of individual income tax is determined;
- analyse the impact of corporate income tax on the behavior of legal entities;
- know how the tax base of corporate income tax is determined;
- understand the impact of inflation on corporate income tax; and
- understand the functioning of the various social security systems.

INTERNATIONAL MARKETING

COURSE CONTENT

This course examines the internationalization of marketing science. The course is structured around basic decisions in international marketing and, in particular:

- Decision to internationalize: willingness and ability of the company to expand outside domestic borders
- International market selection: criteria for determining the most attractive markets for international expansion, selection methods and underlying expansion strategy (concentration or diversification)
- Mode of entry: selection of the most attractive and appropriate entry strategy, eg direct or indirect exports, franchise, authorization, investment etc
- Adaptation or standardization of marketing mix: emphasis on decisions relating to the product and its promotion

LEARNING OUTCOMES

On successful completion of this core course of the Business Administration curriculum students will be able to:

- **fully grasp** the meaning, diversity and scope of International Marketing in relation to the introductory course in Marketing;
- **identify** the different theories of consumer culture and how these affect decision making;
- **understand** the strategic need for companies to establish a presence in international markets;
- **have knowledge** of the methods and criteria for selecting international markets and mode of entry; and
- **recognize** the difference between standardization and adaptation of the marketing mix in international markets.

QUALITY AND INTERNATIONAL MANAGEMENT STANDARDS

COURSE CONTENT

- Industrial standards and standardization
- Management system standards typology
- Diffusion of management system standards
- Building blocks of management standards
- Management standards implementation process
- Management standards certification process
- Quality and environmental management standards

LEARNING OUTCOMES

The main objectives and learning outcomes of this course are to provide students with:

1. knowledge and understanding of the main principles of management system standards;
2. understanding of the use of management system standards to ensure rational management;
3. understanding of the value of business process management as a management tool.
4. understanding of the vital importance and role of quality in a business.

ENERGY MANAGEMENT

COURSE CONTENT

The course covers the following topics:

- Energy and energy resources
- Conventional energy sources
- Renewable energy sources
- Energy conversion systems
- Economic concepts related to energy
- Energy efficiency in industry
- Energy management standards
- Environmental consequences of energy production and use
- Energy saving
- Evaluation of energy saving investment plans

LEARNING OUTCOMES

Modern technology systems rely on sufficient energy resources in order to operate smoothly. Energy plays an important role in modern life as a whole and, more specifically, in all product–service systems. The development of

policies to encourage more efficient use of energy in organizations, implementation of suitable management tools and understanding of the interrelationships at work in the energy sector within the international economic environment requires all players to grasp both the meaning of energy and its properties relating to storage, conversion and conservation. In this context managers in organizations and businesses will need to have the skills to meet the challenges in order to contribute to effective energy management and energy efficiency.

On successful completion of the course students will be able to:

- develop and evaluate energy management programmes for businesses and organizations;
- be aware of the inputs/outputs of an energy conversion system;
- understand the importance of implementing energy management systems;
- adopt a positive attitude to the use of renewable energy sources;

- conduct research, analysis and synthesis of data and information, using the appropriate technological tools;
- adapt to new situations;
- carry out independent work; and
- have respect for the natural environment.

MANAGEMENT AND HUMAN RESOURCES CONCENTRATION (MAN–HRM)

MANAGEMENT OF TOURISM ENTERPRISES

COURSE CONTENT

Course content

- Tourism industry
- Hotel industry
- Hotel organization and staffing
- Hotel policy and statistics
- Hotel quality management
- Hotel–customer communication systems
- Tourism agencies
- Group tourism, incentives tourism

LEARNING OUTCOMES

Course objective:

The objective of this course is to present critical issues relating to the operation and development of tourism enterprises, such as the evolution and characteristics of the hotel industry, the organization of hotels, organization of services, departmental functions of hotels and their relevant performance metrics, systems for quality control and quality assurance as well as the organization and operation of tourism agencies.

Learning outcomes:

At the end of this course students will be able to:

- approach and understand tourism as an economic and social phenomenon;
- understand the goals and function of tourism enterprises and apply management principles in hotels and tourism agencies;
- plan and provide services of the highest quality; and
- measure and improve service quality through scientifically documented methodologies.

E-COMMERCE

COURSE CONTENT

This course analyses and explains basic concepts and topics relating to the area of e-business. It includes the following modules:

- Introduction to e-business
 - Categories of e-commerce
 - Difference between e-commerce and e-business
 - Stages of e-business adoption
- Business-to-consumer (B2C) e-commerce business models
- Strategic e-business planning
- ERP and CRM information systems
- Business-to-business information systems
 - Traditional and modern information systems
 - Technological, business and business-to-business issues
 - Supply chain information systems

LEARNING OUTCOMES

This course aims to examine e-commerce –and, by extension, e-commerce– from a business rather than a technology perspective. The different types and categories of e-commerce are described and examined, together with the differences between e-commerce and e-business. ERP and CRM systems are outlined and their contribution to the effective functioning of a business, its relations with customers and the development of e-commerce are analysed. Moreover, new business-to-consumer e-commerce models are discussed, and technological and corporate issues relating to business-to-business communication and supply chain management are considered. Finally, the course examines topics relating to the development of an e-business strategy enabling businesses to achieve and maintain a competitive advantage. From this point of view, the course aims to help current and future business executives to become aware of existing challenges and to take advantage of them in the most efficient and effective way.

On successful completion of the course students will be able to:

- understand definitions and basic concepts relating to the field of e-business;
- recognise and analyse different types and categories of e-commerce;
- recognise and describe new business models;
- grasp and shape a strategic framework for businesses to adopt e-business;
- understand the positive results and consequences of business-to-business information systems in modern businesses;
- analyse the role of new technologies and the internet in supply chain management;
- propose innovative e-commerce applications and analyse them in relation to existing or new competitors, technological, business, and business-to-business issues, ethical and social questions, promotion practices and development strategies.

INDUSTRIAL SOCIOLOGY

COURSE CONTENT

The field and subject of sociology. Research methods of social sciences and sociology. Basic concepts.

Classics of sociology: Karl Marx, Emile Durkheim, Max Weber, Vilfredo Pareto and Georg Simmel. Main sociological approaches: functionalism, conflict, exchange and interaction theories, phenomenology, ethnomethodology and dramaturgical analysis.

Contemporary scholars: Analysis of their theoretical work with emphasis on the issues of sociology of labour, economic sociology and sociology of organizations and businesses.

Special Issues in sociology: Social organization in industrial and post-industrial society (social roles, social relations and social institutions: family, education, state, economy and religion). Socialization.

Globalization and labour relations. Labour relations institutions and regulations in Europe and Greece.

Case studies relating to international and Greek experience: Social changes and technological developments in modern society.

LEARNING OUTCOMES

On successful completion of the course students will:

- gain knowledge on issues in the field of sociology and, in particular, industrial sociology, with emphasis on sociology of work and economic sociology;
- understand the broader social environment in which enterprises and organizations operate, as well as issues relating to social structures and processes, so that they will have the proper cognitive background to confront questions that will arise during the course of their work in businesses and organizations;
- acquire specific knowledge concerning the functions of formal and informal groups within organizations;
- acquire the skills and competencies necessary for their future work roles.

KNOWLEDGE MANAGEMENT

COURSE CONTENT

- Introduction to knowledge management. What is data, information, knowledge? What are the types of knowledge? What is knowledge management and what does effective management mean? A historical overview of knowledge management. Business knowledge and business processes.
- The knowledge management life cycle. Basic approaches to the knowledge management life cycle. Knowledge management models. Analysis of the stages of a knowledge management life cycle.
- Model of knowledge conversion – SECI model (Nonaka & Takeuchi). Knowledge spiral. Creation of organizational knowledge.
- Value creation through knowledge management. Knowledge management strategies. Frameworks and models for knowledge management strategies. Development of knowledge management strategies.
- Innovation, organizational structure and effective knowledge management. Informal knowledge and innovation. Learning communities and knowledge creation. Knowledge structures and innovation.
- Organizational culture and knowledge management. Organizational learning. Learning organization. Organizational learning and social learning. Organizational learning and emotion.

- Knowledge management systems. Basic building blocks of knowledge management systems. Models and frameworks of knowledge management systems.
- Knowledge management methods, techniques, tools and applications – conception and creation of knowledge – exchange and dissemination of knowledge – acquisition and application of knowledge. Absorption ability and knowledge management. Unlearning and organizational mistakes.
- Knowledge mining for effective knowledge management. Basic concepts, technologies and data and knowledge mining tools. Basic concepts and data management issues. Data warehouses. Big data and knowledge management. Tools and techniques for analyzing big data. Issues relating to security and the use of big data management systems.
- Business intelligence and knowledge management. Business intelligence techniques and tools. Cloud computing and knowledge management. Cloud tools, techniques and services.
- Measurement and evaluation of knowledge management. Models and tools of knowledge management performance and value created.

LEARNING OUTCOMES

This course focuses on the methods and tools that a business can use for the effective management of one of its most important resources: knowledge. The effective management of this knowledge using specific techniques and tools can help a business to secure and maintain a competitive advantage. The object of this course is to understand and apply the management practices and concepts, as well as the technologies and tools, that enable the effective acquisition, processing and use of knowledge resources in the constantly changing environment in which businesses operate.

The course examines issues relating to strategic knowledge management, application of knowledge management and mining methods, techniques, and tools, and also new technologies and applications, for example, big data, business intelligence and cloud computing. Technological and non-technological factors of knowledge management systems implementation will be analysed in order to define the common approaches, best practices and standardization initiatives and describe and place these in the wider business content.

The general purpose of the course is to provide important and useful guidelines regarding the way in which businesses can be technologically, culturally, and socially aligned in order to take advantage of the opportunities for using knowledge both within their business and beyond the boundaries of their business. Moreover, the technologies, tools and best practices that can be implemented in all types of business will be identified, to ensure that these businesses can help to combine essential components of knowledge and fully exploit it as a whole.

The use of current literature, examples, applications, and case studies will help students to understand academic concepts and develop skills in the following areas:

- basic concepts, theories, best business practices, tools and technological knowledge management systems;
- issues relating to strategic knowledge management and the application of relevant methodologies, techniques and tools;
- methods, technologies and tools that can be used for knowledge mining; and
- new technologies, tools and applications, for example, big data, business intelligence and cloud computing, and how these can be implemented for more effective knowledge mining and management.

MARKETING CHANNELS AND DISTRIBUTION MANAGEMENT

COURSE CONTENT

- Definitions, functions and properties of MKT Channels
- Supply chain analysis
- Distribution channels analysis
- Applied methodology in the selection, design and development of MKT Channels
- The role of MKT channels in the formulation of corporate strategic decision making
- Analysis of distribution channels based on:
 - Company's business activity (SIC)
 - Market structure and relative positioning of the company
 - Comparative analysis of their impact on the company's systemic and business risk
 - Corporate strategic decisions
 - Market segmentation
- Integrated management systems of MKT channels for various types of organizational structures

LEARNING OUTCOMES

Marketing Channels and Distribution Management aims to review the relevant bibliography and studies on supply chain, channels of distribution and their management, and role in industrial and consumer marketing. A comprehensive analysis of the various categories of marketing channels and their role in the decision-making process of the firm in combination with the relevant marketing mix elements are the main focus of the course. The structure and operational properties of MKT channels are analysed, as are their contribution, in the form of value added, to end product/consumer (user). The role of modern technologies in the dynamic development of MKT channels based on the MKT principle and according to the life cycle stage of the firm are also discussed. In addition, the internal and external factors that determine the selection of MKT Channels based on the business activity (Standard Industrial Classification or SIC) are examined through the use of case studies. Detailed analysis of MKT channels economics, based on the functions of each one, reveals their contribution to the final price of the product/service and their impact on the required sources of funds at the corporate level. Finally, the course explores: a) the role of MKT channels in the economic growth of a country; and b) the importance of selecting the appropriate financial instruments (trade finance related) which result in the reduction of a company's leverage ratio and the increase of a company's current assets liquidity.

On successful completion of the course students are expected to be able to:

- have knowledge of the terminology, principles and theory of MKT Channels and their management within a firm's decision-making process;
- identify and analyse the various MKT Channels within the strategic decision-making process of the company and interpret MKT channels based on the company's dynamic formulation of short- and long-term objectives;
- correlate a company's business activity, market structure and available resources with the selection and management of MKT Channels;
- select the appropriate MKT channels based on mutually exclusive alternative choices and on budgetary cost benefit analysis for each MKT channel;
- apply the required methodology in the management of MKT Channels, taking into account the turbulent global economic environment and the role of MKT Channels in the company's risk management;
- formulate well-documented and substantiated proposals to the company for the selection, development and evaluation of the MKT Channels that are employed and their integration into the company's dynamic decision-making models; and

- manage MKT channels as a monitor of the company's relationship with the market and as valuable input in a company's strategic decision evaluation process.

ACCOUNTING AND FINANCE CONCENTRATION (ACC-FIN)

INTERNATIONAL ACCOUNTING

COURSE CONTENT

This course aims to provide students with a more thorough understanding of International Accounting Standards and International Financial Reporting Standards (IFRS), which were not covered in detail in previous courses. This course examines subjects relating to the Conceptual Framework, IAS 1, IAS 8, IAS 16 (plus impairment of fixed assets), IFRS 16, IAS 23, IAS 33, IAS 40 and IFRS 5. Therefore, the main focus is the theoretical underpinnings discussed in the conceptual framework adopted by the IFRS foundation, the presentation of financial statements and the calculation of earnings per share, the deepening of the understanding of liabilities by focusing on issues related to leasing and the capitalization of cost of capital, special issues related to non-current assets including investment property and non-current assets held for sale, and the accounting treatment of accounting errors, changes in accounting estimates and changes in the adoption of accounting policies.

LEARNING OUTCOMES

On successful completion of the course students will be able to:

1. comprehend the Conceptual Framework adopted by the IFRS Foundation and the process of adoption of accounting standards;
2. fully understand accounting methodologies and accounting practices based on IFRS and post relevant accounting entries and adjust entries in accounting books;
3. analyse and be aware of the effect on accounting information of accounting practices based on the IFRS reporting framework or other reporting frameworks that differ from accounting practices adopted by local GAAP;
4. recognize fundamental differences in the structure, presentation, and measurement of accounts between financial statements prepared under different reporting frameworks; and
5. understand and analyse information presented in financial statements prepared in accordance with IFRS.

TAX ACCOUNTING

COURSE CONTENT

Modules:

1. Tax accounting vs. financial accounting
2. Theory of taxation
3. Taxation of individuals
4. Taxation of business entities
5. Deferred taxation

LEARNING OUTCOMES

This course is designed to offer basic knowledge in taxation for individuals and business entities. On completion of the course students are expected to:

- understand the basic differences between financial accounting and tax accounting;
- understand the theoretical background of taxation: meaning of tax, features and purposes of tax, principles of taxation, classification of taxes, characteristics of a good tax system, and tax structure;
- have detailed knowledge of the measurement of the tax expenses and tax obligations of individuals and business entities;
- focus on deferred taxation according to International Accounting Standard (IAS) 12.

FIXED INCOME SECURITIES

COURSE CONTENT

The purpose of this course is to examine the structure and architecture of markets and debt securities, as well as the analysis and management tools for fixed income securities portfolios. In particular, pricing of bonds, interest risk management and credit management, design and use of credit derivatives and synthetic instruments are discussed. Debt markets and the fixed income securities that are traded in them play an extremely important role as they have a much greater value than share investments on a global level and are the basis for a range of other synthetic or derivative financial instruments.

LEARNING OUTCOMES

The purpose of this course is to examine the structure and architecture of markets and debt securities, as well as the analysis and management tools for fixed income securities portfolios.

On successful completion of the course students will have knowledge of:

- the basic characteristics of current fixed income securities;
- the way in which they are used as investments or to generate profit;
- bond pricing issues;
- the management of interest risk and credit risk; and
- design and use of credit derivatives instruments.

On successful completion of the course students will be able to:

- calculate bond return;
- calculate bond risk;
- assess the effect of fluctuation of interest rates on the price of a bond; and
- examine the effect of credit risk on bond return.

HEALTH ECONOMICS

COURSE CONTENT

- Meaning of health economics
- Health and the European health policy agenda
- Health systems
- Health and healthcare
- The theory of productivity – productivity and costs of medical care
- Cost-benefit analysis
- The state as a health insurance institution
- Industry medical services and hospital services
- Quality of Life and quality-adjusted life years (QALYs) as a health measurement index, cost- effectiveness analysis, quality-adjusted life years
- Methods of socio-economic evaluation
- Healthcare staff in Greece

LEARNING OUTCOMES

The aim of the course is to analyse and explain key concepts and issues related to the field of health economics. The course describes and examines: basic economic tools and institutions of health care, the role of the state, industrial studies, the meaning and subject of health economics, indicators for measuring the performance of the health sector, the particular characteristics of the health services market, with particular emphasis on evolving demand, the theory of health service production, productivity and cost effectiveness, economies of scale and long-term average costs of financing health services, the characteristics of health systems, health care in Greece, hospitals as production units, health-related quality of life and economic evaluation.

On successful completion of the course students will be able to:

- understand definitions and basic concepts related to the field of health economics;
- recognize and analyse the specific characteristics of the health services market;
- understand the theory of production and the economic efficiency of health services;
- analyse the performance measurement indicators of hospitals;
- analyse and compare the characteristics of health systems;
- understand the methods of socio-economic evaluation in order to make decisions using specific tools; and
- cooperate with their fellow students to produce and present a case study on the assessment of the productivity and efficiency of a Greek public hospital.

MUTUAL FUNDS AND INSTITUTIONAL INVESTORS

COURSE CONTENT

1. What are mutual funds and how do they operate?
2. Institutional and supervisory framework
3. Hellenic Fund and Asset Management Association, FEFSI and ICI
4. The Greek mutual fund market
5. Investment techniques for managers
6. Mutual funds – risk assessment

7. Principles of portfolio construction and management
8. Theoretical approach to the evaluation of portfolio (or mutual fund) performance
9. Timing and selectivity
10. Mutual fund evaluation companies: the innovative approach adopted by Morningstar
11. Index funds
12. The impact of the personal characteristics of managers on performance (hot hand phenomenon)
13. Causal relationship between stock market indices and cash inflows in the area of mutual funds: international experience and data regarding the situation in Greece
14. Factors affecting demand for mutual funds
15. Marketing of mutual funds
16. Property mutual funds
17. New trends in the mutual fund market: hedge funds, exchange-traded funds, funds of funds
18. Portfolio investment companies
19. Advantages and disadvantages of mutual funds
20. Types of investment company
21. Mutual funds and internet

LEARNING OUTCOMES

The liberalization of money and capital markets and subsequent globalization have brought about rapid developments in the services offered and have contributed to the growth in number and complexity of available financial products.

On successful completion of the course students will have knowledge of:

- the new conditions in global money and capital markets, as well as national and international developments in the most important forms of collective investment such as mutual funds;
- the institutional framework within which markets operate, the historical development of the institution, the companies, management, products, asset valuation methods, risk assessment, criteria of selection and evaluation of individual collective investments and marketing of specific investment products;
- risk assessment and methods for evaluating manager performance; and
- new trends in the area of collective investments, for example, hedge funds, exchange-traded funds, and funds of funds.

MARKETING AND PRODUCTION CONCENTRATION (MAR-PRO)

PROJECT MANAGEMENT

COURSE CONTENT

The key points of this course are:

- Project management: growth
- Project management: concepts and definitions
- Organizational structures and functions (in a project environment)
- Project office & team organization and staffing
- The variables for success
- Project planning
- Budgeting and cost control
- Risk management
- Contract management
- Quality in project management
- Network scheduling techniques
- Change management
- Crisis project management
- Modern developments in project management

LEARNING OUTCOMES

The course aims to provide introductory yet comprehensive information on all issues related to project management (PM).

On completion of this course students should be able to:

- understand and explain the relevant terminology;
- understand the importance of PM in organizations and businesses;
- be aware of the four distinct phases (definition, planning, execution and closing) in the life cycle of a project;
- appreciate the interrelatedness of business functions and thus the necessary holistic approach that needs to be deployed in order to carry out business projects successfully; and
- effectively use relevant frameworks, standards, tools and techniques.

QUALITY MANAGEMENT – DESIGN AND CONTROL

COURSE CONTENT

The key points of this course are:

- Quality improvement in the modern business environment
- DMAIC (define, measure, analyse, improve, and control) processes
- Methods and philosophy of statistical process control
- Control charts for variables and attributes
- Process and Measurement System Capability Analysis
- Project presentation

LEARNING OUTCOMES

This course provides a comprehensive overview of modern quality control techniques, including the design of statistical process control systems and process improvement.

On successful completion of the course students should be able to:

- understand the philosophy and basic concepts of quality improvement;
- describe the DMAIC processes (define, measure, analyse, improve, and control);
- demonstrate the ability to use the methods of statistical process control;
- demonstrate the ability to design, use, and interpret control charts for variables;
- demonstrate the ability to design, use, and interpret control charts for attributes;
- perform analysis of process capability and measurement system capability;
- write procedures for quality management – design & control; and
- design and create forms for quality management – design & control.

SERVICES MARKETING

COURSE CONTENT

This course focuses on the analysis of the most fundamental and characteristic features of services marketing, from both an academic and business perspective. Given the importance of services in all developed economies, lectures cover a wide range of issues which are vital for understanding the most important concepts of services marketing, effective strategy design and the successful implementation of marketing practices.

LEARNING OUTCOMES

The course comprises a review of current literature, the use of case studies to present good practices, the analysis of numerical examples and problem solving. In this way students are expected to:

- **understand** the socioeconomic importance of the wider service industry on the national and international level;
- **identify** the characteristic features of services and the way in which these affect strategy design and marketing mix;
- **recognize** the factors that are critical for the effective provision of services and implement **improvements** or **redesign**;
- **evaluate** and **interpret** the results of marketing activities; and
- be able to **design** services and relationship marketing plans and **evaluate** client base.

SELLING AND SALES MANAGEMENT

COURSE CONTENT

This course focuses on the development of sales skills, with emphasis on the ability to investigate client needs.

The course outlines the scope of vendor management and, in particular, the criteria for the recruitment and development of vendors, the content of the training process, and remuneration and incentives decisions.

LEARNING OUTCOMES

On successful completion of this essential course in the Business Administration curriculum students will be able to:

- **understand** the steps in the sales process
- **identify** the decisions of vendor management;
- **be aware of** the vendor evaluation process and the criteria for this; and
- **have knowledge** of the criteria for vendor training and remuneration.

DATA MINING

COURSE CONTENT

Nowadays, a huge amount of data is available online. This data is often of great value for the decisions that business executives or financiers are required to make while the nature, structure and volume of data makes their analysis by traditional methods ineffective and impossible. As a result, today's business executives are called upon to make decisions in a rapidly evolving environment where data is growing exponentially. For this reason they are invited to collaborate with senior IT executives (CTOs), analytics executives and decision makers etc. It is clear from the above that today's business executives need to have strong knowledge and skills in analytics using the internet.

Purpose

The purpose of the course is to give students an initial but comprehensive framework of knowledge and skills regarding data mining and its applications in business.

Objectives of the course

The main objectives of the course are:

- to understand the core ideas and methods of data mining; and
- to acquire data mining skills through real-world examples and applications from the business environment.

Characteristics of the curriculum

The proposed curriculum will cover the following key topics:

- Data characteristics
- Data transformations and dimensionality reduction
- Decision trees
- Correlation
- Clustering (hierarchical and non-hierarchical)
- Forecasts
- Data anomalies

Course syllabus

1. Introduction to data mining (applications, challenges)
2. Structure of a data mining project (stages, stakeholders, roles)
3. Data types and collection methods
4. Representation, data transformations and dimensionality reduction
5. Predictive and categorization methods (Multiple regression, decision trees, logistic regression, discriminant analysis)
6. Data relationships (association rules, clustering)

7. Forecasting (time series, regression, smoothing methods)
8. Data anomalies

LEARNING OUTCOMES

On completion of the course the students will be able to:

- understand the importance of timely and targeted data analysis to improve business decisions;
- recognize the stages of a data mining project;
- analyse business problems in detail and perform their own research using data mining methods; and
- understand and select the most suitable data mining tools to solve a problem.

FREE ELECTIVES

COMPETITION LAW

COURSE CONTENT

Firstly, the course is dealing with Greek Competition Law (Law 3959/2011). More specifically the following topics are examined: Anti-competitive agreements and prohibited cartels, the abuse of a dominant position and the mergers and acquisitions control. Moreover the role of the Hellenic Competition Commission: is examined.

Secondly, Unfair Competition Law (Law 146/14) is studied. It focuses mainly on: The paramount clause (Art. 1 of Law 146) as well as on specific prohibitions, i.e.: Unfair and misleading advertising, defamation of competitors, unlawful use of distinctive marks, infringement of business secrets and unfair commercial practices (Art 9a Law 2251/94 et seq. as in force).

LEARNING OUTCOMES

On successful completion of the course students will be able to:

- Have a basic understanding of law of market structure and of unfair competition law;
- Comprehend the meaning of economic competition and its significance for economic development and growth;
- Grasp that competitive markets are central to investment, efficiency, innovation, and growth;
- Understand the interplay between competition law and economics;
- Understand the rationale behind the adoption of regimes designed to protect competition;
- Have knowledge of the qualitative (lawful) boundaries under which an enterprise should conduct business with its competitors; and
- Be aware of the extremely strict legal consequences of the infringement of existing regulations.

POLICIES OF THE EUROPEAN UNION FOR BUSINESSES

COURSE CONTENT

The principal objective of the course is to examine EU policies, for example, Common Agricultural and Fisheries Policy, trade policy, migration policy, Enlargement and European Neighbourhood Policy, Cohesion Policy and the EU contribution to the implementation of the UN Sustainable Development Policy.

The course builds on students' prior knowledge and examines the differentiated role of European institutions in decision-making processes and the Europeanization of domestic policy.

LEARNING OUTCOMES

On successful completion of the course students will have an understanding, awareness and detailed knowledge of the governance, priorities and objectives of specific EU policies, as well as their implementation.

FINANCIAL SYSTEM AND BANK MANAGEMENT

COURSE CONTENT

- Definitions and basic features of the financial system
- Determination of interest rates
- Problems of asymmetric information and financial intermediation
- Banks and money supply
- Interbank market and monetary policy
- Risks of financial institutions
- Interest rates risk
- Credit risk
- Market risk
- Capital adequacy of banks
- Forward contracts and swaps

LEARNING OUTCOMES

The objective of this course is to analyse and explain basic concepts and topics relating to the financial sector and the financial management of banks. The course outlines and examines the operation of central banks, the role of commercial banks in money supply and the interbank market. In addition, the basic risks faced by commercial banks, and the measurement and management of these risks are discussed.

On successful completion of the course students will be able to:

- understand definitions and basic concepts relating to the financial sector;
- understand the role of the financial sector in the economy and the causes and effects of financial crises;
- recognise and analyse the different types of risks faced by banks;
- understand the methods of measuring and managing banking risks; and
- understand risk management tools.

EUROPEAN UNION EDUCATION, TRAINING, RESEARCH, AND INNOVATION POLICIES

COURSE CONTENT

Modules:

1. The Europe of Knowledge
2. Area of Education and Training
3. Workshop: Erasmus Mundus
4. The European Higher Education Area
5. Seminar: the Erasmus programme
6. Seminar: Erasmus for young entrepreneurs
7. The Europe of volunteering
8. Erasmus Mundus programmes
9. The European Research Area
10. Programmes and portals for researchers, Horizon 2020, Marie Curie
11. The Europe of innovation
12. Start-ups/youth entrepreneurship
13. Education 2030. The global citizen

LEARNING OUTCOMES

On successful completion of the course students will have an understanding, awareness and detailed knowledge of the governance, priorities, and objectives of EU education, training, research and innovation policies, as well as their implementation.

The course examines European policies on education, training, higher education, research, and innovation. Students learn about the formulation of these policies, their institutional framework and the European tools for the development of cooperation between member states. Special emphasis is placed on the European Higher Education Area, the European Research Area and European programmes. Students will also become familiar with the various EU websites for the internationalization of study and research, scholarships, employment opportunities, and research and volunteering programmes.

Learning objectives

On completion of this course students will be familiar with the formulation of policy in the areas of education, research, and innovation on the European level, and also with the European integration process. They will gain an understanding of the role of the main players and compare implementation in member states. At the same time they will learn to carry out research using primary, secondary and internet sources and make value judgements.

ACCOUNTING INFORMATION SYSTEMS

COURSE CONTENT

This course acquaints students with the fundamentals of the KEFALAIO accounting software and how it functions and fits into the organization. The course focuses on the needs and responsibilities of accountants as users and developers

of information technology. Students will explore the capabilities of accounting software and undertake related projects.

LEARNING OUTCOMES

On successful completion of the course students will be able to:

- perform journal entries for routine accounting events using accounting software;
- understand why IT in general is important to accounting;
- explain basic concepts of an accounting software; and
- explain how accounting software is used to record and enable business processes and transaction processing.

CURRENT TOPICS IN BUSINESS LAW (CAPITAL MARKET, INSOLVENCY AND INSURANCE LAW)

COURSE CONTENT

The following topics will be covered:

Insurance science and insurance law

- Evolution of private insurance law
- Law 2496/1997 on insurance contracts
- Law 3816/1958 (art. 257-291) on marine insurance
- Law 489/76 & Presidential Decree 237/1986 on insurance of civil liability in respect of the use of motor vehicles
- Law 4364/2016: private insurance business – SOLVENCY II, as in force
- EU law on private insurance and insurance mediation

Outline of course content:

- Introduction to insurance law
- Sources of insurance law
- Law 2496/1997: insurance contract – policy
- Law 2496/1997 Articles 11–18: general provisions of insurance law on insurance of damages
- The main types of insurance of damages
- Law 3816 /1958 (Articles 257–291): marine insurance
- Law 489/1976 & Presidential Decree 237/1986: motor vehicle insurance, as in force
- Guarantee Fund and International Insurance Bureau
- Law 4364/2016: private insurance business – SOLVENCY II, as in force: legislation regulating the private insurance business (establishment and operation of insurance companies, [re-]insurance, supervisory regulations, governance requirements, technical provisions, own funds
- Insurance mediation law
- EU law on private insurance and intermediaries

INSOLVENCY LAW

- Meaning of insolvency
- Subjective and objective requirements for declaration of insolvency
- Consequences of insolvency as to debtor
- Consequences of insolvency as to creditors
- Insolvency bodies
- Segregation and insolvency assertions
- Reorganization plan
- Union of creditors
- Pre-insolvency rehabilitation proceedings

LEARNING OUTCOMES

The objective of the course is to analyse and explain basic concepts and topics relating to the area of insurance law, insolvency law and capital market law. In particular, the course will provide students with knowledge of:

- the meaning and components of an insurance contract, insolvency and stock exchange transactions;
- the bodies and consequences of insolvency;
- the basic regulations governing the establishment, organization and operation of insurance businesses; and
- EU Directive 2014/65/EU (Markets in Financial Instruments Directive MiFID II).

INTRODUCTION TO INSURANCE**COURSE CONTENT**

This introductory course adopts a holistic approach to the risk management process of both individuals and businesses, for both insurable risks and financial, operational, and strategic risks.

In the first part of the course general risk management theory and practice are discussed and the major methods of managing risks are presented.

In the second part of the course the focus is on the insurance mechanisms that are the best-established and most widespread tools for managing risks for individuals and firms. The major types of insurance contracts are presented, as well as the distinctive characteristics of each.

LEARNING OUTCOMES

At the end of this course students will be able:

- to recognize the total spectrum of risks, both pure and financial risks;
- to use statistical tools in order to measure risks;
- to identify and measure risks that may affect persons and households, as well as the risks of corporations;
- to analyse the basic insurance contracts; and
- to determine the relationship between private and social insurance.

SPRING SEMESTER ELECTIVES

CORE ELECTIVES

BUSINESS SIMULATION – GAMES

COURSE CONTENT

Theory:

- Definitions and types of simulation. Systemic approach. Analysis of the Monte Carlo simulation technique.
- Historical evolution of simulation. Wider applications of simulation. Advantages and disadvantages of simulation. Analysis of the simulation process. Simulation programming languages.
- Meaning of random numbers. Historical review of the use of random numbers. Random number generators.
- Outline of randomness tests: theories and examples. Analysis of chi-square (χ^2) test, equal distribution test, serial test, gap test, poker test, coupon collector's test, transfer test, runs test (Wald–Wolfowitz).
- Analysis of the steps that need to be followed for a simulation (recording historical values, calculating probabilities and random numbers intervals, creating a model, simulating, drawing conclusions).
- Business simulations. Detailed application of complex business simulations – examples (e.g. cash flow model, loss model, company transaction model, machine performance improvement model).
- Queuing theory – description of theory, characteristics of the queuing process, application of simulation to queuing theory (e.g. queuing in a bank).
- Game theory – Outline of basic theory – Categories of games – Areas of game theory – Categories of games. Application of simulation to business decision making. Application of simulation to game theory (e.g. inventory, stock exchange).
- Meaning and definitions of business games. Applications and uses of business games. Meaning, definition and uses of virtual enterprises. Description of business game and virtual enterprise implementation framework.

Workshops:

- Basic concepts: mental model, stock, flow.
- An introduction to simulation software: description of capabilities, description of environment of use.
- Gradual running of a simple modeling example. Introduction of stocks, flows, other variables, connectors, variable data entry. Use of tables and graphs. Use of graphical functions. Application and configuration of simulation. Application and configuration of sensitivity analysis. Use of tools to present simulated model and simulation.
- Implementation of specific business processes for a better understanding of the simulation software. Types of complexity in simulation models (bank stock application, bank stock with delay application, etc.).
- Feedback systems modeling. Examples of one step processes (Little's Law). Queuing systems. Examples of multi-step processes – serial and parallel processes. Supply chain modeling. Beer game example. Use of distributions in simulation modeling (uniform, normal, exponential, Poisson, binomial). Process improvement modeling.

LEARNING OUTCOMES

This course focuses on business simulations and business games, examining the way in which simulation and games are developed and applied in different fields. Various key concepts and techniques relating to business simulations and business games will be analysed, while the use of different examples, applications with real data, and case studies will

help students to develop the necessary skills to apply simulations and games. Finally, in addition to business games, virtual enterprise programmes will be analysed using applications.

Current literature, applications, and case studies, combined with the workshop component of the course, will help students to understand academic concepts and develop skills, enabling them to:

- apply business simulation for problem solving;
- perform modeling and simulation of business processes;
- be aware of the importance of business games and virtual enterprises;
- develop and implement business games; and
- use business process simulation software.

LEADERSHIP

COURSE CONTENT

- Definition of leader and leadership
- Introduction to leadership
- Trait approach
- Skills approach
- Behavioural approach
- Situational approach
- Leader–member exchange theory
- Transformational leadership
- Authentic leadership
- Servant leadership
- Leadership case studies
- Portraits of historic and contemporary leaders

LEARNING OUTCOMES

The key objective of this course is to offer a comprehensive examination of leadership in the organizational and/or social environment, answering the following questions: a) What is the definition of leadership? b) Is a leader born or made? c) What are the key personality characteristics of a leader? d) What is leadership development? and e) What are the major theories and models?

On successful completion of the course students will:

- have an in-depth understanding of the meaning of leadership;
- understand leadership development;
- be aware of the factors that influence effective leadership behaviour;
- recognize the key components of leadership personality and how these affect behaviour;
- have knowledge of the essential leadership skills;
- grasp the Blake & Mouton managerial grid model representing the different leadership styles;
- be aware of the key modern theories of leadership (transformational, authentic, servant, transactional);
- determine the factors underlying leadership derailment; and
- be able to evaluate contemporary and historical leaders.

CONSOLIDATED FINANCIAL STATEMENTS

COURSE CONTENT

1. Business combinations
2. Accounting for stock investment according to Greek GAAP and IFRS
3. Subsidiaries and associates
4. Introduction to consolidated financial statements
5. Consolidation techniques and procedures
6. Goodwill, minority interest, and valuation of associates
7. Indirect holdings: father–son–grandson – structure and consolidation
8. Indirect holdings: connecting affiliates – structure and consolidation
9. Mutual holdings: parent stock held by subsidiary – structure and consolidation
10. Intercompany transactions: receivables and liabilities, inventories, fixed assets and dividends

LEARNING OUTCOMES

This module reflects the importance of business combinations and consolidation in financial accounting and reporting practices. Expected learning outcomes for students are:

- to understand the structure of business combinations (eg subsidiary and associate companies), valuation methods of equity & debt securities according to Greek GAAP and IFRS;
- to acquire detailed knowledge of consolidation techniques and procedures (eg equity and cost method of accounting), as well as important accounting balances (eg goodwill and minority interest);
- to focus on complex affiliation structures (eg indirect and mutual holdings);
- to develop in-depth knowledge of intercompany transactions involving receivables, liabilities, inventories, fixed assets, and dividends; and
- to prepare and analyse consolidated financial statements.

MANAGEMENT AND HUMAN RESOURCES MANAGEMENT CONCENTRATION (MAN–HRM)

PLANNING AND DESIGN OF ELECTRONIC COMMERCE

COURSE CONTENT

The course covers the following topics:

- Introduction to electronic business
- E-commerce business models, with emphasis on B2C e-commerce
- E-commerce technology infrastructure
- Mobile commerce

- Social media sites and e-business
- Design and development of e-commerce applications
- Digital marketing strategy and techniques
- E-commerce security issues
- Development of e-commerce using web technologies and current content management systems (CMS) tools

LEARNING OUTCOMES

The purpose of this course is to analyse and explain basic concepts and topics relating to e-business, focusing on B2C e-commerce. The course describes and examines different types and categories of e-commerce and analyses the necessary technological infrastructure. The effects of social media on business are considered and basic principles of digital marketing are presented. Finally, major security threats and ways in which these can be countered are outlined.

On successful completion of the course students will be able to:

- understand the difference between e-commerce and e-business;
- recognize and describe B2C e-commerce business models;
- analyse issues relating to the technology infrastructure of e-commerce applications;
- analyse key issues relating to mobile commerce;
- understand the differences between Web and Web 2.0 applications (social media);
- be aware of the effects of social media on businesses;
- understand core concepts relating to the formulation of digital marketing strategy;
- grasp and outline security problems and ways to mitigate them; and
- develop applications.

ENTREPRENEURSHIP

COURSE CONTENT

- Introduction to entrepreneurship. Definitions and entrepreneurship process. Definition of entrepreneur and entrepreneurial activity. Entrepreneurship on the national and international level. Examples of successful businesses.
- Institutions for the development of entrepreneurship and the role of government. Link between entrepreneurship and economic development. Development of entrepreneurial skills.
- Business idea and business plan
- Business Model Canvas
- Funding of new businesses and entrepreneurial activity. Venture capital companies. Business incubators. Business plan financing.
- Financial plan
- Development of entrepreneurial activity. Exit strategies for businesses or entrepreneurial ventures. Valuation of businesses.
- New ventures: formulating an idea, identifying opportunities, realizing and financing the idea, entering and establishing a presence in the market, sale or third-party buyout.
- Innovation and entrepreneurship
- Social entrepreneurship. Corporate entrepreneurship.
- International entrepreneurship. Internationalization and globalization. International best practices in entrepreneurship.

LEARNING OUTCOMES

The principal objective of this course is to help students develop the necessary skills required to work effectively in small- and medium-sized businesses, to start their own business or to buy and manage a business. Students learn how to evaluate their capacity to run a small business, to identify and assess business opportunities, to ensure the necessary capital, and to organize and manage business functions including production, management, accounting and finance. The ultimate goal is to introduce students to the basic principles of entrepreneurship and to encourage them to combine the knowledge they have acquired in other related courses by examining contemporary practical issues in entrepreneurship. In addition, the course draws students' attention to areas that will be of particular importance during the remainder of their studies so that they can become successful entrepreneurs. Special emphasis is placed on the dynamic concepts of entrepreneurship, creativity, and innovation, the analysis of problems and challenging situations and the identification of solutions. The understanding of entrepreneurship and innovation as collective, interactive, socioeconomic processes is central to this approach.

The course employs current research, examples, and case studies to help students to understand theoretical concepts and develop skills so that they can:

- understand the basic concepts of entrepreneurship and the entrepreneur;
- to be aware of the entrepreneurship ecosystem and identify its dimensions;
- understand the concepts of innovation and creativity;
- understand the importance of innovation and creativity in the successful development of a new venture;
- acquire knowledge and skills relating to all the stages in the entrepreneurial process;
- identify the most important factors in starting and managing a new venture;
- understand the steps for developing a business plan;
- identify and outline entrepreneurial opportunities which are aligned with their personal interests, talents and values; and
- develop their own business plan.

MANAGEMENT OF TRANSPORT COMPANIES

COURSE CONTENT

- Organization of transport companies
- Transport market (road, rail, air, river and maritime transport)
- Key features of the transport and shipping sectors
- Demand and supply of transport and shipping services and their determinants
- Price, income, and supply elasticity, cross-elasticity in transport and shipping
- Cost of transport services, depreciation costs, analysis of social costs
- Pricing, price differentiation, marginal cost, pricing methodology
- Transport subsidies, internalization of external costs
- Investment in the transport sector
- Methods for assessing investment projects in transport (single-criterion, multi-criteria, cost-benefit analysis, IRR, NPV)
- Strategic design in transport companies

LEARNING OUTCOMES

The aim of the course is to lay the foundations for the analysis and detailed understanding of the organization and operation of transport companies and the transport sector as a whole, so that future managers of transport companies are equipped with the appropriate tools and knowledge to manage the company effectively. In particular, the course introduces students to the problems that exist in the transport sector, by acquainting them with basic concepts and all the necessary methodological tools. Analysis of the basic concepts enables students to acquire the theoretical and applied knowledge which is needed to understand the transport sector. Thus, the course focuses on issues relating to the transport sector, for example, demand and supply, elasticity, cost of production, pricing, and investment, all of which have a wider scope and can be applied to other fields.

HOSPITAL MANAGEMENT

COURSE CONTENT

- International health care: comparison of health systems
- Strategic planning for health service organizations
- Marketing of health services
- Human resources management
- Information technology systems in the health sector – new technologies and medicine
- Quality assurance
- Hospital management engineering
- Stock management and drug management

LEARNING OUTCOMES

The purpose of the course is to analyse and explain key concepts and issues relating to the management of hospitals and healthcare services. The course describes and examines the following topics: the organization and operation of hospitals, strategic planning, quality assurance and patient satisfaction, human resource management, leadership, communication and assessment of nursing unit work, healthcare marketing, hospital management engineering, stock management, drug management, IT systems (IT).

Upon successful completion of the course students will be able to:

- understand the definitions and basic concepts related to the management of healthcare service providers;
- understand the institutional framework within which administration authorities operate to achieve acceptable solutions that maximize social benefit;
- recognize and analyse the particular characteristics of the administration of healthcare service providers;
- understand and use tools for the strategic management planning of healthcare service providers;
- analyse differences in the management of public and private nursing units;
- analyse and compare the characteristics of health systems;
- understand and apply marketing tools to different types of healthcare service providers;
- analyse and compare the results from the use of new technologies on hospital productivity;
- analyse quality assurance methods in healthcare service providers;
- use basic concepts to study the dynamics of groups; and
- implement financial analysis and hospital management techniques.

ACCOUNTING AND FINANCING CONCENTRATION (ACC-FIN)

ACCOUNTING PLANS

COURSE CONTENT

The primary purpose of this course is to provide students with an in-depth knowledge of accounting plans, which standardize and simplify accounting processes for firms and ensure that the information provided regarding the structure of assets, the financial condition, and the financial activity of the firms is homogenous, relevant, and true, in order to facilitate decision making for the users of this information. The course highlights key accounting developments that have occurred in Greece since the adoption of the accounting plan. The objective is to underline the importance of charts of accounts as an invaluable tool for controlling the recording and processing of financial transactions and events.

LEARNING OUTCOMES

On successful completion of their studies students will be able to:

- understand the characteristics and content of the Greek Accounting Plan and chart of accounts;
- understand the content of financial statements;
- prepare financial statements according to Greek Accounting Standards;
- identify the types, function, and meaning of accounts and understand the operation of the double-entry system;
- perform journal entries for routine accounting events according to the Accounting Plan.

BEHAVIOURAL FINANCE

COURSE CONTENT

- Introduction
- Analysis of the current domestic and international economic situation
- Stock market bubbles and investor psychology
- Major crises in the global economy
- The role of psychology in investor decisions
- The long-term nature of investment in funds
- Investment strategies in times of economic crisis (contrarian strategies etc)
- Investment rules to counter psychological errors leading to investment mistakes

LEARNING OUTCOMES

For more than 50 years financial theory was based on the premise that investors behave rationally and that the markets are effective. However, researchers in the field of psychology have discovered that people behave in a way that is not rational. Cognitive errors and emotions lead to mistaken investment choices.

On successful completion of the course students will:

- understand the role of emotions and other psychological characteristics in the pricing of shares and other investment products;

- understand the role of emotional factors, for example, fear, greed, excessive trust, financial illiteracy, financial contagion, herding, overreaction, loss aversion, regret aversion, media influence and other factors which generate excesses, crises and bubbles in the product, property and securities markets.

MERGERS & ACQUISITIONS AND EVALUATION TECHNIQUES

COURSE CONTENT

This course is divided into three modules for practical educational purposes. Students will learn about the interdisciplinary approach required for the understanding and analysis of M&As, evaluation of firms and corporate restructuring.

Module 1: Accounting, corporate finance, strategic management, industrial economics, a review of national and EU corporate & taxation law with emphasis on methods and decision-making tools.

Module 2: M&A Theory

- Motives – expected outcome – the role of management – corporate structures for pre- and post-M&A activity for the various types of M&A tactics
- Evaluation methods of proposed M&As
- The art of negotiation
- Evaluation methods and financing of M&As
- Legal and taxation issues of M&As
- Projected financial statements for post-M&A period based on Long Range Planning (LRP), risk mitigation scenarios and benchmarking tools

Module 3: Case studies

- Methodological issues for case study analysis, problem solving and the evaluation and analysis of data for corporate decision making
- Interdisciplinary approach in case study analysis
- Content, structure, and analysis (including samples) of reporting to Board of Directors (BoD) for M&A decisions

LEARNING OUTCOMES

The strategic decisions of corporate restructuring are complex and multivariable decisions involving all corporate functions of firms in the decision-making process, as well as a number of external advisors such as lawyers, technical experts, auditors, and others.

In particular, for the Greek and foreign firms operating in Greece or intending to have business activities in Greece, Mergers and Acquisitions are extremely favourable options. The reason is the prompt execution and relative uncertainty due to elimination of bureaucracy, usually required for the setup of a new entity, and the unforeseen outcome for obtaining certain licenses and approvals from public authorities. Local funding constraints are also a strong incentive for transnational M&A activity in Greece and a potential tool for the sustainable growth of the Greek economy. Therefore, M&As – as a tool for implementing either horizontal growth (external) or vertical integration strategies – are and could continue be increasingly significant in the Greek market and economy. Additionally,

evaluation methods and techniques, either as an integral part of M&A activity or as an independent service, are in great demand and of critical importance for all stakeholders involved in a M&A.

Course objective

The objective of this course is for all students to develop interdisciplinary skills and analytical, critical, and managerial capacities.

Students are expected: a) to develop teamwork skills since M&As are always the outcome of multitask–multilevel team work; b) to acquire the necessary knowledge and methodology for the analysis, detailed planning, and implementation of M&A decisions; and c) to develop the managerial skills required for risk minimization and stakeholders maximization of their utility as long as M&A is a corporate strategic decision.

On successful completion of the course students will be able to:

- comprehend the framework of corporate structure decision making and the role of M&As for the companies involved, the industry and the economy (in cross-border M&A activity the impact is either transnational or global);
- identify the various types of M&A activity and the underlying motives; predict the expected results at pre-negotiation, MoU, data room, application to competent authorities and final corporate decision stages;
- apply specialized tools and methods for the interdisciplinary analysis of entrepreneurial decisions, evaluation techniques, risk management and M&A decisions;
- identify the strengths and weaknesses of corporations and the opportunities and threats of their external environment in order to consider M&A activity an appropriate strategy for corporate risk management and shareholders' maximization of their investment (in terms of capital appreciation and capital yield);
- understand the role and importance of institutions and public authorities in M&A activity.
- incorporate into their analysis the impact of globalization in decision making and the role of countries' comparative advantages and disadvantages in attracting Foreign Direct Investment (FDI), transfer of knowhow etc, which results in the development of sustainable economic growth through M&As;
- evaluate an M&A activity, either as a vertical or horizontal growth strategy decision or divestment decision or conglomerate decision or as the last resort solution of a creditor (Leverage Buyout – LBO); and
- prepare projected financial statements based on the assumptions of post M&A operations (reduction of cost elements, increase of market share, optimization of resources etc) for the engagement of all stakeholders in the expected outcome in the short and long run.

MARKETING AND PRODUCTION CONCENTRATION (MKTG-PRO)

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE CONTENT

- Definitions and fundamentals of Supply Chain Management
- Customer service policy formulation
- Inventories and material flows management
- Suppliers selection and control
- MRP/DRP Systems
- Warehousing and warehouse networks
- Selecting modes of transportation

LEARNING OUTCOMES

Course objectives:

1. To present the main supply chain activities within the context of the operation of a business.
2. To provide an overview of the systems related to supply chain decisions and outline their importance for the effective operation of a business.
3. To present some methodologies, techniques and approaches to solve specific supply chain problems.
4. To lay the foundations for further study.

On successful completion of the course students will be able to:

- understand definitions and basic concepts relating to the supply chain;
- identify the main supply chain activities in the context of the operation of a business;
- recognise specific supply chain problems and understand the techniques and approaches that can be used to resolve them; and
- understand the positive results and consequences of MRP/DRP systems in logistics management.

ADVERTISING AND PUBLIC RELATIONS

COURSE CONTENT

This course focuses on the presentation of the most important concepts in advertising and public relations, as individual components of integrated marketing communications. Initially the dominant models and communication strategies are outlined in the context of the establishment of an integrated communications programme. Subsequently, individual advertising strategy decisions are presented; special emphasis is placed on the design of messages and selection of media. The part of the course relating to advertising closes with an examination of the impact of advertising on audiences and methods of checking the effectiveness of advertising. The second part of the course presents introductory concepts in public relations and, in particular, different audiences, prevention and reaction strategies and crisis management issues.

LEARNING OUTCOMES

The course comprises a review of current literature, the use of case studies to present good practices, the analysis of numerical examples and exercises. These help students to:

- develop **knowledge** and **understanding** of traditional and emerging models of marketing communications;
- **recognise** the importance of an integrated marketing communications programme and understand the ways in which this is implemented;
- **determine** the fundamental parameters that must be taken into account when designing an effective advertising strategy;
- **be aware** of the individual dimensions of advertising messages and media, as well as the impact they can have on the audience;
- **evaluate** the effectiveness of advertising in light of the goals it is intended to achieve; and
- **select** the appropriate public relations tactics depending on the target audience and the conditions encountered (prevention, reaction, and crisis management).

MANAGEMENT SUPPORT SYSTEMS IN MARKETING

COURSE CONTENT

This course analyses existing marketing decision support systems and examines the distinctive features, characteristics, and use of each. The course outlines the variables which must be recorded and studied in order for correct marketing decisions to be made, with the aim of improving business efficiency.

LEARNING OUTCOMES

On successful completion of this course in the Business Administration curriculum students will be able to:

- **understand** the business need to develop marketing support systems;
- **distinguish** between the various information systems that are available in the market;
- **propose** the appropriate system for each business; and
- **have knowledge** of the variables that must be observed and analysed for each business and the system in place.

MARKETING PLANS

COURSE CONTENT

This course aims to help students develop the skills to analyse existing situations and design strategies adapted to these situations. The individual steps for a marketing plan are analysed, with emphasis on their interaction.

The course combines students' knowledge of individual marketing sectors, helping them to develop a broader strategic perspective.

LEARNING OUTCOMES

On successful completion of this course in the Business Administration curriculum students will be able to:

- **understand** the different stages in the design of a marketing plan;
- **identify** the different information requirements at each stage;
- **design** and **propose** the appropriate marketing mix depending on the sector and nature of the business; and
- **have knowledge** of the requirements and benefits of strategic and operational design in marketing.

FREE ELECTIVES

LEGAL ASPECTS OF E-COMMERCE

COURSE CONTENT

1. The meaning of e-commerce. The economic dimension of e-commerce. Legal issues related to domain names. The role of 'self-regulation'. Issues relating to International Private Law and applicable law in internet transactions.
2. EU legislative initiatives relating to e-commerce, and, in particular, the e-Commerce Directive and the Electronic Signatures Directive. Harmonized Greek law, namely Presidential Decree 131/03 on e-commerce and Presidential Decree 150/00 on electronic signatures.
3. Protection of the 'electronic consumer'.
4. Protection from processing of personal data in the context of e-commerce according to EU Law (GDPR).

LEARNING OUTCOMES

The purpose of this course is to present the existing legislative framework of e-commerce, as this developed in the EU. In particular, the course focuses on the legislative initiatives of the EU, which aim to strengthen the trust of individuals who engage in transactions, for example, regulations for electronic commercial correspondence, user data protection, digital consumer protection, electronic signatures and so on.

On successful completion of the course students will:

- Have knowledge of the legal requirements for the creation of an e-shop;
- Understand the role of the EU in strengthening the digital economy;
- Identify the positive and negative consequences of the use of the internet for their transactions;
- Determine which legal system applies on a cross-border electronic transaction;
- Be aware of the special legal rights of digital consumers; and
- Recognize the risks related to the abuse of their personal data and comprehend the relevant legislation that protects personal data (GDPR).

BUSINESS ETHICS

COURSE CONTENT

- Awareness and understanding of corporate multiculturalism
- Awareness and understanding of the institutional framework within which businesses operate
- Definitions and concepts of business ethics and deontological ethics
- Definitions and concepts of corporate governance
- Corporate governance and business finance (transparency, corporate disclosure, exercise of power, stakeholders and shareholders, code of corporate governance)
- Importance and role of the market and customers in contemporary corporations
- Responsibility of contemporary corporations towards the natural and human environment
- Contemporary international standards and institutions for Responsible Business Conduct
- Responsible Business Conduct
- Advantages and benefits of business ethics

- Best business analysis techniques
- Design and implementation of good business practices

LEARNING OUTCOMES

The course aims to provide undergraduates with basic knowledge in the area of business ethics and corporate governance. The course offers a comprehensive and rigorous introduction to the main concepts of ethics and their application to the global business environment. The course begins by presenting the concept of moral philosophy, showing how ethical theory can be applied within a business setting. The module will analyse the basic concepts of ethics and philosophy; emphasis is placed on the social dimension of the contemporary corporation. There is extensive reference to international standards and guidelines agreed by organizations and institutions for multinational companies in the context of: industrial relations, human rights, consumer rights, transparency, asymmetric information, rapid technological development, competition, and economic and social well-being.

Students' class attendance and participation will enable them to complete this module successfully and demonstrate knowledge and understanding of:

- the responsibility of modern business to the natural, social and intercultural environment;
- the influence and impact of stakeholders in corporations;
- ethical theory based on the criteria of rational morality;
- the main concepts of business ethics and its importance for modern enterprises;
- good business practices that contribute to the economic and social well-being of the modern corporate environment;
- socially responsible behaviour in the business environment and ethical and deontological principles;
- the management of ethical dilemmas in their working environment;
- structured decisions, based on good business ethics, and their consequences; and
- moral dilemmas and their positive or negative effects on businesses.

GENDER EQUALITY IN BUSINESS ENTERPRISES

COURSE CONTENT

This course examines the question of gender in relation to employment, with particular emphasis on Greece and European member states. The study of employment is complex and multidimensional, taking into account gender, race, ethnicity, age, level of education and skills, type of activity, and field of employment. The course analyses vertical and horizontal gender discrimination in the labour market and especially in businesses at the national, European and international level, examining how these processes affect employment in the context of globalization. Various theoretical approaches (sociological, economic, legal etc) to these issues are presented; particular emphasis is placed on gender gaps in economic behaviour and entrepreneurship. Cases studies regarding gender and participation in the business sector are presented. It is emphasized that gender equality constitutes a field that interacts with all scientific disciplines and cognitive domains and is inextricably bound with social reality; an interdisciplinary approach is thus essential.

LEARNING OUTCOMES

On successful completion of the course students will:

- broaden their knowledge of the main economic and sociological theories relating to gender and employment, gender relations in the labour market in the European Union and Greece and, in particular, gender differences in management;
- understand problems relating to gender and work according to the results of surveys and studies that have been conducted on the European and international level;
- become aware of gender discrimination in the contemporary business environment and society as a whole;
- acquire the skills to examine gender discrimination in the workplace and to promote equality; and
- be able, when joining organizations, to analyse the status quo and to reorganize, improve, develop, and evaluate policy processes so that the perspective of gender equality can be incorporated into policies and at all levels of the organization.

BUSINESS RESEARCH METHODOLOGY

COURSE CONTENT

This course provides an overview of business research and the requirements needed to conduct quality business research. The knowledge gained from this class will help teach students how to read and understand research reports, analyse and interpret results, prepare a research design, and finalize a research project.

The course begins with a discussion of the process of knowledge creation, with emphasis on the production of scientific knowledge. Important building blocks in this process are frames of reference, scientific ideals, problem formulation, scientific approaches and methods for data collection and analysis.

The course also includes activities that develop students' ability to find information in databases, to use different types of information in an appropriate manner, and to evaluate this information and the sources according to relevant criteria.

The key points of this course are:

- Definition and importance of business research methodology
- Business research design
- Review literature & business information resources
- Keywords and bibliographic databases
- Report writing
- Qualitative – quantitative research and analysis.

LEARNING OUTCOMES

On completion of this course students should be able to:

- understand and explain the terminology involved in conducting research;
- demonstrate the methodological and analytical skills related to researching a business problem;
- describe the interdisciplinary relationship between business research and other fields;
- present both an oral and written research proposal and report;
- prepare a research proposal leading to a research study; and
- understand both qualitative and quantitative research methods; be able to read and understand research reports.

HEALTHCARE INFORMATION SYSTEMS

COURSE CONTENT

- Module 1:** Principles of systems theory – human activity systems
- Module 2:** Information systems
- Module 3:** Information systems development methodologies
- Module 4:** Healthcare information systems
- Module 5:** Electronic health record
- Module 6:** Personal health record
- Module 7:** Electronic prescription
- Module 8:** Telemedicine – Tele-education in healthcare facilities
- Module 9:** Coding of medicines – standards for healthcare information system data
- Module 10:** Security of healthcare information systems
- Module 11:** Personal data protection and privacy – HIPAA – EU GDPR

LEARNING OUTCOMES

On completion of the course students will be able to:

- identify and describe information systems;
- understand, explain and analyse healthcare information systems;
- identify and classify healthcare information systems and their applications;
- identify the functional characteristics and content (procedures, functions, etc) of healthcare information systems;
- distinguish and classify the international standards established with regard to the data of healthcare information systems;
- assess, examine and describe healthcare information systems in relation to the existing state of affairs in Greece, and European and international trends;
- describe and understand e-telematics and telemedicine services; and
- understand and recognize the need for data security in healthcare information systems and evaluate and solve typical examples of personal data protection.

GAME THEORY AND GLOBAL POLITICS

COURSE CONTENT

- Applications of games in everyday life, sports, economics, business, political science and global politics/international relations
- Terminology and basic concepts of strategy game theory
- Players, moves, strategies, and payoffs
- Simultaneous move games and payoff tables
- Fixed and zero-sum games
- 'Atomic' games: coordination, battle of the sexes, chicken and prisoner's dilemma
- Dominant strategy equilibrium, Nash equilibrium, Schelling equilibrium
- Sequential games and decision trees

- Sub-game perfect Nash equilibrium and credibility of promises and threats
- Game-theoretical analysis of the Cuban missile crisis (1962)
- Examples of games in movies
- Applications of negotiating games in international environmental policy
- Deviations from perfect rationality, social automation, influence science, judgment and body language

LEARNING OUTCOMES

The course aims to provide students with the tools of game theory to analyse problems of everyday life and interpersonal relationships; economic and business; and especially global politics and international relations.

SHIPPING MANAGEMENT

COURSE CONTENT

1. Distinctive features of the shipping industry and shipping companies
2. Functions of a shipping company
3. Organization of a shipping company
4. Defining factors of organizational structure
5. Segmentation of shipping companies
6. Human resource management on land and at sea
7. Safety management in shipping companies

LEARNING OUTCOMES

The basic purpose of the course is to combine the theories and tools of management, organization, and organizational behaviour, and to adapt these to the specific setting of shipping companies in order to analyse their organizational and management characteristics. Special emphasis is placed on the analysis of practical applications and examples. The course aims to provide students with the necessary knowledge and methodological tools in business administration and to enhance their knowledge of specific areas of business administration for shipping companies. Course materials include case studies and examples from the shipping industry which aim to deepen students' analysis and understanding of the course.

More specifically, on successful completion of the course students will:

- have knowledge of the philosophy and content of the basic theories of management in the shipping industry (*knowledge*);
- be able to adapt the theoretical tools and concepts of management to the specific environment of shipping companies (*application*);
- be able to describe the special characteristics of shipping companies, to understand the way they operate and to compare their distinctive features as regards their management with those of companies in other sectors (*knowledge, understanding, evaluation*);
- understand and analyse the challenges of the internal and external environment within which modern shipping organizations operate (*understanding and evaluation*);
- be aware of, identify, and describe the basic functions of shipping companies (*knowledge*); and
- be familiar with concepts such as segmentation in shipping companies, human resources and how it is managed and finally safety (*knowledge*).

RESEARCH PROJECT

COURSE CONTENT

- Selection of topic
- General outline of research project
- Literature review
- Presentation of bibliography and references
- Data collection
- Write up

LEARNING OUTCOMES

The research project is an innovative component in the undergraduate curriculum, which:

- encourages an exploratory approach to knowledge;
- stimulates thought, creativity and initiative;
- promotes an interdisciplinary approach and enhances interest in individual courses;
- develops reflection, critical and self-critical thought and personal responsibility;
- offers practice in:
 - academic thinking;
 - research methodology;
 - writing academic texts;
 - searching bibliographic sources;
 - data analysis; and
 - formulating critical opinions.

On completion of the research projects students will be able to:

- identify and focus on an important topic in one of the fields of the undergraduate curriculum;
- systematically collect recent and relevant information using primary and secondary sources;
- analyse, interpret and communicate the information collected;
- draw conclusions and make proposals; and
- write and present an academic text.

STUDENT INTERNSHIP

COURSE CONTENT

The Department of Business Administration of the University of Piraeus aims to offer students professional experience in addition to a strong theoretical foundation. To this end, students have the opportunity to opt for a Student Internship in place of two of their free electives (3+3 ECTS), in a programme that was established as part of the undergraduate curriculum over 15 years ago.

The Student Internship allows third- and fourth-year students to undertake a placement as part of their studies in order to gain work experience.

Only students who are funded by National Strategic Reference Framework (NSRF) are eligible for the Student Internship. Priority is given to students in the eighth semester and, depending on availability, to students in the sixth semester. If the applications from students in the eighth and sixth semester outnumber the places offered by NSRF, students will be selected in accordance with the following criteria:

1. number of courses in which students have been successfully examined, up to and including the September examination session of the preceding academic year (accounting for 70% of the total score);
2. foreign language proficiency (accounting for 10% of the total score); and
3. average grade, up to and including the September examination session of the preceding academic year (accounting for 20% of the total score).

Students are ranked according to their total scores and a list of successful and reserve candidates is drawn up. Students have the right to raise an objection within three days of publication of the results. After three days the results are finalized and the list of participants is approved by the General Assembly of the Department and published, taking data protection into account.

Student internships take place in July and August at host organizations which are partners of the University of Piraeus. If a student who has been accepted for the internship programme opts to work for an employer of his/her choice, he/she is required to notify the faculty member in charge of the internship programme. On receiving approval, the student is subsequently required to forward the partnership proposal to the employer.

The Student Internship is funded by NSRF. As a result, students and host organizations are required to register (within the specified deadlines) with both ATLAS, the centralized internship support system, and E-Praktiki, the internship information system. Host organizations post internships and the Internship Office of the Department of Business Administration matches students to the available positions.

On completion of a minimum of two months' employment, students submit to the Department's Internship Office a record of attendance and an evaluation form which has been completed and signed by their immediate supervisor or the person responsible for the internship programme at the host organization. The faculty member in charge of internships subsequently uses these documents to enter the student's grade for the internship. Students may only undertake one internship during the course of their studies. Students select the Student Internship as an elective in the spring semester of the academic year in which the internship will take place.

The Student Internship is part of the NSRF 2014–2020 operational programme 'Human Resources Development, Education and Lifelong Learning' and is co-funded by the European Social Fund.

LEARNING OUTCOMES

On completion of the internship students will be able to:

- understand how theoretical knowledge can be applied in a real business context;
- gain experience of the organization and operation of companies;
- acquire specific knowledge at the operational level; and
- develop a personal network which can help them in the future.

POSTGRADUATE STUDIES

The Department offers postgraduate programmes which aim to offer high-level training to management executives and consultants so that they are able to handle the complex and dynamic international business environment effectively, contributing to business processes that enhance competitiveness.

The following postgraduate programmes were re-established in 2018–2019:

- Master in Business Administration, MBA (Re-establishment and regulations: Gov. Gazette B 3035_27.07.2018 and B 3859_6.09.2018)
- MBA Total Quality Management International (Re-establishment and regulations: Gov. Gazette B 3149_01.08.2018 and B 4004_17.09.2018)
- MBA Tourism Management (Re-establishment and regulations: Gov. Gazette B 3149_01.08.2018 and B 4224_27.09.2018)
- Executive MBA (Re-establishment and regulations: Gov. Gazette B 2857_17.07.2018 and B 3915_10.09.2018)
- MSc in Accounting and Control of Businesses and Public Sector (Re-establishment and regulations: Gov. Gazette B 3183_02.08.2018 and B 3860_6.09.2018)

The Departments of Business Administration, Economics, and International and European Studies of the School of Economics, Business and International Studies reestablished the following interdepartmental postgraduate programme:

- Master in Law and Economics (Re-establishment and regulations: Gov. Gazette B 2836_16.07.2018 and B 3952_12.09.2018)

DOCTORAL STUDIES

One of the key objectives of the department is to discover new knowledge through research to ensure that teaching is continually updated and strengthened.

Within a rapidly changing world, new knowledge that results from sustained research efforts and research activity is essential. To this end, the Department of Business Management welcomes doctoral candidates in all areas associated with the fields of study of the department.

Research at the university is driven by academic freedom and is conducted in accordance with the conscience of each faculty member and academic research ethics. The completion of a doctoral thesis is a process that entails a multifaceted interpersonal relationship between the doctoral candidate and supervisor. For this reason, the mutual consensus of both is essential for a fruitful collaboration of this kind.

A doctoral thesis is characterized by a high level of originality, recognized by the international academic community. The aim of the Department's doctoral programme is to produce high-calibre research and to offer comprehensive training to new researchers.

Doctoral theses are completed in accordance with current legislation.