

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS

SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF BUSINESS ADMINISTRATION



MSc in

Services Management

ATHENS UNIVERSITY OF ECONOMICS & BUSINESS

**STUDY GUIDE
ATHENS, MAY 2023**

PART I: INFORMATION ABOUT THE INSTITUTION

CONTACT DETAILS (Name & Address)

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

Address: 76, Patission Str. GR-10434, Athens

Telephone number: +30-210-8203911

Website: <https://www.aueb.gr>

e-mail: webmaster@aubg.gr

Facebook: <https://www.facebook.com/auebgreece>

Twitter: <https://twitter.com/aueb>

ACADEMIC AUTHORITIES

The rectorate authorities consist of the Rector and the Vice Rectors, as per below:

Rector:

Professor Dimitris Bourantonis

Vice Rectors:

Vice Rector of Academic Affairs and Personnel

Professor Vasilios Vasdekis

Vice Rector of Research and Lifelong Learning

Associate Professor Georgios Lekakos

Vice Rector of Financial Planning and Infrastructure

Professor Konstantinos Drakos

Vice Rector of International Cooperation and Development

Professor Vasilios Papadakis

School of Business Administration

Dean Angeliki Poulymenakou

Department of Business Administration

Chair Kasimatis Constantinos

Master's Program in Services Management

Director George Siomkos

Contact details

Address: 47A, Evelpidon & 33 Lefkados Str., Athens 113 62 Greece

Telephone number: (+30) 210 8203 874, 210 8203 872

Email: msm@aubg.gr

Website: msm.aueb.gr

ACADEMIC CALENDAR

- **Fall Semester:** Classes begin on Monday, October 3, 2022, classes end before Christmas Holidays on Thursday, December 22, 2023
- **Christmas Recess:** Break before Christmas Holidays on Thursday, December 22, 2022 and classes restart on Monday, January 9, 2023
- **Fall Semester Examination Period | January-February 2023:** Start of Exams on Monday, January 23, 2023 and end of exams on Wednesday, March 1, 2023
- **Spring Semester:** Classes begin on Thursday, March 2, 2023 and classes end on Friday, June 16, 2023
- **Easter Recess:** Break before Easter Holidays on Friday, April 7, 2023 and classes restart on Monday, April 24, 2023
- **Spring Semester Examination Period | June 2023:** Start of Exams on Monday, June 19, 2023 and end of exams on Friday, July 14, 2023

- **National/Bank Holidays:**
 - October 28 Holiday - The Anniversary of the “No”, Friday, October 28, 2022
 - The Anniversary of Polytechnio, Thursday, November 17, 2022
 - Epiphany, Friday, January 6, 2023
 - Clean Monday, Monday, February 27, 2023
 - 1st May, Monday, May 1, 2023
 - Pentecost Monday, Monday, June 5, 2023

- **Re-sit exam period September 2023**
 - Start of Exams on Monday, August 28, 2023 and end of exams on Friday, September 29, 2023

AUEB's OPERATIONAL STRUCTURE

The structure and operation of the Institution is defined by current legislation as in force. The Athens University of Economics and Business is under the supervision of the Ministry of Education, Research and Religious Affairs. Its governing bodies include:

The Governing Council
The Senate
The Rector
The Vice-Rectors
The Executive Director

Until the Governing Council assumes its duties, administration is exercised by the University's Rector's Council

AUEB's ACADEMIC STRUCTURE

The Athens University of Economics and Business is structured by academic units of two (2) levels: a) the Schools, and b) the Departments

Each School is structured by at least two (2) Departments, covers a domain of related scientific areas, and ensures the interdisciplinary approach to teaching and research between its departments. The School is responsible for supervising and coordinating the operation of the Departments and the educational and research work produced, in accordance with the Internal Operating Regulations.

The bodies of the School, according to Law 4957/2022 (A 141) as applicable are: a) the Dean and b) the Dean's Council

The Department is the University's fundamental academic unit and aims to advance a specific field of science, technology, letters and arts through education and research. The Department consists of all the members of the Teaching & Research Staff (DEP), the members of the Special Education Staff (EEP), the members of the Laboratory Teaching Staff (EDIP) and the members of the Special Technical Laboratory Staff (ETEP).

Bodies of the Department according to Law 4957/2022 (A 141) as applicable are: a) the Assembly, b) the Board of Directors, c) the Head/Chair and d) the Deputy Head/Chair.

The Athens University of Economics and Business consists of three Schools & eight Departments:

1. SCHOOL OF ECONOMIC SCIENCES

Department of International and European Economic Studies

Department of Economics.

2. SCHOOL OF BUSINESS

Department of Management Science and Technology

Department of Business Administration

Department of Accounting and Finance

Department of Marketing and Communication.

3. SCHOOL OF INFORMATION SCIENCE AND TECHNOLOGY

Department of Informatics

Department of Statistics

ADMINISTRATIVE BODIES OF POSTGRADUATE STUDY PROGRAMS

Competent bodies for the organization and operation of the Postgraduate Study Programs are:

- a) the Senate,
- b) the Assembly of the Department,
- c) the Coordinating Committee (CC), and
- d) the Director of the Postgraduate Program.

Especially for inter-departmental, inter-institutional and joint programs, the responsibilities of the Department's Assembly are exercised by the Curriculum Committee

UNIVERSITY STAFF

The University staff consists of the following categories:

- TEACHING STAFF:

- Teaching & Research Staff (DEP)
- Emeritus Professors
- Visiting Professors
- Special Education Staff (E.E.P.)
- Laboratory Teaching Staff (E.DI.P.)
- Special Technical Laboratory Staff (E.T.E.P.)
- Auxiliary Teaching Staff
- Teaching Fellows
- Scientific Faculty Members
- Adjunct Instructors
- Secondet Teachers

- ADMINISTRATIVE STAFF

SERVICES

The Athens University of Economics and Business provides both administrative and other services (meals, housing, library, sport facilities etc.) aiming at serving both its students and staff. More information on the organization and operation of the University's services can be found on the University's website (<http://www.aueb.gr/en>).

GENERAL DESCRIPTION OF THE UNIVERSITY

The Athens University of Economics and Business (AUEB), as a Higher Educational Institution, is a legal entity governed by public law and supervised by the Ministry of Education, Research and Religious Affairs.

AUEB is, in order of seniority, the third Higher Education Institution of the country and the first in the fields of Economics and Business Administration. Later, the scientific fields of Informatics and Statistics were added. Since its founding, in 1920, AUEB has a rich and noteworthy tradition of significant academic achievements that define the present and create excellent prospects for the future.

The University as a center of excellence, in academic research and teaching, is rated as one of the leading universities in its subject areas in Greece and one of the best internationally. The high level of its staff, the quality in teaching and research, the modern curriculum/courses, but also the high demand of its graduates significantly enhance the University's brand name and reputation, in Greece and abroad.

Detailed information on the study programs is provided in the study guides and departmental websites.

ADMISSION/REGISTRATION PROCEDURE

Chief Regulations of the University (including academic recognition procedures)

The regulations include, for example:

- The University's Internal Operating Regulations
- The Organization of Administrative Services
- The Regulations for the Operation of Postgraduate and Doctoral Study Programs
- The Internal Regulation for conducting postdoctoral research

AUEB'S ECTS COORDINATOR

The University's ECTS Coordinator is the Quality Assurance Chairperson, who ensures the University's compliance with the principles and rules of the European credit accumulation and transfer systems, supervises compliance and implementation and is responsible for the full recognition and transfer of credit units.

PART II: INFORMATION REGARDING THE MASTER IN SERVICES MANAGEMENT THAT LEADS TO THE ACQUISITION OF AN ACADEMIC TITLE

A) General description

✓ Qualified academic title

The Master Program awards the Master of Science (MSc) degree Diploma in Services Management (MSc in Services Management) with the following specializations:

- (a) Customer Experience Management
- (b) Management Consulting

The specialization is solely registered on the transcript and on the Diploma Supplement of the students who have attended and not on their MSc Diploma.

✓ **Admission Requirements**

Candidates to be considered for admittance to the MSc Program should hold a degree awarded from a Greek University or an equivalent degree from a foreign university, provided that this is assessed and approved by ΔΟΑΤΑΠ (the Hellenic NARIC - National Academic Recognition and Information Center), in according to the provisions of Law 4485/2017, article 34, and as explained in the Program's Study Regulations.

Members of the Special Educational Staff (ΕΕΠ), Special Teaching Staff (ΕΔΙΠ), and Special Technical and Laboratory Staff (ΕΤΕΠ) can also be accepted, according to the provisions of Law 4485/2017, article 34, paragraph 8.

Foreign students, if they are not graduates of a Greek High School, have to prove a sufficient knowledge of the Greek language by presenting a Greek-language certificate.

Each academic year, the MSc in Services Management enrolls up to 55 students for the Full-time Section and up to 45 students for the Part-time Section. The MSc Course is programmed to employ 23 instructors. This corresponds to a 4.35 students-to-instructor ratio.

The maximum number of postgraduate students attending master degree programs offered by the Department of Business Administration is approximately 200 students annually, as compared to about 400 undergraduate students – annually – and 24 faculty members. The information above is an approximation and corresponds to the data of the year during which the Program's Study Regulations were issued.

✓ Admission Requirements and Criteria for the Student Selection Process

Each year, a call for the admissions of postgraduate students in the MSc Program is published on the websites of both the Department of Business Administration and the AUEB. The Assembly of the Department of Business Administration approves the admissions call, following the MSc Program Director's recommendation. The Department defines a specific deadline for the submission of applications and all required documents.

The admissions call is signed by the Program's Director and the AUEB's Rector. The Department of Business Administration is responsible for publishing the admissions call and cost burden is accepted by the MSc Program. The admissions call is signed by the Head of the Department and the Rector of the AUEB, in the case of the MSc's governing bodies are not formed yet.

The required documents are included in the admissions call, and they may include:

- a) Application (digital or/and on paper).
- b) Two (2) recent photos.
- c) Certificate of the University Degree. The final year students have to submit a declaration of Law 1599/1986, declaring that they are expecting to receive their university degree the latest during the September resit exam period of the same year.
- d) Graduates from foreign institutions are required to submit an equivalency certificate issued by the Hellenic NARIC, in accordance to Law 4485/2017, article 34, paragraph 76.
The application submission to the Hellenic NARIC as such, does not suffice as evidence of the equivalency of the foreign institution's degree. The equivalency should be submitted along with the rest of the required documents.
- e) Official Transcript of all academic years of study.
- f) Proof of sufficient knowledge of the English language.
- g) Evidence of professional and work experience (required only for the candidates of the Part-time section of the Program).
- h) Detailed Curriculum Vitae (CV), including any published scientific work and details of work experience.
- i) A brief description of personal interests with a reference to the reasons that the applicant pursues postgraduate studies.
- j) Two (2) recommendation letters from academic staff and/or employers.

4. The candidates submit their application to the Postgraduate and Doctoral Studies Office of the School of Business, as indicated in the admissions call.

5. Candidates selection criteria mainly include: undergraduate GPA, official transcript, any scientific work, professional/ work experience, as well as qualitative criteria, such as: university and department, research and/or professional experience, level of English

language knowledge, knowledge of any other foreign language, a personal interview, letters of recommendation from academic staff and/or employers.

6. The selection procedure is as follows:

- a) The Admissions Commission (AC) compiles an initial list of all candidates.
- b) The AC rejects those candidates who do not meet the minima admissions requirements as these have been determined by the Department's Assembly (e.g., required minimum GPA, GMAT test, etc.).
- c) The AC calls for an interview the candidates that meet the minima admissions requirements. The candidate is interviewed by at least 2 members of the AC.
- d) The AC administers examination tests for the candidates to sit in case there is necessary to justify a decision made by the Program's Coordination Committee.
- e) The AC ranks the candidates and makes the final selection decision.

7. The final list of the accepted candidates as well as the short-listed, is approved by the Department of Business Administration's Assembly.

8. An acceptance letter along with the Program's Regulation are sent to all accepted candidates, allowing the candidates for a few days deadline to deposit the required amount for registration in order to secure their place in the Program. Should the deadline expires, the Program's Director may proceed with the admission of short-listed candidates according to their ranking in the admissions process.

REGISTRATION

1. The Program's Director specifies the registration days in October for the accepted candidates to enroll.
2. Prior to registration, the candidate acknowledges receipt of and he/she is aware of and declares in written agreement with the Program's Regulation and Establishment Act. In mitigating circumstances, the Assembly of the Department may decide for a registration to take place within a month following the initial registration period, responding to a candidates fully justified claim.

✓ Learning Outcomes

SCIENTIFIC DOMAIN – AIMS

1. Upon successful completion of the Program, the MSc in Services Management aims to equip its graduates with a contemporary and specialized body of knowledge and to develop the necessary skills for them to effectively manage services organizations. The Program focuses on the following specializations:
 - a) Customer Experience Management

- b) Management Consulting
- 2. The MSc Program aims at promoting knowledge and research in the areas of Business Administration and Services Management by adopting a holistic multidisciplinary approach that combines business administration, finance and technology.

More specifically, the Program it aims at:

- a) Educating specialized graduates in services management, and
- b) Training senior professionals, empowering them so that they can address the challenges that public and private business sectors face at modern times.

The awarded MSc degree is defined in the article no. 2 of Program's Establishment Act, as this is published and as come to effect. The specialization is solely registered on the transcript and on the Diploma Supplement of the students who have attended and not on their MSc Diploma.

✓ Access to further studies

Upon graduation from the MSc Program, the student is eligible to continue his/her studies at the Doctoral Program, Department of Business Administration, AUEB.

<https://www.dept.aueb.gr/en/node/2466>

✓ Course structure diagram with credits (60 per year)

1. The Program is intensive and abides to the requirements specified in the Ministerial Decision Φ5/89656/B3, article 1, paragraph 3 (published in Government Gazette's Issue no. 1466/τ.Β'/13-8-2007) that refers to Credit Units Transfer and Accumulation System. The total number of the Program's credit units is seventy-five (75).
2. The courses, the master thesis, the learning and research activities, coursework and lab sessions, as well as any other activities required by the Program are as follows:
 - a) The Program content includes 12 core and specialization courses. For the MSc Degree to be awarded, it is required the successful completion of all 75 credit units (ECTS) as these are earned from the courses and the Master Thesis. Fifty (50) out of the total of 75 credit units, are earned from the Program's core courses and the Master Thesis, while the remaining 25 credit units come from the specialization courses. Each one of the 1st semester's core courses is assigned 6 credit units (ECTS), while each of the 2nd semester courses is assigned 5 credit units (ECTS). The Research Methodology course, which is delivered during the summer term, is assigned 5 credit units (ECTS), while the Master Thesis is assigned 10 credit units (ECTS). A total number of 30 credit units applies for each semester.

b) The Schedule per academic semester for the taught courses is presented in the following Table:

Program Structure



Core Courses/
Courses
Required for both
specializations



Specialization Courses

CXM



Specialization

MC

1st Semester (Fall)

COURSE	CREDIT UNITS
Leadership and Negotiations in Organizations	6 ECTS
Marketing Planning and Strategy	6 ECTS
Business Analytics and Decision Making	6 ECTS
Accounting and Financial Analysis	6 ECTS
IT Governance and Digital Transformation	6 ECTS

2nd Semester (Spring)

COURSE	CREDIT UNITS
Competitive Strategy and Business Policy	5 ECTS
Specialization: “Customer Experience Management” (CXM)	
Understanding the Customer: Metrics and Analysis	5 ECTS
Fundamentals of CX and CX Metrics	5 ECTS
Brand Building	5 ECTS

The Shopping Experience	5 ECTS
The Customer Journey and the Design of Experiences	5 ECTS
Specialization: “Management Consulting” (MC)	
Management Consulting Industry Standards, Best Practices and Toolkits	5 ECTS
Project and Program Management	5 ECTS
Specialty Finance	5 ECTS
Business Planning and Innovation	5 ECTS
Performance Management	5 ECTS

Summer Term

COURSE	CREDIT UNITS
Research Methodology	5 ECTS
Master Thesis – Industry Project	10 ECTS

The Part-time section’s Program is identical to the program content shown in the above table. The 3rd semester courses schedule of the Part-time section is specified by relevant decisions of the Program’s governing bodies in accordance to Postgraduate Program’s Regulations.

- ✓ Final examinations | Examination and Assessment/ Marking Regulations

EXAMINATION AND ASSESSMENT REGULATIONS

- 1) Student’s performance is assessed for each course with written or oral final exams and/or other coursework assignments.
- 2) The final mark for each course is calculated by its lecturer/ instructor. The marks for individual or group student course assignments may contribute to the student’s final mark. Participation in the exams is mandatory at the time and days specified by the Program.
- 3) Marks are given on the scale from zero (0) to ten (10), allowing half marks. Pass marks are equal to or greater than five (5).
- 4) In the case that a student fails to participate in any exam, without providing any legitimate justification, fails the exam and consequently does not pass the course.

- 5) In the case of failing the exam in a course, or exceeding the allowed maximum number of absences, the student is required to attend the course again.
- 6) In case a student fails in more than two (2) courses during any semester, then the Assembly of the Department makes a decision for the student to terminate his/her studies and to leave the Program. In the case of a student failing to take a final exam, this failure adds up to the number of course failures.
- 7) Any student that fails in any course, in any semester, is required to resit the exams of that course at the specified times and dates (during September's exams period). In case of failing a course for the second time, a student may sit the exams one more time at the end of the next semester during which the specific course is delivered. Should the student fails the course again, the student must leave the Program.
- 8) A pass mark in all courses and the Master Thesis is required for the MSc Degree to be awarded. In case of a student fails to fulfill the requirements for the MSc degree award, then the student is issued with an attendance certificate listing all the courses in which the student has achieved a pass mark, and leaves the Program.
- 9) Tuition fees are not supposed to be reimbursed for a student leaving the Program for any reason, unless there are special circumstances that the Assembly of the Department takes into consideration and decides otherwise, following a suggestion of the Program's Coordination Committee.

B) Description of individual course units

- ✓ Course title
- ✓ Course code
- ✓ Type of course
- ✓ Level of course
- ✓ Year of study
- ✓ Semester/trimester
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)
- ✓ Name of lecturer
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences)
- ✓ Prerequisites
- ✓ Course contents
- ✓ Recommended reading
- ✓ Teaching methods
- ✓ Assessment methods
- ✓ Language of instruction

COURSE DESCRIPTION

Course title: Leadership and Negotiations in Organizations

FULL TIME

- ✓ Course title: **Leadership and Negotiations in Organizations**
- ✓ Course code: **bm21101f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills and competences to:

- **identify, understand and use a variety of management practices and methodologies to solve complex business problems during periods of structural changes/crises**
- **structure reliable and viable problem solution alternatives**
- **identify organizational readiness to structural changes**
- **diagnose and monitor managerial leadership and negotiation skills and capabilities.**
- **Upon course completion students will be able to:**
- **understand managerial, leadership and negotiation techniques and best practices**
- **identify and propose solution alternatives to complex business problems**
- **understand the use of technology in negotiations and decision making**
- **communicate proposed solutions and reports effectively and efficiently.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Teamwork**
 - **Project planning and management**
 - **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents:

The course introduces students to management, leadership and negotiation.

The following topics are presented and discussed:

- **Management functions and managerial decision-making**
 - **Organizational design and behavior**
 - **Organizational Culture**
 - **Strategy formation and execution**
 - **Leadership theories and skills**
 - **Negotiation skills and techniques**
 - **Strategic Innovation**
 - **Talent Management**
 - **Reputation Management**
 - **Strategic Partnerships, Mergers and Acquisitions**
- ✓ Recommended reading:
- **Instructor (A. Ioannidis) notes in e-class platform**
- Related academic journals:**
- **Strategic Management Journal**
 - **Academy of Management Journal**
 - **International Negotiation Journal**
 - **Harvard Business Review**
- ✓ Teaching methods:
- **Lectures**
 - **Case Studies Discussion**
 - **Group Project**
- ✓ Assessment methods:
- Language of Evaluation: Greek**
- (a) Final written examination: 60%**
- (b) Group Project: 30%**
- (c) Class Participation: 10%**
- Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.**
- The criteria for students' evaluation are:**
- **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Leadership and Negotiations in Organizations**
- ✓ Course code: **bm21101p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester/trimester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills and competences to:

- **identify, understand and use a variety of management practices and methodologies to solve complex business problems during periods of structural changes/crises**
- **structure reliable and viable problem solution alternatives**
- **identify organizational readiness to structural changes**
- **diagnose and monitor managerial leadership and negotiation skills and capabilities.**

Upon course completion students will be able to:

- **understand managerial, leadership and negotiation techniques and best practices**
- **identify and propose solution alternatives to complex business problems**
- **understand the use of technology in negotiations and decision making**
- **communicate proposed solutions and reports effectively and efficiently.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
- **Adapting to new situations**
- **Decision-making**
- **Teamwork**
- **Project planning and management**
- **Production of free, creative and inductive thinking**

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course introduces students to management, leadership and negotiation.

The following topics are presented and discussed:

- **Management functions and managerial decision-making**
- **Organizational design and behavior**
- **Organizational Culture**
- **Strategy formation and execution**
- **Leadership theories and skills**
- **Negotiation skills and techniques**

- **Strategic Innovation**
- **Talent Management**
- **Reputation Management**
- **Strategic Partnerships, Mergers and Acquisitions**
- ✓ Recommended reading:
 - **Instructor (A. Ioannidis) notes in e-class platform**
- Related academic journals:**
 - **Strategic Management Journal**
 - **Academy of Management Journal**
 - **International Negotiation Journal**
 - **Harvard Business Review**
- ✓ Teaching methods:
 - **Lectures**
 - **Case Studies Discussion**
 - **Group Project**
- ✓ Assessment methods:

Language of Evaluation: Greek

(a) Final written examination: 60%

(b) Group Project: 30%

(c) Class Participation: 10%

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

 - **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

Leadership and Negotiations in Organizations – Core Course (6 ECTS)

This course includes basic sections of management, leadership and negotiations in modern businesses. These sections include among others: Leadership approaches and optimum international practices, ethical leadership and creation of a trusted environment, which constitutes the foundation of leadership. Leadership based on integrity.

Characteristics of a leading behavior. Development of leading skill and development of transformational leadership.

Efficient delegation of power. Management of the performance cycle. Optimum management practices of polygenic and multicultural work environment.

Course title: Marketing Planning and Strategy

FULL TIME

- ✓ Course title: **Marketing Planning and Strategy**
- ✓ Course code: **bm21102f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **bm21102f**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Chatzopoulou Elena**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

At the end of the module, participants will be able to:

- **At the end of the course, participants will be able to:**
- **To determine the concept of strategy and how it is applied in the Marketing context.**
- **To assess what is the strategic advantage of a Business vs. the competitors.**
- **To analyse the internal and external environment of a business.**
- **To create a Marketing plan.**
- **Know in which life cycle of the industry a brand belongs to.**
- **To evaluate and compare their brand's customers and competitors.**
- **Determine the STP process of their brand.**

Course aims are:

- **Knowledge of how to explore, analyse and integrate data via the use of digital mediums – YES**
- **Adaptation to emerging situations – YES**
- **Decision taking – YES**
- **Independent study – YES**
- **Group activities – YES**
- **Activity related to international environment – YES**
- **Activity in collaboration with other Universities – NO**
- **Creation of new scientific ideas – YES**
- **Planification of new concepts - YES**
- **Promotion of free, independent, and creative thinking - YES**
- ✓ Prerequisites: **No requirements**
- ✓ Course contents:
 - **The Marketing strategy concept and its application.**
 - **The strategic advantage of a Business vs. the competitors.**
 - **The internal and external environment of a business.**
 - **Defining the Marketing plan.**
 - **A brand and its life cycle within the industry.**

- **Who are the brand's customers and competitors?**
- **Defining the STP process of our brand.**
- ✓ Recommended reading:
 - **Γ. Σιώμκος, Στρατηγικό Μάρκετινγκ (5 έκδοση), Εκδόσεις Broken Hill.**
 - **Denegri-Knott, J., et al. (2006). "Mapping consumer power: an integrative framework for marketing and consumer research." European Journal of Marketing 40(9-10): 950-971**
 - **Hofstede, G. (2016) 'Culture and Organizations', International Studies of Management & Organization, 10(4), pp. 15-41.**
 - **Mohr, J & Nevin, J R (1990) Communication strategies in marketing channels: A theoretical perspective, Journal of Marketing, 54(4), pp 36-51.**
- ✓ Teaching methods:
Lectures, group activities, individual activities, cases study, formative assessment.
- ✓ Assessment methods:
Group assignment (30%) and individual test in written format (70%)
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Marketing Planning and Strategy**
- ✓ Course code: **bm21102p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester/trimester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Chatzopoulou Elena**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

At the end of the course, participants will be able to:

- **To determine the concept of strategy and how it is applied in the Marketing context.**
- **To assess what is the strategic advantage of a Business vs. the competitors.**
- **To analyse the internal and external environment of a business.**
- **To create a Marketing plan.**
- **Know in which life cycle of the industry a brand belongs to.**
- **To evaluate and compare their brand's customers and competitors.**
- **Determine the STP process of their brand.**

Course aims are:

- **Knowledge of how to explore, analyse and integrate data via the use of digital mediums – YES**
 - **Adaptation to emerging situations – YES**
 - **Decision taking – YES**
 - **Independent study – YES**
 - **Group activities – YES**
 - **Activity related to international environment – YES**
 - **Activity in collaboration with other Universities – NO**
 - **Creation of new scientific ideas – YES**
 - **Planification of new concepts - YES**
 - **Promotion of free, independent, and creative thinking - YES**
- ✓ Prerequisites: **No requirements**
- ✓ Course contents:
- **The Marketing strategy concept and its application.**
 - **The strategic advantage of a Business vs. the competitors.**
 - **The internal and external environment of a business.**
 - **Defining the Marketing plan.**
 - **A brand and its life cycle within the industry.**
 - **Who are the brand's customers and competitors?**
 - **Defining the STP process of our brand.**
- ✓ Recommended reading:
- Γ. Σιώμκος, Στρατηγικό Μάρκετινγκ (5 έκδοση), Εκδόσεις Broken Hill.
 - Denegri-Knott, J., et al. (2006). "Mapping consumer power: an integrative framework for marketing and consumer research." *European Journal of Marketing* 40(9-10): 950-971
 - Hofstede, G. (2016) 'Culture and Organizations', *International Studies of Management & Organization*, 10(4), pp. 15-41.
 - Mohr, J & Nevin, J R (1990) Communication strategies in marketing channels: A theoretical perspective, *Journal of Marketing*, 54(4), pp 36-51.
- ✓ Teaching methods:
Lectures, group activities, individual activities, cases study, formative assessment.
- ✓ Assessment methods:
Group assignment (30%) and individual test in written format (70%)
- ✓ Language of instruction: **Greek**

Marketing Planning and Strategy – Core Course (6 ECTS)

The course is oriented on the application of principles, theories and tools of Marketing (MKT) for the analysis and the solution of strategic MKT problems. Its main axis is the strategic MKT design, while the themes that are presented include among others: procedure of the strategic MKT design and the MKT design, business attractiveness analysis, competition and competitor analysis, consumer – customer analysis, product portfolio analysis, MKT war techniques, while various individual MKT strategies that relate to the product and brand management, the development of market share, but also MKT strategies that are applied to mature and declining markets. Main goal of the course is to help the student attain the experience of the creative and systematic use of the principles, methods and strategies of MKT on the design and the evaluation of strategic and tactical plans of the business.

Course title: Business Analytics and Decision Making

FULL TIME

- ✓ Course title: **Business Analytics and Decision Making**
- ✓ Course code: **bm21103f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Dr. Dimitris K. Kardaras**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The decision making process is a rather complex but very important process for the business success. The development of statistical and operational research (OR) methods as well as artificial intelligence algorithms for data analysis, the modern capabilities for capturing large amounts of data and the development of information technology systems enhance the management potential in decision making. This course focuses on the decision making process, discusses the importance of cognitive psychology, the architecture of decision support systems, intelligent systems, data analysis methods from statistics, multi-criteria analysis, artificial intelligence. Emphasis is put on business decision making. Case studies are examined using SPSS, Weka, Excel, and MATLAB.

Students upon successful completion of the module will be able to:

- Comprehend cognitive psychology models and appreciate their importance in decisions making.
- Devise a problem-solving strategy.
- Select the appropriate method(s) to apply in problem solving.
- Comprehend and critically evaluate modern decision-making technologies.
- Utilise modern data analysis tools.
- Justify their decisions and choices when addressing and solving a problem

Students upon successful completion of the module students are expected to develop the following skills:

- Information search, analysis, and synthesis with the utilization of modern appropriate technologies,
- Development of independent, creative, and inductive way of thinking,
- Decision making,
- Group work,
- Ability to adopt to changing situations.

✓ Prerequisites: **None**

✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to decision making and problem solving and to be able to apply data analysis methods appropriately.

- **Problem solving and decision-making. Knowledge and Epistemology.**
- **Introduction to decision making and cognitive psychology, rationalism, and biases.**
- **Statistical methods (descriptives, hypothesis testing, factor analysis).**
- **Multi-criteria analysis.**
- **Machine Learning applications**
 - Feature Selection Methods
 - Similarity Methods
 - Sentiment Analysis
 - Clustering και Classification
- **Applications using SPSS, Weka, MATLAB and Microsoft Excel.**
- **Data analysis case studies**

✓ Recommended reading:

Books

- Γεωργούλη, Α. (2015). Μηχανική Μάθηση [Κεφάλαιο]. Στο Γεωργούλη, Α. 2015. Τεχνητή νοημοσύνη. Κάλλιπος, Ανοιχτές Ακαδημαϊκές Εκδόσεις. <https://hdl.handle.net/11419/3382>.
- Στατιστική Μέθοδοι Ανάλυσης για Επιχειρηματικές Αποφάσεις (4η Έκδοση), Χαλκιάς Ιωάννης, ISBN: 978-618-5131-20-3.

Academic Journals:

- Expert Systems with Applications
- Decision Support Systems

✓ Teaching methods:

Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for data analysis. The module is delivered through a series of lectures, lab sessions and coursework assignments.

✓ Assessment methods:

The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:

- Derive a problem-solving strategy.
- Justify their decisions and choices.
- Critically assess and analyse data sets and identify factors that may affect their problem solving.
- Critically evaluate methods of data analysis.

✓ Language of instruction: **Greek**

PART TIME

✓ Course title: **Business Analytics and Decision Making**

✓ Course code: **bm21103p**

✓ Type of course: **Core course**

✓ Level of course: **Postgraduate**

✓ Year of study: **First**

✓ Semester/trimester: **First**

✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**

✓ Name of lecturer: **Dr. Dimitris K. Kardaras**

✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The decision making process is a rather complex but very important process for the business success. The development of statistical and operational research (OR) methods as well as artificial intelligence algorithms for data analysis, the modern capabilities for capturing large amounts of data and the development of information technology systems enhance the management potential in decision making. This course focuses on the decision making process, discusses the importance of cognitive psychology, the architecture of decision support systems, intelligent systems, data analysis methods from statistics, multi-criteria analysis, artificial intelligence. Emphasis is put on business decision making. Case studies are examined using SPSS, Weka, Excel, and MATLAB.

Students upon successful completion of the module will be able to:

- Comprehend cognitive psychology models and appreciate their importance in decisions making.
- Devise a problem-solving strategy.
- Select the appropriate method(s) to apply in problem solving.

- Comprehend and critically evaluate modern decision-making technologies.
- Utilise modern data analysis tools.
- Justify their decisions and choices when addressing and solving a problem

Students upon successful completion of the module students are expected to develop the following skills:

- Information search, analysis, and synthesis with the utilization of modern appropriate technologies,
- Development of independent, creative, and inductive way of thinking,
- Decision making,
- Group work,
- Ability to adopt to changing situations.

✓ Prerequisites: **None**

✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to decision making and problem solving and to be able to apply data analysis methods appropriately.

- Problem solving and decision-making. Knowledge and Epistemology.
- Introduction to decision making and cognitive psychology, rationalism, and biases.
- Statistical methods (descriptives, hypothesis testing, factor analysis).
- Multi-criteria analysis.
- Machine Learning applications
 - Feature Selection Methods
 - Similarity Methods
 - Sentiment Analysis
 - Clustering και Classification
- Applications using SPSS, Weka, MATLAB and Microsoft Excel.
- Data analysis case studies

✓ Recommended reading:

Books

- Γεωργούλη, Α. (2015). Μηχανική Μάθηση [Κεφάλαιο]. Στο Γεωργούλη, Α. 2015. Τεχνητή νοημοσύνη. Κάλλιπος, Ανοιχτές Ακαδημαϊκές Εκδόσεις. <https://hdl.handle.net/11419/3382>.
- Στατιστική Μέθοδοι Ανάλυσης για Επιχειρηματικές Αποφάσεις (4η Έκδοση), Χαλικιάς Ιωάννης, ISBN: 978-618-5131-20-3.

Academic Journals:

- Expert Systems with Applications
- Decision Support Systems

✓ Teaching methods:

Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for data analysis. The module is delivered through a series of lectures, lab sessions and coursework assignments.

✓ Assessment methods:

The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:

- Derive a problem solving strategy.
- Justify their decisions and choices.
- Critically assess and analyse data sets and identify factors that may affect their problem solving.
- Critically evaluate methods of data analysis.

✓ Language of instruction: **Greek**

Business Analytics and Decision Making – Core Course (6 ECTS)

The course is focused on the gaining of knowledge and of the necessary skills so that the student has the ability to design and develop decision support systems for the business problem management. The student with the successful completion of the course will be in the position to use quantitative and qualitative analysis techniques based on the decision-making technologies and data analysis tools. Sections of the course include: procedure and judgement on decision-making, problem construction and resolution, decision support system architecture, methods of descriptive and inductive statistics, studies of cases with data analysis and applications on decision-making with SPSS, MATLAB AND Microsoft Excel.

Course title: Accounting and Financial Analysis

FULL TIME

- ✓ Course title: **Accounting and Financial Analysis**
- ✓ Course code: **bm21104f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Stella Spilioti**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

At the end of the course students will have obtained a good understanding of:

- 1. the double entry bookkeeping**
- 2. journals, ledgers and trial balances**
- 3. financial statements (balance sheet, P&L, statement of equity)**
- 4. the information needed to make rational business decisions**
- 5. financial statement analysis with the method of financial ratios**

Course aims are:

- **Analysis and synthesis of data and information with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Teamwork**
 - **Working in an international environment**
 - **Production of new research ideas**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents: **Balance Sheet, Profit and Loss Account, Double- Entry Bookkeeping accounting system, T-Accounts, Financial Ratios**
 - ✓ Recommended reading:
 - **Papas, Introduction to Financial Accounting, 2013, Benos, Athens.**
 - **D. Gikas, A. Papadaki, G. Siougle, 2010, Analysis and Valuation of Companies**
 - ✓ Teaching methods: **Lectures and Tutorials**
 - ✓ Assessment methods: **Final written exams**
 - ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Accounting and Financial Analysis**
- ✓ Course code: **bm21104p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester/trimester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Stella Spilioti**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):
At the end of the course students will have obtained a good understanding of:
 - 1. the double entry bookkeeping**
 - 2. journals, ledgers and trial balances**
 - 3. financial statements (balance sheet, P&L, statement of equity)**
 - 4. the information needed to make rational business decisions**
 - 5. financial statement analysis with the method of financial ratios****Course aims are:**
 - **Analysis and synthesis of data and information with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Teamwork**
 - **Working in an international environment**
 - **Production of new research ideas**
- ✓ Prerequisites: **None**
- ✓ Course contents: **Balance Sheet, Profit and Loss Account, Double- Entry Bookkeeping accounting system, T-Accounts, Financial Ratios**
- ✓ Recommended reading:
 - **Papas, Introduction to Financial Accounting, 2013, Benos, Athens.**
 - **D. Gikas, A. Papadaki, G. Siougle, 2010, Analysis and Valuation of Companies**
- ✓ Teaching methods: **Lectures and Tutorials**
- ✓ Assessment methods: **Final written exams**
- ✓ Language of instruction: **Greek**

Accounting and Financial Analysis – Core Course (6 ECTS)

The course aims at the creation of the necessary foundation for the understanding of the financial accounting and its functionality in the context of modern economy and businesses.

The focus of the course constitutes the understanding of the composition procedure of the financial situations (Balance Sheet, Result Status and Cash Flow Status) and their analysis methodology with aim the provision of the necessary information for the reception of rational enterprising decisions. At the end of the course, the students will have been familiarized with fundamental meanings and definitions, will have understood the way of function of the double-entry bookkeeping accounting system, will be in the position to represent the accounting network of a provision of services business or a distribution business and prepare its basic accounting statuses, while will be in the position to understand the meaning of the various accounting sizes in the economic statuses of the businesses.

Course title: IT Governance and Digital Transformation

FULL TIME

- ✓ Course title: **IT Governance and Digital Transformation**
- ✓ Course code: **bm21105f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **First**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Dr. Dimitris K. Kardaras**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The IT Governance relates to the development and the use of models and methods so that the businesses and the organizations ensure that their investments in IT technologies are aligned with the operational strategy but also contribute to the specification of new development abilities. The Digital Transformation refers to the strategic development of the corporate abilities on the digital technologies and their application on procedures, products, etc. so that the operation performance is improved, the perceived from the customers value and experience is expanded, danger management is done but also new opportunities for the creation of value from innovative services and products to be examined. The course emphasized on the international IT Governance frameworks, such as COBIT, CMMI, ITIL, etc., in the analysis of the current status of a business from the point of view of its technological

abilities, the philosophy of management, the operational procedures, and in the way with which the digital transformation is attempted, the development of innovative services and systems and the re-engineering of the business process.

- To comprehend the spectrum and the importance of modern information and communication technologies (ICT) and their future developments.
- To suggest innovative use of ICT.
- To evaluate the digital maturity of a firm, a business sector and the economy in general.
- To design and evaluate the information systems plan.
- To design and evaluate the performance of business processes, with a focus on effectiveness and entrepreneurship.

Students upon successful completion of the module students are expected to develop the following skills:

- Development of independent, creative, and inductive way of thinking,
- Decision making,
- Group work,
- Ability to adopt to changing situations.

✓ Prerequisites: **None**

✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to IT governance and digital transformation and to be able to apply models and methods appropriately.

- International IT Governance Frameworks.
- Models for information systems planning.
- Information and Communication Technologies contribution to business growth and competitive advantage.
- Introduction to digital transformation (DT).
- DT and business process modelling and redesign.
- Business process performance measurement.
- The use of multi-criteria methods and fuzzy logic in managing business processes.
- Culture change program.
- Use of software tools for business processes modeling and simulation.
- Case studies.

✓ Recommended reading:

Books

- Βασικές Αρχές της Διαχείρισης Επιχειρήσεων Διαδικασιών, Dumas, Rosa, Mendling, Rejers, 978-9963-258-91-8, Broken Hill Publishers Ltd, 2017.
- Strategic Planning for Information Systems, 3rd Edition, John Ward, Joe Peppard, Wiley, ISBN: 978-1-118-58525-2 March 2013 604 Pages.

Academic Journals:

- Information & Management
- International Journal of Information and Management
- International Journal of Global Information Management

- ✓ Teaching methods:
Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for business process modelling and simulation. The module is delivered through a series of lectures, lab sessions and coursework assignments.
- ✓ Assessment methods:
The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:
 - Justify technological solutions in the context of digital transformation.
 - Critically analyse the factors that affect digital transformation.
 - Design and evaluate innovative solutions.
 - Design business processes.
 - Apply models and methods to develop information systems plan for a given context.
 - Apply an holistic view to digital transformation by integrating the technological, business processes and change management perspectives.
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **IT Governance and Digital Transformation**
- ✓ Course code: **bm21105p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **6 ECTS**
- ✓ Name of lecturer: **Dr. Dimitris K. Kardaras**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The IT Governance relates to the development and the use of models and methods so that the businesses and the organizations ensure that their investments in IT technologies are aligned with the operational strategy but also contribute to the specification of new development abilities. The Digital Transformation refers to the strategic development of the corporate abilities on the digital technologies and their application on procedures, products, etc. so that the operation performance is improved, the perceived from the customers value and experience is expanded, danger management is done but also new opportunities for the creation of value from innovative services and products to be examined. The course emphasized on the international IT Governance frameworks, such as COBIT, CMMI, ITIL, etc., in the

analysis of the current status of a business from the point of view of its technological abilities, the philosophy of management, the operational procedures, and in the way with which the digital transformation is attempted, the development of innovative services and systems and the re-engineering of the business process.

- To comprehend the spectrum and the importance of modern information and communication technologies (ICT) and their future developments.
- To suggest innovative use of ICT.
- To evaluate the digital maturity of a firm, a business sector and the economy in general.
- To design and evaluate the information systems plan.
- To design and evaluate the performance of business processes, with a focus on effectiveness and entrepreneurship.

Students upon successful completion of the module students are expected to develop the following skills:

- Development of independent, creative, and inductive way of thinking,
- Decision making,
- Group work,
- Ability to adopt to changing situations.

✓ Prerequisites: **None**

✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to IT governance and digital transformation and to be able to apply models and methods appropriately.

- International IT Governance Frameworks.
- Models for information systems planning.
- Information and Communication Technologies contribution to business growth and competitive advantage.
- Introduction to digital transformation (DT).
- DT and business process modelling and redesign.
- Business process performance measurement.
- The use of multi-criteria methods and fuzzy logic in managing business processes.
- Culture change program.
- Use of software tools for business processes modeling and simulation.
- Case studies

✓ Recommended reading:

Books

- Βασικές Αρχές της Διαχείρισης Επιχειρήσεων Διαδικασιών, Dumas, Rosa, Mendling, Rejers, 978-9963-258-91-8, Broken Hill Publishers Ltd, 2017.
- Strategic Planning for Information Systems, 3rd Edition, John Ward, Joe Peppard, Wiley, ISBN: 978-1-118-58525-2 March 2013 604 Pages.

Academic Journals:

- Information & Management

- **International Journal of Information and Management**
- **International Journal of Global Information Management**
- ✓ Teaching methods:

Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for business process modelling and simulation. The module is delivered through a series of lectures, lab sessions and coursework assignments.
- ✓ Assessment methods:

The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:

 - **Justify technological solutions in the context of digital transformation.**
 - **Critically analyse the factors that affect digital transformation.**
 - **Design and evaluate innovative solutions.**
 - **Design business processes.**
 - **Apply models and methods to develop information systems plan for a given context.**
 - **Apply an holistic view to digital transformation by integrating the technological, business processes and change management perspectives.**
- ✓ Language of instruction: **Greek**

IT Governance and Digital Transformation – Core Course (6 ECTS)

The IT Governance relates to the development and the use of models and methods so that the businesses and the organizations ensure that their investments in IT technologies are aligned with the operational strategy but also contribute to the specification of new development abilities. The Digital Transformation refers to the strategic development of the corporate abilities on the digital technologies and their application on procedures, products, etc. so that the operation performance is improved, the perceived from the customers value and experience is expanded, danger management is done but also new opportunities for the creation of value from innovative services and products to be examined. The course emphasized on the international IT Governance frameworks, such as COBIT, CMMI, ITIL, etc., in the analysis of the current status of a business from the point of view of its technological abilities, the philosophy of management, the operational procedures, and in the way with which the digital transformation is attempted, the development of innovative services and systems and the re-engineering of the business process.

Course title: Competitive Strategy and Business Policy

FULL TIME

- ✓ Course title: **Competitive Strategy and Business Policy**
- ✓ Course code: **bm21106f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills and competences to:

- **identify, understand and use a variety of strategic management practices and methodologies to solve complex business problems during periods of structural changes/crises**
- **structure reliable and viable strategic alternatives**
- **identify organizational readiness to structural changes**

Upon course completion students will be able to:

- **understand strategic management and strategic decision-making techniques and best practices**
- **design convincing strategy implementation timetables and**
- **develop budgets for proposed strategies and identify potential sources of funding**
- **understand the benefits of new digital technologies in the strategic management process**
- **communicate proposed strategic solutions effectively and efficiently.**

Course aims are:

- **Search for analysis and synthesis of data and information, with the use of the necessary technology**
- **Adapting to new situations**
- **Decision-making**
- **Teamwork**
- **Project planning and management**
- **Production of free, creative, and inductive thinking**

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course covers the following topics:

- **The Strategic Management Process**
- **How to perform a Company Strategic Analysis**
- **How to perform an Industry Analysis**
- **Environmental Analysis**

- **Strategy Formulation**
 - **Strategy Implementation**
 - **Strategy Evaluation & Control**
 - **Digital Strategy Making**
 - **Disruptive Models and Open Innovation**
 - **Strategic Change and Transformation**
- ✓ Recommended reading:
- **David F., David F., David M.: Strategic Management: Concepts & Cases, 17th edition, Pearson, 2020.**
 - **Instructor (A. Ioannidis) notes in e-Class platform**
- Related academic journals:**
- **Strategic Management Journal**
 - **Academy of Management Journal**
 - **Harvard Business Review**
 - **McKinsey Quarterly**
- ✓ Teaching methods:
- **Lectures**
 - **Cases Analysis & Discussion**
 - **Group Project**
- ✓ Assessment methods:
- Language of Evaluation: Greek**
- (a) Final written examination: 60%**
- (b) Group Project: 30%**
- (c) Class Participation: 10%**
- Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.**
- The criteria for students' evaluation are:**
- **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Competitive Strategy and Business Policy**
- ✓ Course code: **bm21106p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):
The course focuses on transferring students the knowledge, skills and competences to:
 - **identify, understand and use a variety of strategic management practices and methodologies to solve complex business problems during periods of structural changes/crises**
 - **structure reliable and viable strategic alternatives**
 - **identify organizational readiness to structural changes****Upon course completion students will be able to:**
 - **understand strategic management and strategic decision-making techniques and best practices**
 - **design convincing strategy implementation timetables and**
 - **develop budgets for proposed strategies and identify potential sources of funding**
 - **understand the benefits of new digital technologies in the strategic management process**
 - **communicate proposed strategic solutions effectively and efficiently.****Course aims are:**
 - **Search for analysis and synthesis of data and information, with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Teamwork**
 - **Project planning and management**
 - **Production of free, creative, and inductive thinking**
- ✓ Prerequisites: **N/A**
- ✓ Course contents:
The course covers the following topics:
 - **The Strategic Management Process**
 - **How to perform a Company Strategic Analysis**
 - **How to perform an Industry Analysis**
 - **Environmental Analysis**
 - **Strategy Formulation**
 - **Strategy Implementation**

- **Strategy Evaluation & Control**
- **Digital Strategy Making**
- **Disruptive Models and Open Innovation**
- **Strategic Change and Transformation**
- ✓ Recommended reading:
 - **David F., David F., David M.: Strategic Management: Concepts & Cases, 17th edition, Pearson, 2020.**
 - **Instructor (A. Ioannidis) notes in e-Class platform**
- Related academic journals:**
 - **Strategic Management Journal**
 - **Academy of Management Journal**
 - **Harvard Business Review**
 - **McKinsey Quarterly**
- ✓ Teaching methods:
 - **Lectures**
 - **Cases Analysis & Discussion**
 - **Group Project**
- ✓ Assessment methods:

Language of Evaluation: Greek

(a) Final written examination: 60%

(b) Group Project: 30%

(c) Class Participation: 10%

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

 - **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

Competitive Strategy and Business Policy – Core Course (5 ECTS)

This course includes thematic sections such as: The Strategic Plan. Targeting, design, implementation, and evaluation of operational strategies. Corporate Governance. Sustainability and corporate responsibility. Extroversion and development. Tools and methodologies of the digital transformation. Disruptive and open innovation. Strategic change and transformation.

Course title: Understanding the Customer: Metrics and Analysis

FULL TIME

- ✓ Course title: **Understanding the Customer: Metrics and Analysis**
- ✓ Course code: **bm21107f**
- ✓ Type of course: **Specialization course in Customer Experience Management (CXM)**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **Acquire a customer problem-solving analysis framework.**
- **Understand how customer behavior can be influenced by different marketing strategies.**
- **Understand how empirical data regarding customer behavior can be used for assessing alternative marketing strategies.**
- **Develop a deeper understanding of customer behavior through related theories from psychology and sociology.**
- **Develop a mindset oriented to customer service and experience.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Working independently**
 - **Team work**
 - **Working in an interdisciplinary environment**
 - **Project planning and management**
 - **Respect for difference and multiculturalism**
 - **Criticism and self-criticism**
 - **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents:
 - **Consumer Behavior and Marketing Strategy**
 - **Cross-cultural Differences in Customer Behavior**
 - **Group Influences on Customer Behavior**
 - **Consumer Perception**

- **Learning, Memory, and Product Positioning**
 - **Motives, Personality, and emotions**
 - **Attitude Formation, Measurement and Change. Attitude Change Strategies**
 - **Self-Perception and Life Style (Psychographic Characteristics of the Customer)**
 - **Situational Influences**
 - **Consumer Decision-Making Processes and Problem Recognition**
 - **Store Selection and Shopping Behavior**
 - **Introduction to Customer Experience (CX) and its Management (CXM).**
- ✓ Recommended reading:
- **Siomkos, G.J. 2018, Consumer Behavior, 5th edition, Broken Hill Publishers (in Greek).**
 - **Hawkins, D.I., Mothersbaugh, D.L. 2012, Consumer Behavior: Building Marketing, 12th edition, McGraw-Hill.**
- ✓ Teaching methods: **Lectures, case studies, guest speakers, project presentations and workshops.**
- ✓ Assessment methods: **Final exam, quizzes and case studies, individual and group projects.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Understanding the Customer: Metrics and Analysis**
- ✓ Course code: **bm21107p**
- ✓ Type of course: **Specialization course in Customer Experience Management (CXM)**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):
After the completion of the course students will be able to:
 - **Acquire a customer problem-solving analysis framework.**
 - **Understand how customer behavior can be influenced by different marketing strategies.**
 - **Understand how empirical data regarding customer behavior can be used for assessing alternative marketing strategies.**

- Develop a deeper understanding of customer behavior through related theories from psychology and sociology.
- Develop a mindset oriented to customer service and experience.

Course aims are:

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Working independently
- Team work
- Working in an interdisciplinary environment
- Project planning and management
- Respect for difference and multiculturalism
- Criticism and self-criticism
- Production of free, creative and inductive thinking

✓ Prerequisites: **N/A**

✓ Course contents:

Consumer Behavior and Marketing Strategy

- Cross-cultural Differences in Customer Behavior
- Group Influences on Customer Behavior
- Consumer Perception
- Learning, Memory, and Product Positioning
- Motives, Personality, and emotions
- Attitude Formation, Measurement and Change. Attitude Change Strategies
- Self-Perception and Life Style (Psychographic Characteristics of the Customer)
- Situational Influences
- Consumer Decision-Making Processes and Problem Recognition
- Store Selection and Shopping Behavior
- Introduction to Customer Experience (CX) and its Management (CXM).

✓ Recommended reading:

- Siomkos, G.J. 2018, *Consumer Behavior*, 5th edition, Broken Hill Publishers (in Greek).
- Hawkins, D.I., Mothersbaugh, D.L. 2012, *Consumer Behavior: Building Marketing*, 12th edition, McGraw-Hill.

✓ Teaching methods: **Lectures, case studies, guest speakers, project presentations and workshops.**

✓ Assessment methods: **Final exam, quizzes and case studies, individual and group projects.**

✓ Language of instruction: **Greek**

Understanding the Customer: Metrics and Analysis – Specialization Course in «Customer Experience Management» (5 ECTS)

The course studies and analyzes the consumer as the one to decide. Also, counts the strategic repercussions of the psychological, social and various impacts that the consumer receives during the decision-making process. After the course builds a theoretical outline of the consumer's behavior, it helps with the better understanding of the modern consumer and their behavior.

This understanding is used by the modern members of Marketing (MKT) in the connection between the behavior of the consumer and the MKT strategy for the development of efficient and effective strategies and MKT programs for products/ services.

Topics that are covered in the course include: decision-making procedure, data processing, perceptions, focus on the brand, involvement with the product, measurement and change of positions, interpersonal effects on the behavior of the consumer, marketing behavior and store selection, market search methods and consumer analysis, customer satisfaction prosodies, market prosodies, customer's experience prosodies, and finally, applications on the market segmentation, the placement and the projection of products/ services.

Course title: Fundamentals of CX and CX Metrics

FULL TIME

- ✓ Course title: **Fundamentals of CX and CX Metrics**
- ✓ Course code: **bm21108f**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **Understand the basic concepts of “Customer Experience” (CX), as well as the ways to measure, portray, and monitor CX.**
- **Master the employment/ use of various CX methodological tools (personas, empathy maps, pain/gain points, metrics etc.).**

- Understand the best practices and their results, as well as the ways to align the organization with the CX approach.
- Select, use and present all of the above methods and tools in a way to attain the right monitoring and management of the organization's actions, which take place for enhancing the CX.

Course aims are:

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
 - Adapting to new situations
 - Decision-making
 - Working independently
 - Team work
 - Working in an interdisciplinary environment
 - Project planning and management
 - Criticism and self-criticism
 - Production of free, creative and inductive thinking
- ✓ Prerequisites: **N/A**
- ✓ Course contents:
- **The Experience Economy**
 - **The Customer Experience (CX) Introductory and foundational concepts**
 - **CX, Satisfaction and Loyalty**
 - **Personas Development**
 - **Customer Journey Mapping**
 - **CX Metrics (NPS, CSAT, CES, CLTV etc.)**
- ✓ Recommended reading:
- **B.J. Pine & J.H. Gilmore (2011). "Welcome to the Experience Economy", updated edition. Boston, Mass: Harvard Business Review Press.**
 - **G.J. Siomkos & D.A. Mavros (2018), "Marketing Research & Metrics", Broken Hill Publishers (in Greek).**
 - **Articles and videos (in-class).**
- ✓ Teaching methods: **Lectures, case studies, guest speakers, project presentations and workshops.**
- ✓ Assessment methods: **Final exam, in-class exercises, case studies, individual and group projects, workshops.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Fundamentals of CX and CX Metrics**
- ✓ Course code: **bm21108p**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **Understand the basic concepts of “Customer Experience” (CX), as well as the ways to measure, portray, and monitor CX.**
- **Master the employment/ use of various CX methodological tools (personas, empathy maps, pain/gain points, metrics etc.).**
- **Understand the best practices and their results, as well as the ways to align the organization with the CX approach.**
- **Select, use and present all of the above methods and tools in a way to attain the right monitoring and management of the organization’s actions, which take place for enhancing the CX.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
- **Adapting to new situations**
- **Decision-making**
- **Working independently**
- **Team work**
- **Working in an interdisciplinary environment**
- **Project planning and management**
- **Criticism and self-criticism**
- **Production of free, creative and inductive thinking**

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

- **The Experience Economy**
- **The Customer Experience (CX) Introductory and foundational concepts**
- **CX, Satisfaction and Loyalty**
- **Personas Development**
- **Customer Journey Mapping**

- **CX Metrics (NPS, CSAT, CES, CLTV etc.)**
- ✓ Recommended reading:
 - **B.J. Pine & J.H. Gilmore (2011). “Welcome to the Experience Economy”, updated edition. Boston, Mass: Harvard Business Review Press.**
 - **G.J. Siomkos & D.A. Mavros (2018), “Marketing Research & Metrics”, Broken Hill Publishers (in Greek).**
 - **Articles and videos (in-class).**
- ✓ Teaching methods: **Lectures, case studies, guest speakers, project presentations and workshops.**
- ✓ Assessment methods: **Final exam, in-class exercises, case studies, individual and group projects, workshops.**
- ✓ Language of instruction: **Greek**

Fundamentals of CX and CX Metrics – Specialization Course in «Customer Experience Management» (5 ECTS)

Goal of the current course is the understanding of the basic introductory meanings of the “customer experience” (CX), but also the ways of its measurement, inculcation and observance. The course is composed of two main sections – (1) Fundamentals of CX and (2) CX Metrics. Respectively, shown are topics such as: (1) what recommends and what not “customer experience – CX”, to whom it refers to, what the profits for the business/organization are, various methodological tools and ways to use them (personas, empathy maps, pain/gain points, etc.), optimal practices and their results, while even ways for alignment of the business/ organization with the CX approach. (2) Measurement tools relating to CX (NPS, CSAT, CES, etc.) while even the way of selection, use and presentation of them so that the right observation and management of the various activities, that take place in the context of the optimization of the “customer’s experience” is achieved.

Course title: Brand Building

FULL TIME

- ✓ Course title: **Brand Building**
- ✓ Course code: **bm21109f**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Tsogas Markos Marios**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

After the successful completion of the course, students will have delt and comprehend among others:

- 1. The definition and the importance of branding for the firm of today, the customer and her choices and national economy as a whole.**
- 2. The process of New Product Development and its bilateral connection with branding strategies.**
- 3. The relationship of packaging with branding**
- 4. The main elements of the brands, i.e. name, logo, slogan, character, etc.**
- 5. The main concepts related to branding, i.e. values, brand identity, positioning, brand image, brand personality, brand equity, etc.**
- 6. The role of the brand in achieving meaningful differentiation.**
- 7. The most appropriate way of developing and maintaining a strong brand through the years.**
- 8. The importance of prudent brand portfolio management**
- 9. The proper way of achieving brand leverage and brand extensions.**

Course aims are:

- **Decision-making**
 - **Working independently**
 - **Team work**
 - **Working in an interdisciplinary environment**
 - **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents:

The course is organized around four pillars when referring to the meaning of “brand”: understanding, measurement, modulation and management. More specifically, it examines the role that the brand has in the procedure of consuming decision-making and its contribution to the design of a customized experience for the customer. It presents modern investigative tools for the evaluation of the power and the brand analytics, while even methods for its reinforcement. The course cultivates the critical

and creative thinking in point of the strategies and tactics that are used for the design, the communication, the utilization and the maintenance of a special and historically successful brand. Among them, sensory marketing, the approach of non-structured problems of Design Thinking, the communicative approach of Storytelling and elements of the brand's DNA and personal branding.

The main body of knowledge will be structured around the lecturing notes as presented in the lecture theatre. In addition, a number of chapters from internationally established textbooks will be supplied to the students, as reading and referencing material.

Structure of lectures:

- **Basic constructs and meanings of brand management**
- **Brand's components**
- **Brand strategies and brand building**
- **Brand portfolio management and brand leverage**
- **Brand valuation and current issues of brand management.**

✓ **Recommended reading:**

- **Kevin, L., & Keller, S. (2019). STRATEGIC BRAND MANAGEMENT: Building, Measuring, and Managing Brand Equity, Global Edition. PEARSON EDUCATION Limited.**
- **Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategic thinking. Kogan page publishers.**
- **Journal of Brand Management**
- **Journal of Marketing**
- **Journal of Product & Brand Management**
- **Journal of Consumer Research**

✓ **Teaching methods:**

- **Lectures**
- **Individual Study**
- **Group study – Case study**
- **Assignment composition**

✓ **Assessment methods:**

Student's evaluation will be the composite result of an individual case study (40%) which is comprised of class discussions and a written report. The final exam (60%) will be on an international case study, distributed to the students at least one month before the exams. On the day of the exam, students will be requested to answer questions on the case study.

✓ **Language of instruction: Greek**

PART TIME

- ✓ Course title: **Brand Building**
- ✓ Course code: **bm21109p**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Tsogas Markos Marios**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

After the successful completion of the course, students will have delt and comprehend among others:

1. **The definition and the importance of branding for the firm of today, the customer and her choices and national economy as a whole.**
2. **The process of New Product Development and its bilateral connection with branding strategies.**
3. **The relationship of packaging with branding**
4. **The main elements of the brands, i.e. name, logo, slogan, character, etc.**
5. **The main concepts related to branding, i.e. values, brand identity, positioning, brand image, brand personality, brand equity, etc.**
6. **The role of the brand in achieving meaningful differentiation.**
7. **The most appropriate way of developing and maintaining a strong brand through the years.**
8. **The importance of prudent brand portfolio management**
9. **The proper way of achieving brand leverage and brand extensions.**

Course aims are:

- **Decision-making**
- **Working independently**
- **Team work**
- **Working in an interdisciplinary environment**
- **Production of free, creative and inductive thinking**

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course is organized around four pillars when referring to the meaning of “brand”: understanding, measurement, modulation and management. More specifically, it examines the role that the brand has in the procedure of consuming decision-making and its contribution to the design of a customized experience for the customer. It presents modern investigative tools for the evaluation of the power and the brand analytics, while even methods for its reinforcement. The course cultivates the critical and creative thinking in point of the strategies and tactics that are used for the design, the communication, the utilization and the maintenance of a special and historically

successful brand. Among them, sensory marketing, the approach of non-structured problems of Design Thinking, the communicative approach of Storytelling and elements of the brand's DNA and personal branding.

The main body of knowledge will be structured around the lecturing notes as presented in the lecture theatre. In addition, a number of chapters from internationally established textbooks will be supplied to the students, as reading and referencing material.

Structure of lectures:

- Basic constructs and meanings of brand management
- Brand's components
- Brand strategies and brand building
- Brand portfolio management and brand leverage
- Brand valuation and current issues of brand management.

✓ Recommended reading:

- Kevin, L., & Keller, S. (2019). **STRATEGIC BRAND MANAGEMENT: Building, Measuring, and Managing Brand Equity**, Global Edition. PEARSON EDUCATION Limited.
- Kapferer, J. N. (2012). **The new strategic brand management: Advanced insights and strategic thinking**. Kogan page publishers.
- **Journal of Brand Management**
- **Journal of Marketing**
- **Journal of Product & Brand Management**
- **Journal of Consumer Research**

✓ Teaching methods:

- **Lectures**
- **Individual Study**
- **Group study – Case study**
- **Assignment composition**

✓ Assessment methods:

Student's evaluation will be the composite result of an individual case study (40%) which is comprised of class discussions and a written report. The final exam (60%) will be on an international case study, distributed to the students at least one month before the exams. On the day of the exam, students will be requested to answer questions on the case study.

✓ Language of instruction: **Greek**

Brand Building – Specialization Course in «Customer Experience Management» (5 ECTS)

The course is organized in four pylons when referring to the meaning “brand”: understanding, measurement, modulation and management. More specifically, it examines the role that the brand has in the procedure of consuming decision-making and its contribution to the design of a customized experience for the customer. It presents modern investigative tools for the evaluation of the power and the brand analytics, while even methods for its reinforcement. The course cultivates the critical and creative thinking in point of the strategies and tactics that are used for the design, the communication, the utilization and the maintenance of a special and historically successful brand. Among them, sensory marketing, the approach of non-structured problems of Design Thinking, the communicative approach of Storytelling and elements of the brand’s DNA and personal branding.

Course title: The Shopping Experience

FULL TIME

- ✓ Course title: **The Shopping Experience**
- ✓ Course code: **bm21110f**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Dr. Stavros Kaperonis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **understand the meanings of the user/consumer experience through practical examples of role play, best practices in CX**
- **create promotional or advertising videos, post-production, pre-production, and storytelling**
- **learn, through the role plays, about consumer behavior and how they change each time and are defined according to the conditions and circumstances created.**

Thus, through all the above practical activities they learn to:

- **identify**
- **distinguish**
- **interpret**

- describe
- define
- classify
- categorize
- select, compare, and relate consumer behaviors to circumstances.

Thus, they develop skills that will allow:

- correcting,
- monitoring, and
- verifying attitudes, values, and behaviors

The course focusses on the hedonic nature of the marketing experience and its application in the design and organization of branded retail venues in order to contribute to the creation of a customized experience for the customer. Reference point for the creation of such an experience is the inculcation of the different Shopper Personas.

The course covers topics, such as the consumer motivations, the experiential marketing and the store atmospherics. Especially, for the service space, great emphasis is given to the face-to-face experience which is influential, not only for the whole marketing experience but also for the service itself that the customer receives. Special reference becomes the atmosphere of the digital stores (both web and mobile), which constitute an important and continuously strengthening part of the worldwide market.

- ✓ Prerequisites: **None**
- ✓ Course contents:

Store atmospherics

- Aesthetics and e-aesthetics
- Usability (Χρησιμότητα)
- Eye tracking in marketing

User experience (UX)

- User interface (UI)
- Heuristic evaluation of a website
- UX and interaction with XR, MR retail environments'

Presentation of UX project

Shopper personas

- What are shopper personas?
- How are shopper personas created?
- How do you socialize a shopper persona?

Workshop

Methods and tips for creating a promotion video with mobile devices

Personalization και personalized marketing

- Programmatic marketing
- Στοχευμένο, email marketing
- Proximity marketing
- Personalized websites

- e. Personalized calls to action
- f. Product recommendation engines
- g. Retargeting

Case study

- a. Opinion leader effects and the dissemination process of new Adidas products
- b. Creating the new is our strategy
- c. Circumstantial effects on consumers
- d. Connect, engage, inspire, re-connect
- e. Communication marketing and advertising
- f. Visibility= Exposure * Talkability
- g. Driving visibility= think network, not channel

Shopper behavior

- a. The world of the consumer and the buying behavior of Millennials and Xennials
- b. Factors in social media that impact purchase intentions
- c. Consumer awareness, involvement, learning and engagement

Experiential marketing

- a. WorkShop
 - i. Customer service role-plays (*Working in groups to stage a role-play of a hypothetical customer service situation*)
 - ii. Αξίες, ψυχογραφικά χαρακτηριστικά και τρόπος ζωής

Presentation of final project

✓ Recommended reading:

- Siomkos, G. (2018). *Consumer Behavior. BROKEN HILL PUBLISHERS LTD* (Chapter 5, unit 5.3, Chapter 10, unit 10.2 & 10.3, chapter 13, unit 13.1, 13.3 & 13.4).
- Vrechopoulos, A. P., O'keefe, R. M., Doukidis, G. I., & Siomkos, G. J. (2004). Virtual store layout: an experimental comparison in the context of grocery retail. *Journal of Retailing*, 80(1), 13-22.
- Spence, C., Puccinelli, N. M., Grewal, D., & Roggeveen, A. L. (2014). Store atmospherics: A multisensory perspective. *Psychology & Marketing*, 31(7), 472-488.
- Manganari, E. E., Siomkos, G. J., & Vrechopoulos, A. P. (2009). Store atmosphere in web retailing. *European Journal of Marketing*, 43(9/10), 1140-1153.
- Tractinsky, N. (2019). The Usability Construct: A Concern for Both Theory and Practice. *Human-Computer Interaction*, 1-16.
- Porat, T., & Tractinsky, N. (2012). It's a pleasure buying here: The effects of web-store design on consumers' emotions and attitudes. *Human-Computer Interaction*, 27(3), 235-276.
- Kaperonis, S. D. (2018). The Impact of Social Media on user's Travel Purchase Intention. *The Seventh International Conference on Data Analytics*, 50-54.
- Nielsen, J., & Molich, R. (1990, March). Heuristic evaluation of user interfaces. In *Proceedings of the SIGCHI conference on Human factors in computing systems* (pp. 249-256). ACM.
- Nielsen, J. (1994). Usability inspection methods. In *Conference companion on Human factors in computing systems* (pp. 413-414). ACM.
- Hollingsed, T., & Novick, D. G. (2007, October). Usability inspection methods after 15 years of research and practice. In *Proceedings of the 25th annual ACM international conference on Design of communication* (pp. 249-255). ACM.

- Zaharias, P., & Koutsabasis, P. (2011). Heuristic evaluation of e-learning courses: a comparative analysis of two e-learning heuristic sets. *Campus-Wide Information Systems*, 29(1), 45-60.
 - Krug, S. (2000). *Don't make me think!: a common sense approach to Web usability*. Pearson Education India.
 - Lee, J. M., & Rha, J. Y. (2016). Personalization–privacy paradox and consumer conflict with the use of location-based mobile commerce. *Computers in Human Behavior*, 63, 453-462.
 - Li, C. (2016). When does web-based personalization really work? The distinction between actual personalization and perceived personalization. *Computers in Human Behavior*, 54, 25-33.
- ✓ Teaching methods:
Lectures, project presentation, hands-on exercises.
 - ✓ Assessment methods:
 - Participation: 20%
 - Writing exams: 40%
 - Project: 40%
 - ✓ Language of instruction: Greek

PART TIME

- ✓ Course title: **The Shopping Experience**
- ✓ Course code: **bm21110p**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester **Third**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Dr. Stavros Kaperonis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):
After the completion of the course students will be able to:
 - understand the meanings of the user/consumer experience through practical examples of role play, best practices in CX
 - create promotional or advertising videos, post-production, pre-production, and storytelling
 - learn, through the role plays, about consumer behavior and how they change each time and are defined according to the conditions and circumstances created.**Thus, through all the above practical activities they learn to:**
 - identify

- distinguish
- interpret
- describe
- define
- classify
- categorize
- select, compare, and relate consumer behaviors to circumstances.

Thus, they develop skills that will allow:

- correcting,
- monitoring, and
- verifying attitudes, values, and behaviors

The course focusses on the hedonic nature of the marketing experience and its application in the design and organization of branded retail venues in order to contribute to the creation of a customized experience for the customer. Reference point for the creation of such an experience is the inculcation of the different Shopper Personas.

The course covers topics, such as the consumer motivations, the experiential marketing and the store atmospherics. Especially, for the service space, great emphasis is given to the face-to-face experience which is influential, not only for the whole marketing experience but also for the service itself that the customer receives. Special reference becomes the atmosphere of the digital stores (both web and mobile), which constitute an important and continuously strengthening part of the worldwide market.

✓ Prerequisites: **None**

✓ Course contents:

Store atmospherics

- a. Aesthetics and e-aesthetics
- b. Usability (Χρησιμότητα)
- c. Eye tracking in marketing

User experience (UX)

- a. User interface (UI)
- b. Heuristic evaluation of a website
- c. UX and interaction with XR, MR retail environments'

Presentation of UX project

Shopper personas

- a. What are shopper personas?
- b. How are shopper personas created?
- c. How do you socialize a shopper persona?

Workshop

Methods and tips for creating a promotion video with mobile devices

Personalization και personalized marketing

- a. Programmatic marketing
- b. Στοχευμένο, email marketing
- c. Proximity marketing
- d. Personalized websites
- e. Personalized calls to action
- f. Product recommendation engines
- g. Retargeting

Case study

- a. Opinion leader effects and the dissemination process of new Adidas products
- b. Creating the new is our strategy
- c. Circumstantial effects on consumers
- d. Connect, engage, inspire, re-connect
- e. Communication marketing and advertising
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Shopper behavior

- a. The world of the consumer and the buying behavior of Millennials and Xennials
- b. Factors in social media that impact purchase intentions
- c. Consumer awareness, involvement, learning and engagement

Experiential marketing

- a. WorkShop
 - i. Customer service role-plays (*Working in groups to stage a role-play of a hypothetical customer service situation*)
 - ii. Αξίες, ψυχογραφικά χαρακτηριστικά και τρόπος ζωής

Presentation of final project

✓ Recommended reading:

- Siomkos, G. (2018). *Consumer Behavior*. **BROKEN HILL PUBLISHERS LTD** (Chapter 5, unit 5.3, Chapter 10, unit 10.2 & 10.3, chapter 13, unit 13.1, 13.3 & 13.4).
- Vrechopoulos, A. P., O'keefe, R. M., Doukidis, G. I., & Siomkos, G. J. (2004). Virtual store layout: an experimental comparison in the context of grocery retail. *Journal of Retailing*, 80(1), 13-22.
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- Manganari, E. E., Siomkos, G. J., & Vrechopoulos, A. P. (2009). Store atmosphere in web retailing. *European Journal of Marketing*, 43(9/10), 1140-1153.
- Tractinsky, N. (2019). The Usability Construct: A Concern for Both Theory and Practice. *Human-Computer Interaction*, 1-16.
- Porat, T., & Tractinsky, N. (2012). It's a pleasure buying here: The effects of web-store design on consumers' emotions and attitudes. *Human-Computer Interaction*, 27(3), 235-276.

- Kaperonis, S. D. (2018). The Impact of Social Media on user's Travel Purchase Intention. *The Seventh International Conference on Data Analytics*, 50-54.
 - Nielsen, J., & Molich, R. (1990, March). Heuristic evaluation of user interfaces. In *Proceedings of the SIGCHI conference on Human factors in computing systems* (pp. 249-256). ACM.
 - Nielsen, J. (1994). Usability inspection methods. In *Conference companion on Human factors in computing systems* (pp. 413-414). ACM.
 - Hollingsed, T., & Novick, D. G. (2007, October). Usability inspection methods after 15 years of research and practice. In *Proceedings of the 25th annual ACM international conference on Design of communication* (pp. 249-255). ACM.
 - Zaharias, P., & Koutsabasis, P. (2011). Heuristic evaluation of e-learning courses: a comparative analysis of two e-learning heuristic sets. *Campus-Wide Information Systems*, 29(1), 45-60.
 - Krug, S. (2000). *Don't make me think!: a common sense approach to Web usability*. Pearson Education India.
 - Lee, J. M., & Rha, J. Y. (2016). Personalization–privacy paradox and consumer conflict with the use of location-based mobile commerce. *Computers in Human Behavior*, 63, 453-462.
 - Li, C. (2016). When does web-based personalization really work? The distinction between actual personalization and perceived personalization. *Computers in Human Behavior*, 54, 25-33.
- ✓ Teaching methods:
Lectures, project presentation, hands-on exercises,
 - ✓ Assessment methods:
 - **Participation: 20%**
 - **Writing exams: 40%**
 - **Project: 40%**
 - ✓ Language of instruction: **Greek**

The Shopping Experience – Specialization Course in «Customer Experience Management» (5 ECTS)

The course focusses on the hedonic nature of the marketing experience and its application in the design and organization of branded retail venues in order to contribute to the creation of a customized experience for the customer. Reference point for the creation of such an experience is the inculcation of the different Shopper Personas.

The course covers topics, such as the consumer motivations, the experiential marketing and the store atmospherics. Especially, for the service space, great emphasis is given to the face-to-face experience which is influential, not only for the whole marketing experience but also for the service itself that the customer receives. Special reference becomes the atmosphere of the digital stores (both web and mobile), which constitute an important and continuously strengthening part of the worldwide market.

Course title: The Customer Journey and the Design of Experiences

FULL TIME

- ✓ Course title: **The Customer Journey and the Design of Experiences**
- ✓ Course code: **bm21111f**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester/trimester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **Present analytically the research methods and mapping of the “customer experience”, with the use of quantitative and qualitative analyses and other methodological tools (e.g., the Customer Journeys).**
- **Understand customer expectations but also the ways of customer interactions with the business/organization.**
- **Master the development of specific plans for improvement of the “Customer Experience” and their connection with the vision, the economic results and the broader goals of the business/organization.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Team work**
 - **Working in an interdisciplinary environment**
 - **Project planning and management**
 - **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents:
 - **Design Thinking, Service Design Logic (SDL), Service Design (differences UX, CX etc.)**
 - **Persona Building and Empathy Mapping**
 - **Storytelling/ Storymapping**
 - **Journey Identification & Mapping (current state) - pain points, gain points, moments of truth, channels, etc.)**

- **Voice-of-Business**
- **Prioritization, selection, mapping and presentation of Customer Journeys.**
- **Selection and analysis of quantitative and qualitative data, which are necessary for the appropriate inculcation and planning of Customer Journeys.**
- ✓ Recommended reading: **Articles, books, reports and videos during class meetings.**
- ✓ Teaching methods: **Lectures, case studies, guest speakers, presentations and workshops.**
- ✓ Assessment methods: **Final exam, case studies, group projects and workshops.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **The Customer Journey and the Design of Experiences)**
- ✓ Course code: **bm21111p**
- ✓ Type of course: **Specialization course in CXM**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester: **Third**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **George Siomkos**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

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

- **Present analytically the research methods and mapping of the “customer experience”, with the use of quantitative and qualitative analyses and other methodological tools (e.g., the Customer Journeys).**
- **Understand customer expectations but also the ways of customer interactions with the business/organization.**
- **Master the development of specific plans for improvement of the “Customer Experience” and their connection with the vision, the economic results and the broader goals of the business/organization.**

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
- **Adapting to new situations**
- **Decision-making**
- **Team work**
- **Working in an interdisciplinary environment**
- **Project planning and management**

- **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**
- ✓ Course contents:
 - **Design Thinking, Service Design Logic (SDL), Service Design (differences UX, CX etc.)**
 - **Persona Building and Empathy Mapping**
 - **Storytelling/ Storymapping**
 - **Journey Identification & Mapping (current state) - pain points, gain points, moments of truth, channels, etc.)**
 - **Voice-of-Business**
 - **Prioritization, selection, mapping and presentation of Customer Journeys.**
 - **Selection and analysis of quantitative and qualitative data, which are necessary for the appropriate inculcation and planning of Customer Journeys.**
- ✓ Recommended reading: **Articles, books, reports and videos during class meetings.**
- ✓ Teaching methods: **Lectures, case studies, guest speakers, presentations and workshops.**
- ✓ Assessment methods: **Final exam, case studies, group projects and workshops.**
- ✓ Language of instruction: **Greek**

The Customer Journey and the Design of Experiences – Specialization Course in «Customer Experience Management» (5 ECTS)

Subject of the course is the analytic presentation of the research methods and mapping of the “customer experience”, with the use of quantitative and qualitative analyses and other methodological tools, such as the Customer Journeys, with goal the understanding of the customer’s expectations but also the ways of their interaction with the business/organization. Ways of prioritizing, selecting, mapping and presenting the Customer Journeys are presented, while also ways for the collection and analysis of quantitative and qualitative data, necessary for their correct capture and design. Continuing after the Customer Journeys, and in terms of the approach of the Design Thinking, there are also presented ways for the development of specific plans for improvement of the “Customer Experience” and their connection with the vision, the economic results and the broader goals of the business/organization.

Course title: Management Consulting Industry Standards, Best Practices and Toolkits

FULL TIME

- ✓ Course title: **Management Consulting Industry Standards, Best Practices and Toolkits**
- ✓ Course code: **bm21112f**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

- **understand the management consulting ecosystem in Greece and internationally,**
- **understand management consulting toolkits and techniques,**
- **understand management consulting companies' structure, culture, resources, and processes,**
- **understand the required management consulting skills.**

Upon course completion students will be able to:

- **understand management consulting toolkits and job requirements,**
- **develop and present (pitch) a business plan**
- **deploy the necessary management consulting skills,**
- **use new technologies to achieve superior job performance and client satisfaction.**

Course aims are:

- **Search for analysis and synthesis of data and information, with the use of the necessary technology**
- **Adapting to new situations**
- **Decision-making**
- **Teamwork**
- **Project planning and management**
- **Production of free, creative, and inductive thinking.**

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course introduces the management consulting industry, the structure and operations of management consulting firms, and the role and necessary skills of management consultants.

The following topics will be covered:

- **The Greek and Global Management Consulting Industry**
- **Role and Responsibilities of the Management Consultant**

- **Αγορά Εργασίας ΣΕ στην Ελλάδα και Διεθνώς**
- **Management Consulting Toolkits**
- **Robotic Process Automation**
- **Private Equity**
- **Reputation Management**
- **Strategic Foresight**
- ✓ Recommended reading:
 - **Instructor (A. Ioannidis) class notes in e-class platform**
- Related academic journals:**
 - **Strategic Management Journal**
 - **Harvard Business Review**
 - **McKinsey Quarterly**
- ✓ Teaching methods:
 - **Lectures**
 - **Case Studies Analysis and Discussion**
 - **Group Project**
 - **Use of PCs and specialized software applications for data analysis and reporting.**
- ✓ Assessment methods:

Language of Evaluation: Greek

Evaluation Criteria:

 - (a) Final written examination: 50%**
 - (b) Group Project: 40%**
 - (c) Class Participation: 10%**

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

 - **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Management Consulting Industry Standards, Best Practices and Toolkits**
- ✓ Course code: **bm21112p**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester: **Third**

- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

 - understand the management consulting ecosystem in Greece and internationally,
 - understand management consulting toolkits and techniques,
 - understand management consulting companies' structure, culture, resources, and processes,
 - understand the required management consulting skills.

Upon course completion students will be able to:

 - understand management consulting toolkits and job requirements,
 - develop and present (pitch) a business plan
 - deploy the necessary management consulting skills,
 - use new technologies to achieve superior job performance and client satisfaction.

Course aims are:

 - Search for analysis and synthesis of data and information, with the use of the necessary technology
 - Adapting to new situations
 - Decision-making
 - Teamwork
 - Project planning and management
 - Production of free, creative, and inductive thinking.
- ✓ Prerequisites: **N/A**
- ✓ Course contents:

The course introduces the management consulting industry, the structure and operations of management consulting firms, and the role and necessary skills of management consultants.

The following topics will be covered:

 - The Greek and Global Management Consulting Industry
 - Role and Responsibilities of the Management Consultant
 - Αγορά Εργασίας ΣΕ στην Ελλάδα και Διεθνώς
 - Management Consulting Toolkits
 - Robotic Process Automation
 - Private Equity
 - Reputation Management
 - Strategic Foresight
- ✓ Recommended reading:
 - Instructor (A. Ioannidis) class notes in e-class platform

Related academic journals:

 - Strategic Management Journal
 - Harvard Business Review

- **McKinsey Quarterly**
- ✓ Teaching methods:
 - **Lectures**
 - **Case Studies Analysis and Discussion**
 - **Group Project**
 - **Use of PCs and specialized software applications for data analysis and reporting.**
- ✓ Assessment methods:

Language of Evaluation: Greek

Evaluation Criteria:

(a) **Final written examination: 50%**

(b) **Group Project: 40%**

(c) **Class Participation: 10%**

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

 - **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

**Management Consulting Industry Standards, Best Practices and Toolkits –
Specialization course in Management Consulting (5 ECTS)**

Thematic sections of the course include the: Segmentation of the business consultants' market in Greece and internationally. Function, management, administration and evaluation of the effectiveness of consulting companies. Optimum international practices in the branch of the business consultants. Tools and methodologies in the branch of business consultants. The work of the business consultant. Career strategy in the branch of the business consultants.

Course title: Project and Program Management

FULL TIME

- ✓ Course title: **Project and Program Management**
- ✓ Course code: **bm21113f**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**

- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Dr. Dimitris K. Kardaras**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

This course focus on developing the necessary skills and knowledge so that students will be able to manage resources, cost, and timetables of a project. Upon successful completion of the course students will be able to develop and evaluate a project network, to apply project management techniques such as CPM, PERT and to be able to evaluate risks that may happen during a project.

Upon completion of the course students will be able to:

 - **Comprehend the principles of project management, the importance of time, cost and quality aspects in project management.**
 - **Understand the methods for project management.**
 - **To identify the risks associated with project management.**
 - **Perform risk analysis.**
 - **To address project management issues and their inter-complexities in a systematic manner.**
 - **Comprehend the importance of the Project Management Office.**
 - **Understand the principles of agile methodologies.**
 - **Discuss the guidelines for effective project management.**

Students upon successful completion of the module students are expected to develop the following skills:

 - **Project management,**
 - **Decision making,**
 - **Group work,**
 - **Ability to adopt to changing situations.**
- ✓ Prerequisites: **None**
- ✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to project management and to be able to apply models and methods appropriately.

 - **Introduction to project management**
 - **Develop project networks**
 - **Guidelines for effective project management.**
 - **Project management methods CPM, PERT.**
 - **Risk analysis (risk log, risk assessment, risk management).**
 - **Design and develop a Project Management Office (PMO).**
 - **Identify the KPIs of a PMO.**
 - **PMO maturity**
 - **Agile methodologies for project management.**
- ✓ Recommended reading:

Books

- Kerzner Harold, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, (2021), Publisher, Wiley, ISBN-10: 1118022270
- Δημητριάδης Αντώνης, *Διοίκηση - Διαχείριση Έργου* (2009) ISBN: 9789606759222 Εκδότης: Εκδόσεις Νέων Τεχνολογιών.
- Academic Journals:
 - Project Management Journal
 - International Journal of Project Management
- ✓ Teaching methods:

Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for project management. The module is delivered through a series of lectures, lab sessions and coursework assignments
- ✓ Assessment methods:

The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:

 - Select the appropriate project management method and approach and justify their choices.
 - Critically analyse the factors that affect effective resources management and project management.
 - To apply project management methods and methodologies.
 - Apply an holistic approach to project management.
 - Justify decisions and choices in relation to project management.
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Project and Program Management**
- ✓ Course code: **bm21113p**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester: **Third**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Dr. Dimitris K. Kardaras**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

This course focus on developing the necessary skills and knowledge so that students will be able to manage resources, cost, and timetables of a project. Upon successful completion of the course students will be able to develop and evaluate a project network, to apply project management techniques such as CPM, PERT and to be able to evaluate risks that may happen during a project.

Upon completion of the course students will be able to:

- Comprehend the principles of project management, the importance of time, cost and quality aspects in project management.
- Understand the methods for project management.
- To identify the risks associated with project management.
- Perform risk analysis.
- To address project management issues and their inter-complexities in a systematic manner.
- Comprehend the importance of the Project Management Office.
- Understand the principles of agile methodologies.
- Discuss the guidelines for effective project management.

Students upon successful completion of the module students are expected to develop the following skills:

- Project management,
- Decision making,
- Group work,
- Ability to adopt to changing situations.

✓ Prerequisites: N/A

✓ Course contents:

The module equips student with the necessary tools and skills to comprehend issues pertaining to project management and to be able to apply models and methods appropriately.

- Introduction to project management
- Develop project networks
- Guidelines for effective project management.
- Project management methods CPM, PERT.
- Risk analysis (risk log, risk assessment, risk management).
- Design and develop a Project Management Office (PMO).
- Identify the KPIs of a PMO.
- PMO maturity
- Agile methodologies for project management.

✓ Recommended reading:

- Books
- Kerzner Harold, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, (2021), Publisher, Wiley, ISBN-10: 1118022270
- Δημητριάδης Αντώνης, Διοίκηση - Διαχείριση Έργου (2009) ISBN: 9789606759222 Εκδότης: Εκδόσεις Νέων Τεχνολογιών.

Academic Journals:

- Project Management Journal
- International Journal of Project Management

✓ Teaching methods:

Face to face lectures in the lecture theatre. Using computer systems, ppt presentations and software tools for project management. The module is delivered through a series of lectures, lab sessions and coursework assignments

- ✓ Assessment methods:
The module assessment is based on written exams which account for 100% of the module marking scheme. Marking criteria are discussed with the students in the beginning of the first lecture. Students need to demonstrate their ability to:
 - **Select the appropriate project management method and approach and justify their choices.**
 - **Critically analyse the factors that affect effective resources management and project management.**
 - **To apply project management methods and methodologies.**
 - **Apply an holistic approach to project management.**
 - **Justify decisions and choices in relation to project management.**
- ✓ Language of instruction: **Greek**

Project and Program Management – Specialization course in Management Consulting (5 ECTS)

In this course these thematic sections are examined:

Detection and evaluation of infrastructures, resources and timing coincidences for the initiation of a work/program. Work/program initiation preparation and inculcation of assignments, roles, timetables, consequences. Development of a timetable. Estimation of price, budget, way of funding. Management of quality, staffing, communication. Analysis of dangers and consequences. Preparation of the design of the work's/program's supply. Implementation and inspection of work/program. Completion, authentication of a good execution of the Work/Program.

Course title: Specialty Finance

FULL TIME

- ✓ Course title: **Specialty Finance**
- ✓ Course code: **bm21114f**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Drakos Anastasios – Moratis George**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on "Financial Management", focusing on the planning and the process of taking decisions concerning the implementation of financial investment projects, as well as the sources of financing used for the implementation of these investments. In this logic, the course deals with Time Value of Money and Value Equations, the Investment Appraisal methods and criteria, the time value of money and minimum required returns, the investment decision techniques, the cost of capital, the fundamentals of Financial Programming, learning of the Short-Term Financing sources in the context of a Managing the Working Capital of a company, significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.

Course aims are:

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
 - Decision-making
 - Working independently
 - Team work
 - Project planning and management
- ✓ Prerequisites: **N/A**
- ✓ Course contents:
- Present, Future Values and Annuities
 - Bank Loans and Refinancing
 - Simple, Effective/Compounding interests rates
 - Net Present Value and Internal Rate of Return
 - Other Investment Appraisal Criteria
 - Free Cash Flows to the Firm Free Cash Flows to the Equity
 - Investment Appraisal Under Risk and Inflation
 - Cost of Equity, Cost of Debt,
 - Weighted Average Cost of Capital
 - Operating and Financial leverage
 - Capital Structure
 - Dividend Policy
 - Financial Programming and Working capital Management
 - Credit Default Ratings and Metrics
 - Cash Flow Budget
 - Factoring and Forfaiting
 - Financial and Operating Leasing
- ✓ Recommended reading:
- **A.A.Drakos G.AKarathanassis, (2017), «Financial Management for Corporations», Editions, Benos**
 - **Lecture Notes, Case Studies, Workshops**
- ✓ Teaching methods: **Lectures and Workshops**
- ✓ Assessment methods: **Final written exam**

- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Specialty Finance**
- ✓ Course code: **bm21114p**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Drakos Anastasios – Moratis George**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on "Financial Management", focusing on the planning and the process of taking decisions concerning the implementation of financial investment projects, as well as the sources of financing used for the implementation of these investments. In this logic, the course deals with Time Value of Money and Value Equations, the Investment Appraisal methods and criteria, the time value of money and minimum required returns, the investment decision techniques, the cost of capital, the fundamentals of Financial Programming, learning of the Short-Term Financing sources in the context of a Managing the Working Capital of a company, significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Decision-making**
 - **Working independently**
 - **Team work**
 - **Project planning and management**
- ✓ Prerequisites: **N/A**
 - ✓ Course contents:
 - **Present, Future Values and Annuities**
 - **Bank Loans and Refinancing**
 - **Simple, Effective/Compounding interests rates**
 - **Net Present Value and Internal Rate of Return**
 - **Other Investment Appraisal Criteria**
 - **Free Cash Flows to the Firm Free Cash Flows to the Equity**
 - **Investment Appraisal Under Risk and Inflation**

- **Cost of Equity, Cost of Debt,**
- **Weighted Average Cost of Capital**
- **Operating and Financial leverage**
- **Capital Structure**
- **Dividend Policy**
- **Financial Programming and Working capital Management**
- **Credit Default Ratings and Metrics**
- **Cash Flow Budget**
- **Factoring and Forfaiting**
- **Financial and Operating Leasing**
- ✓ Recommended reading:
 - **A.A.Drakos G.AKarathanassis, (2017), «Financial Management for Corporations», Editions, Benos**
 - **Lecture Notes, Case Studies, Workshops**
- ✓ Teaching methods: **Lectures and Workshops**
- ✓ Assessment methods: **Final written exam**
- ✓ Language of instruction: **Greek**

Specialty Finance – Specialization course in Management Consulting (5 ECTS)

The course includes analytic study of the following sections:

Internal evaluation and checking mechanisms. Internal and external financial auditing – international standards. Management of investment relationships. Digital revolution and impacts in digital finance. Financial risk management. Corruption and mechanisms – procedures – methodologies – standards of management and treatment of fraud and corruption.

Course title: Business Planning and Innovation

FULL TIME

- ✓ Course title: **Business Planning and Innovation**
- ✓ Course code: **bm21115f**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**

- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

- understand the entrepreneurial process and its impact on country competitiveness
- structure and present a reliable and viable business plan
- understand start-up valuation techniques and identify start-up funding sources

Upon course completion students will be able to:

- understand the entrepreneurial ecosystem and the sources of product/service innovation
- develop and present (pitch) a business plan
- understand how to perform a company valuation and how to seek funding and attract the right human resources for the start-up
- understand the necessary entrepreneurial skills
- understand the impact of new technologies on entrepreneurship and innovation

Course aims are:

- Search for analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Teamwork
- Project planning and management
- Production of free, creative, and inductive thinking

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course covers the following topics:

- The entrepreneurial process
- Product and Service Innovation
- Entrepreneurial Skills Development
- The Entrepreneurial Ecosystem
- Business Plan Development
- Start-Up Formation
- Entrepreneurial Finance
- Start-up Funding
- Business Valuation
- Venture Capital & Private Equity
- Business Incubators & Business Accelerators
- Business Exit Strategies

- ✓ Recommended reading:

- Spinelli S., Adams R.: **New Venture Creation: Entrepreneurship for the 21st Century**, 10th edition, McGraw Hill, 2012 or Spinelli S., Adams R, Παπαδάκης Β: **Δημιουργία Νεοφυών Επιχειρήσεων: Επιχειρηματικότητα για τον 21ο Αιώνα**, Utopia, 2015

- Instructor (A. Ioannidis) class notes in e-class platform

Related academic journals:

- Strategic Entrepreneurship Journal
- Journal of Business Venturing
- Journal of Entrepreneurship & Innovation

✓ Teaching methods:

- Lectures
- Case Studies Analysis & Discussion
- Group Project Development & Presentation
- Use of PCs and specialized software applications for data analysis and reporting.

✓ Assessment methods:

Language of Evaluation: Greek

(a) Final written examination: 50%

(b) Group Project: 40%

(c) Class Participation: 10%

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

- Ability to identify problems and suggest solutions to business problems.
- Ability to justify proposed solutions.
- Choice of data analysis techniques
- Structure of final report.
- Efficiency of final report presentation.

✓ Language of instruction: **Greek**

PART TIME

✓ Course title: **Business Planning and Innovation**

✓ Course code: **bm21115p**

✓ Type of course: **Specialization course in Management Consulting**

✓ Level of course: **Postgraduate**

✓ Year of study: **Second**

✓ Semester: **Third**

✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**

✓ Name of lecturer: **Anthony Ioannidis**

✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

- **understand the entrepreneurial process and its impact on country competitiveness**

- structure and present a reliable and viable business plan
- understand start-up valuation techniques and identify start-up funding sources

Upon course completion students will be able to:

- understand the entrepreneurial ecosystem and the sources of product/service innovation
- develop and present (pitch) a business plan
- understand how to perform a company valuation and how to seek funding and attract the right human resources for the start-up
- understand the necessary entrepreneurial skills
- understand the impact of new technologies on entrepreneurship and innovation

Course aims are:

- Search for analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Teamwork
- Project planning and management
- Production of free, creative, and inductive thinking

✓ Prerequisites: **N/A**

✓ Course contents:

The course covers the following topics:

- The entrepreneurial process
- Product and Service Innovation
- Entrepreneurial Skills Development
- The Entrepreneurial Ecosystem
- Business Plan Development
- Start-Up Formation
- Entrepreneurial Finance
- Start-up Funding
- Business Valuation
- Venture Capital & Private Equity
- Business Incubators & Business Accelerators
- Business Exit Strategies

✓ Recommended reading:

- Spinelli S., Adams R.: **New Venture Creation: Entrepreneurship for the 21st Century**, 10th edition, McGraw Hill, 2012 or Spinelli S., Adams R, Παπαδάκης Β: **Δημιουργία Νεοφυών Επιχειρήσεων: Επιχειρηματικότητα για τον 21ο Αιώνα**, Utopia, 2015
- Instructor (A. Ioannidis) class notes in e-class platform

Related academic journals:

- Strategic Entrepreneurship Journal
- Journal of Business Venturing
- Journal of Entrepreneurship & Innovation

✓ Teaching methods:

- Lectures
 - Case Studies Analysis & Discussion
 - Group Project Development & Presentation
 - Use of PCs and specialized software applications for data analysis and reporting.
- ✓ Assessment methods:
- Language of Evaluation: Greek**
- (a) Final written examination: 50%
- (b) Group Project: 40%
- (c) Class Participation: 10%
- Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.
- The criteria for students' evaluation are:
- Ability to identify problems and suggest solutions to business problems.
 - Ability to justify proposed solutions.
 - Choice of data analysis techniques
 - Structure of final report.
 - Efficiency of final report presentation.
- ✓ Language of instruction: **Greek**

Business Planning and Innovation – Specialization course in Management Consulting (5 ECTS)

Thematic areas of the course that are presented analytically, include: Development of business models. Canvas of a business model. New Economy and digital platforms. Development of products/services and management of the cycle of life. Business Plan. Finance of a business design and evaluation of the business proposal. Capitals of business participations. Creation and development of a new business. Exit strategies.

Course title: Performance Management

FULL TIME

- ✓ Course title: **Performance Management**
- ✓ Course code: **bm21116f**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**

- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

- understand the importance on measuring performance using well-designed KPIs, ,
- understand global best practices in designing, implementing, and evaluating KPIs, management consulting toolkits and techniques.

Upon course completion students will be able to:

- design KPIs to monitor company performance,
- use new technologies in the design and implementation of strategic and functional KPIs, achieve superior job performance and client satisfaction.
- justify and efficiently communicate the deliverables – KPIs.

Course aims are:

- Search for analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Teamwork
- Project planning and management
- Production of free, creative, and inductive thinking.

- ✓ Prerequisites: **N/A**

- ✓ Course contents:

The course focuses on the design, implementation, and evaluation of Key Performance Indicators (KPIs) for the entire company as well as its function. It presents best practices and emphasizes the role of new technologies in delivering substantial results.

- Introduction to Performance Management and Key Performance Indicators(KPIs)
- Strategic and Functional KPIs
- Design and Implementation of KPIs
- Evaluation of KPIs
- Best Practices in KPIs
- New Technologies and KPIs

- ✓ Recommended reading:

- Burtonshaw-Gunn S. & Salameh M.: "Essential Tools For Organizational Performance - Tools, Models, and Approaches for Managers and Consultants", Wiley, 2009.
- Marr B.: "Key Performance Indicators For Dummies", Wiley, 2015.
- Parmenter D.: "Key Performance Indicators - Developing, Implementing, and Using Winning KPIs", Wiley, 2020.
- Instructor (A. Ioannidis) class notes in e-class platform

Related academic journals:

- **Strategic Management Journal**
- **Harvard Business Review**
- **McKinsey Quarterly**
- ✓ Teaching methods:
 - **Lectures**
 - **Case Studies Analysis and Discussion**
 - **Group Project**
 - **Use of PCs and specialized software applications for data analysis and reporting.**
- ✓ Assessment methods:

Language of Evaluation: Greek

Evaluation Criteria:

 - (a) Final written examination: 50%**
 - (b) Group Project: 40%**
 - (c) Class Participation: 10%**

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

 - **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Performance Management**
- ✓ Course code: **bm21116p**
- ✓ Type of course: **Specialization course in Management Consulting**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester: **Third**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Anthony Ioannidis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The course focuses on transferring students the knowledge, skills, and competences to:

 - **understand the importance on measuring performance using well-designed KPIs, ,**
 - **understand global best practices in designing, implementing, and evaluationg KPIs, management consulting toolkits and techniques.**

Upon course completion students will be able to:

- design KPIs to monitor company performance,
- use new technologies in the design and implementation of strategic and functional KPIs, achieve superior job performance and client satisfaction.
- justify and efficiently communicate the deliverables – KPIs.

Course aims are:

- Search for analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Teamwork
- Project planning and management
- Production of free, creative, and inductive thinking.

✓ Prerequisites: N/A

✓ Course contents:

The course focuses on the design, implementation, and evaluation of Key Performance Indicators (KPIs) for the entire company as well as its function. It presents best practices and emphasizes the role of new technologies in delivering substantial results.

- Introduction to Performance Management and Key Performance Indicators(KPIs)
- Strategic and Functional KPIs
- Design and Implementation of KPIs
- Evaluation of KPIs
- Best Practices in KPIs
- New Technologies and KPIs

✓ Recommended reading:

- Burtonshaw-Gunn S. & Salameh M.: "Essential Tools For Organizational Performance - Tools, Models, and Approaches for Managers and Consultants", Wiley, 2009.
- Marr B.: "Key Performance Indicators For Dummies", Wiley, 2015.
- Parmenter D.: "Key Performance Indicators - Developing, Implementing, and Using Winning KPIs", Wiley, 2020.
- Instructor (A. Ioannidis) class notes in e-class platform

Related academic journals:

- Strategic Management Journal
- Harvard Business Review
- McKinsey Quarterly

✓ Teaching methods:

- Lectures
- Case Studies Analysis and Discussion
- Group Project
- Use of PCs and specialized software applications for data analysis and reporting.

✓ Assessment methods:

Language of Evaluation: Greek

Evaluation Criteria:

- (a) **Final written examination: 50%**
- (b) **Group Project: 40%**
- (c) **Class Participation: 10%**

Student evaluation process and criteria are listed in e-e-class and presented in the introductory class meeting.

The criteria for students' evaluation are:

- **Ability to identify problems and suggest solutions to business problems.**
 - **Ability to justify proposed solutions.**
 - **Choice of data analysis techniques**
 - **Structure of final report.**
 - **Efficiency of final report presentation.**
- ✓ Language of instruction: **Greek**

Performance Management – Specialization course in Management Consulting (5 ECTS)

In this course these meanings, among others, are examined: Critical performance indexes. Design of performance measurement systems, planning, budgeting and forecasting. Management accountability and management data analysis. Management and evaluation of the cost and profit center. Management of synapse and implementation of strategic collaborations.

Course title: Research Methodology

FULL TIME

- ✓ Course title: **Research Methodology**
- ✓ Course code: **bm21117f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
- ✓ Name of lecturer: **Dr. Stavros Kaperonis**
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

Students should be able to:

- **understand the methods and data analysis required for the design and implementation of the research process.**

- understand the design and implementation of empirical research to investigate topics related to consumer demand, consumption, and trends.
- be able to explore and understand data sources, (primary, secondary), in order to better formulate and analyze results.
- analyze, understand and explain the results.

Course aims are:

- Teamwork
- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Criticism and self-criticism
- Production of free, creative and inductive thinking

✓ Prerequisites: **None**

✓ Course contents:

- Principles of Writing and Reporting, Research Ethics, Editorial Notes and Tools for Literature Review
- Defining Topic and Research Cases, Secondary Research, Submitting a Research Proposal
- Quantitative Method (Survey-Review), Qualitative Method, In-depth Interviews, Focus Groups, Observation etc.
- Statistical Analysis Methods, Interpretation and Reporting.
- Introduction to SPSS: Data Analysis, Descriptive Statistics, chi square, t-tests, ANOVA, Correlation, Regression, Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Model (SEM).
- Methods of Statistical Analysis, Interpretation and Reporting.
- Introduction to SPSS: Regression, Exploratory Factor Analysis.
- Designing survey, Questionnaire Coding, Sampling, Measurement-Normalization of Variables, Validity, Reliability
- Project presentation

✓ Recommended reading:

- Siomkos, G., & Mavros, D. (2018). *Research & Marketing Metrics*. Broken Hill.
- Siomkos, G., & Vasillakopoulou, A. (2005). *APPLYING METHODOLOGIES IN MARKET RESEARCH. Stamoulis, chapter 7, pp. 285-312.*
- Berenson, L. M., Levine, M. D., Szabat, A. K., (2018), *BASIC PRINCIPLES OF STATISTICS FOR ENTERPRISES: TERMS AND APPLICATIONS*, Broken Hill,
- George, D., & Mallery, P. (2016). *IBM SPSS statistics 23 step by step: A simple guide and reference*. Routledge.
- Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. Guilford Publications.

- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- ✓ Teaching methods:
Lectures, project presentation, hands-on exercises, SPSS.
- ✓ Assessment methods:
 - **Participation: 20%**
 - **Writing exams: 40%**
 - **Project: 40%**
- ✓ Language of instruction: **Greek**

PART TIME

- ✓ Course title: **Research Methodology**
 - ✓ Course code: **bm21117p**
 - ✓ Type of course: **Core course**
 - ✓ Level of course: **Postgraduate**
 - ✓ Year of study: **Second**
 - ✓ Semester: **Third**
 - ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **5ECTS**
 - ✓ Name of lecturer: **Dr. Stavros Kaperonis**
 - ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):
Students should be able to:
 - **understand the methods and data analysis required for the design and implementation of the research process.**
 - **understand the design and implementation of empirical research to investigate topics related to consumer demand, consumption, and trends.**
 - **be able to explore and understand data sources, (primary, secondary), in order to better formulate and analyze results.**
 - **analyze, understand and explain the results.**
- Course aims are:**
- **Teamwork**
 - **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Criticism and self-criticism**
 - **Production of free, creative and inductive thinking**

- ✓ Prerequisites: **None**
- ✓ Course contents:
 - **Principles of Writing and Reporting, Research Ethics, Editorial Notes and Tools for Literature Review**
 - **Defining Topic and Research Cases, Secondary Research, Submitting a Research Proposal**
 - **Quantitative Method (Survey-Review), Qualitative Method, In-depth Interviews, Focus Groups, Observation etc.**
 - **Statistical Analysis Methods, Interpretation and Reporting.**
 - **Introduction to SPSS: Data Analysis, Descriptive Statistics, chi square, t-tests, ANOVA, Correlation, Regression, Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Model (SEM).**
 - **Methods of Statistical Analysis, Interpretation and Reporting.**
 - **Introduction to SPSS: Regression, Exploratory Factor Analysis.**
 - **Designing survey, Questionnaire Coding, Sampling, Measurement-Normalization of Variables, Validity, Reliability**
 - **Project presentation**
- ✓ Recommended reading:
 - **Siomkos, G., & Mavros, D. (2018). Research & Marketing Metrics. Broken Hill.**
 - **Siomkos, G., & Vasillakopoulou, A. (2005). APPLYING METHODOLOGIES IN MARKET RESEARCH. Stamoulis, chapter 7, pp. 285-312.**
 - **Berenson, L. M., Levine, M. D., Szabat, A. K., (2018), BASIC PRINCIPLES OF STATISTICS FOR ENTERPRISES: TERMS AND APPLICATIONS, Broken Hill,**
 - **George, D., & Mallery, P. (2016). IBM SPSS statistics 23 step by step: A simple guide and reference. Routledge.**
 - **Leavy, P. (2017). Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches. Guilford Publications.**
 - **Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.**
- ✓ Teaching methods:

Lectures, project presentation, hands-on exercises, SPSS.
- ✓ Assessment methods:
 - **Participation: 20%**
 - **Writing exams: 40%**
 - **Project: 40%**
- ✓ Language of instruction: **Greek**

Research Methodology – Core Course (5 ECTS)

The course presents the basic steps to prepare a scientific investigation in the context of the management sciences. It discerns between the different choices that exist (bibliography, primary research, case study, etc.), the characteristics and the demands of each. It provides the technical background for the transaction of a complete primary research, from the overview of the relevant bibliography and the expression of investigative hypotheses to the design of a questionnaire and the statistic processing of the answers. Through specific examples, it presents the meaning of the statistical coefficients and results. Special gravity gives to their practical utilization and to how they can lead to certain implementation suggestions, in the context of decision-making. Finally, it mentions the basic principles of writing and presenting a scientific project and addresses matters of investigative and scientific ethics.

Course title: Master Thesis – Industry Project

FULL TIME

- ✓ Course title: **Master Thesis – Industry Project**
- ✓ Course code: **bm21118f**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **First**
- ✓ Semester: **Second**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **10ECTS**
- ✓ Name of lecturer:
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

The preparation of the Master Thesis is the most creative challenge of the MSc Program.

After completing the thesis, students will be able to:

- **Critically analyze part of the cognitive experience they came into contact with during their postgraduate studies**
- **Seek, following the principles of academic research, information useful for solving business problems**
- **Creatively apply scientific methods for research and synthesis of research material**
- **Solve practical and real problems faced by a particular business – organization or an industry**

The preparation of the Master Thesis is carried out under the supervision of a supervising professor of the MSc Program.

Course aims are:

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
 - Adapting to new situations
 - Decision-making
 - Working independently
 - Working in an interdisciplinary environment
 - Production of new research ideas
 - Project planning and management
 - Respect for difference and multiculturalism
 - Showing social, professional and ethical responsibility and sensitivity to gender issues
 - Criticism and self-criticism
 - Production of free, creative and inductive thinking
- ✓ Prerequisites: N/A
- ✓ Course contents:
- According to the Manual for Conducting the Master Thesis, which is updated annually and approved by the Department of Business Administration's General Assembly, includes the following stages:**
- [1] A thorough bibliography review.**
- [2] Identification of the main problem and development of research questions and hypotheses, whose solution and empirical justification are interesting, both theoretically and practically.**
- [3] Selection of a thesis type which appertains to the suggested research approach (e.g., empirical study, case study). A complete research methodology (sampling, questionnaire, discussion and interview guides and so on).**
- [4] Data analysis (qualitative/ quantitative research) – Research findings.**
- [5] Conclusions.**
- [6] Managerial implications.**
- [7] Study limitations – future research directions.**
- ✓ Recommended reading:
- Reading material from the "Research Methodology" course.**
- ✓ Teaching methods:
- Meetings with the Supervisor
 - Independent study
 - Master Thesis preparation and write up
 - Master Thesis presentation preparation
- ✓ Assessment methods:
- The master Thesis grading is based upon assessment of the following indicative criteria: definition of the fundamental concepts; sufficient posing and definition of the main problem/ issue; problem's integration into the wider and relevant cognitive domain; selection of the appropriate research method; research implementation; quality of research and analysis; bibliography use; style, wording and expression. After the Thesis presentation, the 3-member examination committee signs the examination's Minutes. At the end, the Thesis grade along with the examination**

minutes are submitted to the Secretariat of Postgraduate and Doctoral Studies of the School of Business.

- ✓ Language of instruction: **Greek/English**

PART TIME

- ✓ Course title: **Master Thesis – Industry Project**
- ✓ Course code: **bm21118p**
- ✓ Type of course: **Core course**
- ✓ Level of course: **Postgraduate**
- ✓ Year of study: **Second**
- ✓ Semester: **Third**
- ✓ Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes): **10ECTS**
- ✓ Name of lecturer:
- ✓ Objective of the course (preferably expressed in terms of learning outcomes and competences):

After completing the thesis, students will be able to:

- **Critically analyze part of the cognitive experience they came into contact with during their postgraduate studies**
- **Seek, following the principles of academic research, information useful for solving business problems**
- **Creatively apply scientific methods for research and synthesis of research material**
- **Solve practical and real problems faced by a particular business – organization or an industry**

The preparation of the Master Thesis is carried out under the supervision of a supervising professor of the MSc Program.

Course aims are:

- **Search for, analysis and synthesis of data and information, with the use of the necessary technology**
 - **Adapting to new situations**
 - **Decision-making**
 - **Working independently**
 - **Working in an interdisciplinary environment**
 - **Production of new research ideas**
 - **Project planning and management**
 - **Respect for difference and multiculturalism**
 - **Showing social, professional and ethical responsibility and sensitivity to gender issues**
 - **Criticism and self-criticism**
 - **Production of free, creative and inductive thinking**
- ✓ Prerequisites: **N/A**

- ✓ Course contents:

According to the Manual for Conducting the Master Thesis, which is updated annually and approved by the Department of Business Administration's General Assembly, includes the following stages:

 - [1] A thorough bibliography review.**
 - [2] Identification of the main problem and development of research questions and hypotheses, whose solution and empirical justification are interesting, both theoretically and practically.**
 - [3] Selection of a thesis type which appertains to the suggested research approach (e.g., empirical study, case study). A complete research methodology (sampling, questionnaire, discussion and interview guides and so on).**
 - [4] Data analysis (qualitative/ quantitative research) – Research findings.**
 - [5] Conclusions.**
 - [6] Managerial implications.**
 - [7] Study limitations – future research directions.**
- ✓ Recommended reading:

Reading material from the “Research Methodology” course.
- ✓ Teaching methods:
 - **Meetings with the Supervisor**
 - **Independent study**
 - **Master Thesis preparation and write up**
 - **Master Thesis presentation preparation**
- ✓ Assessment methods:

The master Thesis grading is based upon assessment of the following indicative criteria: definition of the fundamental concepts; sufficient posing and definition of the main problem/ issue; problem's integration into the wider and relevant cognitive domain; selection of the appropriate research method; research implementation; quality of research and analysis; bibliography use; style, wording and expression. After the Thesis presentation, the 3-member examination committee signs the examination's Minutes. At the end, the Thesis grade along with the examination minutes are submitted to the Secretariat of Postgraduate and Doctoral Studies of the School of Business.
- ✓ Language of instruction: **Greek/English**
- ✓ Teaching language | Language of transaction

The language of transaction of the Program is Greek. Teaching and examinations of the courses of the Program can also be transacted in the English language for both offered specializations. The same applies for the elaboration of the Diplomatic Assignment.

PART III: STUDENT INFORMATION

GENERAL STUDENT INFORMATION

The Athens University of Economics and Business provides not only high-quality education but also high-quality student services. The adoption of the Presidential Decree 387/83 and Law 1404/83 defines the operation, organization, and administration of Student Clubs at Universities, which aim at improving the living conditions of the students and enhance their social and intellectual wellbeing through engagement and socialization initiatives.

To fulfill this objective the University ensures the required infrastructure for housing, meals, and sports activities through the operation of a student restaurant, reading rooms, library, organization of lectures, concerts, theatrical performances, and excursions in Greece and abroad. Further in this context, the University supports the development of international student relations, organizes foreign language classes, computer/software literacy classes, and courses in modern Greek as a foreign language for foreign students and expatriated Greek students.

Detailed information on meals, housing, fitness, foreign languages, cultural activities, scholarships, financial aid, is provided on the website of AUEB's Student Club at <https://lesxi.aueb.gr/>

Electronic Services

A significant number of procedures related to both attendance and student care are carried out electronically through applications of the University or the Ministry of Education and Religious Affairs. All applications are accessible with the same codes (username & password).

- **E-mail account:**

Detailed instructions for using the Webmail Service are provided at <https://www.aueb.gr/el/content/webmail-manual>

- **Electronic Secretariat (Student Register)**

The Electronic Secretariat application is the information system through which students can be served by the Department's Secretariat via the web.

- **Wireless network**

Using their personal codes, students have access to a wireless network in all areas of the Athens University of Economics and Business buildings/campus. WiFi instructions

- **E-Learning Platform – ECLASS**

The Open eClass platform is an integrated Electronic Course Management System and is the proposal of the Academic Internet (GUnet) to support Asynchronous Distance Education Services.

Instructions are provided at <https://eclass.aueb.gr/info/manual.php>

Medical Services, Insurance / Healthcare

Undergraduate, postgraduate and PhD students at the University who have no other medical and hospital care are entitled to full medical and hospital care in the National Health System with coverage of the relevant costs by the National Health Service Provider. A psychiatric counseling service also operates at the University, staffed with a physician specializing in the treatment of mental health issues.

More information at <https://www.aueb.gr/en/content/health-care> .

Services/Facilities to Students with Special Needs

The Athens University of Economics and Business ensures the facilitation of students with special needs, through the design, implementation, and environmental adaptations, for access to the university building facilities. In the main building there are specially configured lifting machines, ramps, and elevators. There are also special regulations for conducting exams for students with special needs.

The Athens University of Economics and Business has established a Committee for Equal Access for people with disabilities and people with special educational needs. The Commission is an advisory body and submits recommendations to the competent bodies for the formulation and implementation of the policy of equal access for persons with disabilities and persons with special educational needs.

Through the Library services, students with physical disabilities are granted electronic access to the recommended Greek bibliography of the courses taught at the University. In this context, the Association of Greek Academic Libraries (SEAB) has developed a multimodal electronic library called AMELib.

More information is available at <https://www.aueb.gr/el/lib/content/amea-atoma-me-idiateires-anages>.

Studies Advisor

The MSc in Services Management (MSM), in the context of article 64 of the Internal Regulation of AUEB, has introduced the institution of the Academic Advisor for the basic course modules of the Study Guide of the Program. The instructor designated as "academic advisor" is charged with informing and advising students on their studies at MSM as well as on broader academic matters. The Academic Advisor is the person appropriate to inform, discuss and advise each student during his/her studies.

For the academic year 2022-23, the following Professors-Advisors have been appointed, by subject, to guide and inform students in the context of their studies at MSM:

- Specialization "Management Consulting", Antonis Ioannidis, Assistant Professor
- AI & IT, Dimitris Kardaras, Assistant Professor
- Specialization "Customer Experience Management" & Strategic Marketing, Georgios Siomkos, Professor
- Finance and Economics, Constantinos Kasimatis, Professor
- Consumer Behavior & Services Marketing, Eleni Hatzopoulou, Assistant Professor
- Accounting, Styliani Spilioti, Assistant Professor

Students can contact their Academic Advisors during their office hours.

Library and Study Rooms

The Library & Information Center of the University operates at the University's main building. The AUEB Library is a member of the Hellenic Academic Libraries Association (Heal-LINK), the European Documentation Centers Europe Direct and the Economic Libraries Cooperation Network (DIOBI).

Three Documentation Centers operate within the library:

- The European Documentation Center
- The Organization for Economic Cooperation and Development (OECD) Documentation Center
- The Delegation Center of the World Tourism Organization (WHO)

The library contributes substantially both to meeting the needs for scientific information of the academic community and to supporting studying and research. The library provides access to:

- printed collection of books and scientific journals,
- course books used in modules,
- collection of electronic scientific journals& books
- postgraduate theses and doctoral theses that are produced in Athens University of Economics and Business and deposited in digital form at the PYXIDA institutional repository
- sectoral studies
- statistical series by national and international organizations
- audiovisual material
- information material (encyclopedias, dictionaries)
- databases on the topics used by the University
- printed collections of other academic libraries

The library lends all its printed collections, except for magazines and statistical series, in accordance with its internal rules of operation. The Library and Information Center offers reading rooms, computer workstations for visitors, photocopiers and printing machines, and interlibrary loan of books and journal articles from other academic libraries that are members of its network. More information at <https://www.aueb.gr/en/library> .

International Programs and Information on International Student Mobility

Athens University of Economics and Business is actively involved in the Erasmus+ Program since 1987 promoting cooperation with universities, businesses, and international organizations of the European Union (EU) as well as in the mobility of students, teaching, and administrative staff.

In addition, strengthening its internationalization objectives, it creates new opportunities through the Erasmus+ International Mobility Program. Within this framework, mobility scholarships are granted through the State Scholarships Foundation (SSF) to incoming and outgoing students of the three study cycles, according to the funding approved each year by the State Scholarship Foundation for the University. Outgoing students have the possibility to spend a period of study at a Partner Institution outside the EU with full academic recognition through the application of the ECTS credits system <https://www.aueb.gr/en/content/erasmus-programme>

Connecting with the Job Market and Entrepreneurship

D.A.STA.O.P.A. (<https://www.aueb.gr/el/dasta>) is the administrative unit of the University that plans, coordinates and implements the actions of the Athens University of Economics and Business in the following areas:

- a) development of entrepreneurship and innovation
- b) connecting students and graduates with the labor market
- c) connecting the academic community with businesses
- d) student internship programs and,
- e) supporting research utilization actions

Student Associations

Various student clubs and associations are active within the community of the Athens University of Economics and Business

(<https://www.aueb.gr/el/content/student-associations>).

Alumni Network

Adhering to a long tradition of educating future top executives in the economic, social, and political life of the country, AUEB is proud that thousands of its graduates hold leading positions in companies, organizations, research institutes and universities in Greece and abroad. Understanding the importance of developing and strengthening the bond with its graduates, AUEB created its Alumni network including a platform <https://alumni.aueb.gr> where all graduates of the University can register. The main objectives of the Network are the connection of the graduates with their colleagues and former fellow students, and diffusion of information about activities, services, and events in and around the University that concern them.

Additional information on Clubs and Alumni Associations is available on the website <https://www.aueb.gr/el/content/organizations-and-associations-of-students-and-alumni>.

Volunteer Program

Within the framework of its strategies, the "AUEB Volunteers" Volunteering Program was launched in September 2017. The aim of the Program is to highlight important social issues and the value of participation and practical contribution, but also to raise community awareness regarding the 17 UN Sustainable Development Goals. Actions are developed around two pillars: (a) actions addressed to AUEB's Community, which have as their main objective the maintenance of the quality of the University's infrastructure based on their aesthetics and functionality, and (b) actions addressed to Greek society. (<https://auebvolunteers.gr/>).

Quality Assurance

The Athens University of Economics & Business implements a quality assurance policy to continuously improve the quality of its study programs, research activities and administrative services, and upgrade the academic and administrative processes and the University's operations. The Quality Assurance Unit (MODIP) operating at AUEB coordinates and supports evaluation processes. Particularly the quality assurance of the educational process is achieved using the module/teaching evaluation questionnaire completed by AUEB students. (<https://aueb.gr/modip>).

Training and Lifelong Learning Center

The Center for Training and Lifelong Learning (**KEDIVIM**) is an AUEB unit which ensures the coordination and interdisciplinary cooperation in the development of training programs, continuing education, training and in general lifelong learning, which complement, modernize and/or upgrade knowledge, competences, and skills, acquired from formal education, vocational education and initial vocational training systems or from work experience, facilitating integration or reintegration in the labor market, job security and professional and personal development.

(<https://www.aueb.gr/el/content/dia-vioy-mathisi-kedivim-opa>).