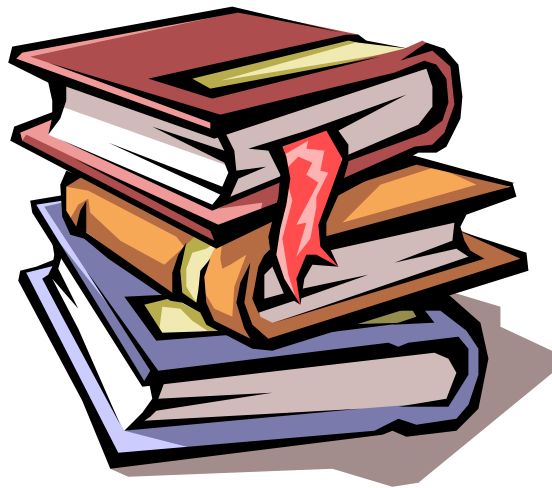




ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS  
DEPARTMENT OF  
MANAGEMENT SCIENCE & TECHNOLOGY

INFORMATION AND STUDY GUIDE



Socrates / Erasmus-ECTS Programme

ACADEMIC YEAR 2004-2005  
Athens 2004

## INDEX

Index.....	2
<b>1. Information on the Institution.....</b>	<b>3</b>
ACADEMIC CALENDAR 2004–2005.....	3
Academic authorities.....	3
General description of the institution .....	3
List of degree programs offered.....	4
Admission / registration procedures .....	5
Main university regulations for Erasmus incoming students.....	5
Contact person .....	7
<b>2. Information on degree programs .....</b>	<b>8</b>
<b>A. GENERAL DESCRIPTION.....</b>	<b>8</b>
Qualification awarded.....	8
Admission requirements .....	8
Educational & professional goals.....	8
Access to further studies .....	9
Course structure diagram with credits (30 per semester)... ..	10
Final test, if any.....	12
Examination and assessment regulations .....	12
ECTS contact person .....	12
<b>B. DESCRIPTION OF INDIVIDUAL COURSE UNITS .....</b>	<b>13</b>
1 <sup>ST</sup> YEAR FALL SEMESTER .....	13
1 <sup>ST</sup> YEAR SPRING SEMESTER.....	19
2 <sup>ND</sup> YEAR FALL SEMESTER.....	28
2 <sup>ND</sup> YEAR SPRING SEMESTER.....	36
3 <sup>RD</sup> YEAR FALL SEMESTER .....	45
3 <sup>RD</sup> YEAR SPRING SEMESTER.....	54
4 <sup>TH</sup> YEAR FALL SEMESTER.....	68
4 <sup>TH</sup> YEAR SPRING SEMESTER .....	79
<b>3. General information for students .....</b>	<b>82</b>
Accommodation.....	82
Meals .....	82
Medical facilities.....	82
Facilities for special needs students .....	82
Insurance .....	82
Residence Permit– Visa matters.....	82
Study facilities.....	83
International programmes.....	84
Exchange partners .....	85
Education & Training Center.....	90
Research Center .....	90
Career Office.....	90
Sport facilities.....	91
Cultural Activities.....	91
Extra–mural and leisure activities .....	91

# 1. Information on the Institution

Athens University of Economics & Business

76, Patission st., 104 34 Athens – Greece

Tel.: +30210 8203911, +30210 8203250

Fax: +30210 8228419

<http://www.aueb.gr>

e-mail: [registrar@aub.gr](mailto:registrar@aub.gr)

## ➤ ACADEMIC CALENDAR 2004–2005

### Fall Semester

Beginning of courses:	Monday	11 October 2004
Christmas Holidays:	Thursday	23 December 2004
Continuation of courses:	Friday	7 January 2005
End of courses:	Friday	21 January 2005

### Examination period of January 2005

Beginning:	Monday	24 January 2005
End:	Friday	18 February 2005

### Spring Semester

Beginning of courses:	Monday	21 February 2005
Easter Holidays:	Monday	25 April 2005
Continuation of courses:	Monday	9 May 2005
End of courses:	Friday	3 June 2005

### Examination period of June 2005

Beginning:	Monday	6 June 2005
End:	Thursday	30 June 2005

## ➤ Academic authorities

Rector Professor George Venieris

Vice-Rector of Academic Affairs Professor Nancy Papalexandris

Vice-Rector of Economic Affairs Professor Theodore Kalamboukis

Secretary General Dr. George Kakouros

## ➤ General description of the institution

Date of University Foundation: 1920.

Type: State University under the Ministry of Education.

Location and historical notes

The Athens University of Economics and Business was established in 1920 and was originally called Athens School of Economics and Business. It provided University level education in those fields, offering a single course of study that covered both business

practice and economic theory. In 1955 the course of study separated into two programs of study, one specializing in Economics and the other in Business Administration, each offered by a corresponding Department. In 1984 the rapid development of the fields of computers, statistics, econometrics and operations research led to the establishment of the Department of Statistics and Informatics. Finally, in 1989 there was a major organizational change, the University took its present name and new departments were created. The University is located in the center of Athens, near the National Archaeological Museum and in front of "Pedion Areos" and the Panellinios Sports Club. Athens, capital of Greece, has a population close to four million people. It is the ancient center of the civilized world and birthplace of much of its culture. The archaeological treasures of the city are well known all over the world. Modern Athens, having the dimensions of a major city, with the surrounding districts of Attica, offers many cultural, educational, athletic and other activities to visitors. ECTS students, throughout their stay, can find high standards of services accompanied by the generous and famous Greek hospitality.

The Athens University of Economics and Business (AUEB) is located at 76, Patission Street in Athens, two blocks away from the Archaeological Museum. The backside of the building faces the Pedion Areos Park and the Panellinios Sports Club.

Four more buildings in the neighborhood cover the University's needs in offices and teaching rooms. One of them is located at 12, Kodrington Street and the other at 12, Derigny Street. The Research Center is located a few blocks away, at 46, Kefallinias Street and the Center of Postgraduate Studies at the corner of Evelpidon and Lefkados Street.

- List of degree programs offered

#### UNDERGRADUATE PROGRAMMES

Economics

International and European Economic Studies

Business Administration

Marketing and Communication

Accounting and Finance

Management Science and Technology

Informatics

Statistics

#### POSTGRADUATE PROGRAMMES

A formal Master's programme in Economics was launched in 1978 and another one in Business Administration started in 1985. Today the University is running 21 different programmes at the Master's level, which are the following:

Classical Programmes (full-time)

M.Sc. in Economics

M.Sc. in International and European Economics

Master in Business Administration – MBA

M.Sc. in Management of Services

M.Sc. in Marketing and Communication with New Technologies

M.Sc. in Human Resources Management

M.Sc. in Decision Sciences

M.Sc. in Information Systems  
M.Sc. in Computer Science  
M.Sc. in Statistics

Executive Programmes (part-time)

M.Sc. in Finance and Banking  
M.Sc. in Economics  
M.Sc. in European Studies  
M.B.A. for Executives  
M.Sc. in Marketing and Communication with New Technologies  
M.Sc. in Human Resources Management  
M.Sc. in Decision Sciences  
M.Sc. in Statistics

Programmes in co-operation with other Universities

Athens Ph.D. in Economics (in collaboration with the University of Athens)  
Athens MBA (in collaboration with the Technical University of Athens)  
M.Sc. in Business Mathematics (in collaboration with the University of Athens)

➤ Admission / registration procedures

In Greece undergraduate students in all Universities are admitted on the basis of national entrance examinations administered by the Ministry of Education once a year. The number of students for each University and Department is also determined by the Ministry of Education. A small number of foreign students are also enrolled every year. Students from other countries do not pass this examination. However, they have to pass a Greek language test given by the University of Athens or the University of Salonica. There are no prerequisites for taking courses at the institution. Also, there are no tuition fees.

➤ Main university regulations for Erasmus incoming students

To avoid misunderstandings and confusion, Erasmus students are kindly requested to take into consideration the following general internal rules of the University:

1. Their study program should reflect the workload of 30 ECTS credits per semester and 60 per year. Study programs with more credits are not accepted.
2. The University offers a number of courses in English, forming thus an interdepartmental study program with the support and contribution of academics from all its departments. The Erasmus students can choose from these courses and prepare adequately their learning agreement before their arrival in Athens, for academic recognition purposes.
3. The dates of the academic calendar must be respected. With reference to the exams, they take place on the same date, same hour and same subjects for all students. A re-exam (resit) – if needed – can be done in Athens (resit period of September) on the official re-exam date. Exams by fax are not accepted.
4. The ECTS key documents – student application form, learning agreement and transcript of records – are sent to the University by the partner institutions' Socrates Offices and not by the students as individuals.

Submission deadline for both semesters of 2003–2004: 18 JULY 2003

5. Each Erasmus student will receive the Erasmus Student Charter from his/her home university before leaving for the study period abroad. The Charter is a short information

leaflet that promotes Erasmus students awareness of their rights and obligations.  
[http://europa.eu.int/comm/education/programmes/socrates/erasmus/million/charter\\_en.html](http://europa.eu.int/comm/education/programmes/socrates/erasmus/million/charter_en.html)

Necessary documents for Incoming Socrates/Erasmus students 2003–2004

1. Student Application Form:

It must be completed and signed by the students and then it must be given to their Socrates/Erasmus Office.

2. Learning Agreement:

After being completed and signed by the student and the coordinators, it must be given to their Socrates/Erasmus Office.

N.B. 30 ECTS credits represent the normal workload for 1 semester and 60 ECTS credits for 1 academic year.

3. Transcript of Records:

It must be duly completed and signed by the responsible person of the Department at which the student is registered. This document presents the academic performance of the student before his/her Erasmus period abroad.

Courses Offered in English:

The List of Courses offered in English for 2004–2005 appears on our Web site.

Incoming Erasmus students should select courses only from that list, for the semester of their study period in Athens, taking into account that all other courses are in Greek. It is obvious that Erasmus students knowing Greek are welcome to take any course they wish in Greek.

All documents should be mailed till July 18, 2003 for the academic year 2003–2004 or for the Winter semester or for the Spring semester of 2003–2004, to:

Mrs. Katerina Galanaki  
Socrates/Erasmus Institutional Coordinator  
Athens University of Economics and Business  
76, Patisision Street  
Athens 104 34  
Greece

TEL. NR. +30 210 8203250

Fax Nr. +30 210 8228419

e-mail address: [galanaki@aueb.gr](mailto:galanaki@aueb.gr)

IMPORTANT INFORMATION:

- All documents should be sent to our University directly by our partner Universities and not by the students themselves.
- Incoming Erasmus students are kindly requested to respect the academic calendar of our University.
- The Accommodation Form appears on our Web site.

Incoming Erasmus students will have to complete this form according to the relevant instructions. The deadline for sending back the accommodation form will be July 2004 and the year after.

Students arrival in Athens depends on their accommodation arrangement.

Attention: Students coming from non EU countries should contact, before their departure from their country, the Hellenic Embassy/Consulate for visa matters.

For their registration, students should pass from the Socrates/Erasmus Office, with their passport and 6 photos as follows:

For the Winter Semester: Wednesday, October 1, 2003, from 10.00hrs to 13.00hrs.

For the Spring Semester: Monday, February 16, 2004, from 10.00hrs to 13.00hrs.

Notice for Modern Greek Language Summer Course:

As Greek language is one of the less spoken in the European Union, incoming Erasmus students can ask for relevant information from their Socrates/Erasmus Office and apply for the ILPC Program.

These courses are not offered by our University, but from the University of Athens, the Aristotle University of Thessaloniki and the University of Crete. More information is provided by the Socrates Offices of the home institutions of Erasmus incoming students.

Notice for Modern Greek Language Course:

During their study period at our University all Erasmus students can take the Course of Modern Greek offered by our University at no charge applying for it when registered.

➤ Contact person

Socrates/Erasmus Institutional Coordinator

Mrs. Katerina Galanaki

TEL. NR. +30 210 8203250

Fax Nr. +30 210 8228419

e-mail address: [galanaki@aueb.gr](mailto:galanaki@aueb.gr)

## 2. Information on degree programs

### B. GENERAL DESCRIPTION

#### ➤ Qualification awarded

Ptyhio, 4-year degree in Management Science & Technology

#### ➤ Admission requirements

Students enter the Department through the Pan Hellenic Examinations at the final year of High school. With respect to the university entrance exams, the Department belongs to the 4<sup>th</sup> (Technological Sciences) and 5<sup>th</sup> (Economy and Management) scientific field. Thus, it is targeted at two categories of candidates:

- Those wishing to study business administration while focusing on new areas of specializations as entrepreneurship, innovation, decision-making, business analysis, supply chain management, e-business etc.
- Those wishing to combine the study of Information Technology with Management and Economics.

#### ➤ Educational & professional goals

The Department's program of study has been designed so as to prepare high-caliber managers for enterprises and organizations, managers who will be capable of efficiently dealing with the complexity of current and future technological, economic and social challenges. This is why the emphasis of the study program falls on the multi-disciplinary integration of technological, economic and managerial scientific areas. More specifically, the purpose of the program is the creation of executives with basic knowledge of management science, complemented with knowledge and skills in the management and use of modern technologies, as well as the necessary managerial and leadership skills. With this mix of knowledge and skills, they will be able to efficiently take operational and strategic decisions, a task that, by its very nature, requires a multi-disciplinary approach.

Following from the above, the differentiation and originality of the Department's program of study lies in the integration of modern quantitative and technological infrastructure with the highly developed managerial knowledge and skills offered to students. This will allow Department graduates to be particularly competitive in the job market, since they will have the ability to efficiently handle multifaceted managerial and business issues in the rapidly changing, strongly competitive and technologically developed environment.

As a result of their integrated technological and managerial background, department graduates will be competitive as executives and consultants in:

- All the traditional specializations of Business Administration in the new environment of e-Business and information society, like:
  - Marketing and Sales
  - Production Management
  - Finance
  - Human Resource Management, etc.

- Cutting-edge specializations, like:
  - Entrepreneurship, Innovation and New Enterprise Management
  - E-Business and Internet
  - Supply Chain Management and Logistics
  - Business Process Planning and Systems Analysis
  - Management of Information and Telecommunications Systems
  - Digital Channels and Digital Content Management
  - Organizational Behavior
  - Decision-making and Operations Research
  - Financial Engineering
  - Knowledge Management and Learning
  
- Access to further studies

The Department offers the following postgraduate programs:

- M.Sc. in Decision Sciences (with five specializations in Management Science, E-Business, Transport and Logistics, Financial Engineering, Entrepreneurship, and New Enterprise Management). This is attended by more than 120 postgraduate students each year from Greece and abroad (both full-time and part-time). The courses are taught in English.
  
- M.Sc. in Human Resources Management (in collaboration with the Department of Marketing and Communications) with specializations in: Staff Training & Development, and Change Management
  
- Executive MBA (in collaboration with the Departments of Business Administration, Marketing & Communications, Informatics). Targeted at executives of Enterprises and Organizations who are already graduates with at least 4 years management experience, and wish to upgrade their scientific background and managerial skills, without having to interrupt their career.
  
- Ph.D. Program, 40 doctoral candidates are currently completing their doctoral theses in contemporary and innovative topics of Management Science and Information Technology including: Change management, eBusiness, Supply Chain Management, Financial Engineering, Innovation Management, Mobile Business, Digital Marketing, Decision Making. Doctoral candidates also assist in the department through tutorials and workshops.

Course structure diagram with credits (30 ECTS per semester)

1 <sup>st</sup> Semester		
1. 8001 Mathematics (?)		6 ECTS
2. 8011 Information and Telecommunication Systems		6 ECTS
3. 8004 Marketing		6 ECTS
4. 8005 Microeconomic Analysis in Decision Making		6 ECTS
5. 8002 Introduction to Management		6 ECTS
		<b>TOTAL: 30 ECTS</b>
2 <sup>nd</sup> Semester		
1. 8009 Mathematics (?)		6 ECTS
2. 8003 Information and Telecommunication Technologies		6 ECTS
3. 8010 Statistics for Management Science		6 ECTS
4. 8012 Accounting		6 ECTS
5. 8013 Macroeconomic Analysis and Business Environment		6 ECTS
		<b>TOTAL: 30 ECTS</b>
3 <sup>rd</sup> Semester		
ANALYTICAL THINKING AND QUANTITATIVE TECHNIQUES	HUMAN SKILLS, ORGANISATION AND STRATEGY	INFORMATION TECHNOLOGY
1. 8018 Financial Management 6 ECTS	3. 8019 Organizational Behavior and Leadership 6 ECTS	4. 8020 Information Systems and Databases 6 ECTS
2. 8017 Decision Making 6 ECTS		5. 8060 Design and Implementation of Information Systems 6 ECTS
		<b>TOTAL: 30 ECTS</b>
4 <sup>th</sup> Semester		
ANALYTICAL THINKING AND QUANTITATIVE TECHNIQUES	HUMAN SKILLS, ORGANISATION AND STRATEGY	INFORMATION TECHNOLOGY
1. 8022 Mathematical Programming 6 ECTS	3. 8023 Human Resource Management 6 ECTS	4. 8025 Developing & Managing Information Systems 6 ECTS
2. 8024 Quantitative Methods in Finance 6 ECTS		5. 8021 Computer Networks & Internet in Corporate Environment 6 ECTS
		<b>TOTAL: 30 ECTS</b>
5 <sup>th</sup> Semester		
ANALYTICAL THINKING AND QUANTITATIVE TECHNIQUES	HUMAN SKILLS, ORGANISATION AND STRATEGY	INFORMATION TECHNOLOGY
1. 8027 Project Management 6 ECTS	3. 8029 Management and Information Technology 6 ECTS	5. 8026 Information Systems Analysis 6 ECTS
2. 8032 Management Science in Practice 6 ECTS	4. 8055 Organizational Psychology 6 ECTS	
		<b>TOTAL: 30 ECTS</b>
6 <sup>th</sup> Semester (Students must choose one of the following Specializations)		
A. Management Science		B. Management of Information Systems & E-Business
1. 8035 Business Strategy 6 ECTS	2. 8038 Supply Chain Management 6 ECTS	1. 8035 Business Strategy 6 ECTS
3. 8054 Production & Operations Management 6 ECTS	4. 8036 Electronic Commerce 6 ECTS	2. 8028 Simulation and Decision Support Systems 6 ECTS
1 elective course from the other specializations* 6 ECTS		3. 8037 Managing Digital Content and Communication 6 ECTS
<b>TOTAL: 30 ECTS</b>		4. 8036 Electronic Commerce 6 ECTS
		1 elective course from the other specializations* 6 ECTS
		<b>TOTAL: 30 ECTS</b>

<b>C. Strategy &amp; Human Resources</b> 1. 8035 Business Strategy 6 ECTS 2. 8054 Production & Operations Management 6 ECTS 3. 8043 Total Quality Management 6 ECTS 4. 8053 Systems Anal. & Process Modeling 6 ECTS 1 elective course from the other specializations* 6 ECTS <b>TOTAL: 30 ECTS</b>	<b>D. Supply Chain &amp; Sales</b> 1. 8038 Supply Chain Management 6 ECTS 2. 8062 Advanced Techniques & Technologies for Sales 6 ECTS 3. 8054 Production & Operations Management 6 ECTS 4. 8035 Business Strategy 6 ECTS 1 elective course from the other specializations* 6 ECTS <b>TOTAL: 30 ECTS</b>
<b>7<sup>th</sup> Semester – Specializations</b>	
<b>A. Management Science</b> 1. 8044 Financial Engineering 6 ECTS 2. 8049 Networks and Combinatorial Optimization 6 ECTS 3. 8050 Analysis and Design of Distribution and Transportation Systems 6 ECTS 2 elective courses from the other specializations or from the general electives* 12 ECTS <b>TOTAL: 30 ECTS</b>	<b>B. Management of Information Systems &amp; E-Business</b> 1. 8045 Enterprise Resource Planning Systems 6 ECTS 2. 8046 Management of Information Resources 6 ECTS 3. 8031 Data Management for Marketing and Sales 6 ECTS 2 elective courses from the other specializations or from the general electives* 12 ECTS <b>TOTAL: 30 ECTS</b>
<b>C. Strategy &amp; Human Resources</b> 1. 8047 Managing the Extended Enterprise 6 ECTS 2. 8042 Management of International Business 6 ECTS 3. 8030 Personal Skills Development 6 ECTS 2 elective courses from the other specializations or from the general electives* 12 ECTS <b>TOTAL: 30 ECTS</b>	<b>D. Supply Chain &amp; Sales</b> 1. 8031 Data Management for Marketing and Sales 6 ECTS 2. 8063 Procurement & Demand Management 6 ECTS 3. 8050 Analysis and Design of Distribution and Transportation Systems 6 ECTS 2 elective courses from the other specializations or from the general electives* 12 ECTS <b>TOTAL: 30 ECTS</b>
* <u>General electives for all specializations</u> <ul style="list-style-type: none"> <li>• 8056 Maintenance and Refactoring of Information Systems 6 ECTS</li> <li>• 8058 Final Year Essay 6 ECTS</li> <li>• 8061 Transformation &amp; Innovation 6 ECTS</li> <li>• 8034 Sales Management 6 ECTS</li> </ul> <u>One of the three compulsory elective courses</u> can be chosen from a particular course list from other departments of our University	
<b>8<sup>th</sup> Semester</b>	
1. 8039 Entrepreneurship 6 ECTS 2. 8040 Strategy Implementation 6 ECTS 3. 8041 In-Company Practical Project 18 ECTS <b>TOTAL: 30 ECTS</b>	
<b>Extra Courses Optional Elective (grades included in the average)</b>	
1. 8057 Contemporary issues and trends on management and technology 6 ECTS, 2 <sup>nd</sup> Semester, exclusively for the 1 <sup>st</sup> year students 2. 8059 English for Management Science & Information Systems 6 ECTS, 4 <sup>th</sup> Semester, available for all students 3. 8051 Pedagogical skills 6 ECTS, 6 <sup>th</sup> Semester, available for all students 4. 8052 Teaching skills 6 ECTS, 7 <sup>th</sup> Semester, available for all students	

- Final test, if any

There is no final test. Students graduate when they complete successfully the program of studies and accumulate 240 ECTS credits.

- Examination and assessment regulations

The program is based on the most modern educational and learning methods, such as education via computers and the Internet, simulations, games, group work, case studies, role-playing, etc. In particular, attention should be drawn to an educational innovation of the program, namely the practical exercise of students in the 7<sup>th</sup> semester in a real working environment, and the full support offered to students during their studies through the department's web site.

Courses are accompanied by effective laboratory support, while there is a modern, specialized, 60-seat Educational Computing Laboratory for the department's students. The educational computing laboratory offers support to over 30 courses. Courses are examined primarily through written exams and coursework (individual and group assignments).

- ECTS contact person

Dr. Nancy Pouloudi, Assistant Professor, email address: [pouloudi@aueb.gr](mailto:pouloudi@aueb.gr)




Dr. Rafael Markelos, Assistant Professor, email address: [rmarkel@aueb.gr](mailto:rmarkel@aueb.gr)

Dr. Pavlos Dimitratos, Lecturer, email address: [pdimitr@aueb.gr](mailto:pdimitr@aueb.gr)

## B. DESCRIPTION OF INDIVIDUAL COURSE UNITS

### 1<sup>ST</sup> YEAR FALL SEMESTER

#### MATHEMATICS I (CALCULUS FOR BUSINESS & ECONOMICS)

- COURSE CODE  
MST8001
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
1<sup>ST</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Tarandilis Christos, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The objective of the course is to teach the basic mathematical concepts of differential and integral calculus with emphasis on the utilisation of mathematics in the development of models that serve applications in economics and management science. The course material is designed as to develop the mathematical background needed in other courses of the curriculum.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS  
The course material can be organised in four basic parts:  
?. Introduction – Basic concepts: Sets, Functions, Series, Limits, Elementary analytical geometry.  
??. Differential Calculus of Univariate and Multivariate Functions  
???. Integral Calculus  
?V. Applications of Mathematics in Economics and Management Science
- RECOMMENDED READING  
 M. Wisniewski, “Introductory Mathematical Methods in Economics”, McGraw–Hill International Editions  
 M. Anthony and N. Biggs, “Mathematics for Economics & Finance”, Cambridge University Press  
 Chiang, “Fundamental Methods of Mathematical Economics”, McGraw–Hill International Editions
- TEACHING METHODS  
Teaching will include lectures and tutorial lessons.
- ASSESSMENT METHODS  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION

Greek

## INFORMATION AND TELECOMMUNICATION SYSTEMS

- COURSE CODE  
MST8011
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
1<sup>st</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Giaglis Georgios, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

This course provides students with the basic knowledge on information and telecommunication systems and the technologies that support them. More specifically, the course objectives are the following:

- To introduce students to the concept of information and telecommunication systems
  - To help students recognize the processes that an information system can automate in a business organization.
  - To introduce students to the information systems functions in a business organization
  - To introduce students to the general implications of information systems on individuals and society.
  - To support students in understanding modern programming languages through lessons in Java.
  - To introduce object-oriented programming and the use of objects.
  - To provide students with skills for solving problems representing realistic scenarios in information systems.
- PREREQUISITES  
No prerequisite
  - COURSE CONTENTS

The course content consists of two parts, the first of which concerns understanding the implications of information systems on organizations and society, and the second of which concerns consolidating knowledge of programming, using the Java programming language.


The first part includes:

1. Introduction to information systems, with emphasis on their role in the information society
2. The role of information in a business organization
3. Information systems applications


The second part includes:

1. Analysis of the characteristics of a modern programming language and of programming techniques, using the Java programming language.
2. Design and development of application aiming at understanding problem solving, creation of graphics and user-system interfaces.

- RECOMMENDED READING

 ?. Demetriadis, Ch. Koilias, A. Kostas (2001) Information and Communication Technology in Contemporary Enterprises. Athens, New Technology Editions. (In Greek)

 G. Liakeas (2000) Introduction to Java. Athens, Kledarithmos. (In Greek)

 K. N. King (2000) Java Programming: From the Beginning. W.W. Norton & Company.

- TEACHING METHODS

Lectures, Tutorials and Lab for training in Java

- ASSESSMENT METHODS

Written exams, written group assignments and individual lab exercises

- LANGUAGE OF INSTRUCTION

Greek

## MARKETING

- COURSE CODE  
MST8004
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
1<sup>st</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Dimitriadis Sergios, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course aims to making participants familiar with the marketing concepts, frameworks, methodologies and tools, as well as with the key marketing decisions.

- PREREQUISITES  
No prerequisite
- COURSE CONTENTS

Introduction.

Segmentation and positioning

Tactic marketing decisions:

Strategic marketing: market analysis, marketing objectives and strategies, the marketing plan.

- Product / the offering proposition
- Pricing
- Communicating and promoting
- Distribution channels

- RECOMMENDED READING

 P. Malliaris, Introduction to Marketing, Stamoulis eds, 2001

 G. Avlonitis, Industrial Marketing, Stamoulis eds, 2001

 Ph. Kotler, Marketing Management, Prentice Hall, 2001

The slides of the course are made available to students in digital form.

- TEACHING METHODS



Lectures

- ASSESSMENT METHODS

Individual written exam, Elective team essay

- LANGUAGE OF INSTRUCTION  
Greek

## MICROECONOMIC ENVIRONMENT OF THE FIRM

- COURSE CODE  
MST8005
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
1<sup>ST</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Papakonstantinou Georgios , Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Microeconomics deals with individual and aggregate choices and decisions in the markets. The quantity (and quality) of the goods and services that are produced and sold in the markets is analyzed, along with how prices are determined. It also examines the organization and behavior of firms, market structure and how government policies can affect prices and quantities exchanged in the market. Finally, issues such as the labor market, investment decisions and human capital are discussed in the context of this course.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS  
The main objective of the course is understanding the fundamental principles and tools of microeconomic analysis, thus enhancing the students' ability to apply microeconomic theory to concrete problems of the real economy. These problems may pertain to consumer or firm behavior and choices on one hand, or economic efficiency and the allocation of resources on the other.
- RECOMMENDED READING  
 D. Begg, S. Fischer, R. Dornbusch,  
 H. A. Varian, «Microeconomics: A modern Approach»
- TEACHING METHODS  
Lectures, tutorials
- ASSESSMENT METHODS  
Midterm and final exams
- LANGUAGE OF INSTRUCTION  
Greek

## INTRODUCTION TO MANAGEMENT

- COURSE CODE  
MST8002
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
1<sup>ST</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Spanos Ioannis, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

Management as a field of scientific inquiry, as well as every day practice, is particularly important because it is critically associated with the efficient and effective functioning of firms and organizations. As such the main objective of this course is to introduce students to the basic Management principles and functions. Topics include: (a) management fundamentals, (b) analysis of internal and external environment, (c) planning and decision making, (d) organizational architecture, (e) and leadership and human capital.

- PREREQUISITES  
No prerequisite
- COURSE CONTENTS
- Fundamental functions of management and managers' roles. the evolution of management theory
- The organizational and global environment; ethics and social responsibility
- Managers as decion makers and strategists
- Managing organizational structure; organizational control and culture
- Human resources management and leadership

### RECOMMENDED READING

- 📖 D.Bourantas: «Management», Publ. Benou, Athens 2001
- 📖 D. Bourantas, ? . Papalexandri: «Introduction to Business Administration», Publ. Benou, Athens 1998
- 📖 “Contemporary Management”, G.Jones, J.George & C. Hill: MacGraw Hill, 2000

- TEACHING METHODS

Lectures and tutorials

- ASSESSMENT METHODS

Written exams (70% of grade) plus written essay (30%)

- LANGUAGE OF INSTRUCTION  
Greek

## 1<sup>ST</sup> YEAR SPRING SEMESTER

### MATHEMATICS II (ADVANCED CALCULUS FOR BUSINESS & ECONOMICS)

- COURSE CODE  
MST8009
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY
- 2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Kritikos Emmanouil, Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)


The goal of the course is to teach students advanced topics in mathematics for Business & Economics. The course is designed to provide both intuition and deep understanding of concepts in Linear Algebra, Calculus of multiple variable functions Implicit functions, Differential Equations, Difference Equations and Constrained Optimization Methods for multiple variable functions. The first semester mathematics on Differential and Integral Calculus is a prerequisite. The course helps students familiarize real life applications that illustrate the use of mathematical concepts in business economics and technology as well as in decision sciences. During the course, students are encouraged to computer usage via modern computational platforms such as Mathematica, MathLab, and Excel. Specific tutorials for the Mathematica are offered during the course.

- PREREQUISITES  
Recommended material: Mathematics I


- COURSE CONTENTS

Vectors, Matrices and Linear Systems, Dimension, Rank and Linear Transformations, The Vector Space  $\mathbb{R}^n$ , Determinants, Eigenvalues and Eigenvectors, Orthogonality, Change Basis, Solving Large Linear Systems, Implicit Functions, the Implicit Function Theorem, Introduction to Differential Equations, Modeling with Differential Equations, First Order Differential Equations, Higher Order Differential Equations, Solutions of Second Order Linear Homogeneous Differential Equations with Constant Coefficients, Solutions of Second Order Linear Nonhomogeneous Differential Equations with Constant Coefficients, Applications of Higher Order Differential Equations. Difference Equations, Calculus of Functions with Multiple Variables, Partial Derivatives, Differentiability, Extreme Values of Functions, Optimization Functions Constrained Optimization, the Method of Lagrange Multipliers.

- RECOMMENDED READING

 Taro Yamane & Andreas Kintis, Mathematics for Business and Economics, Gutenberg, Vol 2, 1999

 Panagiotis Miliotis Constrained Optimization Theory ,AUEB,1985

 The notes of the course are made available to students in web

- TEACHING METHODS

Lectures and tutorials

- ASSESSMENT METHODS

Individual written exams, compulsory individual essays


- LANGUAGE OF INSTRUCTION


Greek


## INFORMATION AND TELECOMMUNICATION TECHNOLOGIES

- COURSE CODE  
MST8003
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Spinellis Diomidis, Associate Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The course presents the technology foundation of information systems. Students are expected to learn and understand how information and computing systems are composed out of individual hardware and software building blocks, and to reason about their resultant properties. Mastering the course's material is a prerequisite for the effective procurement and management of information systems.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS
  1. Historical overview
  2. Data representation
  3. Computer architectures
  4. Machine-level programming
  5. Operation systems
  6. Computer networks, the Internet, applications
  7. Algorithms, data, procedures
  8. Software engineering
  9. Theoretical background
  10. Programming languages and tools
  11. Parallelism, programming paradigms
  12. The Java programming language
  13. Using variables, input and output
  14. Comparison operators, logic operators, loops
  15. Programming with characters, conditions
  16. Mathematical functions, procedural examples
  17. Further control structures
  18. Defining functions
  19. Programming with objects
  20. Arrays
  21. Object-oriented examples
  22. Inheritance
  23. The Java library

- RECOMMENDED READING

 K. N. King. Java Programming: From the Beginning. W.W. Norton & Company, 2000.

 Ron White, Timothy Downs, Stephen Adams. How Computers Work. 5th edition, Que, 1999.

 J. Glenn Brookshear. Computer Science: an overview. Addison Wesley Longman, 1997.

- TEACHING METHODS

Lectures, tutorials, and lab exercises

- ASSESSMENT METHODS

Written exams, and lab exercises.

- LANGUAGE OF INSTRUCTION

Greek

## STATISTICS FOR MANAGEMENT SCIENCE


- COURSE CODE  
MST8010
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Raphael Markellos, Assistant Professor
- OBJECTIVE OF THE COURSE


Fueled by the wide development of information technology, statistical methods have emerged in recent years as one of the fundamental tools for business decision support, making and assessment in the context of modern management science. Since the nature of economic and business phenomena is clearly stochastic and the need for a scientific approach is becoming more and more necessary, statistical and econometric analysis has become an integral part of every aspect of theoretical and applied research. The objective of this course is to discuss the basic concepts and tools of modern statistical science and application, as these are utilized in problems related to management, technology and economics. At the same time, the course material will form the mathematical basis on which other courses of the curriculum will build on.


- PREREQUISITES  
Recommended material: Mathematics I
- COURSE CONTENTS

The course covers four thematic parts (Basic concepts/Descriptive Statistics, Probability and Distributions, Inferential Statistics, Measures of Association) organized under the following teaching blocks:

Descriptive Statistics	Basic Theoretical Distributions
Basic Statistical Concepts	Parametric Statistical Tests
Probability	Non-Parametric Statistical Tests
Marcov Chains and Game Theory	Measures of association
Continuous Random Variables and Distributions	Statistical Applications in Excel

- RECOMMENDED READING  
 Newbold, P. (1995) Statistics for Economics and Business, Prentice Hall (Library code 519.5 NEW).

 Anderson, D.R., Sweeney, D.J., Williams, T.A. (1999) Statistics for Business and Economics, International Thompson Publishing Company (Library code 519.5 AND).

 Hogg R.V., Craig A.,T. (1995) Introduction to Mathematical Statistics, Prentice–Hall (Library code 519.5 HOG).

- TEACHING METHODS

- Lectures (Theory, Application Fields, Basic Exercises)
- Tutorials (Examples, Usage of Statistical Tables, Applications, Case Studies)
- Computer Labs (Applications in Microsoft Excel)




- ASSESSMENT METHODS

Course assessment will be based on four parts:


	Weight
Coursework	30%
Term Project	20%
Written exams	50%

- LANGUAGE OF INSTRUCTION  
Greek

## ACCOUNTING

- COURSE CODE  
MST8012
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Christos Tzovas , Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The objective of this course is to introduce students to the basic concepts and techniques of Financial Accounting. Through this course a student will acquire an understanding of the content, structure and purpose of the basic financial statements i.e. balance sheet, profit and loss account and table of distribution of profits. The students should obtain a working knowledge of the procedures of the system of Financial Accounting: the accounting entries in the journal, the updating of the general ledger, the preparation of the trial balance and the financial statements. Furthermore, within the course will be provided an introduction to the structure and the operations of the financial system and the capital markets.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS
  - Introduction to Financial Accounting, objectives of financial accounting and basic accounting Concepts
  - Financial Statements: Balance Sheet, purposes and structure.
  - Profit and Loss Account?: purposes and structure; the concepts of revenues, expenses, profits and loss. The distribution of profits.
  - Double–entry bookkeeping, the accounting entries in the journal, the updating of the General ledger, the preparation of the trial balance and the financial statements
  - Basic characteristics of the financial system and the capital markets
- RECOMMENDED READING
  -  VASILATOY–THANOPOYLOY, E., “INTRODUCTION TO FINANCIAL ACCOUNTING”, VOL. II AND III, ATHENS (IN GREEK)
  -  KARATHANASIS G., (1999), “FINANCIAL MARKETS AND CAPITAL MARKETS”, ATHENS, (IN GREEK)
  -  HORNGERN, C., SUNDEN G., ELLIOTT, J., (1996), “INTRODUCTION TO FINANCIAL ACCOUNTING”, PRENTICE HALL, NEW JERSEY.
- TEACHING METHODS  
Lectures, tutorials
- ASSESSMENT METHODS  
Written exams
- LANGUAGE OF INSTRUCTION  
Greek

## MACROECONOMIC ANALYSIS AND BUSINESS ENVIRONMENT

- COURSE CODE  
MST8013
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Papakonstantinou Georgios, Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Understanding the fundamental principles and tools of macroeconomics is the main objective of the course, thus enabling students to fully grasp how the macroeconomic environment affects the performance and competitiveness of firms. In this framework, the students will be able to understand the conceptual and practical issues concerning the measurement of economic activity, macroeconomic equilibrium, inflation and unemployment as well as their relationship, the nature of fiscal and monetary policy, the accumulation of public debt, the concept and functions of money, the causes of business cycles, the characteristics and trends of the world economy, the concepts of capital markets and exchange rates, the external balance, the theoretical foundation of international trade and the functioning of an economic union.
- PREREQUISITES  
Recommended material: Microeconomics
- COURSE CONTENTS  
Macroeconomic analysis is about economic activity at the aggregate level, examining, among others, the measurement of total output and the determination of national income, employment and the level of prices. Topics such as unemployment, inflation, consumption, investment, economic growth, business cycles, international trade, the international monetary system, international economic relations, and more, will be analyzed in the context of this course. Macroeconomic policy targets, instruments and constraints of will also be discussed.
- RECOMMENDED READING  
 Begg, S. Fischer, R. Dornbusch
- TEACHING METHODS  
Lectures, tutorials
- ASSESSMENT METHODS  
Midterm and final exams
- LANGUAGE OF INSTRUCTION  
Greek

## CONTEMPORARY ISSUES AND TRENDS ON MANAGEMENT AND TECHNOLOGY

- COURSE CODE  
MST8057
- TYPE OF COURSE  
Elective exclusively for the 1<sup>st</sup> year students
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
2<sup>nd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Voudouri Irini, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Managers today face an unprecedented number of both challenges and opportunities. Among them continuous innovations in technology and telecommunications, the spreading globalisation, a hyper-competitive business environment, increasing variety of work forces, rapidly emerging new forms of employment, intensifying pressures for high quality. The communication to students of these and other related issues is the main objective of this seminar.  
The seminar introduces students to contemporary issues and trends on management and technology, through special lectures from experts – guest speakers coming from both the academic and business area.
- PREREQUISITES  
Recommended material: Introduction to Management
- COURSE CONTENTS  
Some of the topics presented in the frame of the seminar are:
  - E-Commerce
  - ERP systems
  - Financial engineering and decision technology
  - E-Government
  - Innovation and new product development
  - Logistics
  - Labour flexibility
  - Employment in the Information Society
  - Entrepreneurship
  - Competitiveness and regulatory reform
  - Research methodology
- RECOMMENDED READING  
Students receive the lectures and bulk package with related articles
- TEACHING METHODS  
The Course includes lectures and tutorials where case studies are evaluated
- ASSESSMENT METHODS  
Students' evaluation is based on a project
- LANGUAGE OF INSTRUCTION  
Greek

## 2<sup>ND</sup> YEAR FALL SEMESTER

### FINANCIAL MANAGEMENT

- COURSE CODE  
MST8018
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
3<sup>rd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Refenes Apostolos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

Financial decisions are of fundamental importance for modern economies and have significant explicit or implicit influence on both corporations and private investors. Finance has now become one of the most successful and active fields of research and application in management and economics. The theoretical basis of finance is strongly diverse integrating fields such as microeconomics, macroeconomics, accounting, mathematics, statistics, operational research, information technology, decision sciences, etc. This course aims at introducing students to the theory and practice of financial management. At the same time, it will present the necessary knowledge and tools for solving specific practical problems. It deals with a set of individual yet overlapping subjects such as financial and investment analysis, corporate finance, modern portfolio theory, portfolio management and evaluation. The presentation is focused on developed markets, such as those of US and Europe, but reference is also made to emerging markets and the Greek markets.

- PREREQUISITES  
No prerequisite
- COURSE CONTENTS

The content of the course can be organized in five thematic parts:

?. Introduction to Financial Markets and Management

?. Corporate Finance

???. Analysis and Pricing of Financial Products

?V. Portfolio Management


V. Specific Topics in Financial Management

- RECOMMENDED READING

Suggested reading include:

 Sharpe, W. F., Alexander, G. J. & Bailey, J. V. (1995), Investments, Prentice Hall

 Brealey, R.A., Myers, S. (1996) Principles of Corporate Finance, McGraw-Hill

 E.J. Elton and M.J. Gruber (1995) Modern Portfolio Theory and Investment Analysis, Wiley

Further information on www addresses, useful tips, exercises, software, etc. will be given on the departmental course site.

- TEACHING METHODS

Teaching will include lectures, tutorial lessons and IT labs in Microsoft Excel.

- ASSESSMENT METHODS

The course grade will be based on a final written exam along with tutorial assignments and essays.

- LANGUAGE OF INSTRUCTION

Greek

## DECISION MAKING

- COURSE CODE  
MST8017
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
3<sup>rd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Prastacos Gregory, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)


Decision-Making is one of the most important functions of management. Today's business environment is characterized by high competition, constant changes, extensive globalisation, large availability of data and information, and the huge penetration of information and telecommunications technology. In this environment, decision-making is increasingly based on the use and analysis of data, through the development of "models", and the use of user-friendly, PC-based computer packages. This is what this course is all about. The emphasis of the course will be on understanding and formulating complex problems, as they appear in today's business environment, developing the appropriate decision models, and using them for effective decision-making.


- PREREQUISITES  
Recommended material: Statistics for Management Science  
Introduction to Management

- COURSE CONTENTS

The course introduces the student to the methodology of decision-making, as well as to the major models used today. The three major categories of models are covered: Linear and Integer Programming, Decision Analysis, and Simulation. In each unit, the student is exposed to a number of applications, and has the opportunity to apply his/her knowledge to a number of problems and case studies. In addition to developing models, the student is exposed to a number of computer packages, most of them based on Excel, to use in order to solve the problems.

- RECOMMENDED READING

 G.?. ??ast????: "?? ???? ????S????: ??? ?p?f?se?? st?? ???????a t?? ?????f??a?", ??d?se?? Σταμ????, 2000

 G.?. ??ast????: "?? ???? ????S???? S?? ?????: ?fa?μ???? st? S?????? ?p??e??s?», ??d?se?? Σταμ????, 2002

 Web site: [www.msl.aueb.gr/management\\_science](http://www.msl.aueb.gr/management_science)

- TEACHING METHODS

Lectures and tutorials

- ASSESSMENT METHODS

Written exams, essays

- LANGUAGE OF INSTRUCTION

Greek

## ORGANISATIONAL BEHAVIOUR AND LEADERSHIP

- COURSE CODE  
MST8019
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
3<sup>rd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Bourandas Dimitrios, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course includes the study of the fundamental knowledge on the description, explanation and management of individual and team behaviors found in organizations. It aims to develop the ability to manage people as individuals and as teams.

After the course the students will:

- Understand the personality, the attitudes and behaviors of people in the working environment.
- Obtain a conceptual and theoretical background on leadership
- Be able to motivate their colleagues and partners
- Be able to develop effective teams
- Be able to communicate successfully
- Understand better the corporate culture of their organization

- PREREQUISITES


Recommended material: Introduction to Management


- COURSE CONTENTS

- Introduction to Organisational Behaviour
- Work Attitudes and Behaviours
- Leadership
- Motivation
- Group Dynamics,
- Organisational Culture
- Management of Change
- Empowerment
- Learning Organisations

- RECOMMENDED READING



 "Management" Prof. D.Bourantas, Benos editions 2001

 «Human Resource Management”, Prof.D.Bourantas and Prof.N.Papalexandri, Benos ed.2002.



 “A Diagnostic Approach to Organizational Behaviour” , J.R. Gordon, 6<sup>h</sup> Edition, Allyn and Bacon, 2001.

- TEACHING METHODS

The course has the form of a workshop. There will be used team projects, business games, case studies, videos and self–diagnosing tools/questionnaires.

- ASSESSMENT METHODS
  -  Team projects - 20% of overall grade
  -  Written examinations- 80% of overall grade
- LANGUAGE OF INSTRUCTION
  - Greek

## INFORMATION SYSTEMS AND DATABASES

- COURSE CODE  
MST8020
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
3<sup>rd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Chatziantoniou Damianos, Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Databases began as a simple application in early 70s and grew to one of the most important fields in computer industry, touching hundreds of sectors of everyday life. This outcome was somehow expected, since the focus of database research is the description, storage and usage of information. To describe a database application we need a data model, such as the entity–relationship or the relational model. To use the information, we need a generic query language, such as SQL. Finally, there are numerous ways to store data, depending on how this will be used. The goal of this course is to educate students on how to design properly, build efficiently and use intelligently a database application. Furthermore, it should make apparent the various trade–offs that exist in designing, building and using such an application.
- PREREQUISITES  
Recommended material: Information & Telecommunication Systems  
Information & Telecommunication Technologies
- COURSE CONTENTS  
Introduction: Purpose, data models, database languages, users, transactions, architecture.  
Entity–Relationship Model: Entities, relationships, attributes, keys, mapping cardinalities, weak entities, E–R diagrams, mapping to tables, examples.  
Relational Model: Relations, relational schema, relational algebra.  
The SQL Language: Basic structure, nested subqueries, aggregation, views, update, procedural and embedded SQL, triggers.  
Relational Design: Integrity constraints, functional dependencies, decomposition, normalization.  
Storing and Indexing: File organization, indexing, hashing, trees.  
Special Topics: Data warehousing, OLAP, data mining, data streams, O–O DBs.
- RECOMMENDED READING  
 Database Management Systems, 2<sup>nd</sup> Ed, Ramakrishnan and Gehrke, McGraw–Hill.  
 Fundamentals of Database Systems, 3<sup>rd</sup> Ed, Elmasri and Navathe, Addison–Wesley.
- TEACHING METHODS  
Weekly lectures and labs (4 hours and 2 hours respectively)
- ASSESSMENT METHODS  
Final exam, review of a research article, a significant programming project.
- LANGUAGE OF INSTRUCTION  
Greek

## DESIGN AND IMPLEMENTATION OF INFORMATION SYSTEMS

- COURSE CODE  
MST8060
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
3<sup>rd</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Diomidis Spinellis, Associate Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

At the end of this course students should be able to:  
have a basic knowledge of the methods and programming techniques used for implementing information systems  
design and build moderately complex applications  
use ready-made libraries and data structures  
reuse design patterns to structure their code  
process complex data structures and sources  
Evaluate alternative technologies and information system evaluation strategies




- PREREQUISITES  
No prerequisite
- COURSE CONTENTS

Development environments and languages; compilers and interpreters; programming with objects; building classes; inheritance; development of large systems: exceptions, threads, interfaces, design patterns; data structures: strings, iterators, vectors, stacks, and maps; file handling; development of graphical applications; structuring data with XML; string processing with regular expressions; interfacing with internet applications; handling data in relational databases.

- RECOMMENDED READING
  - Andrew Hunt and David Thomas. *The Pragmatic Programmer: From Journeyman to Master*. Addison-Wesley, Boston, MA, 2000.
  - Brian W. Kernighan and Rob Pike. *The Practice of Programming*. Addison-Wesley, 1999.
  - Steve C McConnell. *Code Complete : A Practical Handbook of Software Construction*. Microsoft Press, Redmond, WA, 1993.
  - Elliotte Rusty Harold and W. Scott Means. *XML in a Nutshell*. O'Reilly and Associates, Sebastopol, CA, 2001.
  - Erich Gamma, Richard Helm, Ralph Johnson, and John Vlissides. *Design Patterns: Elements of Reusable Object-Oriented Software*. Addison-Wesley, Reading, MA, 1995.
  - Grady Booch, James Rumbaugh, and Ivar Jacobson. *The Unified Modeling Language User Guide*. Addison-Wesley, Reading, MA, 1999.

- Ken Arnold and James Gosling. The Java Programming Language. Addison–Wesley, 1996.
- Jon Louis Bentley. Programming Pearls. Addison–Wesley, Reading, MA, 1986.
- Grady Booch, James Rumbaugh, and Ivar Jacobson. The Unified Modeling Language User Guide. Addison–Wesley, 1999.
- TEACHING METHODS  
Lectures and helpdesk–style tutorials.
- ASSESSMENT METHODS  
Programming exercises
- LANGUAGE OF INSTRUCTION  
Greek

2<sup>ND</sup> YEAR SPRING SEMESTER  
MATHEMATICAL PROGRAMMING

- COURSE CODE  
MST8022
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Miliotis Panagiotis, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The objectives of this course are to teach the students the basic mathematical structures, algorithms, formulation techniques and methods of solution analysis of constrained optimisation problems with special reference to linear and integer programming. The student is expected to learn to formulate and solve with the aid of appropriate software, if necessary linear and integer programming problems and to a lesser extent dynamic programming problems.
- PREREQUISITES  
Recommended material: Decision Making
- COURSE CONTENTS
  - The linear minimum (or maximum) problem (LP).
  - Formulation, geometric Properties, necessary (and sufficient) conditions.
  - Duality theory. Construction and properties of linear dual problems.
  - Algorithms for solution of LPs. Simplex Method, Interior Point Algorithms. Complexity of Algorithms.
  - Non linear Programming. Necessary Conditions (Kuhn Tucher theorem).
  - Transportation and Network Problems: Formulation and Algorithms.
  - Integer Programming. Formulation of Problems with Integer Variables. Solution Methods, cutting planes, branch and bound.
  - Linear Programming and Production theory.
  - Theory of games and Linear Programming.
  - Dynamic Programming.
- RECOMMENDED READING
  -  P. Miliotis, Introduction in Mathematical Programming (in Greek)
  -  P. Miliotis, Operational Research, Methods and Problems (in Greek)
  -  H.P. Williams, Model Building in Mathematical Programming
- TEACHING METHODS  
Lectures and tutorials
- ASSESSMENT METHODS  
Essays and Exercises, Written exams
- LANGUAGE OF INSTRUCTION  
Greek

## QUANTITATIVE FINANCE

- COURSE CODE  
MST8024
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Refenes Apostolos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The theory and practice of financial management in recent years is increasingly based on quantitative methods from statistics mathematics, econometrics and science in general. At the same time, the rapid technological changes in coupled with the computational demands of these problems lead to an computer intensive environment. Characteristically, a variety of new trends and subjects has emerged such as Quantitative Finance, Computational Finance, Financial Econometrics and Financial Engineering. The objective of this course is to present some important quantitative methods along with their application to specific financial problems from corporate finance, financial analysis, asset pricing etc. Most of these method have a wide application domain in a variety of problems in management science and technology. Special attention will be given in the implementation of the methods taught using modern computer software applications.

- PREREQUISITES  
Recommended material: Financial Management
- COURSE CONTENTS

The content of the course can be organized in 5 basic parts:

- Spreadsheet Programming
- Mathematics
- Statistics
- Econometrics and Time Series Analysis
- Numerical Analysis
- RECOMMENDED READING  
Watsham, T.J., Parramore, K. (1997) Quantitative Methods in Finance, Thomson.  
Benninga, S. (1997) Financial Modelling, MIT Press.  
Mills, T.C. (1999) The ?conometric ? odelling of Financial Time Series, Cambridge: Cambridge University Press (2nd edition)

Further information on www addresses, useful tips, exercises, software, etc. will be given on the departmental course site.

- TEACHING METHODS

Teaching will include lectures, tutorial lessons and IT labs in Microsoft Excel.

- ASSESSMENT METHODS

The course grade will be based on a final written exam along with tutorial assignments and essays.

- LANGUAGE OF INSTRUCTION  
Greek

#### HUMAN RESOURCE MANAGEMENT

- COURSE CODE  
MST8023
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Bourandas Dimitrios, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course aims to develop the conceptual and theoretical background of today's Human Resource Management. The course's main objectives are:

- Understanding the importance of Human Resources as the strategic factor of sustaining business success.
- Understanding the main issues of HRM in today's complex and dynamic environment.
- Learning the concepts, the theories and the tools to deal with all-important HRM issues.
- PREREQUISITES  
Recommended material: Organizational Behaviour and Leadership
- COURSE CONTENTS
  - ❖ Introduction to HRM
  - ❖ Job Analysis
  - ❖ Human Resource Management Planning
  - ❖ Recruiting–Selection
  - ❖ Performance Appraisal
  - ❖ Reward System and motivation
  - ❖ Training and Development
  - ❖ Internal communication
  - ❖ Change management
  - ❖ Organizational learning and Learning Organization

❖ Managing culture

• RECOMMENDED READING



“Management” Prof. D.Bourantas, Benos editions 2001



«Human Resource Management”, Prof. D. Bourantas and Prof. N. Papalexandri, Benos editions 2002.



“Human Resource Management”, R.L.Mathis and J.H.Jackson, 9<sup>th</sup> Edition, South-Western College Publishing.

• TEACHING METHODS

The classes will be based upon lectures and case studies. During individual and team projects the students will study HRM problems and will suggest solutions and design action plans.

• ASSESSMENT METHODS

- Team projects: 30% (provided that the mark of the written examinations is at least 5)
- Written examinations: 70%

• LANGUAGE OF INSTRUCTION

Greek

## DEVELOPING & MANAGING INFORMATION SYSTEMS












- COURSE CODE  
MST8025
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Spinellis Diomidis, Associate Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The objective of the course is to present the core of the software engineering and systems administration discipline that is relevant to business computing. As an example, elements such as formal methods for system development and real time systems are not covered, since these apply mostly to the medical, transportation, and defense industries, rather than to enterprise information systems. On the other hand, additional elements covered include human–computer interaction, personnel management, systems administration, information security, data privacy, and information systems use policies. In addition, the course covers emerging agile development methodologies such as extreme programming.

- PREREQUISITES  
Recommended material: Information Systems & Databases
- COURSE CONTENTS
  1. The software engineering discipline
  2. The software development life–cycle
  3. Requirements
  4. Prototype development
  5. Architectural design
  6. Analysis and modeling using UML
  7. Coding
  8. Development technologies and tools
  9. Reuse
  10. Human–computer interaction
  11. Efficiency and portability
  12. Testing
  13. Maintenance
  14. Configuration management
  15. Project management
  16. Costing
  17. Agile methodologies
  18. Managing the human factor
  19. System administration
  20. Information system security
  21. Personal data protection

- 22. Quality assurance
- 23. Internet application engineering

- RECOMMENDED READING

-  Ian Sommerville. Software Engineering. Addison–Wesley, sixth edition, 2001.
-  Roger S. Pressman. Software Engineering: A Practitioner's Approach. McGraw–Hill, 1987.
-  Grady Booch, James Rumbaugh, and Ivar Jacobson. The Unified Modeling Language User Guide. Addison–Wesley, 1999.
-  The IEEE Software Engineering Standards collection.
-  F. P. Brooks. The Mythical Man Month. Addison–Wesley, 1975.
-  Mark Burgess. Principles of Network and System Administration. John Wiley and Sons, 2001.
-  Tom DeMarco and Timothy R. Lister. Peopleware: Productive Projects and Teams. Dorset House Publishing, 1987.
-  Brian W. Kernighan and Rob Pike. The Practice of Programming. Addison–Wesley, 1999.
-  Thomas A. Limoncelli and Christine Hogan. The Practice of System and Network Administration. Addison–Wesley, 2001
-  P. J. Plauger. Programming on Purpose II: Essays on Software People. Prentice–Hall, 1993.
-  Bruce Schneier. Secrets & Lies: Digital Security in a Networked World. Wiley Computer Publishing, 2000.

- TEACHING METHODS

Lectures, tutorials, and a lab exercise.



- ASSESSMENT METHODS

Written exam, and lab exercise

- LANGUAGE OF INSTRUCTION

Greek

## COMPUTER NETWORKS AND INTERNET IN CORPORATE ENVIRONMENTS

- COURSE CODE  
MST8021
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Xilomenos Georgios, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The spread of computer networks is already very wide. Nowadays networks offer interconnection that spans all levels: from that of local area networks and intranets connecting different parts of an organization or a company, to the worldwide interconnection through Internet. The availability of such a broad interconnection significantly affects both the kind and the amount of information exchanged among people and/or organizational entities, thus influencing communications, the structure of organizations and companies, the way business and commercial transactions are performed, the educational process, and numerous other activities. The present course offers the basic concepts of computer networks and their services, the basic principles of network architecture and design, the main underlying technologies of today's networks with particular emphasis on Internet, certain methods of performance evaluation, as well as the advantages of employing networks and Internet in corporate environments, and Internet business models.
- PREREQUISITES  
Recommended material: Information & Telecommunication Systems  
Information & Telecommunication Technologies
- COURSE CONTENTS
  - Fundamental concepts on computer networks: Definition of a network, main types, network components, review of existing networks, how Internet works.
  - Network architectures and technologies: The ISO/OSI model: brief study of the various layers, with emphasis on the data link, the network and the transport layers. Internet protocol stack: IP, TCP and UDP. Local Area Networks. ATM technology. Main issues on network management.
  - Performance evaluation, applications and services: Network performance, traffic modeling and management. Client–server applications. Services and quality of service.
  - Networks in Corporate Environments: Advantages of employing networks and Internet in corporate environments, requirement analysis for network design, examples of extranet in intranet. Issues of network economics, Internet business models.
- RECOMMENDED READING
  -  Jean Walrand, “Computer Networks: A First Course”, Aksen Associates, 1991.
  -  Extensive use of references available in the World Wide Web
- TEACHING METHODS

Lectures, Tutorials, Laboratory demos.

- ASSESSMENT METHODS  
Written examinations, and Homework assignments
- LANGUAGE OF INSTRUCTION  
Greek

## ENGLISH FOR MANAGEMENT SCIENCE AND INFORMATION SYSTEMS

- COURSE CODE  
MST8059
- TYPE OF COURSE  
Optional
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
4<sup>th</sup> & 6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Patrona Marianthi, Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course has three main learning objectives. It sets out to:

1. Familiarize students with special terminology pertaining to business management and information systems.
2. Introduce students to the practical language tasks that they will need to perform on a regular basis as future executives in actual work environments (making presentations, writing business letters, memos, participating in team meetings, etc.).
3. Improve students' overall communicative competence in English (vocabulary, grammar, oral and writing skills).

The knowledge and communication skills acquired in the course of lessons will provide students will valuable tools for their undergraduate studies at the department of M.S.T., their potential postgraduate studies in Greece or abroad, as well as their future professional career in today's, internationalized and strongly competitive work environment.

- PREREQUISITES  
No prerequisite
- COURSE CONTENTS

Lessons are organized on the basis of the following activities:

1. Reading Comprehension (comprehension questions, glossary of terms)
2. Oral skills practice (group role plays/simulations, discussions, presentations)
3. Writing skills practice (letters, memos, summaries, etc.)
4. Translation (English–Greek/Greek–English)
5. Language exercises (vocabulary, grammar), e.g. multiple choice, fill-in-the-gaps, etc.

- RECOMMENDED READING



G. R. Jones, J. M. George, C. W. L. Hill, Contemporary Management, Irwin/Mc Graw-Hill.



?urban, McLean, Wetherbe, Information Technology for Management, J.Wiley & Sons, Inc.



Authentic language material: newspaper/magazine articles, academic articles, case studies, company brochures/leaflets, web pages, etc.

- TEACHING METHODS

Lessons are conducted in an interactive fashion, with an emphasis on the development of students' communicative skills and group work. At the same time, students are offered the possibility for peer evaluation during classes.

- ASSESSMENT METHODS

Written exams, short class assignments, essay project

- LANGUAGE OF INSTRUCTION

English (primary language)

### 3<sup>RD</sup> YEAR FALL SEMESTER

#### PROJECT MANAGEMENT

- COURSE CODE  
MST8027
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
5<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Zografos Konstantinos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The objective of the course “Project Management” is to present topics that concern the project evaluation, organization, scheduling, and control. Within the framework of the course, the basic principles of project management, methods for project selection and evaluation, techniques and methods for time scheduling, time–cost trade–off analysis, resource allocation / management, and methods for project control are presented. The course addresses all decision–making levels and aspects pertaining to project management. After the completion of the course, the students will have the ability to:  
i) evaluate projects, ii) schedule optimally the project evolution, iii) monitor and manage a project, iv) implement processes of quality control of a project.
- PREREQUISITES  
Recommended material: Introduction to Management
- COURSE CONTENTS
  - The course includes the following sections: i) Introduction to Project Management: Project life cycle. Total Quality Management in project management, ii) Project Scheduling: Definition, objectives, and constraints for project development. Identification of activities, estimation of the duration and the resources required for the realization of the activities. Construction of project network, iii) Methods for Project Scheduling: Methods for Project Time Scheduling (Critical Path Method, Programme Evaluation Review Technique), iv) Project Cost and Resources: Cost estimation, time–cost trade–off analysis, resource management and allocation. Programme Management, v) Project Selection and Evaluation: Cost–benefit analysis, Cost–effectiveness analysis, Multicriteria evaluation, and vi) Project Control: Techniques for project control
  - RECOMMENDED READING
    - 📖 Moder J., C.R. Phillips and E. W. Davis, “Project Management with CPM, PERT and Precedence Diagramming”, 3<sup>rd</sup> Edition, Blitz Pub Co., February 1995.
    - 📖 Kathy Shwalbe, “Information Technology Project Management”, Bk&Cd Rom edition, International Thomson Publishers, 1999.



## MANAGEMENT SCIENCE IN PRACTICE

- COURSE CODE  
MST8032
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
5<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Prastacos Gregory, Professor & Ioannou George, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The goal of the course is the in-depth, holistic understanding by the students of Management Science through case studies that illustrate the modern methodological approach of this scientific field to the complex and multi-dimensional problems of today's network enterprises. Within the course, several business problems addressed by Management Science are presented, covering the majority of areas critical to modern enterprises, e.g., financial management, sales and marketing, transportation and supply chain management, information technology and human resource management. In addition to the lectures offered in class and the hands-on experience provided via laboratory presentations and exercises, the students must contribute to knowledge advancement and dissemination in the field of Management Science through the development of Internet-based material and applications concerning new case studies and/or applications of Information Technology to business decisions.

- PREREQUISITES  
Recommended material: Mathematical Programming  
Decision Making


- COURSE CONTENTS


The following step-wise, integrative methodology of Management Science is applied to each case examined within the course:


1. Identification of the problem, analysis of its components and of the factors affecting its evolution, and determination of the strategic-operational targets (appropriate-key objectives) and inherent constraints that characterize it.
2. Formulation of the appropriate mathematical (e.g., linear-integer programming, probability and statistics, or queuing networks) or non-mathematical (e.g., simulation or business process mapping) model for the effective problem abstraction.
3. Development of (or selection of existing) problem solving method(s) using mathematical programming, heuristic algorithms or other computer-based approaches to converge at a feasible and/or optimal solution.
4. Implementation of the solution method at an appropriate platform based on the Information Technology infrastructure of the enterprise under consideration, the availability of software packages embedding the approach, and the trade-off between solution accuracy and required computational time to derive it.

5. Design and development of the information (or decision support) systems, which integrate the solution methods in a software environment that allows the direct interaction of the decision makers with the data-algorithms used for problem solving.

- RECOMMENDED READING

 ??ast???, G. (2002). ?????t??? p?st?μ? st?? ?????: ?fa?μ???? st? S?????? p??e??s?. ??d?se?? Staμ????, ???a.

 ??ast???, G. (2000). ?????t??? p?st?μ?: ??? p?f?se? ? st?? ??? ?a t?? ?????f??a?. ??d?se?? Staμ????, ???a.

 ?????, G. (2002). S?μe?? se?? ?a t? μ???μa ?fa?μ???? ?????t???? p?st?μ?. ?????μ??? a?ep?st?μ?? ????? ?.

- TEACHING METHODS

Internet-based communication with student, tutorials, workshops/meetings

- ASSESSMENT METHODS


Final written exam

- LANGUAGE OF INSTRUCTION

Greek

## MANAGEMENT AND INFORMATION TECHNOLOGY

- COURSE CODE  
MST8029
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
5<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Doukidis Georgios, Professor & Miliotis Panayiotis, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)
  - To comprehend the basic dimensions of the use of information and telecommunications technologies (ITT) in organizations and the main issues that is connected with their effective exploitation.
  - To acquire the necessary conceptual background in order to comprehend the issues that the managers of enterprises deal with, regarding the ITT.
  - To get to know the main functions of the appropriate management of information technology in organizations and the basically theoretical and practical models that lead to the management of this operation.
  - To comprehend the economic interpretation of the development of information systems products
  - To comprehend how the information technologies and telecommunications affect the architectural structure of organisations and their relations with the environment
- PREREQUISITES  
Recommended material: Information and Telecommunication Technologies  
Information and Telecommunication Systems  
Introduction to Management
- COURSE CONTENTS  
The course include four basic units:
  - The importance of information technology for organisations with issues as: issues of managing information systems, strategic information systems, business process re-engineering and informational technology, the role of informational technology in the management of changes, harmonisation enterprises and informational strategy
  - The use and exploitation of informational systems with subjects as: supporting management decisions, support of operational operations, managing data and knowledge, integration of processes, enterprise resource planning (ERP).
  - The economies of information systems: The nature and the structure of cost of information system and results of information technology. Exterior economies. Standardization. Measuring output and application in the sector of information technology and communications. Cost of transaction. Activity based costing. Resource based view of the firm.

- Information Technologies and Enterprise Management: Evaluating enterprises and replanning of enterprising processes. Methods of organizational improvement (JIT, TQM, MRP, MRPII, ERP). Markets and hierarchies. Competition and co-operation. Supply chain management.
- RECOMMENDED READING
  - The main book is:
  -  E. Turban, E. McLean, I. Wetherbe: "Information Technology for Management", John Wiley, 3rd edition, 2001
  - Academic notes will be given to the students, and scientific articles and case studies can be found in the network space of the course (at the website of the department).
- TEACHING METHODS
  - Lectures
- ASSESSMENT METHODS
  - The final degree of each student will be based on 2 criteria:
    - In his essay/project
    - In the final written examinations
  - In the final grade each criteria will be calculated as follows:
 

Work/project	25% – 30%
Final Examinations	75% – 70%
- LANGUAGE OF INSTRUCTION
  - Greek

## ORGANIZATIONAL PSYCHOLOGY

- COURSE CODE  
MST8055
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
5<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Nikolaou Ioannis , Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

Organizational Psychology is an area of applied psychology. It investigates employees' interaction at workplace using social sciences' theories and research designs, exploring simultaneously relationships amongst employees. The course is designed to offer an introduction to the field of work and organizational psychology in relations to courses such as Human Resource Management and Organizational Behaviour and Leadership. When completing this course students will be able to use the models, constructs and practical implications of organizational psychology in order to perform more effectively at work in benefit of themselves and their organizations.


- PREREQUISITES  
Recommended material: Organizational Behaviour  
Human Resources

- COURSE CONTENTS

The course is based on the analysis of the basic applications of organizational psychology. The sections that will be discussed are the following: Psychological assessment at work and individual differences (Cognitive ability, personality and emotional intelligence), attitudes at work, occupational stress and burnout, work satisfaction, career management and development and teamwork.

- RECOMMENDED READING

 Kantas, A. Organizational/Industrial Psychology

 Kantas, A & Hatzi, A. Work Psychology

- TEACHING METHODS

Lectures are mainly during the course, along with the completion of various psychometric tests (e.g. ability, personality, emotional intelligence, etc.). We also discuss during class case studies and group exercises.




- ASSESSMENT METHODS

The assessment of the course is carried out through written examination along with an optional-additive group essay.

- LANGUAGE OF INSTRUCTION

Greek




## INFORMATION SYSTEMS ANALYSIS

- COURSE CODE  
MST8026
  - TYPE OF COURSE  
Compulsory
  - LEVEL OF COURSE  
Undergraduate
  - YEAR OF STUDY  
2004–2005
  - SEMESTER  
5<sup>th</sup> Semester
  - NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
  - NAME OF LECTURER  
Athanasia Pouloudi, Assistant Professor
  - OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
At the end of this course, students will be able to understand the process of information systems analysis and will have the basic theoretical and practical skills required for its effective practice. The course objectives are:
    - ◆ Understanding the systems concept and its use for modelling problems that can be supported by computer-based information systems in contemporary business environments
    - ◆ Familiarisation with the objectives and techniques of information systems analysis
    - ◆ Understanding the role of analysis and the analyst in the life cycle of an information system
  - PREREQUISITES  
Recommended material: Information Systems & Databases
  - COURSE CONTENTS  
The motivation for this course is the need to recognise and understand problems that can be supported by computer-based information systems in contemporary business environments  
More specifically, the course examines:
    - ◆ Methods for the systematic study and modeling of problems that can be supported by computer-based information systems in contemporary business environments in order to guide the development or improvement of the relevant systems
    - ◆ Requirements elicitation and analysis for the various users and stakeholders who are influenced by the development of such systems
    - ◆ Comparison and critical review of various approaches to systems analysis
    - ◆ The role of the analyst in the life cycle of an information system
- RECOMMENDED READING
-  Kiountouzis, ?. (2000) Information Systems Analysis and Design Methodologies. Mpenos Publishing (2<sup>nd</sup> edition) (In Greek)
  -  Bell, S & Wood–Harper, T. (1998) Rapid Information Systems Development: Systems analysis and systems design in an imperfect world, 2<sup>nd</sup> ed. McGraw Hill
  -  Checkland, P. (1981) Systems thinking, systems practice, Wiley
- TEACHING METHODS  
Lectures, Tutorials and Lab for training in the Visio software package




- ASSESSMENT METHODS  
Written exam and written group assignment
- LANGUAGE OF INSTRUCTION  
Greek

### 3<sup>RD</sup> YEAR SPRING SEMESTER

#### BUSINESS STRATEGY

- COURSE CODE  
MST8035
- TYPE OF COURSE  
Compulsory for all the specializations
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 Credits
- NAME OF LECTURER  
Lioukas Spyridon, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The Course introduces students to issues of Business Strategy while providing them with skills regarding the application of concepts and techniques. It examines issues along the whole spectrum from strategy formulation to strategy implementation. It refers to theories and practice, using examples from real enterprises and cases presentation.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS  
The Course includes four parts referring to:
  - The concept of strategy: Strategic fit, strategic stretch. Intended and realised strategies. Strategy as design versus emergent strategy.
  - Strategic analysis: Framework, methods and tools of environment analysis. Analyzing resources and capabilities. Sources of competitive advantage.
  - Strategic choices: Generating alternative strategic choices for business development. Strategic alliances and partnerships. Acquisitions. Evaluation of alternative strategies.
  - Strategy implementation: Transformation of strategy into action plans. Aligning tactics, structure, systems, skills, culture, and management style. Planning, processes and resource allocation. Strategic change.
- RECOMMENDED READING
  -  S.Lioukas: “Strategy”, teaching notes.
  -  V. Papadakis: «Strategy: Greek and international experience», Vol. ? : Theory, Edition Benou, Athens 2002.
  -  G. Johnson and K. Scholes: “Exploring Corporate Strategy”, Prentice Hall, 6th edition, 2002.
- TEACHING METHODS  
The Course includes lectures and tutorials where case studies are evaluated.
- ASSESSMENT METHODS  
Students’ evaluation is based on a project and final exams.
- LANGUAGE OF INSTRUCTION  
Greek

## SUPPLY CHAIN MANAGEMENT

- COURSE CODE  
MST8038
- TYPE OF COURSE  
Compulsory for the specializations “Management Science” and “Supply Chain & Sales”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 Credits
- NAME OF LECTURER  
Zografos Konstantinos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The course covers topics that concern the planning, design and operation of the supply chain and logistics functions for both companies and organizations. Specific emphasis is given to the strategic role and the current trends in supply chain management, the optimization of the level of service, the use of quantitative methods and applications for the formulation and solution of complicated problems of supply chain management, and the introduction and evaluation of telematics in supply chain management. After the completion of the course, the students will have the ability to:  
i) understand and analyze the primary and secondary (complementary) logistics processes, ii) design and evaluate the effectiveness of logistical processes of a company / organization.
- PREREQUISITES  
No prerequisite
- COURSE CONTENTS  
The course contents cover the following sections: i) Current trends in supply chain management. e-Logistics, ii) Basic and Complementary functions of Logistics. Logistics for the wider service industry, iii) Product / service characteristics and requirements for organizing and designing the supply chain, iv) The order processing system and the customer service, v) Orders management, vi) Natural product distribution. Product transportation and distribution processes, vii) Location of warehouses and distribution centers, viii) Logistics Management Information Systems and applications of telematics in supply chain management, ix) 3<sup>rd</sup> party Logistics Providers (3PL's), and x) evaluation of logistical operations.
- RECOMMENDED READING
  -  Ronald H. Ballou, (1992), Business Logistics Management, 3<sup>rd</sup> Edition, Prentice Hall, Englewood cliffs, New Jersey.
  -  James F. Robeson, William C. Copacino (1994), The Logistics Handbook, The Free Press
  -  Stock & Lambert (1993), Strategic Logistics Management, 3<sup>rd</sup> Edition, Irwin Mc-Graw Hill
- TEACHING METHODS  
After the completion of the theoretical parts of each section of the course, tutorial exercises will be offered for the practical application of the theoretical knowledge in

corresponding practical problems. Similarly, laboratory courses will be offered to make students familiar with the use of supply chain processes' optimization software(s).

- ASSESSMENT METHODS

Active participation of the students in the lectures, tutorial exercises and laboratory courses is required. The final evaluation is based on:

- Grade of (compulsory) homework with weight (35%)
- Grade of final written exam with weight (65%)

- LANGUAGE OF INSTRUCTION

Greek

## SIMULATION & DECISION SUPPORT SYSTEMS

- COURSE CODE

MST8028

- TYPE OF COURSE

Compulsory for the specialization "Management of Information Systems & E-Business"

- LEVEL OF COURSE

Undergraduate

- YEAR OF STUDY

2004–2005

- SEMESTER

6<sup>th</sup> Semester

- NUMBER OF CREDITS ALLOCATED

6 ECTS Credits

- NAME OF LECTURER

Georgios Giaglis, Assistant Professor

- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course introduces students to state-of-the-art techniques of simulation modeling (emphasizing on discrete-event systems) as an important tool of systems analysis and decision-making. The learning objectives of the course are:

1. To understand the fundamentals of simulation and the techniques of developing simulation models.
2. To be able to use simulation as a decision support tool.
3. To familiarize students with the use of simulation software so that they can be effectively used to model real-world problems.

- PREREQUISITES

Recommended material: Management Science in Practice

Management & Information Technology

- COURSE CONTENTS

The course approaches simulation as a systems analysis and decision support tools and addresses aspects of model formulation, validation and verification, analysis of results, and so on. The basic methodologies of simulation model development are presented, while emphasis is placed on special-purpose programming languages and simulation software packages. Topics such as random number generation, statistical analysis of simulation results, and validation/verification methods, are also examined.

- RECOMMENDED READING



Roumeliotis Manos (1998) Simulation Techniques, (in Greek), ISBN: 960-260-974-5.



Law, A.M. and Kelton, W.D. (2000) Simulation Modelling and Analysis, 3rd Edition, McGraw Hill, ISBN: 0071165371.



Banks, J., Carson, J.S., Nelson, B.L. and Nicol, D.M. (2001) Discrete Event System Simulation, Prentice Hall, ISBN: 0130887021.

- TEACHING METHODS

13 weeks of lectures plus tutorials on simulation software.

- ASSESSMENT METHODS

Written Exams and a Written Essay (Real-World System Model and Report)

- LANGUAGE OF INSTRUCTION

Greek

## SYSTEMS ANALYSIS AND PROCESS MODELLING

- COURSE CODE

MST8053

- TYPE OF COURSE

Compulsory for the specialization “Strategy and Human Resources”

- LEVEL OF COURSE

Undergraduate

- YEAR OF STUDY

2004-2005

- SEMESTER

6<sup>th</sup> Semester

- NUMBER OF CREDITS ALLOCATED

6 ECTS Credits

- NAME OF LECTURER

Poulymenakou Angeliki, Assistant Professor

- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course aims at developing knowledge and skills related to Business information systems analysis. The emphasis is placed on systems and technologies that support business processes. More specifically the course addresses:

- The conceptual framework linking work systems, business processes and information systems that support them as the basis for business information systems analysis and the design of systems that support business processes
- Methods and tools for the analysis and modelling of business processes with emphasis on information systems implementations
- Applications and utilities of business process modelling

- PREREQUISITES

Recommended material: Information Systems Analysis

- COURSE CONTENTS

The course aims at augmenting the basic knowledge and skills related to information systems analysis and design with theory and methods related to the analysis of business information systems, particularly those that support business processes. It presents conceptual frameworks, methods of work and practical examples related to

- Analysis practices that are compatible with current and dominant information systems development paradigms, particularly the customisation and parametrisation of existing systems that support business processes, such as ERP.
- Concepts and tools that address the wider and deeper involvement of information systems with work activities and business practices in organisations in sharp contrast with 'classic' information systems analysis methods which target predominantly information processing applications and often assume that application development will begin from a zero basis.
- Information systems analysis methods that are compatible with current/new approaches to business design and development such as BPR, quality management, knowledge management. Such approaches are commonly anchored on business processes and invariably contain a significant information systems component.
- Business information analysis methods that are compatible with the implementation of 'integrated' extended enterprise solutions (such as ERP or CRM) and, e-business
- Theories and critical debates related to the challenges faced by today's analysts in their effort to address work and management related problems faced by organisations in the context of 'informatization of work' (Zuboff, 1988)
- RECOMMENDED READING



Alter S. (2002) Information Systems: Foundation for e-Business. Prentice Hall. ISBN: 0130617733



Scheer A.W. (2000) ARIS – Business Process Frameworks. Springer Verlag. ISBN: 3540658343



Davis R. (2001) Business Process Modeling with ARIS – A Practice Guide

- TEACHING METHODS

Four lecture hours weekly, thirteen weeks of lectures. Two class hours per week. Laboratory sessions and exercises based on ARIS Toolset V.6

- ASSESSMENT METHODS

Written examination and compulsory applied (group) course work. The weights of each assessment component are defined by the teacher at the start of the teaching term

- LANGUAGE OF INSTRUCTION

Greek

## ELECTRONIC COMMERCE


- COURSE CODE  
MST8036
- TYPE OF COURSE  
Compulsory for the specializations “Management Science” and “Management of Information Systems & E-Business”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Doukidis Georgios, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)


The course presents the conceptual and theoretical background of Electronic Commerce (EC), underlying the challenge of the multidisciplinary approach of the issues included in the corresponding EC research streams available today. The students will realize the EC dynamics and their effects of business and consumer processes and on the relationships between all the involved players (business–consumer–government) and they will understand the critical factors and the benefits associated with the effective administration of EC initiatives. In addition, they will be able to evaluate a given EC strategy or business model and to identify emerging business models, methods and strategies. Furthermore, an important objective is to review the legal framework of EC and the issues related to security in electronic transactions as well as to the consumer data protection mechanisms. Last but not least, the students will be informed about the latest evolutions and trends in EC worldwide academic research, business initiatives and changes in consumer behavioural patterns.


- PREREQUISITES  
Recommended material: Management & Information Technology
- COURSE CONTENTS

The theoretical background of Electronic Commerce (EC) regarding business–to–business (“B2B”), business–to–consumer (“B2C”), consumer–to–consumer (“C2C”) and government–to–business (“G2B”) and government–to–consumer (“G2C”) relationships constitute the introductory part of the course. The course will focus on the benefits, limitations, driving forces and practices as well as on the critical success factors of EC. Furthermore, particular emphasis will be placed on Electronic Retailing (e-Tailing), Electronic Marketing (e-Marketing) and “B2B” practices (e.g. e-marketplaces, e-procurement, etc.) always under the perspective of the Information and Communication Technology (ICT) capabilities. The technological effects on business and consumer practices constitute an important part of the course. The multidisciplinary character of EC research will be also underlined. Finally, methodologies of designing and evaluating EC business strategies and models will be demonstrated.

- RECOMMENDED READING

 Turban, E., King, D., Lee, J., Warkentin, M. and Chung, M.H. (2002) Electronic Commerce: A Managerial Perspective, Prentice Hall.

 Strauss, J. and Frost, R. (2001) E-Marketing, Prentice Hall

 Mohammed, R.A., Fisher, R.J., Jarwoski, B.J. and Cahill, A.M. (2002) Internet Marketing: building advantage in a networked economy, McGraw-Hill/Irwin



 Course material in Power Point Presentations

- TEACHING METHODS  
Lectures with Case Studies
- ASSESSMENT METHODS  
Written Exams
- LANGUAGE OF INSTRUCTION  
Greek

## MANAGING DIGITAL CONTENT AND COMMUNICATION

- COURSE CODE  
MST8037
- TYPE OF COURSE  
Compulsory for the specialization “Management of Information Systems & E-Business”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Vasilopoulou Konstantina , Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Students will study a variety design and evaluation methodologies for web user interfaces. They are expected to be able to design and evaluate a web user interface. They are also expected to be able to select, among a variety of techniques investigated during the course, and apply an evaluation technique based on certain criteria. Students will be able to define scenarios and tasks, user groups and select appropriate interaction styles in order to design a web user interface.
- PREREQUISITES  
Recommended material: Developing Information Systems  
Information Systems Analysis
- COURSE CONTENTS  
This course deals with the study of techniques and methodologies used to design and evaluate web sites. Several HCI topics are covered and an in-depth treatment of the following topics is presented: interaction styles currently used for web sites, web site design lifecycle and web site usability evaluation techniques. Furthermore, with the advent of the Web usability has also been recognised as a critical quality criterion of web user interfaces. Consequently an in-depth analysis of the importance of usability on the design of web sites will be presented. The focus of the course will be on hands-on design and evaluation of a web site.
- RECOMMENDED READING
  - 📖 Nielsen, J. & Tahir, ? . (2001). Homepage Usability: 50 Websites Deconstructed. 1st ed. New Riders Publishing.
  - 📖 Krug, S. & Black, R. Don't Make Me Think: : A Common Sense Approach to Web Usability. (2000). 1<sup>st</sup> Ed. Que.
  - 📖 Louis Rosenfeld & Morville, P. (2002). Information Architecture for the World Wide Web: Designing Large-Scale Web Sites. 2nd d. O'Reilly & Associates.
- TEACHING METHODS  
Lectures
- ASSESSMENT METHODS  
Written exams
- LANGUAGE OF INSTRUCTION  
Greek

## TOTAL QUALITY MANAGEMENT

- COURSE CODE  
MST8043
- TYPE OF COURSE  
Compulsory for the specialization “Strategy & Human Resources”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Eric Soderquist, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The major objectives of the course are the comprehension of the fundamental concepts of quality and quality management so as to enable the students to define correctly and with precision quality problems and identify the most appropriate ways of dealing with and solving quality problems. The students will be provided a set of tools and methods for quality management. The basics of Statistical Process Control and how SPC is used for quality improvement will be taught.  
Additionally, the students should develop a conceptual framework for the understanding of how strategic and organizational aspects influence quality management. Particularly important is the understanding of organizational change and leadership in the implementation of a quality system and quality management principles.
- PREREQUISITES  
Recommended material: Project Management  
Introduction to Management
- COURSE CONTENTS  
The course introduces the students to the basic principles of a customer oriented business environment, in which total quality and continuous improvement of products, services and processes are key success factors for companies and organizations. Principles and methods of quality management constitute fundamental differentiators and advantages with respect to competition. More specifically, the course is organized in five basic different parts. The first presents definitions of quality and different notions of quality management. In the second part students are introduced to Statistical thinking and Statistical Process Control – SPC. Follows and overview of tools and methods for quality management and in the fourth part quality standards and excellence frameworks, such as ISO 9000 are analysed. Last the course presents strategic, organizational and human aspects of quality management.
- RECOMMENDED READING  
 James Paul (2000): Total Quality Management, ??e?d????μ??, ???a  
 The students will also receive a printed package containing cases, exercises and additional readings. Course slides are available on the department's website.
- TEACHING METHODS

Lectures, in-class exercises, case studies, group work and individual reading

- ASSESSMENT METHODS

The final grade is based on two criteria:

- The performance of project work which counts for 30%
- The performance in the final exam which counts for the remaining 70%

The projects are done in teams of 3–4 students and are related to specific subjects of the course. They consist of the practical application of specific methods and frameworks of quality management.

- LANGUAGE OF INSTRUCTION

Greek

## PRODUCTION AND OPERATIONS MANAGEMENT

- COURSE CODE  
MST8054
- TYPE OF COURSE  
Compulsory for the specializations “Management Science” , “Strategy & Human Resources” and “Supply Chain & Sales”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
6<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Ioannou George, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The goal of the course is to introduce the student to the design, analysis, reengineering, optimisation and functional control of Manufacturing–Industrial and Service companies, and to highlight the intense need for effective management of the constrained resources of their constituent systems. Through the course, the student will understand the organizational structure and the various components, sub–systems and functions of a Production or Service Provisioning System, and will gain significant knowledge on the problems arising during their design and operation, as well as on the problem–solving methods through analytical and computational techniques. The topics of the course cover all complex and interrelated business processes inherent in the systems operation, e.g., product and process design, forecasting, planning and scheduling, facility location and layout, and quality control. Finally, the course provides: a) a classification of the vertical markets with their individual characteristics, b) a definition of the practical and theoretical problems encountered in each of them, and c) an analysis of the modern strategic and tactical approaches for effective management.

- PREREQUISITES  
Recommended material: Management Science in Practice  
Business Analysis & Process Modelling

- COURSE CONTENTS

The topics included within the scope of Production and Operations Management are numerous and diverse. The following list provides the areas that will be covered within the course:

1. Introduction – Definition of Production Systems
2. The evolution of Production and Operations Management
3. Industrial – manufacturing systems
4. Computer Aided Design and Manufacturing
5. Forecasting
6. Facility Location
7. Facility layout – design and material handling systems
8. Production Planning and Inventory Control
9. Production scheduling
10. Statistical Quality Control and Total Quality Management – TQM

- RECOMMENDED READING

- 📖 Krajewski, L. and L. Ritzman (2002). Operations Management: Strategy and Analysis, 6<sup>th</sup> Edition, Addison–Wesley, ? ? .
  - 📖 Hopp, W.J. and Spearman M.L. (2001). Factory Physics: Foundations of Manufacturing Management, 2<sup>nd</sup> Edition, Irwin, Chicago.
  - 📖 Nahmias, S. (1997). Production and Operations Analysis, 3<sup>rd</sup> Edition, Irwin, Chicago.

- TEACHING METHODS

Internet–based communication with student, tutorials, workshops/meetings

- ASSESSMENT METHODS

Final written exam

- LANGUAGE OF INSTRUCTION

Greek – English

## ADVANCED SALES TECHNIQUES AND TECHNOLOGIES

- COURSE CODE

MST8062

- TYPE OF COURSE

Compulsory for the specialization “Supply Chain & Sales”

- LEVEL OF COURSE

Undergraduate

- YEAR OF STUDY

2004–2005

- SEMESTER

6<sup>th</sup> Semester

- NUMBER OF CREDITS ALLOCATED

6 Credits

- NAME OF LECTURER

Vrehopoulos Adam, Lecturer,  
Pramataris Katherine, Adjunct Faculty

- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The objective of this course is to provide an overview of the established and emerging sales techniques and technologies in the modern business environment. Specifically, the course emphasizes on the sales techniques and technologies that a sales executive should use in order to effectively meet the increasing requirements and challenges in the beginning of the 21<sup>st</sup> century. The student will acquire useful knowledge of the theoretical and practical models, techniques, guidelines, principles and technologies related to the process of personal selling.

- PREREQUISITES

No prerequisite

- COURSE CONTENTS

- Section ? – Personal selling techniques : the process of personal selling, roles and characteristics of sales executives, types, duties and competences of sales executives, planning and preparing the sale, approaching and presenting techniques, the sales visit procedure, management of objections, closing a sales

agreement, follow-up issues, ethical issues in personal selling, critical factors at the beginning of a personal selling career.

- Section 7: Sales Technologies: technologies that support sales and used in several levels within the sales department (i.e. from the salesman to the sales manager). Emphasis is placed on the advanced applications and models that are used in different sales environments (e.g. shelf management, ex-van, CRP/VMI, category management, etc.)
- RECOMMENDED READING
- Avlonitis, G.I. and Stathakopoulos, B.M. "Effective Sales Organization and Management", Stamoulis Pub., Athens, 1997 (in Greek)
- Veltras, Γ.Γ. "Sales - Marketing - Two Rings of the Same Chain", 3<sup>rd</sup> Edition, Stamoulis Pub., Athens, 2003. (in Greek)
- TEACHING METHODS  
Lectures
- ASSESSMENT METHODS  
Written exams (75%), Optional Essays (25%)
- LANGUAGE OF INSTRUCTION  
Greek

## MAINTENANCE AND REFACTORING OF INFORMATION SYSTEMS

- COURSE CODE  
MST8056
- TYPE OF COURSE  
Elective for all the specializations
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
SPRING Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Spinellis Diomidis, Associate Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
While most Information Systems and Computer Science courses traditionally deal with the development of new systems, in practice developers spend the largest part of their time in software life-cycle activities that follow the development phase. The objective of the course is to allow students to read and understand a system's software elements (code, structure, architecture). Having followed this course, students should be able to intelligently decide on how existing systems will be maintained, design evolution strategies for legacy code, and prescribe the use of refactoring and technologies like XML for transforming applications to e-business components. An innovative aspect of the course involves the use of Open Source Software (OSS) in course examples and exercises. Through the study of OSS students will be able to see how non-trivial applications like the Apache Web server, the Postgres Relational Database Management System, the Jakarta Java servlet container and the Cocoon framework are structured.
- PREREQUISITES  
Recommended material: Developing Information Systems
- COURSE CONTENTS  
Course outline: Reading basic code elements, data structure implementation, control flow, C++ and Java elements, libraries and APIs, dealing with large projects, programming style standards, documentation, tools, information system architectures, hardware interfaces, domain-specific languages, mixed language systems, code reviews.
- RECOMMENDED READING
  - 📖 Diomidis Spinellis. Code Reading: The Open Source Perspective. Addison-Wesley, 2003.
  - 📖 Martin Fowler. Refactoring: Improving the Design of Existing Code. Addison-Wesley, 2000. With contributions by Kent Beck, John Brant, William Opdyke, and Don Roberts.
- TEACHING METHODS  
Lectures, and coursework
- ASSESSMENT METHODS  
Coursework
- LANGUAGE OF INSTRUCTION  
English




## 4<sup>TH</sup> YEAR FALL SEMESTER

### MANAGEMENT OF INTERNATIONAL BUSINESS

- COURSE TITLE  
MANAGEMENT OF INTERNATIONAL BUSINESS
- COURSE CODE  
MST8042
- TYPE OF COURSE  
Compulsory for the specialization “Strategy & Human Resources”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Pavlos Dimitratos, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The course builds upon notions taught in previous modules of management, strategy, marketing, technological systems, e-commerce and entrepreneurship. The student is expected to synthesise his/her previous knowledge acquired in those courses as well be exposed to and assimilate the principles related to international management and business. How can company activities managed worldwide is the key expected learning outcome of this course. The student is also expected to develop his/her critical skills on themes linked to international management and business.
- PREREQUISITES  
No prerequisite
- COURSE CONTENT  
The notions of international management, international business and internationalisation are examined at a micro-company level. The principles of management do not change when companies become international but issues emerge concerning: management of a wider and more complex range of activities, coordination of international partners, flexibility of activities worldwide, priorities of geographical opportunities, adaptation of international strategies to different national, political and economic systems etc. In this course these issues are examined illustrating cases and examples that relate to Greek and international companies. The Greek firm should respond to challenges of an increasingly competitive global environment and take advantage of opportunities in Balkan, European and other international markets; case studies will be explored in specific Greek companies.
- RECOMMENDED READING
  1. ??e??e?? ?p??e??µat???? ??ast????t?te?, ?at??d?µ?t???? ?., 2003, e?d?se?? ???????a, Tes????
  2. International Business, Hill C.W.L., 2003, fourth edition, McGraw–Hill, New York.
  3. Entry Strategies for International Markets, Root F.R., 1994, second edition, Lexington Books, New York

- TEACHING METHODS  
Lectures – presentations by managers – student group presentations
- ASSESSMENT METHODS  
Individual exam at the end of the semester (80%) – student group work (20%)
- LANGUAGE OF INSTRUCTION  
Greek – English

## FINANCIAL ENGINEERING

- COURSE CODE  
MST8044
- TYPE OF COURSE  
Compulsory for the specialization “Management Science”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Refenes Apostolos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Financial Engineering provides the means of implementing financial innovation. Innovation is meant as the creation of new financial products and institutions. Financial innovation is one of the basic motivating forces of the financial industry and of the efficient allocation of resources. Financial Engineering provides the knowledge, skills and procedures that allow the production of new products and the creation of new institutions in the context of the new economy. It concerns the application of a wide spectrum of technologies that allow the diagnosis, analysis, production, pricing and specification of solutions in finance.
- PREREQUISITES  
Recommended material: Financial Management
- COURSE CONTENTS  
The course material can be organised in the following sections:
  - Financial Derivatives (Forwards, Futures, Options, Swaps, Exotics)
  - Stochastic Properties of Financial Prices
  - Risk Management
  - Real Options
- RECOMMENDED READING
  -  Hull, J. (2002) Options, Futures and Other Derivatives, Prentice Hall
  -  Mason, S.P., Merton, R.C., Perold, A.F., Tufano, P. (1995) Cases in Financial Engineering: Applied Studies of Financial Innovation, Prentice Hall
  -  Wilmott, P. (2000) Paul Wilmott on Quantitative Finance, John Wiley & Sons
- TEACHING METHODS  
Teaching will include lectures, tutorial lessons and IT labs in Microsoft Excel.

- ASSESSMENT METHODS

The course grade will be based on a final written exam along with tutorial assignments and essays.

- LANGUAGE OF INSTRUCTION  
Greek

## ENTERPRISE RESOURCE PLANNING SYSTEMS

- COURSE CODE  
MST8045
- TYPE OF COURSE  
Compulsory for the specialization “Management of Information Systems & E-Business”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Ioannou Georgios Assist.Professor & Poulimenakou Aggeliki Assist. Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
This course takes an in-depth look at ERP systems and aims at developing knowledge and skills around the full agenda of issues related to ERP implementation in today’s organizations. Particularly, through this course students will study:
  - Aspects of ERP as technical platforms and as information systems
  - Operation of ERPs to support integrated enterprise management
  - Business exploitation of ERPs as infrastructures for enterprise strategic management and development
  - Organisational dimensions of ERP projects and systems
- PREREQUISITES  
Recommended material: Management & Information Technology  
Production & Operation Management  
Business Analysis & Process Modelling
- COURSE CONTENTS  
The course is organised in modules that address the following
  - Architecture, structure, operation and use of ERP systems
  - Customisation and parametrisation of ERP
  - Major areas of ERP applications in the enterprise (Financial, logistics and sales, human resource, supply chain, e-business) (with practical examples)
  - Management and organisational topics related with
    - ERP projects and their management
    - Successful ERP implementation
    - ERP and organisational transformation

- RECOMMENDED READING



Thomas F. Wallace, Michael H. Kremzar (2001) ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning. Wiley, ISBN 0471392014



Rudiger Buck–Emden, Audrey Weinland (Translator), Dr Rudiger Buck–Emden (1999) The SAP(R) R/3 System: An Introduction to ERP and Business Software Technology (2nd Edition). Addison–Wesley, ISBN 0201596172

- TEACHING METHODS

Four hours of lecture weekly (13 weeks), plus two hours of class or laboratory work weekly. Laboratory work will be based on SAP R/3 (educational edition)

- ASSESSMENT METHODS

Written examination plus compulsory practical (application) assignment (group). Relative weights of assessment components will be made known at the beginning of the term.

- LANGUAGE OF INSTRUCTION


Greek


## DATA MANAGEMENT FOR MARKETING AND SALES


- COURSE CODE  
MST8031
- TYPE OF COURSE  
Compulsory for the specializations “Management of Information Systems & E-Business” and “Supply Chain & Sales”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Vrehopoulos Adam , Lecturer  
Chatziantoniou Damianos, Adjunct Faculty
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The learning objectives of the course are to build upon the student’s prior knowledge and experience in Marketing and Electronic Commerce and to demonstrate how the Internet and e-Business are transforming conventional Marketing and Information Management practices and tools. Emphasis will be placed on ensuring that students acquire working knowledge of modern strategies, tools (e.g. data mining) and techniques to take effective advantage of the business opportunities and information processing capabilities afforded by the Internet and the other Digital Media. After completing this course, students should be able to identify Digital Marketing opportunities, evaluate the Digital Marketing strategy of an organization, understand the relevant technologies and how they can put into practice, apply new concepts, approaches and strategies for effective Digital Marketing initiatives, effectively convert raw data to useful knowledge through the use of data mining and other techniques and compose a successful e-Marketing plan.
- PREREQUISITES  
Recommended material: Marketing  
Electronic Commerce  
Information Systems & Databases
- COURSE CONTENTS  
Marketing strategies, practices and theoretical frameworks are being radically transformed by the unprecedented growth of the digital economy, the evolving technological capabilities, the emergence of new business models, and the changes in consumer behavioral patterns. The Digital Marketing & Data Mining course aims at addressing the concept of Digital Marketing as it being formed and redefined in this new environment and the concept of Information Management implemented through the use of advanced technologies and tools (e.g. Data Mining) and intelligent business practices. The course emphasizes new business opportunities, technological capabilities, organizational practices and changes, and finally strategies for Marketing and Information Management in the digital era. The ways in which organizations can take effective advantage of the information processing capabilities offered by the new media (mainly the

Internet and the World Wide Web but also Interactive TV, Mobile Telephony, etc.) do not fall into the conventional Marketing concepts and theoretical frameworks.

- RECOMMENDED READING

 E-Marketing, by Judy Strauss and Raymond Frost, Prentice Hall, 2001, 2<sup>nd</sup> edition, ISBN: 0-13-032264-4.

 Internet Marketing: building advantage in a networked economy, by Rafi Mohammed, Robert Fisher, Bernard Jaworski and Aileen Cahill, McGraw-Hill /Irwin, 2002, ISBN:0-07-251022-6.

 Internet Marketing, by Dave Chaffey, Richard Mayer, Kevin Johnston, Fiona Ellis-Chadwick, 2000, Pearson Education, ISBN: 0-273-64309-6.

- TEACHING METHODS

Lectures & Tutorials





- ASSESSMENT METHODS

Written exams & Essays

- LANGUAGE OF INSTRUCTION

Greek

## ANALYSIS AND DESIGN OF DISTRIBUTION & TRANSPORTATION SYSTEMS

- COURSE CODE  
MST8050
- TYPE OF COURSE  
Compulsory for the specializations “Management Science” and “Supply Chain & Sales”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Zografos Konstantinos, Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
Distribution and transportation of products is one of the most important processes of supply chain management. The course objective is the analysis and design of distribution and transportation systems. The course includes the analysis of factors that determine the demand of cargo transportation, the development of mathematical models for demand appraisal and optimization of distribution and transportation processes with the use of telematics, Geographical Information Systems and Decision Support Systems in Supply Chain Management and Logistics.
- PREREQUISITES  
SUPPLY CHAIN MANAGEMENT (Code MST8038)
- COURSE CONTENTS  
The course addresses the following sections:: i) Mathematical models for complicated, multicriteria distribution and transportation problems, ii) Applications and case studies of distribution and transportation problems, iii) Demand forecasting models for transport services, iv) Telematics applications for supply chain management, and v) Decision Support Systems for distribution and transportation of products.
- RECOMMENDED READING
  -  David Simchi-Levi, J. Bramel, (1997), The Logic of Logistics, Springer-Verlag, New York.
  -  Ronald H. Ballou, (1992), Business Logistics Management, 3<sup>rd</sup> Edition, Prentice Hall, Englewood cliffs, New Jersey.
  -  David Simchi-Levi, P. Kaminsky, E. Simchi-Levi, (1999), Designing and Managing the Supply Chain, Irwin/McGraw-Hill, New York.
  -  James F. Robeson, William C. Copacino (1994), The Logistics Handbook, The Free Press.
- TEACHING METHODS  
After the completion of the theoretical parts of each section of the course, tutorial exercises will be offered for the implementation of theoretical knowledge in corresponding practical problems and the familiarization of students with quantitative methods for optimization of distribution and transportation processes. Also, laboratory courses will be offered to make students familiar with the use of relevant optimization software.

- ASSESSMENT METHODS

Active participation of the students in the lectures, tutorial exercises and laboratory courses is required. Among the course obligations for the final evaluation of the students, there will be a term assignment (optional) and the final grade of term exams.

- LANGUAGE OF INSTRUCTION

Greek

## NETWORKS AND COMBINATORIAL OPTIMISATION

- COURSE CODE

MST8049

- TYPE OF COURSE

Compulsory for the specializations “Management Science”

- LEVEL OF COURSE

Undergraduate

- YEAR OF STUDY

2004–2005

- SEMESTER

7<sup>th</sup> Semester

- NUMBER OF CREDITS ALLOCATED

6 ECTS Credits

- NAME OF LECTURER

Miliotis Panayiotis, Professor

- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)

The course deals with the theory and applications of combinatorial optimization with special reference to network flow problems. The mathematical structure, algorithms and related applications are covered in the syllabus below. The student is expected to formulate and solve such problems and become familiar with the basic classes of applications.

- PREREQUISITES


Recommended material: Mathematical Programming

- COURSE CONTENTS

Optimization problems in graphs. Minimal spanning trees, shortest paths, maximum flow, minimum cost flow. Mathematical formulation, algorithms and applications. Special types of Combinatorial Optimization problems. Knapsack, matching, set covering, set partitioning and set packing. General 0–1 problems. Colouring and Location Problems. Solution Methods and Applications

- RECOMMENDED READING

 P.Miliotis, Combinatorial Optimisation

 Glover Klingman, Philips Network Models in Optimization and their Applications in Practice

 T. C. ? u, Combinatorial Algorithms

- TEACHING METHODS

Lectures and Tutorials


- ASSESSMENT METHODS

Essays and Exercises, Written exams

- LANGUAGE OF INSTRUCTION

Greek

## MANAGEMENT OF INFORMATION RESOURCES

- COURSE CODE  
MST8046
  - TYPE OF COURSE  
Compulsory for the specialization “Management of Information Systems & E-Business”
  - LEVEL OF COURSE  
Undergraduate
  - YEAR OF STUDY  
2004–2005
  - SEMESTER  
7<sup>th</sup> Semester
  - NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
  - NAME OF LECTURER  
Poulymenakou Angeliki, Assistant Professor & Pouloudi Athanasia, Assistant Professor
  - OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
This course concerns the management of information systems in organizations. Four main axes define the learning outcomes of the course:
    - The strategic role of IT in contemporary business and strategic planning for information resources and systems
    - The business role of IT as a tool for supporting and promoting business functions and management and the managerial skills associated with this role
    - The functional structure (department/ services) of IT in contemporary business, its human resources and management
    - Broader social aspects related to the use of IT in contemporary businessIn this course, students are introduced to the basic themes and activities of the information systems manager in a business organization.
  - PREREQUISITES  
Recommended material: Developing Information Systems  
Management & Information Technology
  - COURSE CONTENTS
    - Strategic planning of information infrastructures and systems
    - Information systems and business reengineering
    - Contemporary business applications of information technologies
    - Internal development and information systems outsourcing
    - Alternative scenarios of structuring the information systems function within a business
    - Organizational change and information systems
- RECOMMENDED READING
-  Applegate, McFarlan, Mc Keeney (2001) Corporate Information Management Text and Cases, Irwin Publishers
- TEACHING METHODS  
Lectures And Seminars. In the course of the seminars case studies will be analysed and presented by student groups.
  - ASSESSMENT METHODS  
Written exams and presentation of case studies in the course of the seminars
  - LANGUAGE OF INSTRUCTION  
Greek

## MANAGING THE EXTENDED ENTERPRISE

- COURSE CODE  
MST8047
- TYPE OF COURSE  
Compulsory for the specialization “Strategy & Human Resources”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Eric Soderquist, Assistant Professor
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
This course provides an overview of the most recent managerial trends, combining practical frameworks and managerial theory from three interrelated and complementary angles: Knowledge Management, Innovation Management and Change Management. The students will learn how to deal with these issues from a managerial point of view and develop competencies of analysing, selecting and preparing for implementation of strategies and concepts for promoting the performance of organizations in an ever-changing environment.
- PREREQUISITES  
Recommended material: Business Strategy  
Management & Information Technology
- COURSE CONTENTS  
The course is introduced by a comprehensive overview of the changing organizational landscape and a discussion of new strategies, concepts, business and organizational models that emerge. Then specific sections are devoted to respectively the management of knowledge, innovation and change. Specific emphasis is put on the interplay between individual, organization, industry and institution. Each section will be illustrated by case studies and invited speakers, with applied expert experience in the concerned subject.
- RECOMMENDED READING
  - 📖 LITTLE, S., QUINTAS, P. & RAY, T. (2002) MANAGING KNOWLEDGE: AN ESSENTIAL READER, LONDON, SAGE PUBLICATIONS.
  - 📖 TIDD, J., BESSANT, J. & PAVITT, K. (2001), MANAGING INNOVATION: INTEGRATING TECHNOLOGICAL, MARKET AND ORGANIZATIONAL CHANGE, CHICHESTER, JOHN WILEY & SONS.
  - 📖 BEER, M. & NOHRIA, N. (2000), BREAKING THE CODE OF CHANGE, BOSTON, HARVARD BUSINESS SCHOOL PRESS.
- TEACHING METHODS  
Lectures, in-class exercises, case studies, group work and individual readings.
- ASSESSMENT METHODS

The final grade is based on two criteria:

- The performance of project work, which counts for 30%
- The performance in the final written exam, which counts for the remaining 70%

The projects are done in teams of 3–4 students and are related to specific subjects of the course.

- LANGUAGE OF INSTRUCTION  
Greek

#### PERSONAL SKILLS DEVELOPMENT

- COURSE CODE  
MST8030
- TYPE OF COURSE  
Compulsory for the specialization “Strategy & Human Resources”
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
7<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 Credits
- NAME OF LECTURER  
Nikolaou Ioannis, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)




The successful manager nowadays is not the one who possesses the technical or managerial knowledge but the one who has developed appropriately the necessary personal skills to use this knowledge effectively. The current course attempts to “assist” students in developing these competencies, through a program of self-assessment and evaluation with a strong emphasis on interaction with colleagues.

- PREREQUISITES  
No prerequisite
- COURSE CONTENTS  
Self-Assessment  
Learning style  
Stress Management  
Team Building  
Problem solving  
Conflict and negotiation  
Power and influence  
Interpersonal Communication  
Developing leadership skills  
Searching for a job
- RECOMMENDED READING  
Goleman, Boyatzis, McKee (2002) The new Leader.
- TEACHING METHODS  
Tests, Case studies, Role-Playing, Group exercises, Lectures, etc..
- ASSESSMENT METHODS  
Group Essay \* Personal Development Plan \* Exam
- LANGUAGE OF INSTRUCTION  
Greek

## 4<sup>TH</sup> YEAR SPRING SEMESTER

### ENTREPRENEURSHIP

- COURSE CODE  
MST 8039
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
8<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Eric Soderquist, Assistant Professor & Voudouri Irini, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
This course introduces students to the notion of entrepreneurship while providing them with skills and knowledge regarding the whole cycle of the entrepreneurial process from opportunity identification and assessment to mobilising resources creating the enterprise, managing for growth and ending the new venture. Emphasis is given on the development of technology companies.  
More specifically the course includes three parts, referring to:  
A. Notion and importance of entrepreneurship and its environment  
B. Entrepreneurial process: Creativity and business idea, business model, business planning, securing resources and agreements, growth strategies and exit strategies. At all stages emphasis is given on “opportunity – people– agreements – systems” harmonization.  
C. Sources of capital and financing in all stages of growth. Venture Capital.
- PREREQUISITES  
Recommended material: Introduction to Management  
Business Strategy & Process Modelling
- COURSE CONTENTS
  - A. Entrepreneurship
    - Notion and Practice
    - Importance
    - Public policies – Governmental policy
    - Clusters – New ventures
  - B. Entrepreneurial process
    - Business idea – Business model
    - Products/ Services
    - Market – Competition
    - Marketing strategy
    - Securing resources
    - Economic evaluation – Risks
    - Business Plan
    - Financing




- Managing and growing the venture
- Exit strategies
- C. Sources of capital and financing in all stages of growth. Venture Capital
- RECOMMENDED READING
  -  “Entrepreneurship”, teaching notes
  -  Hisrich R. & Peters M., “Entrepreneurship”, 5<sup>th</sup> edition, McGraw Hill, 2002
  -  Case Studies
- TEACHING METHODS
 

The Course includes lectures and tutorials where case studies are evaluated. Real cases presentations from entrepreneurs are also integrated in the course.
- ASSESSMENT METHODS
 

Students’ evaluation is based on a project and final exams.
- LANGUAGE OF INSTRUCTION
 

Greek

## STRATEGY IMPLEMENTATION

- COURSE CODE  
MST8040
- TYPE OF COURSE  
Compulsory
- LEVEL OF COURSE  
Undergraduate
- YEAR OF STUDY  
2004–2005
- SEMESTER  
8<sup>th</sup> Semester
- NUMBER OF CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER  
Lioukas Spyridon, Professor & Spanos Ioannis, Lecturer
- OBJECTIVE OF THE COURSE (EXPECTED LEARNING OUTCOMES AND COMPETENCES TO BE ACQUIRED)  
The purpose of this course is to promote the understanding of issues related to strategy implementation and strategic change, as well as to develop students skills in the application of strategy concepts, methods and tools in specific corporate environments. The course examines approaches to strategy implementation, the integration of strategic changes in the enterprise, as well as issues of change leadership and governance. Furthermore it examines the application of strategy issues in particular corporate environments such as multi-business enterprises, international enterprises, non-profit organisations, family businesses. It is based on practical examples and cases, as well as on application projects.
- PREREQUISITES  
Business Strategy
- COURSE CONTENTS  
Strategic change and business transformation. Strategy implementation. Concepts, approaches, framework for analysis and tools. Integrating change into the functioning of the enterprise.  
Leading change and governance. The role of BoD, CEO and managers. Value-based strategy. Reputation and sustainability. Strategy formulation and implementation in multi-business enterprises Portfolio techniques and applications. Strategic control.  
Strategy issues in particular corporate environments such as international enterprises, embryonic and mature industries, for non-profit organisations and public enterprises, family businesses.
- RECOMMENDED READING  
 Teaching notes  
 Grant, R. Contemporary business analysis, 4th ed., Blackwell.  
 Johnson & Scholes, Exploring Corporate Strategy, 6<sup>th</sup> ed, Prentice Hall
- TEACHING METHODS  
The Course includes lectures and tutorials where case studies are discussed and evaluated
- ASSESSMENT METHODS  
Students' evaluation is based on a project and final exams
- LANGUAGE OF INSTRUCTION  
Greek

### 3. General information for students

#### ➤ Accommodation

The institution does not offer any residential facilities. There is only a limited number of places available at the National Students' Hostels. Rooms and apartments can be rented at private buildings near the University. The cost of renting a one-room apartment is approximately 270 Euro per month. The cost of living in Athens is approximately 700 Euro per month for all expenses.

#### ➤ Meals

In the University's main building, there is a restaurant and a coffee bar. In the restaurant two meals are offered daily to registered students. Erasmus students can have two meals per day for 2 Euro. During the summer months (July and August) the restaurant is closed.

#### ➤ Medical facilities

All students of the University get free insurance covering medical and hospital expenses.

In the main building of the University there is a Medical office where a Medical Doctor as well as a Nurse provide free help and advice. Opposite to the Health Service functions the Service of the Consultant of Psychological Health. The doctor is specialized in the psychodynamic dealing of matters concerning psychological support.

#### ➤ Facilities for special needs students

The University offers facilities for students with disabilities and is willing to provide special support. Erasmus students with disabilities are kindly requested to contact the International Relations Office for the necessary arrangements, well in advance of their arrival to Athens.

#### ➤ Insurance

Erasmus students should have been provided with the European Card of Insurance from their home country for health insurance. If this is not possible, the University will offer them the special health booklet (by the relevant secretariat) for free insurance covering medical and hospital expenses.

In the main building of the University there is a Health Room. Erasmus students, as all students, are entitled to use its services free of charge.

#### ➤ Residence Permit- Visa matters

Erasmus students from European Union countries, who will spend a study period in Greece for more than 3 months, are required to contact the International Relations Office for all related information.

## Visa matters

### INFORMATION ON EXTENSION OF VISA

The students are covered with the visa they have got before their arrival in Greece. This visa is valid for 3 months. To extend their stay in Athens they have to be addressed to the Municipality of their home address, submitting the following documents:

- Passport
- Copy of the passport page with the student visa
- 2 color- photos
- Document showing payment of the amount of 146,74 EUR from the Public Cashier (Dimossio Tamio - Eforia)
- Certificate of Registration at the department of the host University.
- Certificate from their own university that they have an Erasmus grant with the exact amount of the grant. This document should be given to the Ministry of Foreign Affairs - Translation office - for an official Translation into Greek.
- Certificate proving that they have health insurance.
- Certificate of health from a Greek Public Hospital.

For students staying in Athens:

#### MUNICIPALITY OF ATHENS

70, Sofokleous Street (near Omonia Square)

Exchange students are advised to contact the Hellenic Embassy or Consulate at their country before departure, in order to check if they need a study-visa.

#### ➤ Study facilities

The Library of the AUEB is designed to serve the teaching and research needs of Faculty members and students. The catalogue database contains over 100,000 books and over 1000 titles of scientific journals, covering the areas of the various Departments which are: Economics, International and European Economic Studies, Business Administration, Marketing and Communication, Accounting and Finance, Management Science and Technology, Informatics, Statistics.

The Library offers modern services using a Library automation system, which covers all aspects of automation, including OPAC, SDI, acquisitions, bar-code-based lending, etc. All members of staff have access to the Library from their offices through the local area network as well as to the INTERNET. The Library participates in a consortium for national and international inter-library loans. Thus, Library users have access to the libraries of the Center for Planning and Economic Research, the Bank of Greece, the National Documentation Center as well as to several libraries in Europe and USA. The Library is also open to researchers and students not associated with the University.

The European Documentation Center (EDC) was established by the European Commission in partnership with the University in June 1992 in order to support teaching and research on EU matters. It is part of the University's library and is

open to all members of the University, to the wider academic community as well as to everyone interested in EU policies and affairs.

The University's Computer Center is one of the largest and modern centers among Greek Universities. It is located on the third floor of the University's building, which is situated at 3-9, Derigny Street and it covers an area of more than 700 square meters.

The Network Operation Center of AUEB was established in 1996. It is responsible for the effective operation, administration and expansion of the University's data and telephone network. The Network Operation Center is organized into several groups that cooperate on the following activities:

Every day network operation and support provision of network services to the University community support of users on network issues extension of the data and telephony network research and development of new network services development and improvement of technical know-how.

The Tele-education Center fully operates since 2 years, serving the current needs of the Institution. Specifically, the scope of the Tele-education Center is:

the supply of distance learning services to the University students, either by supporting the courses with additional distance learning material, or by giving the whole course with the use of the tele-education method, the continuous education and training of executives, working in Greek organizations, public or private, free lancers and unemployed, the export of distance learning services to other countries and the educative support of the Greeks living abroad, and the operation of the Tele-education Center as a link for gathering the national resources concerning the education technology development and the education service supply.

#### ➤ International programmes

The International Relations Office of the University was established in 1989. The main objectives of the Office are:

European Union educational programmes, participation in international student fora and exhibitions, representation at international conferences and congresses, organization of seminars, educational visits and cultural meetings, promotion of the University activities abroad, creation of new cooperation with foreign higher education institutions, counseling to incoming and outgoing students. The University is member of the European Universities Association (EUA) of the Community of Mediterranean Universities (CUM), of the European Association for International Education (EAIE), of the Association of South-Eastern European Economic Universities (ASECU), of the European Doctoral Programme Association in Management and Business Administration (EDPAMBA), of the European Consortium for Mathematics in Industry, of the European Universities of Public Relations and Information Officers (EUPRIO), e.t.c.

## International Student Fair, Geneva

AUEB participates in the Socrates/Erasmus Programme. All the departments of the University apply ECTS (European Credit Transfer System) rules for academic recognition matters. For the current academic year approximately 350 outgoing and incoming students participate in the Socrates/Erasmus programme. In the context of TEMPUS Programme (PHARE and TACIS) our University is involved in several projects. It cooperates with many institutions from various countries such as Russia, Moldova etc. Under this programme, members of our academic staff visit the participating institutions in order to give lectures mainly on topics of the scientific areas of Economics, International and European Economic Studies, Business Administration, Management, Marketing and Communication, Accounting and Finance, Informatics, Statistics, Management and Technology. Besides, they are of assistance to their colleagues contributing to the establishment of business schools, international management centres and MBA courses in their institutions. On the other hand, professors from the above universities visit our University and cooperate with their fellow professors in scientific fields about curriculum development and joint research projects. Furthermore, the Athens University of Economics and Business participates in the JEAN MONNET Programme, which has financed the establishment of a European Chair in Economics, another one in Law, a European Permanent Course in Political Science, etc.

## SOCRATES/ERASMUS-ECTS Programme – TEMPUS Programme – Bilateral Agreements

Exchange partners:

### Austria

1. Universität Wien
2. Johannes Kepler Universität Linz
3. Wirtschaftsuniversität Wien
4. Universität Innsbruck

### Belgium

1. Université Catholique de Louvain
2. Universiteit Gent
3. Universiteiten Fakulteiten Sint Ignatius Antwerpen
4. Katholieke Universiteit Leuven
5. Faculte Universitaire Catholique de Mons

## 6. Hautes Etudes Commerciales, Liege

### Bulgaria

1. Sofia University "St. Kliment Ohridski"

### Canada

1. York University

### Cyprus

1. University of Cyprus

### Czech Republic

1. Prague School of Economics

### Denmark

1. University of Aarhus
2. Copenhagen Business School
3. University of Aalborg
4. The Royal Veterinary and Agricultural University

### Finland

1. Swedish School of Economics and Business Administration, Helsinki
2. Aabo Akademi University
3. University of Vaasa
4. University of Tampere
5. Lappeeranta University of Technology. Unersidad de Alcala de Henares

### France

1. Université Montpellier I
2. Université Nancy II
3. Ecole Superieure de Commerce de Rouen
4. Université Paris X – Nanterre
5. Université Catholique de l'Ouest, Angers
6. Ecole Superieure de Commerce de Marseille Provence
7. Université de Nice, Sophie–Antipolis
8. Université Louis Pasteur, Strasbourg I
9. Université Paris I, Pantheon–Sorbonne
10. Université Paris IX–Dauphine
11. Université de Pau et des Pays de l' Adour
12. Université Pierre Mendes France, Grenoble
13. Université Robert Schuman, Strasbourg III
14. Ecole Superieure de Commerce de Montpellier
15. Ecole Superieure de Commerce de Bretagne, Brest

16. Université Paris XIII–Nord
17. Université Catholique de Lille
18. Ecole Supérieure de Commerce de Lille
19. Conservatoire National des Arts et des Métiers
20. Université de Montpellier II
21. Université des Sciences Sociales, Toulouse I
22. Université de Rennes I
23. Université de Poitiers
24. Ecole Supérieure de Commerce de Nantes Atlantique
25. Ecole Supérieure de Commerce de Grenoble
26. Université du Littoral Côte D’Opale – Dunkerque
27. Université d’ Evry Val d’Essone
28. Ecole Supérieure de Commerce Amiens – Picardie
29. Ecole Supérieure de Commerce de Bordeaux
30. Groupe ESSC Angers
31. Université du Droit et de la Santé de Lille
32. Ecole Supérieure de Commerce de Rennes

#### Germany

1. Universität Frankfurt am Mai
2. Universität Mannheim
3. Freie Universität Berlin
4. Universität Leipzig
5. Universität Konstanz
6. Universität Paderborn
7. Universität Jena
8. Universität Giessen
9. Universität Göttingen
10. Universität Potsdam
11. Universität Hohenheim
12. Universität Dortmund
13. Universität Regensburg
14. Technische Universität Darmstadt
15. University of Applied Sciences, Osnabrueck
16. University of Munich
17. Universität Augsburg
18. Universität Magdeburg

#### Hungary

1. Budapest University of Economic Sciences
2. Janus Pannonius University –Pecs

### Ireland

1. University of Dublin
2. University of Limerick

### Iceland

1. University of Reykjavik

### Italy

1. Università degli studi di Firenze
2. Università di Padova
3. Università degli studi di Roma , La Sapienza
4. LUISS Guido Carli- Roma
5. Università Cattolica del Sacro Cuore, Milano
6. Università degli studi di Modena
7. Università degli studi di Pavia
8. Università degli studi di Siena
9. Università degli studi di Perugia
10. Università degli studi di Roma, Tor Vergata
11. Università di Venezia, Ca Foscari
12. Università degli studi di Lecce
13. Università degli studi di Verona
14. Università Carlo Cattaneo - LIUC

### Lithuania

1. Vilniaus Universitetas
2. Vilniaus Gedimino Technikos Universitetas
3. Kaunas University of Technology
4. Vytautas Magnus Universitetas

### Malta

1. University of Malta

### Netherlands

1. Erasmus University of Rotterdam
2. University of Groningen
3. University of Amsterdam

### Norway

1. Norwegian School of Business Administration, Bergen
2. Norwegian School of Management, BI
3. Hogskolen I Agder

### Polland

1. University of Gdansk
2. Technical University of Lodz
3. The Poznan University of Economics

### Portugal

1. Universidade de Coimbra
2. Universidade do Minho
3. Universidade Catolica Portuguesa
4. Universidade Nova de Lisboa
5. University of Lisbon

### Slovakia

1. Comenius University in Bratislava

### Slovenia

1. Univerza V Mariborou

### Spain

1. Universidad de Barcelona
2. Universidad de Deusto
3. Universidad de Cordoba
4. Universidad de Granada
5. Universidad Rey Juan Carlos
6. Universidad Alcala de Henares
7. Universidad de Seville
8. Universidad Rovira i Virgili
9. Universidad Autonoma de Barcelona
10. Universidad Politecnica de Catalunya
11. Publica Universidad de Navarra
12. Universidad de Salamanca
13. Universidad de Valencia
14. Universidad de Almeria

### Sweden

1. Uppsala University
2. Goteborg University
3. University of Skovde
4. Lunds University
5. Swedish University of Agricultural Sciences
6. University of Umea

## Switzerland

1. Université de Lausanne
2. Univesität Bern

## United Kingdom

1. University of Liverpool
2. University of Essex
3. University of Birmingham
4. University of Strathclyde
5. University of Sheffield
6. University of Kent at Canterbury
7. Lancaster University
8. University of Loughborough
9. University of Newcastle
10. Brunel University
11. University of Sussex
12. Manchester School of Management (UMIST)
13. University College London
14. Cardiff Business School

### ➤ Education & Training Center

The Education and Training Center of the Athens University of Economics and Business (ETC/AUEB) was formed in February 1995 aiming at offering and deploying programmes of life-time education, and funded or non-sponsored vocational training in the fields of expertise studied at the AUEB.

ETC/AUEB is governed by an Educational Committee, responsible for the overall co-ordination and preparation of the teaching schedule, chaired each time by the Vice-Rector of Academic Affairs, and having as members the Chairpersons of the various AUEB Departments or other appropriately elected full-time teachers thereof.

Administrative and financial issues; pertaining to the programmes run by ETC/AUEB, are dealt with and coped through the AUEB Special Research Fund.

### ➤ Research Center

The Research Center was established in 1983. It aims at providing the institutional framework, which would facilitate and, to some extent, support the research carried out by Faculty members, in the general fields of economics, management and computing with an emphasis on the study of the Greek economy and the Greek society in general.

Research at the Center is carried out mainly by members of the academic staff of the University. Visiting scholars and short-term appointees may also engage in research activities. All research is undertaken with a view towards eventual publication in scholarly journals, discussion papers and monographs.

### ➤ Career Office

The Athens University of Economics and Business has been a pioneer in the development of this service by establishing a Career Office in 1992. The Career Office intends to support students and graduates of the University in matters regarding career development and seeking of employment. The main aims of the office are:

- To provide a picture of the job market by offering a commentary on the trends which are emerging in the real market,
- To give advice on career planning
- To identify and promote new employment opportunities for students and graduates
- To help students have their first contact with employers using a data-base tool which includes CVs and job advertisements
- To provide information about postgraduate studies in Greece and abroad, scholarships and endowments.

In addition, in order to ensure a well – prepared market entry, the Career Office is responsible for giving advice on composing a resume, reference/accompanying letter, application forms etc. To this end it organizes seminars for students in order to provide them with additional assets. At the end of the academic year, every student can apply to the Career Office so as to find a part time or a summer job. Finally, once a year the career office organizes the career fair; during this event a large number of big companies and over 500 students and graduates participate in discussions and interviews with prospective employers after having submitted an application form.

### ➤ Sport facilities

The University's Athletic facilities are provided by the nearby Panellinios Sports Club, where the students may exercise in a sport of their choice, such as gymnastics, basketball, volleyball, swimming, football, tennis, table tennis or marksmanship. Members of the University's Marksmanship Association participate in the National Shooting Group and the Association has frequently been distinguished in national games.

### ➤ Cultural Activities

The University has developed considerable cultural activities which include groups of Choir, Classical Music Orchestra, Folk Dance, Theatre, under the supervision of specialized instructors. The University, aiming at offering to its students cultural information, has established the Center of Cultural Information and Study, where a lending library with titles of literary, historical, political, cultural and educational context, functions as well as computers for free use (Internet, EbS, cds, DVDs) and a study room.

### ➤ Extra-mural and leisure activities

Cultural activities include classes in music, singing, drama and dance performances. Students can join on a voluntary basis and all classes present their work to the University community during specially organized performances.