

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

LIFELONG LEARNING PROGRAM

ERASMUS PROGRAM

ACADEMIC YEAR 2009-2010

COURSES OFFERED IN ENGLISH

Fall Semester (from 01.10.2009 till 05.02.2010)

Spring Semester (from 08.02.2010 till 30.06.2010)

1. All Erasmus incoming students are kindly requested to take into consideration that the above dates MUST be respected (ERASMUS STUDENT CHARTER: Erasmus students should comply with internal regulations of the host institution). As a result they should not reserve their return tickets for earlier dates.
2. All Erasmus incoming students are entitled to a 2-week period after their registration in order to make the changes of courses they wish and finalize their learning agreement.

DEPARTMENT OF ECONOMICS

FALL SEMESTER

1. Labour Economics

H. Chadjicharitou

6 ECTS credits

Level: Advanced

Course content

The role of the resource of labour in the productive procedure. The importance of Labour Economics and its relation with the other social sciences. The economic and institutional factors of the labour market. The analysis of labour market at local, regional, national, European and international level. The main determinants of the size of the labour force and its quality. The investment in human capital . Static and dynamic analysis of the individual and total labour supply. The elasticity of labour supply. Labour force mobility and efficiency. The short – run and long – run demand for labour under competitive or non – competitive conditions in the product market. The elasticity of labour demand. Wage determination and resource allocation under competitive or non- competitive conditions. Labour unions and collective bargaining. The economic impact of unions. The wage structure and labour market discrimination. Employment and unemployment: a brief reference of what is happening in the European Union countries. Unemployment data sources, its measurement and its comparability between the European Union countries. How the various countries confront the social problem of unemployment.

2. Theory and Practice of Economic Integration

H. Chadjicharitou

6 ECTS credits

Level: Advanced

Course Content

Part I

The creation of the unified internal market:

- Economic Integration and its forms
- Partial and general equilibrium analysis of the custom duties effects
- The welfare effects of custom duties quotas and subsidies
- The theory of custom union and its effects. A partial and general equilibrium analysis
- Fiscal unions and tax harmonization

Part II

The structural policy of the European Union, its instruments and its targets:

- European Social Fund and European Social Policy
- European Agricultural Fund
- European Fund of Regional Development and Regional Economic Policy
- Cohesion fund
- The Budget of the EU

Part III

Historical Reference of the Monetary Union: From the European Monetary System to the Economic and Monetary Union and the Common Currency, EURO:

- The system of the ECU

- The Single Act
- The Criteria of Maastricht
- The Three Stages of the Monetary Union
- The Euro: The Mechanism of the Unique Money

Part IV

The Theory of Monetary Integration

- The theory of "Optimum Currency Areas" and its criticism
- The benefits of a common currency
- The comparison between costs and benefits
- The European Monetary System and its imperfections

Part V

The Implementation of the Central Banks European System:

- The European System of Central Banks
- The European Central Bank
- The Policy of the European Central Bank

Note: All the Erasmus students have the opportunity to write an essay under the supervision of their professor.

3. Principles of Sociology

J. Kavounides

6 ECTS credits

Level: Intermediate

Course Content

This introductory course examines a wide range of themes, including theoretical approaches to sociology, stratification and class structure, organizations, urbanism, gender, family, ethnicity and race.

4. Introduction to Political Science

S. Blavoukos

6 ECTS credits

Level: Introductory (1st and 2nd year – Undergraduate)

Course Objectives (expected learning outcomes and competences to be acquired)

The course introduces students to basic concepts of political science, tracing their historical roots and their evolution over time. It elaborates on key aspects of political life, like the emergence of modern (nation-) state, government and political governance, facets of democracy and totalitarianism, as well the role and functions of the executive, legislative, and judicial branches of power. These are very important but also very often trivialised and misunderstood building blocs of modern social life. Therefore, the course offers the background knowledge to the political functioning of modern states and society.

Prerequisites

No Prerequisites

Course Content

The course is divided in two parts:

PART I: The Foundations

- Politics and Government (what is politics; governance; state and sovereignty; nations and nationalism; power, authority, legitimacy)
- The Modern State (emergence of state; Western state; state and international organisations)
- Democracy (direct, indirect and liberal democracy; democratisation process)
- Totalitarianism (different facets of totalitarianism - communist, fascist, militarist and fundamentalist regimes)

PART II: Government and Politics

- Constitutions and the Legal Framework (Constitutions; Constitutional courts and the judiciary; international law)
- Legislatures (structure and functions)
- Executive (analysis of different political systems: presidential, semi-presidential, parliamentary)

Recommended Reading Material

Rod Hague and Martin Harrop (2004) Comparative Government and Politics, 6th Edition (London: Palgrave Macmillan).

Teaching and Assessment Methods

The course is a combination of lectures and seminars. Student performance is assessed on the basis of class participation (30%) and a written exam paper (70%).

SPRING SEMESTER

1. Theory and Practice of Economic Integration

H. Chadjicharitou

6 ECTS credits

Level: Advanced

Course Content

Part I

The creation of the unified internal market:

- Economic Integration and its forms
- Partial and general equilibrium analysis of the custom duties effects
- The welfare effects of custom duties quotas and subsidies
- The theory of custom union and its effects. A partial and general equilibrium analysis
- Fiscal unions and tax harmonization

Part II

The structural policy of the European Union, its instruments and its targets:

- European Social Fund and European Social Policy
- European Agricultural Fund
- European Fund of Regional Development and Regional Economic Policy
- Cohesion fund
- The Budget of the EU

Part III

Historical Reference of the Monetary Union: From the European Monetary System to the Economic and Monetary Union and the Common Currency, EURO:

- The system of the ECU
- The Single Act
- The Criteria of Maastricht
- The Three Stages of the Monetary Union
- The Euro: The Mechanism of the Unique Money

Part IV

The Theory of Monetary Integration

- The theory of "Optimum Currency Areas" and its criticism
- The benefits of a common currency
- The comparison between costs and benefits
- The European Monetary System and its imperfections

Part V

The Implementation of the Central Banks European System:

- The European System of Central Banks
- The European Central Bank
- The Policy of the European Central Bank

Note: All the Erasmus students have the opportunity to write an essay under the supervision of their professor.

2. Seminal Texts in Entrepreneurial History

I. Pepelasis Minoglou

6 ECTS credits

Level: Advanced

Communication with Lecturer

Office: Antoniadou building, 4th floor, Athens University of Economics and Business

E-mail: iminoglou@aueb.gr

Course Description

This course examines a selection of seminal texts on the historical origins and dynamics of contemporary entrepreneurship. These texts are explored from the perspective of gaining an in depth understanding of the complex interactions of entrepreneurship with: innovation, the state, economic development, the socio-cultural environment and business organizations.

Assessment Methods

1. Oral/power point presentation in class 10%
2. Written assignment 2,000 words: 30%
3. Final exam 60%

Texts

1. Definitions

- William J. Baumol, (1990) 'Entrepreneurship productive, unproductive and destructive', Journal of Political Economy.

2. Entrepreneurship as Innovation

- Joseph A. Schumpeter, (1934), The Theory of Economic Development, Cambridge Mass. (Chapters 4, 5, 6)

- Joseph A. Schumpeter, (1947), 'The Creative Response in Economic History', Journal of Economic History.
- Joseph A. Schumpeter 'Entrepreneurship as Innovation', in Swedberg R (2000) Entrepreneurship: The Social Science View, Oxford.

3. Economic Backwardness and the Role of the State

- Alexander Gerschenkron, (1962) Economic Backwardness in Historical Perspective, Cambridge, Mass. (chapters 1-3 and postscript)
- Alexander Gerschenkron 'The Modernization of Entrepreneurship' in Swedberg R (2000), Entrepreneurship: The Social Science View, Oxford.

4. Economic Development

- David S. Landes (1954), 'Social Attitudes, Entrepreneurship, and Economic Development: A Comment' Explorations in Entrepreneurial History.
- Harvey Libenstein, (1968), 'Entrepreneurship and Development, American Economic Review, Papers and Proceedings, Vol 58, No 2.
- Nathaniel H Leff(1979), Entrepreneurship and Economic Development: The Problem Revisited, Journal of Economic Literature, vol. 17, issue 1.

5. Varieties of entrepreneurialism and influence of culture

- Franco Amatori, (1980) Entrepreneurial Typologies in the History of Industrial Italy, 1880-1960: A Review Article, Business History Review, No.3
- Charles P. Kindleberger (1994), 'The Merchant as Entrepreneur' in Paul Klep and Eddy VanCauwenberghe, eds., Entrepreneurship and the Transformation of the Economy (10th-20th centuries), Leuven.
- Rondo Cameron (1994), 'Bankers as Entrepreneurs', in Paul Klep and Eddy VanCauwenberghe, eds., Entrepreneurship and the Transformation of the Economy (10th-20th centuries), Leuven.
- Geert Hofstede, Niels G. Noorderhaven, A. Roy Thurik, Lorraine M. Uhlaner, Alexander RM Wennekers and Ralph E. Wildeman, Culture's role in entrepreneurship: self-employment out of dissatisfaction.

6. Business Organization

- Oliver E. Williamson, (1981), The Modern Corporation: Origins, Evolution, Attribute. Journal of Economic Literature, Vol. 19, No. 4 (December).

7. Overviews

- J H Soltow (1968), 'The Entrepreneur in Economic History', American Economic Review, Papers and Proceedings, Vol 58, 84-92.
- Rohit Daniel Wadhvani and Geoffrey Jones. "Schumpeter's Plea: Historical Methods in the Study of Entrepreneurship." Best Paper Proceedings of the Academy of Management (August 2006).

3. Business Economics

Christos Genakos
6 ECTS credits

Communication with Lecturer

Course Meetings: Friday 12:00-15:00 in 29 Evelpidon Str, 2nd floor.

Office: 4th floor Derigny (last one on the right as you enter), main building AUEB.

Email Contacts: cgenakos@aueb.gr

Web Site: Look at the website of this course on eclass: <http://eclass.aueb.gr/>

Course Description

Managerial (or Business) Economics is the application of economic theory to decisions made by firms. Our focus is on four topics. We start with demand theory and consumer behaviour, studying how consumers and other firms respond to price changes and thus how to decide what price to charge. We then move to production and cost theory, where we think about the most basic decisions of firms: how much to produce and what inputs to use. We then analyze pricing strategies under different market structures and the strategic world of managers. Lastly, we look inside the firm, on how firms are organized and the way they evaluate and reward performance. Managerial economics provides a comprehensive application of economic theory and methodology to managerial decision making.

Course Objectives

The learning objectives of the course:

- To enable students to develop the skills and to provide the opportunity to practice the study of Managerial Economics.
- To develop a critical understanding of methods, procedures and current issues and debates appropriate to the study of Managerial Economics.

By the end of the course the students should:

- have gained a knowledge and understanding of the themes, issues and debates within the study of Managerial Economics
- be able to think critically and independently about what they have seen and read
- have been introduced to the range of skills and critical vocabularies needed to facilitate the study of Managerial Economics
- gained a critical understanding of the application of the methods involved in the study of Managerial Economics

Textbooks and Reading

The main textbook of the course is:

W. Bruce Allen, Neil Doherty, Keith Weigelt, and Edwin Mansfield, Managerial Economics, Norton, 7th edition, 2009.

Course participants will be given a package of additional reading in some sessions. For those interested in further reading the following books are recommended:

2. Besanko, D., Dranove, D., Shanley, M., Shaefer, S., Economics of Strategy, John Wiley and Sons, 4th edition, 2007.
3. Church J. and R. Ware (2000), Industrial Organization: A Strategic Approach, McGrawHill.
4. Keat, P. and Young, P., Managerial Economics, Prentice Hall, fifth edition, 2006.
5. Lazear E. and M.Gibbs, Personnel Economics in Practice, Wiley, 2nd edition, 2009.

Course Outline

1. Introduction
 1. What is Economics and what is managerial economics?
 2. Why do firms exist? An overview of the theory of the firm.
2. Does Management matters?
 1. Why care about management and productivity?
 2. Managerial practices across the world.
 3. What drives differences in managerial practices?
3. Demand curves and Elasticity
 1. Price elasticity.
 2. Income elasticity.

3. Estimating Demand.
4. Setting the price to maximize profits.
4. Production and Cost Theory: How much to produce and what inputs to use.
 1. Production Theory.
 1. The production function and it's properties.
 2. Optimal input use.
 3. Marginal rate of technical substitution.
 4. Measuring production functions.
 2. Cost Analysis.
 1. Fixed, average, and marginal costs: short run.
 2. Sunk costs.
 3. Average costs: long run.
5. Pricing Techniques.
 1. Perfect Competition.
 2. Cost plus pricing.
 3. Discrimination.
 4. Bundling.
6. Business strategy and game theory.
 1. Static games and basic definitions.
 2. Dominant Strategies.
 3. Nash Equilibria.
 4. Mixed Strategies.
 5. Applications
 6. Dynamic Games.
 7. Nash Equilibria and Sub-Game Perfection.
 8. Repeated games.
7. The Principal-Agent problem inside the firm.
 1. Asymmetric information, Moral Hazard, Adverse Selection.
 2. Evaluating Performance.
 3. Rewarding Performance.

DEPARTMENT OF INTERNATIONAL AND EUROPEAN ECONOMIC STUDIES

FALL SEMESTER

1. European Employment and Social Policy

M. Matsaganis

6 ECTS credits

Level: undergraduate (second or third year)

Communication with lecturer

The course is taught by Assistant Professor Manos Matsaganis. Students can visit him during office hours (**Wednesday, 11.00-13.00**), and at other times by appointment. The office is on the 2nd floor of the central building. E-mail address: manos@aueb.gr

Time/ Location

Lectures take place on **Wednesday, 15.00-17.00**, room to be announced.

Prerequisites

Although not formally required, a solid knowledge of principles of public economics is definitely an advantage.

Learning Outcome

The course aims to provide students with (a) an appreciation of current issues and policy dilemmas in the area of European employment and social policies, and (b) a thorough understanding of basic tools for the economic analysis of employment and social policies.

Course Objectives

The course applies economic theory to social and employment policy, explains why governments are heavily involved in this policy area in all European and other advanced countries, examines how employment and social policies are actually practised, and analyses the European social model in its various manifestations.

Course Content

The course covers the following four broad themes.

(1) Why does a welfare state exist? A historical introduction. Political theory: social justice and the State. Economic theory: market failures and public intervention.

(2) The programmes of social protection. Income replacement: retirement pensions. The failures of health insurance. The impossibility of unemployment insurance. "The new social question": poverty and social exclusion.

(3) The institutions of social policy and employment policy. The "worlds" of welfare capitalism. Labour markets: "rigid" Europe vs. "flexible" America? The welfare state in southern Europe. Social policy in Greece.

(4) The international dimension of social policy and employment policy. The EU social and employment policy: from harmonisation to the "open method of coordination". Globalization and the welfare state: prophecies of doom and cooler assessments.

Language of Instruction / E-class

All lectures, recommended reading and other teaching materials are in English. Lecture notes, journal articles and other course materials are available in the

relevant area of the E-class (see www.aueb.gr). Access to the E-class is by registration.

Method of Assessment

Student performance is assessed on the basis of class participation (30%) and a written exam paper (70%).

Lecture Structure and Recommended Reading

Lecture 1

The political economy of the welfare state: An Introduction.

- Alcock P., Glennerster H., Oakley A. and Sinfield A., 2001, *Welfare and well-being: Richard Titmuss' contribution to social policy*. Policy Press [chapters 2, 3].
- Barr N., 2004, *The economics of the welfare state* (4th edition). Oxford University Press [chapters 1, 2, 3].
- Goodin R.E., Heady B., Muffels R. and Dirven H.-J., 1999, *The real worlds of welfare capitalism*. Cambridge University Press [chapters 2, 3].

Lecture 2

The welfare state as an efficiency device: Economic Theory.

- Barr N., 2001, *The welfare state as piggy bank: information, risk, uncertainty and the role of the State*. Oxford University Press [chapter 2].
- Barr N., 2004, *The economics of the welfare state* (4th edition). Oxford University Press [chapters 4, 5].

Lecture 3

The programmes of the welfare state (I): Health, Unemployment, Poverty.

- Atkinson A., 1995, *Incomes and the welfare state: essays on Britain and Europe*. Cambridge University Press [chapters 11, 12].
- Atkinson A., 1998, *Poverty in Europe*. Oxford University Press [lecture 3].
- Atkinson A., 1999, *The economic consequences of rolling back the welfare state*. The MIT Press [chapter 4].
- Barr N., 2001, *The welfare state as piggy bank: information, risk, uncertainty and the role of the State*. Oxford University Press [chapters 3, 4].
- Barr N. 2004, *The economics of the welfare state* (4th edition). Oxford University Press [chapters 8, 10, 11, 12].
- Korpi W. and Palme J., 1998, *The paradox of redistribution and strategies of equality: welfare state institutions, inequality and poverty in the western countries*. *American Sociological Review* 63 (5) 661-687.
- Rice T., 2003, *The economics of health revisited* (2nd edition). Health Administration Press [chapter 6].

Lecture 4

The programmes of the welfare state (II): Anti-poverty Policy in Greece.

- Matsaganis M., 2005, *The limits of selectivity as a recipe for welfare reform: the case of Greece*. *Journal of European Social Policy* 34 (2) 235-253.
- Matsaganis M., 2005, *Fighting with hands tied behind the back: anti-poverty policy without a minimum income*. In: *Welfare state reform in southern Europe: fighting poverty and social exclusion in Italy, Spain, Portugal and Greece* (edited by M. Ferrera) 33-83. Routledge.
- Tsakloglou P. and Mitrakos T., 2006, *Inequality and poverty in the last quarter of the twentieth century*. In: *Social policy developments in Greece* (edited by E. Mossialos and M. Petmesidou). Ashgate.

Lecture 5

The programmes of the welfare state (III): Retirement Pensions.

- Barr N., 2001, *The welfare state as piggy bank: information, risk, uncertainty and the role of the State*. Oxford University Press [chapters 6, 7, 8].
- Barr N., 2004, *The economics of the welfare state* (4th edition). Oxford University Press [chapter 9].

Lecture 6

The programmes of the welfare state (IV): Pension Policy in Greece.

- Featherstone K., 2005, "Soft" coordination meets "hard" politics: the European Union and pension reform in Greece. *Journal of European Public Policy* 12 (4) 733-750.
- Featherstone K., Kazamias G. and Papadimitriou D. "2001" The limits of external empowerment: EMU, technocracy and reform of the Greek pension system. *Political Studies* 49, 462-480.
- Matsaganis M., 2002, Yet another piece of pension reform in Greece. *South European Society and Politics* 7 (3) 109-122.
- Matsaganis M., 2007, Union structures and pension outcomes in Greece. *British Journal of Industrial Relations* 45 (3) 538-556.
- Papadimitriou D., 2005, The limits of engineering collective escape: the 2000 reform of the Greek labour market. *West European Politics* 28 (2) 381-401.
- Tinios P., 2005, Pension reform in Greece: "reform by instalments", a blocked process. *West European Politics* 28 (2) 402-419.

Lecture 7

Varieties of Capitalism.

- Crouch C., 2005, Models of capitalism. *New Political Economy* 10 (4) 439-456.
- Goodin R. E., 2003, Choose your capitalism? *Comparative European Politics* 1 203-213.
- Hall P.A. and Soskice D., 2003, Varieties of capitalism and institutional change: a response to three critics. *Comparative European Politics* 1 241-250.
- Rhodes M., 1996, Southern European welfare states: identity, problems and prospects for reform. *South European Society and Politics* 1 (3) 1-22.

Lecture 8

The "worlds of welfare capitalism": Welfare State Models.

- Arts W. and Gelissen J., 2002, Three worlds of welfare capitalism or more? a state-of-the-art report. *Journal of European Social Policy* 12 (2): 137-15.
- Esping-Andersen G., 1990, *The three worlds of welfare capitalism*. Blackwell [chapter 1].
- Esping-Andersen G., 1999, *Social foundations of post-industrial economies*. Oxford University Press [chapters 8, 9].
- Esping-Andersen G., Gallie D., Hemerijck A. and Myles J., 2002, *Why we need a new welfare state*. Oxford University Press.
- Ferrera M., Hemerijck A. and Rhodes M., 2000, *The future of the European welfare state: managing diversity for a prosperous and cohesive Europe*. Report for the Portuguese Presidency of the European Union [chapter 3].

Lecture 9

The "worlds of welfare capitalism": A Formal Assessment.

- Goodin R.E., Heady B., Muffels R. and Dirven H.-J., 1999, The real worlds of welfare capitalism. Cambridge University Press [chapters 13, 14, 15, 16].
- Wincott D., 2001, Reassessing the social foundations of welfare (state) regimes. *New Political Economy* 6 (3) 409-425.

Lecture 10

The southern European Model of Welfare.

- Ferrera M. (1996) The "southern model" of welfare in social Europe. *Journal of European Social Policy* 6 (1) 17-37.
- Guillén A. and Matsaganis M., 2000, Testing the social dumping hypothesis in southern Europe: welfare policies in Greece and Spain during the last 20 years. *Journal of European Social Policy* 10 (2) 120-145.
- Matsaganis M., Ferrera M., Capucha L., Moreno L., 2003, Mending nets in the South: anti-poverty policies in Greece, Italy, Portugal and Spain. *Social Policy and Administration* 37 (6) 639-655.
- Rhodes M., 1996, Southern European welfare states: identity, problems and prospects for reform. *South European Society and Politics* 1 (3) 1-22.

Lecture 11

European Labour Markets: Performance and Reform.

- Baker D., Glyn A., Howell D. and Schmitt J., 2005, Labor market institutions and unemployment: a critical assessment of the cross-country evidence. Harvard University CES Working Papers 98.
- Boeri T., Del Boca D. and Pissarides C., 2005, Women at work: an economic perspective. Oxford University Press.
- Freeman R. B., 1995, The limits of wage flexibility to curing unemployment. *Oxford Review of Economic Policy* 11 (1) 63-72.
- Krugman P., 1994, Europe jobless, America penniless? *Foreign Policy* 95 19-34.
- Mayhew K., 2000, The assessment: labour markets and welfare. *Oxford Review of Economic Policy* 16 (1) 1-12.
- Nickell S., Nunziata L. and Ochel W., 2005, Unemployment in the OECD since the 1960s: what do we know? *Economic Journal* (115) 1-27.
- Van Oorschot W., 2002, Miracle or nightmare? a critical review of Dutch activation policies and their outcomes. *Journal of Social Policy* 31 (3) 399-420.
- Visser J., 2002, The first part-time economy in the world: a model to be followed? *Journal of European Social Policy* 12 (1): 23-42.

Lecture 12

The European Employment and Social Policies.

- Begg I., 2003, Complementing EMU: rethinking cohesion policy. *Oxford Review of Economic Policy* 19 (1) 161-179.
- Chassard Y., 2001, European integration and social protection: from the Spaak report to the open method of co-ordination. In: *Social exclusion and European policy* (edited by D. Mayes, J. Berghman and R. Salais). Edward Elgar.
- de la Porte C. and Pochet P., 2004, The European employment strategy: existing research and remaining questions. *Journal of European Social Policy* 14 (1) 71-78.
- Ferrera M., Hemerijck A. and Rhodes M., 2001, The future of the European "social model" in the global economy. *Journal of Comparative Policy Analysis* 3 (2) 163-190.

- Ferrera M., Matsaganis M. and Sacchi S., 2002, Open co-ordination against poverty: the new EU "social inclusion process". *Journal of European Social Policy* 12 (3) 227-239.
- Seferiades S., 2003, The European employment strategy against a Greek benchmark: a critique. *European Journal of Industrial Relations* 9 (2) 189-203.
- Sotiropoulos D.A., 2004, The EU's impact on the Greek welfare state: Europeanization on paper? *Journal of European Social Policy* 14 (3) 267-284.

Lecture 13

Globalization and Social Protection: Theoretical Perspectives, Empirical Evidence.

- Freeman R.B., 1996, Are your wages set in Beijing? *Journal of Economic Perspectives* 9 (3) 15-32.
- Glyn A., 2004, The assessment: how far has globalization gone? *Oxford Review of Economic Policy* 20 (1) 1-14.
- Hay C., 2005, Too important to leave to the economists? the political economy of welfare retrenchment. *Social Policy and Society* 4 (2) 197-205.
- Pierson P., 1998, Irresistible forces, immovable objects: post-industrial welfare states confront permanent austerity. *Journal of European Public Policy* 5 (4) 539-560.
- Rhodes M., 1996, Globalization and West European welfare states: a critical review of recent debates. *Journal of European Social Policy* 11 (6) 305-327.
- Rhodes M., 2000, Globalization, welfare states and employment: is there a European "Third Way"? In: *Unemployment in the new Europe* (edited by N. Bermeo). Cambridge University Press.
- Sykes R., 2003, Social policy and globalization. In: *Social policy* (edited by P. Alcock et al. 2nd edition). Blackwell.
- Taylor-Gooby P., 2002, The silver age of the welfare state? Perspectives on resilience. *Journal of Social Policy* 31 (4) 597-621.

2. International Economics

Pan. Hatzipanayiotou

6 ECTS credits

Communication with Lecturer

E-mail: hatzip@aueb.gr

Course Description

▪ **International Trade: Theory and Policy**

Presentation of the current theoretical and policy developments in the literature of International Trade: Absolute and comparative advantage in international trade; International trade and income distribution; Factor endowments and international trade; International trade and international factor movements; International trade in imperfectly competitive markets; Instruments and the political economy of international trade policy; Preferential trading agreements and the theory of economic integration.

▪ **International Monetary Relations: Theory and Policy**

Presentation of the current theoretical and policy developments in the literature of International Monetary Relations: Exchange Rates and open economy macroeconomics; Exchange rate systems and exchange rate crises, Effectiveness of international macroeconomic policy; International monetary system.

3. Macroeconomic Policy of the EU

M. Katsimi

6 ECTS credits

Course Outline

This course aims at analyzing the following EU macroeconomic and microeconomic policies:

Macroeconomic Policies

- The European Monetary System: Costs and benefits from ERM participation.
- The failure of ERM in early 1990's. The participation of new EU Member States in ERM2.
- Optimal Currency Areas: The costs and benefits of monetary integration in the EU.
- Monetary policy in the Euro Area: The European Central Bank.
- Fiscal policy in the EU: The effect of monetary integration on fiscal policy.
- The Stability and Growth Pact.
- Fiscal cooperation and fiscal federalism.

Microeconomic Policies

- The course will discuss the economic rational of the following policies as well as the arguments for conducting these policies at a EU level.
- Social policy
- Labour markets and unemployment
- Agricultural policy
- Microeconomic aspects of fiscal policy
- Competition policy
- Regional policy

Suggested Reading Material

- Paul de Grauwe, "Economics of Monetary Union", Oxford 2004.
- Michael J. Artis and Frederick Nixson, "The Economics of European Union: Policy and Analysis", Oxford, 2001 (earlier editions: Michael J. Artis and Norman Lee, "The Economics of European Union: Policy and Analysis", Oxford 1997, Norman Lee and Michael J. Artis, "The Economics of European Union: Policy and Analysis", Oxford 1994.)

SPRING SEMESTER

1. Legal Aspects of European Integration

A. Pliakos

6 ECTS credits

Level: Intermediate

Course content

- The history of European Integration.
- The structure of the European Union.
- The Constitution of the European Union.
- The Community legal order.
- The Institutions.
- Community Legislation and legal instruments.
- Policy-making and administration.
- The application of EU law.

- The European Judicial System.
 - The objectives, the means and the principles of the EU.
 - Fundamental rights.
 - The freedoms.
 - The policy regulation mechanisms.
 - Competition law.
 - External relations.
-

2. The Economics of Money, Banking and Financial Markets

I. Billias

6 ECTS credits

Level: Intermediate (econ101 background is assumed)

Course Content

In this course we discuss issues related to money, banking, and financial markets. The course consists from six larger topics. We start with an overview of the financial system as well as introduction to money and its role in the economy. Part 2 focuses on financial markets and in particular the behavior of interest rates and stock prices. Part 3 studies financial institutions with major focus on banking industry. Part 4 looks at the central banking system (Federal Reserve System and European Central Bank), money supply process and, the conduct of monetary policy. Part 5 discusses the worldwide financial links and its effects on monetary policy. Part 6 concludes with a survey on issues of monetary policy.

Grading Policy

Grades are determined by a midterm (50%) and a final (50%).

Textbook

"The Economics of Money, Banking and Financial Markets"
by Frederic S. Mishkin, 8th, Pearson.

Course Content (of Minshkin's text)

Part I

Introduction

1. Why Study Money, Banking, and Financial Markets?
2. An Overview of the Financial System
3. What Is Money?

Part II

Financial Markets

4. Understanding Interest Rates
5. The Behavior of Interest Rates
6. The Risk and Term Structure of Interest Rates
7. The Stock Market, the Theory of Rational Expectations, and the Efficient Market Hypothesis

Part III

Financial Institutions

8. An Economic Analysis of Financial Structure
9. Banking and the Management of Financial Institutions
10. Banking Industry: Structure and Competition
11. Economic Analysis of Banking Regulation

Part IV

Central Banking and the Conduct of Monetary Policy

12. Structure of Central Banks and the Federal Reserve System

13. Multiple Deposit Creation and the Money Supply Process
14. Determinants of the Money Supply
15. Tools of Monetary Policy
16. What Should Central Banks Do? Monetary Policy Goals, Strategy and Tactics

Part V

International Finance and Monetary Policy

17. The Foreign Exchange Market
18. The International Financial System

Part VI

Monetary Policy

19. The Demand for Money
20. The IS-LM Model
21. Monetary and Fiscal Policy in the IS-LM Model
22. Aggregate Demand and Supply Analysis
23. Transmission Mechanisms of Monetary Policy: The Evidence
24. Money and Inflation
25. Rational Expectations: Implications for Policy

DEPARTMENT OF BUSINESS ADMINISTRATION

FALL SEMESTER

1. Advertising and Communication Management

G. Panigirakis and E. Kapareliotis

6 ECTS credits

Level: Advanced

Year of study: Third

Course Objective

The aim of this course is to examine the promotional function and the role of advertising for contemporary companies. The course focuses on the promotional elements in the marketing programs of domestic and foreign companies. Students will be introduced to the concept of integrated marketing communications (IMC) and consider how it evolves. Also, the course examines how various marketing and promotional elements must be coordinated to communicate effectively. Different IMC models are examined in addition with the steps in developing a marketing communication program.

Prerequisites

Two marketing courses, at least an introductory one.

Course Content

- Integrated marketing communication
- Setting communication objectives
- Advertising Planning & Decision Making
- Sales Promotion, Direct marketing & Personal Selling
- Public relations & Corporate Advertising
- Creative strategy
- Media Planning-Strategy & Tactics Media Evaluation
- Advertising Ethics
- Global Advertising
- Advertising and the law

Recommended Reading Material

- R.White Advertising 4th ed. Mc Graw Hill
- Belch & Belch Advertising & Promotion 6th ed. Mc Graw Hill

Teaching Methods

Lectures, Case studies, Video & Multimedia materials

Assessment Methods

70% written assignment, 30% written exams

2. Financial Management

Responsible Person: To be announced

6 ECTS credits

Level: Intermediate

Course outline

This module examines various items in the area of Corporate Finance. For that reason it is divided into 2 major groups:

- a) The first group includes the most important methods concerning Investment Appraisal.
- b) The second group is concerned with Financing Decisions.

Reading Material

The required text for the course is:

- Brigham and Erhardt. Financial Management - Theory and Practice.
- DRYDEN PRESS HARCOURT

Some highly recommended texts are the following:

- Brealey, A., Myers, C., (1997): Principles of Corporate Finance, Mc – Graw Hill, New York.
- Lumby, S., (1996): Investment Appraisal and Financing Decisions, Chapman and Hall.

Components of the Course

The major components of the course are the following:

- Introduction to Investment Appraisal
- Methods and Criteria of Investment Appraisal
- Net Cash Flow Analysis
- Investment Appraisal and Inflation
- Risk Analysis
- Capital Markets
- Bond and Share Valuations
- Cost of Capital
- Capital Structure
- Dividend Policy
- Portfolio Considerations

3. Business Strategy (Reading Course)

V. Papadakis
6 ECTS credits

Course Outline

The course deals with the fundamental problems facing every top manager:

- How to analyze the external environment of the company: (Structural Analysis of Industries, 5 Forces, PEST analysis, Strategic Groups, Trends, Scenario Planning etc)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, resource based view of the firm, Porter's value chain, organizational structure)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (corporate expansion strategies, retrenchment/turnaround strategies).
- How to build and sustain competitive advantage (Porter's competitive strategies, value disciplines etc)
- How to create a strategy responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing (McKinsey's 7S etc).

Reading Material

Adopted Textbook

- Johnson G. and K. Scholes, "Exploring Corporate Strategy: Text and Cases" Prentice Hall Europe, fifth edition, 1999. (ISBN: 0130807400)

Recommended Books

- Hitt, M.A. R.D. Ireland, and R.E. Hoskisson, Strategic Management: Competitiveness and Globalization, West Publishing Company, 2001, fourth edition. It is probably one of the best textbooks in the field.
 - Hill C. & G. Jones, "Strategic Management Theory: An integrated Approach", Houghton Mifflin, 1998, 4th edition.
 - Markides C., All the Right Moves, Boston, Harvard Business school Press, 1999.
 - Hamel G. Leading the Revolution, Harvard Business School Press 2000.
 - Hamel G. and C.K. Prahalad, Competing for the Future, first edition, Harvard Business School Press, 1994.
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4. Multicultural Management in a Diversified Business Context

P. Maniatis

6 ECTS credits

Subtitle

Matching Managers to Strategies: Do Multinational Companies Need Multicultural Top Management Teams?

Communication with Lecturer

Office: Derigni Side, Main Building, Athens University of Economics and Business,

Office Hours: Tuesdays and Thursdays, 13:00-15:00 pm

Phone: (+30 210) 8203 271

E-mail: pman@aueb.gr

Class Day and Time

Thursday, 9-12

Location of Class

KOE Building, 6th floor

Required Reading Material

International Management: Culture, Strategy, and Behavior, Fourth Edition, by Richard M. Hodgetts and Fred Luthans, McGraw-Hill, Fourth Edition, 2000. ISBN 0-07-228282-7.

Introduction

Organizational effectiveness demands that personnel do the right things efficiently. Therefore, the role of management is to strive for and maintain the goals of the organization. Being an effective manager is not just telling others what to do. It is also about effective leadership, training, and communication. Having effective managers can be a cost saving tool for all organizations of all sizes. Corporation executives, supervisors, and managers are aware of the importance of and difficulty in finding and retaining highly skilled employees (a time consuming role of management).

Today's managers need a systems view of the organization. This course will help you think of the organization as a system rather than as a work unit where tasks are preformed. Most of you will, after graduating, become supervisors and managers and be required to provide training and leadership for your personnel. In just about any organization, you will be working with people who will have a different cultural background than your own, you may be working as an expatriate in a different country or you may experience any of a number of

multicultural challenges. This course will help you prepare for these eventualities.

Experiential exercises will be used in the classroom to simulate various kinds of cross-cultural management activities, such as communication, negotiation and teamwork. Individual and/ or group presentations on multicultural team management, and personnel training and development will be used to give students hands-on experience in designing culturally synergistic management practices.

The instruction is planned around 45 hours of classroom lecture and discussion. An equivalent amount of out-of-class time is needed for completing required assignments.

Course Description

This is a learning-by-doing course -- your agreement to actively participate on a regular basis is a prerequisite for your enrollment in this class.

Through lectures, team activities, and class participation this course introduces you to basic concepts in management theory for creating world-class learning organizations. These organizations are characterized by continuous improvement, creative human resource management techniques, flexible arrangements, and an egalitarian work climate, all within a global context.

Course Objective

This course will enhance students' understanding of the management challenges facing businesses in today's multicultural, global environment. The goal of this course is to equip students with global vision, enabling them to apply their knowledge of international management, their skills, and sensitivities to succeed in the dynamic international business arena. The benefits of this approach can be applied both to firms with operations abroad, and to domestic companies that face foreign competitors here at home.

Topics include an overview of the economic, political, and social factors that affect business success, cross-cultural management issue, global strategic planning and organizational design, decision-making, and leadership in international business operations, as well as an overview of international career opportunities in the various functional fields.

World class managers have excellent communication and technical skills, computer expertise, work well with others, and take personal responsibility for their surrounding environment. This class is my effort to help you become a world class manager. Therefore, in this course you will move towards (1) understanding the micro and macro environment in which an organization's culture develops and grows, (2) applying models and practicing skills for diagnosing organizational problems, (3) developing collaborative skills for improving organizational performance, and (4) gaining insight into personal growth as a means of managerial effectiveness. These objectives can be accomplished through class assignments, regular attendance and attentiveness to class lectures, and active participation in class discussions.

To have a basic understanding of international management, the following objectives will be addressed during the course:

1. Define international management
2. Understand the forces of globalization
3. Explain the four major reasons companies go international

4. Understand the environments international managers need to be concerned with.
5. Explain the essentials of international management.
6. Explain how individual cultural background affects personal and professional behavior, cognition and, to certain extent how it affects management.
7. Develop cross-cultural communication, negotiation and team building skills.
8. Develop a synergistic approach to multicultural organization management.
9. Develop cultural transition skills through increased understanding of cultural entry and re-entry "shock".
10. Explain the importance of culture on international human resource management.
11. Discuss Hofstede's cultural dimensions.
12. Explain how to use three types of executives to staff foreign subsidiaries - Home-country nationals (expatriate), host country nationals (locals) and, third country nationals.
13. Discuss International Recruitment process.
14. Explain how to find and develop global expatriates

Class Participation

Participation in all class sessions is essential and required for the student to understand key concepts and to demonstrate mastery of the course material. These contributions will be reflected in your participation grade. Your contributions to case discussions and participation in class exercises will be a major component of your participation grade.

Students will be drawn into in-depth analyses of real case examples from a variety of industries. Each student will be challenged to make significant decisions that will affect the strategic interests of the firms under review. Students will exercise their abilities to apply what they have learned in a proactive process.

Participation in case discussions should follow the guidelines summarized below:

- Students contribute to the discussion by raising points that improve the level of understanding of the situation being analyzed.
- Students listen carefully in order to understand the comments of others.
- Students are open to various points of view, recognizing there are no "right" or "wrong" answers (...although there may be "better" and "worse" solutions...).
- Each student will analyze his or her own approach based on a comparison of the approaches presented by his or her classmates.

Participation in class is not only encouraged, but also rewarded. A significant portion of your final grade is determined by the amount of your subject matter participation in the class. By participating in class discussions and exercises, you will become better acquainted with the material we cover. Of course, in order to participate, you must be present. Thus regular attendance is expected and required. Many of the in-class exercises scheduled this semester require team participation. Your team will be less effective if members are not present. It is also expected that you will come to class prepared. Read and complete assignments BEFORE coming to class, not during or after! "Pop quizzes" are always a possibility and will occur during class periods.

Students are responsible for attaining course objectives and completing the required activities. Students are also expected to attend out-of-class team meetings and prepare for class discussions. Class absences seem to quickly influence student success with the coursework and on-going team activities. You

will lose class participation points for all unexcused absences. At the end of the semester, your team members will have the opportunity to evaluate you and your amount of participation on team projects. Part of your class participation points will be awarded based on team evaluations. Occasionally, the class may dismiss prior to the scheduled class ending time. It is expected that you will utilize this extra time to work on class assignments. Utilize this time wisely.

Materials

You will need a three ring binder and notebook for the class. Handouts and other materials may be given to you during the course of the semester. Quiz and exam questions will come from many of these sources. All students must subscribe to the

list serve as described in the handout by end of the first week of classes. Failure to do so will result in a 50 point deduction from class participation points. It is expected that you check your e-mail at least three times during the school week.

Grading Policy

All exams and assignments have a point value. Final grades will be determined by a percentage of the total possible points. Letter grades will be based on the following percentages of the total points assigned. Late assignments will lose 10 points per day late including weekends.

Course Assesment

Final grade for this course will be determined as follows: Total points for this semester are dependent on several factors including your class participation, exam scores, quiz scores, team projects and presentations, team reviews, and attendance. You can always determine your percentage in the class by taking your total points and dividing by the total possible to that point. Final grades will be based on the table below. Scores will be posted to the class www site as soon as they are completed.

Grade Scale

A	94-100%
A-	90-93%
B+	86-89%
B	82-85%
B-	78-81%
C+	74-77%
C	71-73%
C-	68-70%
D+	65-67%
D	62-64%
D-	59-61%
F	below 59%

Prerequisites

This course has no prerequisites.

Objectives

- To heighten students' awareness and understanding of communication in multicultural professional and business organizations which are unique in the social, cultural, economic, and political environments in which they operate.
- To ascertain the extent to which Western-based theories, methods, and practices relating to intercultural communication in organisations are applicable to the international context.

- To further develop students' knowledge of and competencies in the role and use of English language in intercultural communication in business and professional contexts.
- To develop an understanding of the major issues, with a particular emphasis on intercultural issues, facing multinational corporations in the management of their international operations.
- To develop an understanding of the cultural, historical and institutional factors that influence management practices around the world, focusing on key regions.
- To recognize the differences and similarities between the management techniques and systems of American organizations and the organizations of other nationalities.
- To develop their expertise on one country/ region of the world.
- To develop their case analysis skills.
- To improve their written and oral communication skills.
- To improve their understanding of, and ability to work in, multicultural groups.
- And, hopefully, to become better world citizens.

Syllabus Outline

- The processes, practices, experiences, perceptions, and barriers of communication in multicultural business and professional organizations.
- The influences of cultural values on intercultural communication in business.
- The influences of discourse patterns on intercultural communication in business.
- Management of intercultural communication by the organisation.
- Qualities and competencies expected of the effective intercultural communicator in business and professions.
- Experiences of organisational members in intercultural communication.
- Problems faced by members in achieving successful intercultural communication.
- Issues of language in intercultural business and professional communication.
- Application of intercultural communications skills to specific business communication tasks.

Reading Material

Required

- Niemeier, Susanne; Campbell, Charles; and Dirven, Rene. 1998. (eds.) The cultural context in business communication. Amsterdam/Philadelphia: John Benjamins Publishing Company.
- Varner, Iris and Beamer, Linda. 1995. Intercultural communication in the global workplace. Richard D. Irwin, Inc.

Suggested

- Becker, Gerhold K. (Ed.) 1996. Ethics in business and society: Chinese and Western perspectives. Berlin: Springer.
- Brake, Terence and Walker, Danielle. 1992. Doing business internationally: the workbook for cross-cultural success. Training Management Corporation.
- Brislin, Richard W. and Cushner, Kenneth. 1997. Improving intercultural interactions: modules for cross-cultural training programs Volume 2. Multicultural aspects of counseling series 8. AGE Publications, Inc.
- Carbaugh, Donal. 1990. Cultural communication and intercultural contact. Lawrence Erlbaum Associates, Inc., Publishers.
- Chaney, Lillian H. and Martin, Jeanette S. 1995. Intercultural business communication. New Jersey: Prentice Hall.
- Clyne, Michael G. 1994. Inter-cultural communication at work: cultural values in discourse. Cambridge University Press.

- Couture, Barbara. 1992. Categorizing professional discourse: Engineering, administrative, and technical/professional writing. *Journal of Business and Technical Communication* 6(1): 5-37.
- Ferraro, Gary P. 1994. *The cultural dimension of international business*. Prentice Hall Regents.
- Fiksdal, Susan. 1989. Framing uncomfortable moments in crosscultural gatekeeping interviews. In Gass, S., Madden, C., Preston, D. and Selinker, L. (eds.) *Variation in second language acquisition volume 1: discourse and pragmatics*. Clevedon/Philadelphia: Multilingual Matters Ltd.
- Grosse, Christine U. and Grosse, Robert E. 1988. *Case studies in international business*. Prentice Hall Regents.
- Joyce, Marguerite P. Shane. 1991. Intercultural business communication: prescription for success. Paper presented at the Tenth Annual Eastern Michigan University Conference on Languages and Communication for World Business and the Professions, Eastern Michigan University, April 3, 1991.
- Luk, Vivienne; Patel, Mumtaz, and White, Kathryn. 1988. *Intercultural business communication patterns, perceptions and problems (as seen between American and Chinese business associates)*. Hong Kong: Business Research Centre, School of Business, Hong Kong Baptist College.
- Pierson, Herbert D. and Bond, Michael H. 1981. *The impact of interviewer language and ethnicity on the perceptions of Chinese bilinguals*. Hong Kong: Social Research Centre, The Chinese University of Hong Kong.
- Puffer, Sheila M. 1996. *Management across cultures: insights from fiction and practice*. Blackwell.
- Scollon, Ron and Scollon, Wong S. 1992. *Individualism and binarism: a critique of American intercultural communication analysis*. Research report no. 22, Department of English. Hong Kong: City Polytechnic of Hong Kong.
- Tang, Sara F. Y. and Kirkbride, Paul S. 1986. Developing conflict management skills in Hong Kong: an analysis of some cross-cultural implications. *Management Education and Development* 17(3): 287-301.
- Victor, David A. 1992. *International business communication*. HarperCollins Publishers Inc.

Class Schedule and Assignments

Please be advised that additions/deletions to this schedule will occur. It is your responsibility to contact a fellow student if you miss class to learn about any changes in the assignment. Short cases may be added during the semester. Readings from the popular business press will be very important—especially in the comparative management portion of the course.

Final exams per schedule

Class Project Instructions

Multicultural groups will be formed within the class to prepare a briefing book on one of the countries included in the course. The objective is to prepare an American for assignment to the target country. While some in-class meeting time will be provided this project will require a significant amount of preparation and meeting time outside of class. The briefing handouts are going to focus on management and explain management practices from a comparative/contextual framework. The contextual analysis will come from knowing about the political/economic environment and the cultural environment. The comparative nature of the paper will come from comparing managerial practices in the country to those in the U.S.

Topics that must be included in presentation and briefing handout package:

- Brief outline of political/economic factors (focal question: is this a stable country? What is the economic and political risk of operating here?).
- Table of cultural dimensions (explain your reasoning, include all dimensions in the Boyacigiller & Phillips hand-out).
- Institutional environment: What is the role of government vis a vis business? Extent of government intervention. Role of unions. State owned vs. private companies?
- What is the role of management in the target country? What is the employer-employee relationship?
- Decision-making. Who tends to make decisions? Time span/riskiness/group-vs.individual/autocratic/participative. What cultural value(s) explains this? What do you think the impact of the economic and political environment is on managerial decision making?
- Motivational issues. What ties employees to the organization? What makes them want to work? What cultural values explain this? Is organizational loyalty valued? How mobile are employees?
- Communication/conflict and negotiations. How do people tend to communicate and how does conflict get resolved. What cultural value(s) explains this? What is the legal system like?
- Business ethics in the country. Problems with corruption-why does this problem exist. Balance both current cases with historical/cultural analysis.
- Anything important missing? Things not included above, yet very important to understand the country (e.g. reunification in Germany, apartheid in South Africa).
- Analysis: Where would you expect the new manager to have the most problems...e.g. where are the great differences between the U.S. and the host country? Any particular recommendations? This should be done together.

References

Annotated (1-2 lines) short list of key references for further information for your classmates. Complete list of references for me. I have a list of good books and journals to use for your assignment. Over reliance on the web will result in a lower grade. The web is not the best source of in-depth information for this project.

Grading

This project will be graded on a group basis. However peer evaluation will also be used. That is, group members will evaluate each other. If you shirk your duties, fellow group members can choose to give you a low evaluation which can lead to a lower grade. Note that "resigning" and "firing" is allowed. If a group finds a member consistently not contributing---they may fire the group member, as long as they have given him/her prior warning in writing. An individual may also quit a group---but must give the group a written resignation letter. Note that everyone must do a group project---so if you quit or are fired you have to get a new group to hire you.

List of books/articles that might be useful for your projects (see separate handout)

Important Notes

- You may not choose your home country as the topic of your country report. NO EXCEPTIONS.
- Come see me early if you are unsure of what you should be doing.
- Go to the library/web soon and frequently; finding the appropriate material will not be easy. I have lots of books that I loan out.

- We will set aside time to form groups in class. You must be willing to spend several hours a week outside of class on this project. You can also expect to need an intense weekend putting your final report together before your class presentation. Plan ahead. Yes, you work. Yes, you commute. Yes, you have families and a social life. However, you must find a joint time to meet. This will be established the first meeting day---if the time doesn't work for you---find another group---or become more flexible. I don't want to hear about problems meeting. Members missing group meetings will probably find their group members will give them a lower peer evaluation.
- Be careful to cite your references. I expect a citation on each one of your power point slides. If you do not do a good job citing your sources you might appear to be plagiarizing...be very careful about this. If you use ideas from the work of other people and do not cite them your are plagiarizing and could be given an "F" for your project.
- Bring enough copies of your slides for your classmates (40). The cover page should have your country, section, and the first and last name of all group members.

5. Money and Capital Markets

Responsible Person: To be announced

6 ECTS Credits

Course Outline

Analysis of the nature and operations of modern money and capital markets. How the markets work and what instruments are used. The money markets, the bond markets, the equity markets and the derivatives markets are covered.

Evaluation Methods

Final written exam - 100% of overall assessment (late January or early February, according to the official exams time-table of the University).

Reading Material

- Bodie-Kane-Marcus: Essentials of Investments (Irwin/McGraw-Hill, 1998)
- Brealey-Myers: Principles of Corporate Finance
- Blake D.: Financial Market Analysis (Wiley, 2000)
- Bodie-Kane-Marcus: Investments (Irwin, 1996)
- Moses-Cheney: Investments (West Publishing Co., 1989)
- Reilly-Brown: Investment Analysis and Portfolio Management (Dryden)
- Fabozzi F.J.: Bond Markets, Analysis and Strategies (Prentice Hall)
- Kolb R.W.: Futures, Options and Swaps (Blackwell, 1999)

SPRING SEMESTER

1. International Marketing Management

G. Panigirakis and E. Kapareliotis

6 ECTS Credits

Type: Elective

Level: Advanced

Year of study: Third

Course Objective

This course offers students a practical understanding of the role of marketing in the achievements of corporate goals and the opportunity to gain an appreciation of the different applications of marketing in consumer, and industrial international markets. Also, it provides students with an understanding of both theory and practice of international and export marketing as well as with the ability to apply this understanding to real and simulated situations.

Prerequisites

Three marketing courses

Course Content

- International Trade.
- Overseas and European environments: cultural, political and economic.
- Information gathering and marketing information systems for international marketing decision-making.
- Methods of market entrance.
- International marketing mix.(Product, Price, Promotion, Place)
- Logistics, subsidiaries, agents, importers and intermediaries.
- Globalization

Recommended Reading Material

- Cateora International Marketing Management 10th ed. Mc Graw Hill
- Rugman & Hodgetts International Business 3rd ed. Prentice Hall

Teaching Methods

Lectures, Case studies, Video & Multimedia staff

Assessment Methods

70% written assignment, 30% written exams

2. Engineering Logistics

P. Maniatis

6 ECTS Credits

Communication with Lecturer

Paraschos Maniatis, Mobile Phone: 6972010317, Home Phone: +30 210 7772 188, E-mail address: pman@aueb.gr. Please feel free to contact me at work or during reasonable hours at home.

Time/ Location

Wednesday mornings 9-11 am

Class Room 01 Building KOE

Suggested Reading Material

Handbook of Logistics & Distribution Management 4th Edition. Edited by John L. Gattorna – Gower Publishing Company,1990

Logistics and Supply Chain Management.Strategies for Reducing Costs and Improving Services. Martin Christopher. Pitman Publishing 1992

Articles and Material to be distributed

Course Description

An introduction to the operations aspects of logistics combined with an overview of Supply Chain Management. Topics will include purchasing, vendor relations, inventory strategies and control, warehousing, material handling, layout planning,

packaging, and transportation, combined under supply chain management philosophy. The course will be taught through lectures, problem sets and case studies.

Course Objectives

To enable the student to describe, understand, analyse and recommend enhancements to the purchase, logistics and distribution functions within a manufacturing or service environment.

To provide the student with an overview of the larger issues associated with Supply Chain Management.

Learning Outcomes

Upon successful completion of this course, the student will be able to:

- Demonstrate systems thinking capacity in the logistics environment.
- Be able to provide input to, understand and take action on reports generated by the various functions associated with purchasing, logistics and distribution.
- Be able to generate and analyse simple reports in the areas of forecasting, purchasing, inventory management, transportation and warehousing.
- Be able to articulate a solid understanding of Supply Chain Management including vendor selection and vendor relations strategies and techniques.
- Be able to assemble, review and recommend action plans for complex logistics and Supply Chain Systems.

Course Methodology

We will be using a combination of lecture, case studies, class discussions, class exercises and student presentations to cover the required material.

Methods of Assessment

- Written Answers to Case Studies in Electronic Form 70%
- Oral Presentation of the Case Studies 20% (Required)
- Class participation 10%

All class members will be graded on a curve based upon overall performance in the class. Late papers are not encouraged and will only be accepted with prior approval by the instructor. Grades will be affected by timeliness of the work.

Attendance Policy

Students are expected to attend all class sessions. Circumstances that prevent attendance will be honoured up to two instances. Absences in excess of three times may result in an incomplete grade for the course. Contact the instructor when a special situation arises. All absences require that the instructor be informed in advance.

Class Schedule

Week	Topic/Activity
Week 1:	Introduction, Course Overview, Logistics of the course
Week 2:	Logistics Integration, Customer Service
Week 3:	Supply Chain Relationships, Global Logistics
Week 4:	Information Systems, Forecasting
Week 5:	Inventory Strategy, Inventory Management
Week 6:	Transportation Infrastructure, Transportation Regulation
SPRING BREAK	
Week 7:	Transportation Management, Warehouse Management
Week 8:	Material Handling, Packaging

Week 9: Layout Planning
Week 10: Logistics Positioning, Integration Theory
Week 11: Planning and Design Methodology, Planning and Design Techniques
Week 12: Organization, Planning, Costing and Pricing
Week 13: Case Studies Presentation

To: Engineering Logistics Class
From: Paraschos Maniatis
Subject: Term paper evaluation criteria

The case studies answers are an important part of the Logistics course requirements. Therefore, it is important that you think about your answers and its ground rules early in the semester.

The specific subject of the cases is expected to include several of the logistics topics discussed in class and in the book. The subject should be selected in terms of viability, significant issues to be addressed and what is required to implement the topic such as manpower, materials, packaging, inventory and so on. The subject should be selected by the instructor fitting one of personal interest to you, which will make the project far more enjoyable.

You should support your subject with clear references to experts within the field of choice. You are free to apply personal experience to the subject but it should be well supported with outside justification.

The length of the answers in no case will be less than the number of the words of the actual case given to you. This is why the cases are given to you in an electronic form, so that you'll be able to word count them. Your answers will be returned in electronic form and must also include a bibliography of all reference material used in the formulation of the answers.

To: Engineering Logistics Class
From: Paraschos Maniatis
Subject: Oral Presentation

The oral presentation accounts for 20% of your final grade and therefore is a very important component of the required class work. The purpose here is to outline the expectations I have of you when giving your presentation. As, mostly, business school students, it is expected that you are able to think logically and communicate verbally in an accurate and succinct manner. One of the objectives of this oral presentation is to give you an opportunity to refine those skills. The ability to make straightforward and logical presentations is critical for your success. Although public speaking can cause a certain amount of stress, this environment is an opportunity conducive to honing these skills and must not be missed. It is also an opportunity for you to convince your fellow students how much you have learned in your study program to date. Your material should be thoroughly researched and presented in a convincing manner. After all, upon completion of this research, you are expected to be the expert in the subject matter. The structure of your presentation should be logical, easy to follow and relatively structured. Please view this as a learning opportunity versus a task that must be endured.

Oral Presentation Structure/Outline

The oral presentation is individually performed and should be a maximum of fifteen minutes in length. Each member will be responsible for his/her own answers of the presentation and should cover it thoroughly. Allow adequate time for a question and discussion session at the end of the presentation. Please try to stay within these time constraints.

Panel Presentation Grading

- Each student will earn his own grade, which will be based on the presentation itself and responses to questions and the impromptu discussion that follows.
- Is each individual clear, concise, accurate, logical and easy to understand?
- Is a fundamental understanding of the topic covered before diving into the more complicated issues surrounding the subject?
- Does the presentation flow not only for each individual but also from one presenter to another?
- Do the visual aids support what is being discussed at the time?

A List of Case Studies

1. Nittany Systems Electronics and Missiles Group
2. Macklin, Ltd.
3. No-Tell Computer Parts
4. Old British Fish "N" Chips, Ltd.
5. Athletic Corner
6. Peninsula Point, Inc.
7. Sea-Tac Distributing Company
8. Bellwether Corporation
9. OK Jeans
10. Trump Railcar Corporation
11. Consolidated Motors
12. National Appliances, Inc.
13. Specialty Metals Company
14. Nittany Products
15. Radical Systems
16. Bart Dental
17. Roll Free Tire Company
18. Hanover Pharmaceuticals, Inc.
19. New England Transportation, Inc.
20. Savannah Steel Corporation
21. J & Roofing
22. Squire Auto Parts Company
23. Atlantic Pharmaceuticals (A)
24. Atlantic Pharmaceuticals (B)
25. Trexler Furniture manufacturing Company
26. Veltri Motors
27. Lippincott Computer
28. Veil Chemical
29. Minifix, Inc.

3. Money and Capital Markets

Person responsible: To be announced
6 ECTS credits

Course Outline

Analysis of the nature and operations of modern money and capital markets. How the markets work and what instruments are used. The money markets, the bond markets, the equity markets and the derivatives markets are covered.

Evaluation Methods

Final written exam - 100% of overall assessment (Early June, according to the official exams time-table of the University).

Reading Material

- Bodie-Kane-Marcus: Essentials of Investments (Irwin/McGraw-Hill, 1998)
 - Brealey-Myers: Principles of Corporate Finance
 - Blake D.: Financial Market Analysis (Wiley, 2000)
 - Bodie-Kane-Marcus: Investments (Irwin, 1996)
 - Moses-Cheney: Investments (West Publishing Co., 1989)
 - Reilly-Brown: Investment Analysis and Portfolio Management (Dryden)
 - Fabozzi F.J.: Bond Markets, Analysis and Strategies (Prentice Hall)
 - Kolb R.W.: Futures, Options and Swaps (Blackwell, 1999)
-

4. Financial Management

Person responsible: To be announced

6 ECTS credits

Level: Intermediate

Course Outline

This module examines various items in the area of Corporate Finance. For that reason it is divided into 2 major groups:

- The first group includes the most important methods concerning Investment Appraisal.
- The second group is concerned with Financing Decisions.

Reading Material

The required text for the course is:

- Brigham and Erhardt. Financial Management - Theory and Practice. DRYDEN PRESS HARCOURT

Some highly recommended texts are the following:

- Brealey, A., Mayers, C., (1997): Principles of Corporate Finance, Mc – Graw Hill, New York.
- Lummy, S., (1996): Investment Appraisal and Financing Decisions, Chapman and Hall.

Components of the course

The major components of the course are the following:

- Introduction to Investment Appraisal
- Methods and Criteria of Investment Appraisal
- Net Cash Flow Analysis
- Investment Appraisal and Inflation
- Risk Analysis
- Capital Markets
- Bond and Share Valuations
- Cost of Capital
- Capital Structure
- Dividend Policy
- Portfolio Considerations

DEPARTMENT OF MARKETING AND COMMUNICATION

FALL SEMESTER

1. Marketing of Financial Services

P. Papastathopoulou

6 ECTS credits

Level: Advanced

Course Outline

- An introduction to services: Special characteristics of services-Implications to marketing
- Types of financial services
- Market Segmentation, Market Targeting and Positioning of financial services
- Marketing research in financial services markets
- Framing the financial service experience: The SERVUCTION Model
- The development of new financial services: NSD process, Key Success Factors
- Elimination strategies of financial services
- Service quality in the financial services market
- Marketing Planning

Pedagogical Approach

The learning process of the course is built upon both an active interaction between the tutor and the participants, as well as the personal work of the participants. Sessions will be based on presentations, discussions, and examples. Participants are expected to participate actively and prepare class presentations. Participants will be given notes, which will be the main reading material of the course.

Evaluation Methods

The evaluation of participants will be based on:

- An exam that will be taken around the 15th of January, 2002 (40%)
- An assignment (30%)
- A case study (30%)

The assignment and the case study will be prepared in teams and presented in the classroom.

Selected Reading Material

Arthur Meidan, Marketing Financial Services, MacMillan Business, London, 1996.

Tina Harrison, Financial Services Marketing, Prentice Hall, 2000.

2. Organizational Behavior

Nancy Papalexandris and Eleanna Galanaki

6 ECTS credits

Level: Intermediate

Course Content

Rationale

There are traditional societies in which organization in the modern sense do not exist. In the modern world, however, organizations are a universal way of achieving goals within societies. All of us find ourselves part of organizations or are affected by organizations. For example, schools, hospitals and government departments are all organizations. For students of information technology and

business, the most relevant types of organization to understand are industrial and commercial organizations, which are distinctive in some ways, but also share many features with organizations in general. A grasp of social structure and process within organizations is essential in order to achieve any task within them.

Aims

To help students achieve a systematic understanding of the main aspects of the behavior of organizations and of behavior within organizations.

Objectives

On successfully completing the module, the student will be able to do the following:

- Locate current thinking about behavior of organizations (sometimes called "organizational theory") and behavior in organizations (sometimes called "organizational behavior") in the historical context of management theories.
- Explain the issues involved in understanding organizational structure, process and change, in terms of open social systems located in a complex, chaotic sociotechnical environment.
- Identify and analyze small social groups within organizations, including the aspects of communication, co-operation and conflict.
- Apply knowledge of the dynamics of small groups in understanding the successful building and management of high performance teams.
- Account for the main features of human behavior in organizations, drawing on current approaches in social and interpersonal psychology.
- Demonstrate a grasp of the issues involved in making decisions within the context of what is known about the behavior of organizations and behavior in organizations.

Teaching Method

The delivery of this module will involve formal presentations and classroom discussions in conjunction with case studies, videos and individual and group exercises.

Methods of Evaluation

The evaluation of participants will be based on:

- | | |
|---------------------|------|
| ▪ Examination | 50 % |
| ▪ Group Assignment | 30 % |
| ▪ Oral presentation | 20 % |

Examination

The examination is designed to test that students understand the issues covered during the course lectures. The exam paper includes questions which require short answers and covers the whole range of taught units.

Assignment

The coursework of this module is a group report of (2.000-2.500 words) based on scientific papers taken from national or international journals. You can form your own group. Each group must have five members. Please note that there is no peer assessment. Each group has to conduct a basic literature review of a topic of your choice (the list of suggested topics can be found in the following section) using the journals catalogue of the library, cd-rom, interlibrary loans etc. The papers must be very recent (1990 and onwards).

It is highly recommended to follow the following structure:

- 1) Introduction
- 2) Aims and Objectives
- 3) Why (your chosen subject) is important for an organization?

- 4) What is the current thinking in (your chosen subject)?
- 5) How does this thinking affect modern organizations?
- 6) Conclusions

The format and the content of the report are to be explained further in the first lecture.

Suggested topics

1. Motivation in organizations
2. Learning in organizations
3. Personality and Psychometric Testing in organizations
4. Groups in Organizations
5. Technology in Organization
6. Leadership in organizations
7. Organizational Culture
8. Organizational change/Management of Change
9. Communication in organizations
10. Other (if you would like to conduct research in other topic that is not included in this list you are allowed to do it only after discussing it with the lecturers)

Class Schedule

Please note that there may be changes in the order of the following units.

Week	Topic/Activity
Week 1:	Introduction to the course, Introduction to the organizations
Week 2:	Motivation in Organization
Week 3:	Motivation in organizations (2)
Week 4:	Communications in organizations
Week 5:	Learning in organizations
Week 6:	Groups in organizations
Week 8:	Organizational change/culture
Week 9:	Organizational change/culture (2)
Week 10:	Technology in organization

Recommended Reading Material

- Huczynski A & Bycmanan D Organizational Behavior Prentice Hall,1994
- Scott. Organizations: Rational, Natural and Open Systems. 3rd edition. Prentice-Hall International, 1992.
- Luthans. Organizational Behavior. 6th Edition. McGraw-Hill, 1992.
- Mullins. Management and Organizational Behavior: an Introductory Text. 2nd Edition, Pitman, 1992.
- Morgan. Images of Organization. Sage Publications, 1986.
- Robbins. Organization Theory: Structure, Design and Applications. 3rd edition. Prentice Hall International, 1990.

3. Industrial Marketing

P. Argouslidis

6 ECTS credits

Level: Intermediate

Aim

This unit aims to give students an understanding of the distinctive nature and characteristics of marketing in industrial and organizational customers and to critically discuss the development and application and industrial marketing theories.

Objectives

By completion of this course students will be able to:

- Account for and explain the similarities between consumer-goods and industrial-goods marketing as well as the points of departure
- Understand how these similarities and differences influence practice of industrial marketing management
- Demonstrate an understanding of the unique challenges involved in marketing and managing industrial products
- Discuss the development of industrial marketing-related theories

Teaching Methods

The course is delivered through a series of lectures, informal seminar-style group discussions, debates and oral presentations. There will be two 2-hour sessions every week.

Topics to be covered

An indication of the topics to be covered follows:

- Fundamentals of industrial marketing
- Analysis of industrial buying process and behavior
- Industrial marketing research
- Segmentation of industrial markets
- Positioning of industrial products
- Formulation of an industrial marketing strategy
 - Industrial product range management
 - Managing services for business markets
 - Managing innovation and new industrial product development
 - Managing industrial product elimination
 - Channel management for industrial markets
 - Industrial pricing practices
 - Industrial marketing communications mix
- Exporting industrial products

Methods of Assessment

50% coursework

50% written examination

There will be an overall assessment of the unit, on the average of a project (group or individual to be specified) and a written examination at the end of the spring semester, each worth 50%. The examination tests international students' knowledge and understanding, while the project aims at giving them the opportunity to practice and show evidence of achievement in the objectives listed above.

Recommended Reading Material

Hutt, M.D. and Speh, T.W., (1995), Business Marketing Management, Fifth Edition, Dryden, New York

N.B.

Students will be given further readings (comprising both textbooks and scientific journal papers) on the day of each lecture, according to the latter's topic.

4. E-business Technology and Development

Eleanna Kafeza

6 ECTS credits

Level: Intermediate

Course Objectives (expected learning outcomes and competences to be acquired)

The objective of the course is to examine the use of information systems technologies in e-business. It starts with an introduction to the world of e-business, and continues with the fundamentals of Web-based applications and collaboration environments. It describes the transformation from a traditional business to e-business. The students will learn how enterprises collaborate on the web and what coordination mechanisms are necessary to achieve electronic communication. Social and legal factors that influence e-business communication will be discussed.

Course Content

- The world of e-business
- e-Business models and business processes
- e-business and web technologies
- e-markets
- e-procurement
- e-business networks, trust and collaboration
- e-business: social and legal issues

Recommended Reading Material

- E-Business, Organizational and Technical foundations, M.Papazoglou and P. Ribbers, ISBN 047084376-4
- Communications of the ACM
- E-Commerce business, technology, society, 2/E by Kenneth C. Laudon and Carol Guercio Traver. Addison Wesley, 2004, ISBN 0-321-20056-X.

Teaching Methods

Lectures, case studies

Assessment Methods

A two hour written exam (70%) and one project (30%)

5. Entrepreneurship and SMEs

Ilias Christodoulakis

6 ECTS credits

Level: Advanced

Course Content

This course provides students with economical, cultural, political, sociological, and psychological perspectives on the creation and evolution of entrepreneurial ventures. It helps students gain an understanding of the business principles necessary to start and operate a business. The students develop an awareness of the opportunities for small business ownership, as well as the planning skills needed to open a small business. Students will explore the traits and characteristics of successful entrepreneurs. They will learn strategies of business management and marketing and the economic role of the entrepreneur in the market system.

Entrepreneurship is designed for students enrolled in marketing, business, and/or other courses who have an interest in developing the skills, attitudes, and knowledge necessary for successful entrepreneurs.

Course Outline

(Please note that there may be changes in the order of the following units)

Week	Topic/Activity
Week 1:	Introduction to the course, The concept of entrepreneurship
Week 2:	The concept of Intrepreneurship (Corporate entrepreneurship, The entrepreneurial perspective in individuals
Week 3:	Creativity and Innovation, SMEs and economy
Week 4:	New Ventures: Environmental Assessment, Forms of Ownership and Legal Issues for new Business Ventures
Week 5:	New Ventures (contd.): Franchising, Buying an existing business
Week 6:	New Ventures (contd.): Sources of Capital, Developing and writing an effective business plan
Week 8:	New Ventures (contd.): Developing and writing an effective business plan (contd.)
Week 9:	Managing Entrepreneurial Growth, Family Businesses and Management Succession
Week 10:	Managing People in a SME (staffing and leading)

Course Objectives

Upon successful completion of this course, the student will be able to:

- Define the role of the entrepreneur in business.
- Describe the entrepreneurial profile and evaluate your potential as an entrepreneur.
- Describe the benefits and drawbacks of entrepreneurship.
- Explain the forces that are driving the growth of entrepreneurship.
- Describe the important role small businesses play in the economy.
- Describe the causes of small business failures and explain how small business owners can avoid them.
- Understand how to identify a company's SWOT—strengths, weaknesses, opportunities, and threats.
- Explain the advantages and the disadvantages of the three major forms of ownership: the sole proprietorship, the partnership, and the corporation.
- Describe the protection that patents, trademarks, and copyrights offer business owners.
- Describe the seven principal strategies small businesses have for going global: relying on trade intermediaries, joint ventures, foreign licensing, international franchising, counter-trading and bartering, exporting, and establishing international locations.
- Understand the advantages and disadvantages of buying an existing business.
- Explain the process of evaluating an existing business.
- Explain why every entrepreneur should create a business plan.
- Describe the elements of a solid business plan.
- Understand the keys to making an effective business plan presentation.
- Describe the differences between equity capital and debt capital and the advantages and disadvantages of each.
- Explain how to build the kind of company culture and structure which supports the entrepreneur's mission and goals and motivates employees to achieve them.
- Discuss the ways in which entrepreneurs can motivate their workers to higher levels of performance.
- Explain the challenges involved in the entrepreneur's role as leader and what it takes to be a successful leader.

- Describe the importance of hiring the right employees and how to avoid making hiring mistakes.

Teaching Method

The delivery of this module will involve formal presentations and classroom discussions in conjunction with case studies, individual and group exercises.

Method of Assessment

The assessment for this course will comprise:

Written Exams	60%
Group Assignment	20%
Oral presentation	20%

Examination

The examination is designed to test that students understand the issues covered during the course lectures. The exam paper includes questions which require short answers and covers the whole range of taught units.

Assignment

The coursework of this module is a group report of 2.000-2.500 words and a presentation of it to the rest of the class.

The format and the content of the assignment are to be explained further in the first lecture.

Recommended Reading Material

- Kuratko, D. F. and Hodgetts, R. M. (2004) Entrepreneurship, Theory, Process, Practice. 6th edition, Thomson Learning, Mason, Ohio
- Scarborough, N. M and Zimmerer, T. W., (2006). Effective Small Business Management. 8th edition, Pearson Prentice Hall, Upper Saddle River

6. Personal Selling & Sales Management

Nikolaos Panagopoulos

6 ECTS credits

Course Objectives

The modern sales force warrants attention on its potential as a "new and better way of competing" for at least four reasons. First, as the primary point of contact between sellers and their buyers, the sales organization holds a prominent role in managing interorganizational relationships. Second, salespeople often create customized solutions that form the basis of customer-firm relationship and enhance customer value. Third, recent research indicates that selling capability has the largest impact on firm performance among all other marketing-mix related capabilities. Fourth, the ever-increasing attention on interorganizational relationships furthers the need for managerial emphasis based on the increasing strategic importance of the sales force in gaining sustainable competitive advantage. According to recent research, however, large corporations identify sales as the most difficult position to fill due to lack of available talent.

Against this background, this course presents and discusses issues revolving around the development of important knowledge, skills, and abilities for managing a firm's sales function. The course is divided into two parts. The first part covers issues related to personal selling, such as personal selling's role in a firm's business strategy, important skills and abilities for effective selling, the selling process, adaptive selling abilities, and special applications of selling in various industries. The second part covers issues regarding the management of a

sales force. Specifically, students are presented with how sales strategies are developed, implemented and evaluated. Among the many topics discussed are, organizing the sales force, forecasting, setting quotas, determining sales force size, designing sales territories, motivating salespeople, managing salesperson performance, and selecting/training/compensating/evaluating salespeople. In addition, the course elaborates on issues regarding effective sales-based CRM technology implementation.

Recommended Reading Material

1. Ahearne, Michael, Eli Jones, Adam Rapp, and John Mathieu (2008) "High Touch Through High Tech: The Impact of Salesperson Technology Usage on Sales Performance via Mediating Mechanisms", *Management Science*, 54 (4), 671-685.
2. Avlonitis, G. J., N.G. Panagopoulos (2006), "Role stress, attitudes and job outcomes in business-to-business selling: Does the type of selling situation matter?", *Journal of Personal Selling & Sales Management*, 26 (1), 67-77.
3. Avlonitis, G.J., and N.G. Panagopoulos (2007), "Exploring the influence of sales management practices on the industrial salesperson: A multi-source hierarchical linear approach", *Journal of Business Research*, 60 (7), pp. 765-775.
4. Avlonitis, George J., and Nikolaos G. Panagopoulos (2005), "Antecedents and Consequences of CRM Technology Acceptance in the Sales Force", *Industrial Marketing Management*, 34 (4), 355-368.
5. Brown, Stephen P., and Robert A. Peterson (1993), "Antecedents and Consequences of Salesperson Job Satisfaction: A Meta-Analysis and Assessment of Causal Effects", *Journal of Marketing*, 30, 1 (February), 63-77.
6. Churchill, Gilbert A., Jr., Neil M. Ford, Steven W. Hartley, and Orville C. Walker Jr., (1985), "The Determinants of Salesperson Performance: A Meta- Analysis", *Journal of Marketing Research*, 22, 2 (May), 103-118.
7. Cravens, David W., Thomas N. Ingram, Raymond W. LaForge, and Clifford E. Young (1993), "Behavior-based and Outcome-based Salesforce Control Systems", *Journal of Marketing*, 57 (October), 47-60.
8. Day, George S. (1994), "The Capabilities of Market-Driven Organizations", *Journal of Marketing*, 58 (October), 37-52.
9. Dixon, Andrea L., Rosann L. Spiro, and Maqbul Jamil (2001), "Successful and Unsuccessful Sales Calls: Measuring Salesperson Attributions and Behavioral Intentions", *Journal of Marketing*, 65 (3), 64-78.
10. Fang, Eric, Robert W. Palmatier, and Kenneth R. Evans (2004), "Goal-setting paradoxes? Trade-offs Between Working Hard and Working Smart: The United States Versus China", *Journal of the Academy of Marketing Science*, 32 (2), 188-202.
11. Homburg, Christian, Ove Jensen, and Harley Krohmer (2008), "Configurations of Marketing and Sales: A Taxonomy", *Journal of Marketing*, Vol. 72 (2), 133-54.
12. Hunter, Gary K. and William D. Perreault, Jr. (2007), "Making Sales Technology Effective", *Journal of Marketing*, 71 (1), 16-34.
13. Johnston, Mark W., and Greg W. Marshall (2003), "Churchill/Ford/Walker's Sales Force Management", 7th ed., Boston, MA: McGraw Hill/Irwin.
14. Jones, Eli, Steven P. Brown, Andris A. Zoltners, and Barton A. Weitz (2005), "The Changing Environment of Selling and Sales Management", *Journal of Personal Selling & Sales Management*, 24 (2), 105-111.
15. Kumar, V., Rajkumar Venkatesan, and Werner Reinartz (2008), "Performance Implications of Adopting a Customer-Focused Sales Campaign", *Journal of Marketing*, 72 (5), 50-68.

16. McFarland, Richard G., Goutam N. Challagalla, and Tasadduq A. Shervani (2006), "Influence Tactics for Effective Adaptive Selling", *Journal of Marketing*, 70 (October), 103-117.
17. Moncrief, William C. (1986a), "Selling Activity and Sales Position Taxonomies for Industrial Sales forces", *Journal of Marketing Research*, 23, 3 (August), 261-270.
18. Panagopoulos, N.G. and G.J. Avlonitis (2008), "Sales Force Control Systems: A Review of Measurement Practices and Proposed Scale Refinements", *Journal of Personal Selling & Sales Management*, 28 (4), pp. 365-385.
19. Panagopoulos, N.G. and S. Dimitriadis (2009), "Transformational Leadership as a Mediator of the Relationship between Behavior-Based Control and Salespeople's Key Outcomes: An Initial Investigation", *European Journal of Marketing*, forthcoming.
20. Sujan, Harish, Barton A. Weitz, and Nirmalya Kumar (1994), "Learning Orientation, Working Smart, and Effective Selling", *Journal of Marketing*, 58, 3 (July), 39-53.
21. Tuli, Kapil R., Ajay K. Kohli, and Sundar G. Bharadwaj (2007), "Rethinking Customer Solutions: From Product Bundles to Relational Processes", *Journal of Marketing*, 71 (July), 1-17.
22. Vorhies, Douglas W. and Neil A. Morgan (2005), "Benchmarking Marketing Capabilities for Sustainable Competitive Advantage", *Journal of Marketing*, 69 (January), 80-94.
23. Walker, Orville C., Jr., Gilbert A. Churchill, Jr., and Neil M. Ford (1977), "Motivation and Performance in Industrial Selling: Present Knowledge and Needed Research", *Journal of Marketing Research*, 14, 2 (May), 156-168.
24. Weitz, Barton A. and Kevin D. Bradford (1999), "Personal Selling and Sales Management: A Relationship Marketing Perspective", *Journal of the Academy of Marketing Science*, 27 (2), 241-54.
25. Weitz, Barton A., Stephen B. Castleberry, and John F. Tanner Jr. (2004), "Selling: Building Partnerships", 5th ed., Illinois: Irwin Press.

7. Introduction to Marketing

K. Intounas

6 ECTS credits

Level: Intermediate

Communication with Lecturer

Tel: 210-8203 473, e-mail: indounas@aueb.gr, 12, Derigni St, 7th Floor

Course Outline

An indication of the topics to be covered follows:

- The Meaning and the Role of Marketing in Business
- The Marketing System and Environment
- Consumer and Business Markets and Behaviour
- The Role of Marketing Research in Analyzing Market Opportunities
- Strategic Marketing
- Segmentation, Targeting and Positioning
- The Marketing Mix (Product, Place, Promotion, Price)
- Analysis, Planning, Implementation and Control
- Marketing Services
- Global Marketing
- Marketing and Society

Aim and Learning Approach

The fundamental aim of the course is to introduce the students to the basic concepts of marketing. The learning process will be based on the active interaction between the tutor and the students as well as their personal work through class presentations. The lectures (4 hours per week) will be built upon presentations, discussions and examples, while the main reading material will be the tutor's notes.

Methods of Assessment

The assessment is based on:

- An exam that will be taken in June 2003 (50%)
- An assignment that will be prepared in teams and presented in the classroom (50%)

Reading Material

26. Bagozzi, R.P. (1975), "Marketing as Exchange", *Journal of Marketing*, Vol. 39, October, pp. 32-39
 27. Churchill, C.A. (1999), *Marketing Research: Methodological Foundations*, The Dryden Press, New York
 28. Churchill, C.A, Ford, N.M. and Walker, O.G. (1997), *Sales Force Management*, 5th eds., Irwin, Chicago
 29. Engel, J.F., Blackwell, R.D. and Miniard, P.W. (1995), *Consumer Behavior*, 5 eds., The Dryden Press, New York
 30. Gopal, C. and Cypress, H. (1993), *Integrated Distribution Management: Competing on Customer Service, Time and Cost*, Irwin, Chicago
 31. Hutt, M.D. and Speh, T.W. (1995), *Business Marketing Management*, 5th eds., The Dryden Press, New York
 32. Kalakota, R. and Whinston, A.B. (1996), *Electronic Commerce: A Manager's Guide*, Addison Wesley Longman, New York
 33. Kohli, A.K. and Jaworski, B.J. (1990), "Market Orientation: The Construct, Propositions and Managerial Implications", *Journal of Marketing*, Vol. 54, April, pp. 1-18
 34. Kotler (1997), *Marketing Management: Analysis, Planning, Implementation and Control*, 9th eds., Prentice-Hall, New Jersey
 35. Levitt, T. (1960), "Marketing Myopia", *Harvard Business Review*, July-August, pp. 45-56
 36. Lovelock (1996), *Services Marketing*, 3rd eds., Prentice-Hall, New Jersey
 37. Nagle and Holden (1995), *The Strategy and Tactics of Pricing*, 2nd eds., Prentice-Hall, New Jersey
 38. Parasuraman, A., Zeithaml, V.A. and Berry, LL. (1985), "A Conceptual Model of Service Quality and its Implications for Future Research", *Journal of Marketing*, Vol. 49, Fall, pp. 41-50
 39. Piercy, N. (1997), *Market Led Strategic Change*, 2nd eds., Butterworth-Heinemann, Oxford
 40. Tellis, G.J. (1996), *Advertising and Sales Promotion Strategy*, Addison Wesley Longman, New York
 41. Webster, F.A. (1992), "The Changing Role of Marketing in the Corporation", *Journal of Marketing*, Vol. 56, October, pp. 1-17
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SPRING SEMESTER

1. Public Relations

I. Christodoulakis

6 ECTS credits

Level: Intermediate

Course Outline

Planning & Management

- The Function of Public Relations
- In-house departments & PR consultancies
- Writing reports and proposals
- Managing planned PR programs
- Determining objectives
- Defining publics
- Selecting PR media
- Budgeting
- Assessing results

Media Relations

- Role of the press officer
- Writing news releases & feature articles
- Presentation of press material
- Organizing PR functions & events

The Media of Communication

- The press
- Broadcasting
- Overseas media
- Films, video, audio & visual aids
- Seminars, meetings & conferences
- Exhibitions
- PR literature
- Special PR media & techniques

Special Areas of PR

- Marketing & PR
- Corporate image & identity
- Financial PR
- Internal PR
- Crisis management
- Sponsorship
- Corporate & issue advertising
- Political & parliamentary PR
- Pre-selling through market education

Teaching Method

The course is taught for 4 hours per week for 12 weeks. Approximately 25 students are attending the class and the marks range from 0 to 10. 5 is the passing grade. The course material is based on the textbook, extra reading and articles supplied by the Professor.

Methods of Assessment

The assessment is based on a formal 2-hour written exam plus a written project of 15 pages. Students will prepare this project on a personal or group basis and will make an oral presentation of 30 minutes in class.

Course Duration

One four-hour lecture per week

Reading Material

Textbook

Jefkins Frank, Public Relations Techniques, Heinemann Professional Publishing, 1988

Other Books

Seitel Fraser, The Practice of Public Relations, Prentice Hall, 1995

White & Mazur, Strategic Communications Management, Addison-Wesley, 1994

Journals

Public Relations Quarterly

Public Relations Review

2. Political Economy and Communication

A. Skouras

6 ECTS credits

Level: Advanced

Course Content

- Economic methodology and a neglected strand of political economy.
- Social communication and its economic significance.
- Production without machines.
- Social communication in a simple economy.
- The importance of the social relations of production.
- Production with machines in a centrally planned economy.
- Industrialization and its effects.
- Pure capitalism.
- Mixed capitalism in an open economy – the role of the state and foreign trade.
- Competition, corporate pricing and the level of economic activity.

Aim

This theoretical course has a dual aim: On the one hand, to examine the role of social communication in the economy and, on the other, to provide an alternative theoretical framework for the understanding of the modern economic system.

Reading Material

Notes, articles and chapters from book in progress to be provided in class.

3. Change Management

M. Vakola

6 ECTS credits

Level: Advanced

Communication with Lecturer

E-mail: mvakola@aub.gr

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General Aim and Rationale

The concept of change is not a new one. Indeed change has always been recognized as necessary and inherent to all aspects of life. However the last decade has, for most organizations, been a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Coping with change has become another element in organizations' battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this course is to provide an understanding

of the change management process and to present a framework for managing change.

Course Objectives

- On successfully completing the module, participants will be able to do the following.
- Present a clear view of the theory and practice of managing change.
- Demonstrate an understanding of the choices and dilemmas facing organizations.
- Explain the nature and history of the theories, approaches and beliefs available to guide their action, in order to make informed choices when instigating and implementing change.
- Demonstrate a practical understanding of organizational change, of the approaches to change and the methods of identifying, planning and implementing change.

Course Content

- Introduction and Objectives
- Strategic Change
- Discussion of case studies
- The role of culture in the organizational change
- Cultural change in British Airways
- Creating Successful Organizational change
- Communication strategy
- The change process
- Mergers and Acquisitions
- Dealing with resistance to change
- HR systems and organizational change

Reading Material

Change is a broad subject and no one book will cover all the aspects of the course to an appropriate level, students will be expected to develop their own reading in line with those aspects of the module which interest them and upon which they chose to focus in assessment. More references will be provided during the lectures. However, some recommended books are:

General Textbooks on Change

1. Balogun, J., & Hope Hailey, V., 1999. Exploring strategic change. London: Prentice-Hall
2. Burnes, B., 1996. Managing Change: A Strategic Approach to Organisational Dynamics London: Pitman Publishing
3. Carnell, C. 1999. Managing change in organisations. London: Prentice Hall
4. Jick, T. D., 1993. Managing Change: Cases and Concepts, Boston: Irwin
5. Kotter J.P., 1996. Leading Change, Boston: Harvard Business School Press
6. Mabey, Ch. & Mayon-White, B., 1993. Managing Change. Pcp: London.
7. Senior, B., 1997. Organisational Change. UK: Pearson Education Ltd
8. Weiss, J., 2001, Organizational Behavior and Change, South-Western, London

Essential Reading

1. Beer, M., & Nohria, N. 2000. Cracking the code of change. Harvard Business Review, May-June: 133-141.
2. Judge, T., Thoresen, C., Pucik, V., & Welbourne, T. 1999. Managerial coping with organizational change: A dispositional perspective. Journal of Applied Psychology, 84: 107-122.

3. Iverson, R. D. 1996. Employee acceptance of organizational change: the role of organizational commitment. *The International Journal of Human Resource Management*, 7:122-149
4. Kotter, J. P. (1996). *Leading Change: Why transformation efforts fail*. Harvard Business Review on Change. Harvard: HBS Press.
5. Lau, C. M., & Woodman, R. 1995. Understanding organizational change: a schematic perspective. *Academy of Management Journal*, 38: 537-554.
6. Oreg, Sh. 2003. Resistance to change: Developing an Individual Differences Measure. *Journal of Applied Psychology*, 88: 680-693
7. Piderit, S. C. (2000). Rethinking resistance and recognising ambivalence: A multidimensional view of attitudes toward and organisational change. *Academy of Management Review*, 25, 783-794.
8. Schweiger, D. M., & DeNisi, A.S. (1991). Communication with employees following a merger: a longitudinal field experiment. *Academy of Management Journal*, 34, 110-135.
9. Wanberg, C., & Banas, J. 2000. Predictors and outcomes of openness to change in reorganising workplace. *Journal of Applied Psychology*, 85: 132-142.

4. Customer Relationship Management (CRM)

N. Panagopoulos

6 ECTS credits

Course Objectives

This course presents and discusses issues revolving around the management of customer relationships in both consumer and business markets. Specifically, the course walks through defining CRM and presenting various theories underlying the development of customer relationships. Next, it presents a strategic framework for managing customer relationships and discusses organizational issues relating to it. In addition, it deals with CRM technology implementation and how it can assist organizations in profitably managing customer assets. Finally, the course will discuss the various metrics for assessing the performance of a firm's customer portfolio.

Reading Material

10. Bowman, Douglas; Narayandas, Das (2004), "Linking Customer Management Effort to Customer Profitability in Business Markets", *Journal of Marketing Research*, 41, 4, 433-447.
11. Kumar, V.; Venkatesan, Rajkumar; Reinartz, Werner (2006), "Knowing What to Sell, When, and to Whom", *Harvard Business Review*, 84, 3, 131-137.
12. Mithas, Sunil; Krishnan, M. S.; Fornell, Claes (2005), "Why Do Customer Relationship Management Applications Affect Customer Satisfaction?", *Journal of Marketing*, 69, 4, 201-209.
13. Payne, Adrian; Frow, Pennie, (2005), "A Strategic Framework for Customer Relationship Management", *Journal of Marketing*, 69, 4, 167-176.
14. Reinartz, Werner J.; Kumar, V. (2000), "On the Profitability of Long-Life Customers in a Noncontractual Setting: An Empirical Investigation and Implications for Marketing", *Journal of Marketing*, 64, 4.
15. Reinartz, Werner J.; Kumar, V. (2003), "The Impact of Customer Relationship Characteristics on Profitable Lifetime Duration", *Journal of Marketing*, 67, 1, 77-99.
16. Reinartz, Werner; Thomas, Jacquelyn S.; Kumar, V. (2005), "Balancing Acquisition and Retention Resources to Maximize Customer Profitability", *Journal of Marketing*, 69, 1, 63-79.

17. Venkatesan, Rajkumar; Kumar, V. (2004), "A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy", *Journal of Marketing*, 68 4, 106-125.
 18. Verhoef, Peter C. (2003), "Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development", *Journal of Marketing*, 67, 4, 30-45.
-

5. Cross - Cultural Communication

Eleni Apospori
6 ECTS credits

Course Aim

The overall aim of this course is to educate students so that they get basic competences in cross-cultural communication in general and in organizational environment in particular.

Course Content

Topics that will be covered:

1. Introduction to Communication

Aim

To analyse various approaches to and concepts of communication in order to become clear the complexity and multi-dimensionality of communication and its mechanisms

1.1 Basic Concepts

- Problems in Communication
- Noise in Communication
- Communication – Semiotics

1.2 The Five Rules of Communication

1.3 Definition of Cross – Cultural Communication

2. Theories of Cross Cultural Communication

Aim

To study

- How traits and states affect the nature and effectiveness of cross cultural communication.
- Theories concerned with the cognitive and affective responses of individuals in intercultural communication.
- Theories concerned with intercultural interactive behaviour.

2.1 Definitions and Concepts

2.2 States, Traits, Styles and Situations

2.3 Communication Resourcefulness

2.4 Episode Representation Theory

2.5 Constructivist Approach

2.6 Expectations Theories

2.7 Anxiety/ Uncertainty Management Theory

2.8 Cultural Identity Negotiation Theory

2.9 Communication Accommodation Theory

2.10 Ellingsworth's Adaptation Theory

2.11 Network Theory

2.12 Intercultural Communication Effectiveness

3. Organizational Culture

Aim

- To define and analyse the concept of organizational culture.
- To examine the role of organizational culture in the organization.
- To look at when and why understanding the organizational culture is important for the manager.

3.1 Introduction

3.2 Organizational Culture as Tool of Management

4. Diversity Management**Aim:**

To study

- The concept and dimensions of diversity
- Changes that lead to diversity
- Models of diversity management
- Strategies of diversity management
- Obstacles in diversity management
- Benefits and costs of diversity
- The role of Human Resource Management in diversity

4.1 Introduction: Concept and Dimensions of Diversity

4.2 Changes That Lead to Diversity

4.3 Models of Diversity Management

4.4 Diversity Management Practices

4.5 Obstacles

4.6 Benefits

4.7 Costs

4.8 HR and Diversity Management

Evaluation Methods

Students Evaluation will be based on:

- Quizzes/ exams 30%
- Term papers 40%
- Presentations 30%

Indicative Reading Material

- Communicating Across Cultures (1999) M. Guirdham, Palgrave.
- An Introduction to Intercultural Communication (2007), F. E. Jandt, Sage.
- Managing Cultural Differences (2000), P. R. Harris & R. T. Moran, Butterwoth-Heinemann.

6. Marketing of Services

Kalipso Karantinou

6 ECTS credits

Course Objectives

The service sector is the dominant driving economic force worldwide and marketing and management practices in this field are evolving rapidly. There is as a result an increasing academic and business interest in the service sector, where the manufacturing-based models of business and marketing practice are not always useful, relevant and appropriate. Service organizations differ in many important respects, posing a number of interesting challenges to managers, and thus requiring a distinctive approach to the development of marketing strategies. This course aims to provide the students with an extensive understanding of the distinguishing characteristics of services and their implications, and to acquaint

students with services marketing theories, models, applications, and best practices, as ways to deal effectively with the unique challenges in services.

Learning Outcomes

At the end of the course students should have developed a comprehensive understanding of the distinguishing characteristics of services, an appreciation of their multifaceted implications, and a resulting insight into the challenges of managing and marketing services. They should be able to identify optimal strategies for services and know how to implement them.

Course Content

- The Uniqueness and Characteristics of Services
- Managerial Implications and Challenges in Marketing Services
- Service Quality - Customer Care - Service Excellence
- Service Failure - Service Recovery
- Service Positioning and Branding
- New Service Development
- Moments of Truth in Services
- The Role of People in Services
- Physical Evidence and Servicescapes
- Using Process as a Distinguishing Advantage in Services
- Handling Distribution in Services
- Communicating an Offering the Customer Cannot See
- Pricing for Optimal Yield and Demand Management
- Loyalty and Relationship Development in Services
- Sector-Specific Analysis: Hospitality and Tourism Services
- Sector-Specific Analysis: Professional Services
- Sector-Specific Analysis: Private Banking
- Sector-Specific Analysis: Consulting Services

Teaching and Learning Methods and Style

Sessions will combine lecture style delivery with case studies, practical examples and extensive discussions of the application of theories in a variety of different sectors and situations. Student participation is particularly encouraged and facilitated. Case studies will be provided every week to facilitate understanding of the practical relevance of theoretical concepts and students will be asked to work on them individually or in groups.

Recommended Reading Material

1. Fisk, R.P., Grove, S.J. & John, J. (2005), **Interactive Services Marketing**, Second Edition, Houghton Mifflin Company.
2. Hoffman, K. D. & Bateson, J. E. G. (2001), **Essentials of Services Marketing: Concepts, Strategies and Cases**, Second Edition, South-Western, Thomson Learning
3. Lovelock, C. H. & Wirtz, J. (2007), **Services Marketing: People, Technology, Strategy**, Sixth Edition, Pearson, Prentice-Hall.

Additional readings and case studies will be provided every week in the class.

Assessment

Assessment will be by a combination of:

- Examination (40%),
- Evaluation of the frequency and quality of participation (20%), and
- A term project (40%).

1. Examination (40% of the overall course mark)

Students should combine theory with practical examples in their answers to the exam questions. They should demonstrate in-depth understanding and analytical ability.

2. Participation (20% of the overall course mark)

Class participation is encouraged and sought. All students are expected to actively participate in class discussions by asking and answering questions and by offering ideas and examples.

3. Term Project (40% of the overall course mark)

Students, in addition to submitting the written report for assessment (length: 3,000-4,000 words) should be prepared to present their results in class. Students are expected to work in pairs for this assignment.

7. Non-Profit Marketing

K. Indounas
6 ECTS credits

Communication with Lecturer

Tel: 210-8203 473, e-mail: indounas@aueb.gr, 12, Derigni St, 7th Floor

Course Outline

- Characteristics of non-profit organizations
- Classification of non-profit organizations
- Need of marketing orientation adoption in non-profit organizations
- Segmentation, targeting, positioning in non-profit organizations
- The marketing mix in non-profit organizations
- The design of marketing plans in non-profit organizations
- Corporate responsibility
- Fundraising
- Cause related marketing
- Social marketing
- Case studies

Course Objective

The fundamental aim of the course is to analyze the need and role of marketing in non-profit organizations. The learning process will be based on the active interaction between the tutor and the students. The lectures (3 hours per week) will be built upon presentations, discussions and examples, while the main reading material will be the tutor's notes.

Evaluation Methods

The evaluation will be based on:

- An exam that will take place in June (80% of the total grade)
- An assignment that will be prepared in teams and presented in the classroom (20% of the total grade)

Recommended Reading Material

Andreasen, A. and Kotler, P. (2007), Strategic Marketing for Non-Profit Organizations, Prentice Hall, New Jersey

DEPARTMENT OF COMPUTER SCIENCE

FALL SEMESTER

1. Operations Research

E. Mageirou
6 ECTS credits

Course Description

Introduction to problem formulation in operations research and problem solving software. Optimization: unconstrained optimization, optimization under equality constraints (theory and algorithms), constrained optimization (the Karush-Kuhn-Tucker conditions), algorithmic implementation. Linear Programming: LP problem formulation, Simplex Method (phase I and phase II). Inventory theory: deterministic models (economic ordering quantity), stochastic models, (s, S) policies. Dynamic programming: characteristics, implementations, deterministic models, stochastic models. Application to dynamic inventory models, the Wagner-Whitin algorithm.

2. Computer Graphics

G. Papaioannou
6 ECTS credits

Course Description

Digital imaging synthesis, applications and representation models. Basic drawing algorithms, antialiasing and supersampling. 2D and 3D transformations and coordinate systems, kinematic chains, scene graphs and modeling. Culling, viewing transformations and projections. Data structures for polygonal models. Back face removal. Hidden surface elimination and depth sorting. Scan-conversion and the Z-buffer algorithm. Illumination models, the bidirectional reflectivity distribution function and empirical local illumination models and algorithms. Texturing: Texture maps, texture coordinates and transformations, antialiasing and procedural textures. Introduction to shaders. Animation techniques and motion synthesis. Shadow generation: Shadow volumes and the stenciled shadow volumes algorithm. Shadow maps. Hardware implementation of the above topics and graphics programming using OpenGL and C/C++.

3. Elementary Mathematics of Finance

E. Mageirou
6 ECTS credits

Course Description

Introduction: classification and nature of investment decisions. The principle of arbitrage. Simple interest and its justification by arbitrage principles. Applications to accounts, bond discounting. Compound and continuous interest. Compound interest accounts and their analysis with difference equations. Elementary investment analysis: Net Present Value (NPV), Internal Rate of Return (IRR). Annuities: simple, uniform, geometric, general and applications to equipment selection. Loans and Bonds. Investment cash flows. Spreadsheet programming for investment analysis.

4. Interested students for Diploma Thesis should contact directly either Prof. Vassalos vassalos@aueb.gr, Prof. Vazirgiannis mvazirg@aueb.gr or Prof. Calampoukis (tzk@aueb.gr).

5. Mathematical Logic (Reading Course)

E. Foustoucos
6 ECTS Credits

Course Description

Propositional Logic (Propositions and connectives. Semantics. Formal proofs. Soundness and Completeness) Predicate logic (Quantifiers. Structures. Semantics. Compactness. Soundness and Completeness). Resolution and principles of Logic Programming

6. Computability Theory (Reading Course)

E. Foustoucos
6 ECTS Credits

Course Description

The Church-Turing thesis. Turing machines Recursive functions. Computable functions. Codings. Recursive sets and recursively enumerable sets. Decidable and undecidable problems. Reducibility.

SPRING SEMESTER

1. Data and Web Mining

M. Vazirgiannis
6 ECTS credits

Course Description

Overview of supervised learning algorithms, unsupervised learning focusing on clustering and association rules. Basic Information Retrieval concepts, text feature extraction techniques and related information measures, matrix decomposition and dimensionality reduction (SVD, PCA, LSI), Markov chains. Semantic analysis and its applications to data mining and information retrieval. The semantic Web, Web (content, structure and usage) mining, link analysis, Web page ranking, P2P web organization & search.

2. Digital Design

E. Veneris
6 ECTS credits

Course Description

Principles of binary logic, Boole Algebra and logic gates, Transistors and CMOS technology. Logic functions, circuits and designing with don't cares. Logic design simplification methods for circuits and functions with Karnaugh maps. Design of combinational blocks (adders, multiplexers, encoders, ROM memories). Memory elements (flip flops). Design of synchronous sequential circuits (registers, counters, RAM memories). Implementation of simple processors, PLAs, PLDs, and

FPGAs. Design and simulation of digital circuits with Quartus II CAD package from Altera using the VHDL programming language. Design with schematics. Steps of design cycle, verification and test with CAD tools.

3. Computer Architecture

E. Veneris

6 ECTS credits

Course Description

Modern computer architectures and design cycle of integrated circuits and systems. MIPS assembly, compilers and their relation to computer architecture. Computer architecture and the VHDL language. Design of the data path and control circuit for MIPS (one cycle), pipeline and MIPS design, MIPS of multiple cycles. Instruction level parallelism, out of order execution, microprogramming, memory hierarchy, cache memories, and I/O. Cluster computers. Case studies of Pentium, PowerPC and other RISC architectures. Embedded systems and Systems-on-Chip.

4. Compilers

E. Veneris

6 ECTS credits

Course Description

Principles and history of compilers. Lexical analysis, Syntax analysis, Semantic analysis (SLR and LR(1) machines). Type analysis, run-time environments, communication with the operating system and the effect of the underlying computer architecture to a compiler. Intermediate code generation, assembly code generation, garbage collection and introduction to code optimization. Implementation of all compiler phases for a MiniJava compiler.

5. Java Programming

V. Siris

6 ECTS credits

Course Description

Object comparisons and operations, file and string operations, class hierarchy and object optimization. Visibility of class members, anonymous, local static and abstract classes. Code reusability and abstraction, polymorphism, Memory usage and speed optimization. Generics and collections. Packages and code organization. Custom exceptions. In-depth event-driven and windowing system programming, widget class hierarchy, programming and customization, applets and data communication in window applications.

6. Interested students for Diploma Thesis should contact directly Prof. Vassalos (vassalos@aeub.gr), Prof. Vazirgiannis (mvazirg@aeub.gr) or Prof. Polyzos (polyzos@aeub.gr).

The thesis will be focused on gaining research experience under the guidance of the responsible faculty member. It will comprise a literature review and a guided and closely supervised research component. Good knowledge required, at the level of one completed undergraduate course, of Operating Systems, Databases, and Algorithms. Coursework in Networks and Programming Languages

is useful. Either strong programming skills or strong mathematical background is a must.

Available study topics include sensor data management, stream processing, formal specification of web services as well as a project for the specification and advanced development of a specific Web 2.0 service.

Workload for 6 ECTS credits: At least 8 hours per week for 13 weeks.

Equivalent to a demanding course. No exams.

DEPARTMENT OF STATISTICS

FALL SEMESTER

1. Statistical Quality Control (Reading Course)

S. Psarakis

6 ECTS credits

Course Content

The meaning of quality and quality improvement. Methods and philosophy of Statistical Process Control. Cause and effect charts. Pareto charts. Operating characteristic curves. Average Run Length (ARL). Control charts for variables (R,s) with and without subgrouping. Control charts for attributes (p, np, c, u). Cumulative Sum (CUSUM) and Exponentially Weighted Moving Average (EWMA) control charts. Basic Capability Indices. Acceptance Sampling, simple and double acceptance sampling, Average Outgoing Quality (AOQ), Average Outgoing Quality Level (AOQL).

Textbook

- Tzortzopoulos, P. (1991). Statistical Quality Control. (In Greek).
- Psarakis, S. (1999). Statistical Quality Control. (In Greek).

Recommended Reading Material

- Derman Cyrus & Sheldon M. Ross (1996). Statistical Aspects of Quality Control, Academic Press Book.
 - Ishikawa K. (1990). Introduction to Quality Control, 3A Corporation.
-

2. Computational Statistics (Reading Course)

D. Karlis

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact Dr. Karlis at karlis@aub.gr.

3. Simulation (Reading Course)

D. Karlis

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact Dr. Karlis at karlis@aub.gr.

4. Multivariate Techniques (Reading Course)

I. Ntzoufras

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact the professor at ntzoufra@aub.gr.

5. Introduction to Real Analysis (Reading Course)

Th. Giannakopoulos

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact the professor at ayannaco@aueb.gr.

6. Time Series (Reading Course)

Ch. Pavlopoulos

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact the professor at hgp@aueb.gr.

7. Environmental Statistics (Reading Course)

Ch. Pavlopoulos, Th. Giannakopoulos

6 ECTS credits

Course Description

The description of the course has not yet been announced by the professors. All interested students should contact the professors at sakis@aueb.gr and/or ayannaco@aueb.gr.

SPRING SEMESTER

1. Bayesian Statistics (Reading Course)

P. Dellaportas

6 ECTS credits

Course Content

The classical approach, problems with classical Statistics, the Bayesian approach (prior to posterior), conjugate priors, relative contribution of prior and posterior, prior ignorance, quantification of prior ignorance, Bayesian inference, Highest posterior regions, Bayesian asymptotics, Decision theory, Bayes factor, sufficient statistics, prediction densities, Bayesian linear models, MCMC methods.

Reading Material

- Gelman A, Carlin S.B., Stern H.S. and Rubin D.B. (1995) Bayesian Data Analysis, Chapman and Hall, London
 - O'Hagan A. and Forster (2004) Kendall's advanced Theory of Statistics, Volume 2b: Bayesian Inference, Edward Arnold, London.
 - Bernardo J M and Smith A.F.M. (1994) Bayesian Theory, Wiley, London.
-

2. Biostatistics (Reading Course)

I. Ntzoufras

6 ECTS Credits

Course Description

The description of the course has not yet been announced by the professor. All interested students should contact the professor at ntzoufra@aueb.gr.

DEPARTMENT OF ACCOUNTING AND FINANCE

FALL SEMESTER

1. Cost Accounting

G. Venieris

6 ECTS credits

Course Objectives - Content

Target of the course is to explain to the students the content of Cost Accounting, to analyze the similarities and differences between Cost Accounting and Financial Accounting, to develop the notions and categories of cost, to explain the determinants of cost of production (raw materials, direct labor and overheads), the costing methods (job order and mass production), the costing techniques (full cost, variable cost and standard cost), the allocation and reallocation of overheads, the break even point and the costing of joint products and by – products.

2. Derivative Markets

S. Spyrou

6 ECTS credits

Course Content

- Introduction to Derivative Markets
- Forward Contracts & Futures Contracts,
 - Definitions, Examples, Trading Mechanisms, Differences between Forward & Futures, Pricing
- Option Contracts
 - Definitions, Examples, Trading Mechanisms, Black Scholes Pricing, Binomial Pricing, Trading Strategies
- Swap Agreements
 - Definitions, Examples, Interest Rate Swaps, Exchange Rate Swaps, Swap Pricing
- Derivative Instruments & Hedging
 - Use of derivative instruments for hedging

Recommended Reading Material

Hull J.C. (2000), Options, Futures, & Other Derivatives, Prentice Hall International

Method of Assessment

Two hour written examinations at the end of the module

3. Financial Statement Analysis

G. Siougle

6 ECTS credits

Level: Advanced

Course Content

This course introduces and develops a framework for business analysis and valuation using financial statement data. Four key components of effective financial statement analysis are discussed:

- Business Strategy Analysis
- Accounting Analysis

- Financial Analysis
- Prospective Analysis

Cases are used in course projects and will be assigned to student teams.

Recommended Reading Material

Business Analysis and Valuation, By Palepu, Healy and Bernard

SPRING SEMESTER

1. Computational Finance

Vasilios I. Sogiakas
6 ECTS credits

Course Objective

This course refers to the function of structured financial products. The course consists of two parts, the theoretical and the econometric one. The objective is to understand some fundamental financial topics, such as financial management, capital structure, portfolio analysis, market risk, credit risk and furthermore to apply advanced econometric methodologies in order to explain empirically their implications.

Course Outline

Part A

1. Financial Management

Capital & Money Markets, Time Value of Money, Present & Future Value, Rule of 72, Annuity, Compounding Frequency, Net Cash Flows, Investment Decisions, Net Present Value, Internal Rate of Return, Payback Period, Bonds, Shares, Loans, Leasing

2. Corporate Finance

Financing Decisions, Leverage, Modigliani & Miller I & II

3. Portfolio Analysis

Risk & Uncertainty, Portfolio construction, Utility function, Risk Premium, Mean-Variance: Markowitz model, Diversification, Feasible Set, Efficient Portfolio Frontier, Optimal Portfolio, Capital Market Line, Separation Theorem, Equilibrium models: Capital Asset Pricing Model, Systematic and Specific risk, Securities Market Line

4. Derivatives Markets

Forward & Futures, Options, Strategies, Hedging

5. Credit Risk

Rating Agencies, Expected Default losses on bonds, Probability of Default assuming no recovery, Hazard Rates, Recovery Rate, Structured Credit Risk models, Loss Given Default

Part B

1. Volatility

2. VaR

3. Case Studies

Recommended Reading Material

1. Lawrence Galitz, 'Financial Engineering: Tools and Techniques to Manage Financial Risk', Financial Times (Pitman Publishing).

2. Ph. Jorion, 'Value at Risk: The New Benchmark for Controlling Derivatives Risk', McGraw-Hill
3. H. Levy & M. Sarnat, 'Portfolio and Investment Selection: Theory and Practice', Prentice Hall
4. Journal reading
5. Handouts (V.Sogiakas)

Methods of Assessment

Examination and Case Study

2. Financial Accounting for Decision Makers

Leonidas C. Doukakis

6 ECTS credits

Level: Introductory accounting course progressing to intermediate

Course Objective

The course introduces the students to the key financial accounting concepts and elements in detail with a special focus on the decision making process.

Course Outline

- Accounting Concepts and Principles
- The Financial Statements
 - ✓ Income Statement
 - ✓ Statement of Retained Earnings
 - ✓ Balance Sheet
 - ✓ Statement of Cash Flows
- The Accounting Cycle
- Basics of Financial Statement Analysis

Recommended Reading Material

Harrison W. and Horngren C., 'Financial Accounting', Pearson Prentice Hall, 7th International Edition

Teaching Methods

Weekly lectures

Methods of Assessment

Final written examination

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

FALL SEMESTER

1. Management of Information Systems

A. Poulymenakou
6 ECTS credits
Course code: 8029
Type: Compulsory
Level: Undergraduate

Course Objectives (expected learning outcomes and competences to be acquired)

This course aims to introduce to the student the essential dimensions related to the management of Information technology and Systems in modern organisations. Related topics include the pervasive role of ICTS in the economy and in organisations, IS planning and strategy, Types of IS used currently in organisations, E-business, E-commerce, Knowledge Management and e-learning, approaches for developing Information Systems, Outsourcing, the organisation and the business roles of the IS function, IS evaluation and the economics of ICT.

Course Content

The course largely follows the chapter structure of the book provided as essential reading (Turban et al).

Prerequisites

No prerequisite. Student should, however, be familiar with the fundamentals of IT, and understand databases and software development methods at a basic level.

Recommended Reading Material

Turban, McLean, Wetherbe (2002) Information Technology Management (3rd Edition). Wiley. ISBN: 0-471-21533-3.

Teaching Methods

Lectures, tutorials, case study workshops.

Methods of Assessment

Written examination, class assignments.

2. International Business

P. Dimitratos
6 ECTS credits
Type: Compulsory
Level: Advanced

Course Objectives (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 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 business.

Prerequisites

Management and Business Strategy courses

Course Content

The notions of 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 activities, assignment of priorities for geographical opportunities, implementation of international strategies and adaptation to different national, political and economic systems etc. In this course these issues are examined illustrating cases and examples that relate to international and Greek companies.

Recommended Reading Material

- International Business, Hill C.W.L., 2003, fourth edition, McGraw-Hill, New York.
- Entry Strategies for International Markets, Root F.R., 1994, second edition, Lexington Books, New York.

Teaching Methods

Lectures - student group presentations.

Methods of Assessment

Individual exam at the end of the semester (70%) – student group work (30%).

3. Production and Operations Management

E. Soderquist

6 ECTS credits

Course code: MST8054

Type: Compulsory

Level: Undergraduate

Course Objective (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 operations, 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 the major 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 Content

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:

- Introduction – Definitions
- Operations Strategy and Lean Production
- Product, Service and Process Design and Development
- Facility Location
- Facility Layout
- Capacity Planning
- Forecasting
- Aggregate Planning
- Production Planning and Inventory Control
- Production scheduling
- Statistical Quality Control and Total Quality Management – TQM
- Procurement Management

Recommended Reading Material

- Krajewski, L. and L. Ritzman (2005). Operations Management: Strategy and Analysis, 7th Edition, Addison-Wesley, NY.
- Hopp, W.J. and Spearman M.L. (2001). Factory Physics: Foundations of Manufacturing Management, 2nd Edition, Irwin, Chicago.
- Nahmias, S. (1997). Production and Operations Analysis, 3rd Edition, Irwin, Chicago.

Teaching Methods

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

Methods of Assessment

Final written exam.

4. Human Recourse Management

N. Bozionelos

6 ECTS credits

Type: Elective for all the specializations

Level: Undergraduate

Course Objectives

Upon completion of the course participants will:

- have realised the importance of appropriately managing human resources in an era that is characterised by intense competition and constant change
- be able to understand the connection of the management of human resources with the management of other aspects of the organization
- have developed insights into the major concepts (e.g., culture), systems (e.g., performance appraisal) and processes (e.g., work motivation) that underlie human resource management
- have developed an understanding of the importance of taking national culture into account when we consider the transfer of human resource practices across national borders.

Prerequisites

None, though knowledge of principles of Management, Psychology and Statistics will be an advantage.

Course Content

The following list provides the areas that will be covered within the course:

- What is human resource management and how it relates to the rest of the organization/business.
- The connection between human resource management and organizational performance.
- Individual differences in the work place: Making certain that we know and understand our human resources.
- Organizational culture and its management.
- Staffing: Recruiting and selecting human resources.
- Leading and motivating human resources.
- Managing the performance of human resources.
- Managing careers and the changing psychological contract.
- Managing human resources across cultures.

Recommended Reading Material

One of the best current books on concepts, systems and processes that underline the management of human resources is the following:

- McKenna, E. (2006). Business psychology and organizational behavior (4th Ed.). London: Psychology Press.

This book manages to cover all major areas in the field. There are many other books in the market, which, however, cover only part of the field; as they concentrate either in human resource systems (typically the Human Resource Management textbooks) in human resource processes (typically the Organizational Behavior textbooks). Therefore, there needs to be a choice of two textbooks to cover all areas.

Textbooks

One of the best textbooks in organizational behavior ever written is the following:

- Luthas, F. (2007). Organizational Behavior (11th Ed.). New York: McGraw-Hill.

There are many good Human Resource Management textbooks, for example:

- NeNisi, A. S., & Griffin, R. W. (2005). Human Resource Management (2nd Ed.). Boston, MA: Houghton Mifflin.

Articles

Some representative articles that refer to the themes that will be covered in the module include:

Human Resource Management & its Connection to Organizational Outcomes

- Artis, C. R., Becker, B. E., & Huselid, M. A. (1999). Strategic human resource management at Lucent. *Human Resource Management*, 38, 309-313.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40, 171-188.
- Redman, T., & Snape E. (2005). Unpacking commitment: multiple loyalties and employee behaviour. *Journal of Management Studies*, 42(2), 301-329.
- Wall, T and Wood S (2005) "The romance of human resource management and business performance, and the case for big science", *Human Relations*, 58(4):429-462.

Individual Differences in the Workplace

- Salgado, J. F., et al. (2003). A meta-analytic study of general mental ability validity for different occupations in the European Community. *Journal of*

- Applied Psychology, 88, 1068-1081.
- Taormina, R. J. (1999). Predicting employee commitment and satisfaction: The relative effects of socialization and demographics. *International Journal of Human Resource Management*, 10, 1060-1076.
- Waterhouse, L. (2006). Multiple intelligences, the Mozart Effect, and emotional intelligence: A critical review. *Educational Psychologist*, 41, 207-225.

Organizational Culture and its Management

- Cartwright, S., & Cooper, C. L. (1991). Business organisations as cultures: Implications for change. *Business Studies*, 3(2), 14-17.
- Sorensen, J. B. (2002). The strength of corporate culture and the reliability of firm performance. *Administrative Science Quarterly* 47, 70-91.
- Smircich, L. (1983). Concepts of culture and organizational analysis', *Administrative Science Quarterly*, 28, 339-358.

Staffing

- Bozionelos, N. (2005). When the Inferior Candidate is Offered the Job: The Selection Interview as a Political and Power Game. *Human Relations*, 58, 1605-1631.
- Bozionelos, N. (2008). The value of an employee: The cost of not knowing. *The HR Director*, 44, 36-38.
- Chambers, B. A. (2002). Applicant Reactions and their Consequences: Review, Advice, and Recommendations for Future Research. *International Journal of Management Reviews*, 4, 317-333.
- Ryan, A. M., and Tippins, N. T. (2004). Attracting and selecting: What psychological research tells Us. *Human Resource Management*, 43, 305-318.

Leading and Motivating Human Resources

- Bass, B M (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), 19-31.
- Goleman, D. (2004). What Makes a Leader? *Harvard Business Review*, 82(1), 82-91.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5): 755-768.
- Latham, G. P. (2004). The motivational benefits of goal-setting. *Academy of Management Executive*, 18(4), 126-129.
- McKenna, R. B., & Yost, P. R. (2004). The differentiated leader: Specific strategies for handling today's adverse situations. *Organizational Dynamics*, 33(3), 292-306.
- Offermann, L. R. (2004). When Followers Become Toxic, *Harvard Business Review*, 82(1), 54-60.
- Whittington, J. L., & Evans, B. (2005). The enduring impact of great ideas. *Problems and Perspectives in Management*, 2, 114-122.

Managing the Performance of Human Resources

- Isaac J.E, (2001) Performance Related Pay: The Importance of Fairness. *Journal of Industrial Relations*, 43(2), 111-123.
- Latham, G, Almost, J., Mann S and Moore, C (2005) New developments in performance management, *Organizational Dynamics*, 34 (1), 77-87.
- Smither, JW, London, M and Reilly, R (2005) "Does performance improve following multi-source feedback? A theoretical model, meta-analysis and review of empirical findings" *Personnel Psychology*, 58, 33-66.
- Snape, E, D Thompson, F Ka-ching Yan, and T Redman "Performance Appraisal and Culture: Practice and Attitudes in Hong Kong and Great Britain", *International Journal of Human Resource Management*, 9, 841-

861,1998

- Toegel, G. and Conger, L. (2003) "360-Degree Assessment: Time for Reinvention", *Academy of Management Learning and Education*, 2, 297-311.

Managing Careers and the Changing Psychological Contract

- Baruch, Y. (2003). Career systems in transition: A normative model for organizational career practices. *Personnel Review*, 32, 231-251.
- Bozionelos, N. (2004). Mentoring provided: Relation to mentor's career success, personality, and mentoring received. *Journal of Vocational Behavior*, 64, 24-46.
- Bozionelos, N. (2008). Intra-organizational network resources: How they relate to career success and organizational commitment. *Personnel Review*, 37, 349-363.
- Hall, D. T., & Moss, J. E. (1998). The new protean career contract: Helping organizations and employees to adapt. *Organizational Dynamics*, 26, 22-37.
- Rousseau, D. (2004) "Psychological Contracts in the Workplace", *Academy of Management Executive*, 18(1), 120-127.

Managing Human Resources across Cultures

- Bozionelos, N., & Wang, L. (2007). An investigation on the attitudes of Chinese workers towards individually-based performance related reward systems. *International Journal of Human Resource Management*, 18, 284-302.
- Bozionelos, N. (2006). Mentoring and expressive network resources: Their relationship with career success and emotional exhaustion among Hellenes employees involved in emotion work. *International Journal of Human Resource Management*, 17, 362-378.
- Hofstede, G. (1988) 'Motivation, leadership and organisation: Do American theories apply abroad? *Organizational Dynamics* 9, 42-63.
- Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Executive*, 7, 81-94.
- Hofstede, G., & Bond, N. (1988). The Confucius connection: From cultural roots to economic growth. *Organizational Dynamics*, 16(4), 5-21.

Teaching Methods

Lectures, in-class exercises, case studies, and coursework

Methods of Assessment

Coursework. Participants will be assessed by means of a (1500-word) report on a Case that will be given in the first sessions of the class.

SPRING SEMESTER

1. Advanced Software Technologies

D. Spinellis

6 ECTS credits

Course code: MST8056

Type: Elective for all the specializations

Level: Undergraduate

Course Objectives (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, setup design and evolution strategies for legacy code, and prescribe the use of refactoring for dealing with architectural mismatches and low-quality code. 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.

Course Content

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.

Prerequisites

Recommended Material: Developing Information Systems.

Recommended Reading Material

- Diomidis Spinellis. Code Reading: The Open Source Perspective. Addison-Wesley, 2003.
- Martin Fowler. Refactoring: Improving the Design of Existing Code. Addison-Wesley, 2000.
- Michael Feathers. Working Effectively with Legacy Code. Prentice-Hall, Englewood Cliffs, NJ, 2005.

Teaching Methods

Lectures and coursework

Methods of Assessment

Coursework

2. Management Science in Practice (Reading Course)

Christos Tarantillis

6 ECTS credits

Course code: MST8032

Type: Compulsory

Level: Undergraduate

Semester: 6th

Course Objectives

The goal of the course is the in-depth, holistic understanding by the students of Management Science through both

- Optimization methods that can be employed to solve complex and realistic size operational problems and
- 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., production management, service operations management, transportation and logistics, supply chain management.

Course Content

Introduction to Combinatorial Optimization, Computational Complexity and Management Science Applications, Taxonomy of Classical Heuristic Algorithms, Construction Heuristics, Local Search Algorithms, Simulated Annealing, Tabu Search, Variable Neighbourhood Search, Guided Local Search, Greedy Randomized Adaptive Search Procedures, Iterated Local Search.

Prerequisites

The student must be familiar with both basic operations research concepts and computing skills.

Methods of Assessment

The assessment method deals with the application of the optimization methods presented during the academic semester for solving complex and realistic operational problems (e.g. vehicle routing, open-shop and flow shop scheduling, packing problems).

Recommended Reading Material

- Michiels, Wil, Aarts, Emile, Korst, Jan (2007). Theoretical Aspects of Local Search, Series: Monographs in Theoretical Computer Science. An EATCS Series. ISBN: 978-3-540-35853-4.
- Glover, F. and Kochenberger, G.A. (2003). Handbook of metaheuristics. Springer New York.

Teaching Methods

Lectures, Internet-based communication with students, meetings.

Methods of Assessment

Coursework

3. Information Resource Management

N. Pouloudi - G. Doukidis

6 ECTS credits

Type: Elective

Level: Undergraduate

Year of study: Third

Course Description

To be announced

Course Objectives (expected learning outcomes and competences to be acquired)

This is an advanced course on 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 fundamental role of I.T. in developing and supporting new business models.

- The functional structure (department/ services) of IT in contemporary business, its human resources and management.
- Broader socio-economic aspects related to the use of IT in contemporary business.

In this course, students are introduced to the basic themes and activities of the information systems manager in a business organization.

Prerequisites

No prerequisite.

Recommended Reading Material

A series of articles/case studies will be provided in class.

Teaching Methods

Lectures and Seminars. In the course of the seminars case studies will be analyzed and presented by student groups.

Methods of Assessment

Written exams and presentation of case studies in the course of the seminars.

4. Green Supply Chain Management (GrSCM)

Konstantinos G. Zografos

6 ECTS Credits

Level: Undergraduate

Communication with the Lecturer

Office 906, Evelpidon 47^A & 33, Lefkados str., Athens, 113 62

Tel.: +30 210 8203673-5, Fax: +30 210 8203684, kostas.zografos@aueb.gr

Office hours: Monday (13:00-14:00)

Course Objective (Expected Learning Outcomes and Competences to be acquired)

The objective of this course is to introduce the basic concepts and methods related to Green Supply Chain Management. Particular emphasis is placed on the following topics: i) Basic concepts of Green Supply Chain Management (Terms and Definitions), ii) Environmental Regulations and Policies, iii) Corporate Social Responsibility (CSR) and Green Supply Chain Management, iv) Information Communication Technology (ICT) and Green Supply Chain Management, v) Reverse Logistics (RL) and product recovery operations, vi) Reverse Logistics Optimization and Quantitative Models, v) Quantitative models for Hazardous Materials / Waste Management, and vi) Freight transport environmental impact.

Course Contents

- Terms and Definitions of Green Supply Chain Management
- Environmental Regulations and Policies associated to Supply Chain Management
- Corporate Social Responsibility and Green Supply Chain Management
- Impact of Information Communication Technology on Green Supply Chain Management,
- Reverse Logistics and product recovery operations in different industries
- Optimization and Quantitative Models of Reverse Logistics
- Quantitative models for Hazardous Materials / Waste Management
- Environmental impact of freight transport
- Case Studies

Course Schedule

Week	Subject	Readings
1st MEETING: 19/02/2010 Discussion about the Course Readings and Requirements and Introduction to Green Supply Chain Management.		
1	Basic concepts of Green Supply Chain Management	1, 2
2	Corporate Social Responsibility and Green Supply Chain Management	3, 4
3	Environmental Regulations and Policies	5, 6, Web Links related to EC and U.S. Environmental Legislation
4	Information Communication Technologies (ICT) and Green Supply Chain Management	7
2nd MEETING : 19/03/2010 Select and present a topic related to one of the following subjects: <ul style="list-style-type: none"> - Comparative assessment of the EU and U.S. Legislation regarding: i) electrical and electronic equipment, ii) automobiles, and iii) packaging materials - Corporate Social Responsibility and Green Supply Chain Management - Impact of ICT on Green Supply Chain Management <p>IMPORTANT NOTE: 1st Deadline 15/03/2010: Electronic Submission of the presentations of the 2nd meeting.</p>		
5	Product Recovery Operations	8
6		
7	Recovery Strategies - Industry Snapshot: You should select only one of the following industries and read the respective paper <ul style="list-style-type: none"> - Electrical and Electronic Equipment Industry (Xerox's Approach to Sustainability) - Batteries Industry (Closed-Loop Supply Chains for Spent Batteries) - Automotive Industry (Incorporating sustainability into supply management in the automotive industry - the case of the Volkswagen AG) 	9
8	Optimization and Quantitative Models of Reverse Logistics	10, 11
9		
3rd MEETING : 23/04/2010 Present the paper that you selected to study in the 7 th Week of the course. <p>IMPORTANT NOTE: 2nd Deadline 19/04/2010: Electronic Submission of the presentations of the 3rd meeting.</p>		
10	Quantitative models for Hazardous Materials / Waste Management (I)	12
11	Quantitative models for Hazardous Materials / Waste Management (II)	13
12	Environmental Impact of Freight Transport	14, 15
4th MEETING : 14/05/2010		

Week	Subject	Readings
	<p>A. Presentation of the Calculation Emissions Exercise:</p> <ul style="list-style-type: none"> - Select a city of origin and a city of destination - Select the volume and type of freight - Select the transport modes involved (road, rail, maritime transport, Combined Transport) - Visit the EcoTransit website (www.ecotransit.org) and calculate the emissions for the specific haulage by creating at least 3 scenarios based on the modes of transport involved (e.g., road vs rail vs maritime transport, in case that the 1st scenario included only road transport, the 2nd scenario included only rail transport and the 3rd scenario included only maritime transport). You could also create scenarios for a specific haulage which involve combined transport (i.e., not only the use of one transport mode, e.g., road – maritime – road). - Provide conclusions regarding the environmental impact of each transport mode 	
IMPORTANT NOTE:		
3rd Deadline 10/05/2010: Electronic Submission of the presentations of the 4th meeting.		
4th Deadline 28/05/2010: Submission of Term Papers		

Required Reading Material

Papers

1. Srivastava, S.K. (2007) "Green supply-chain management: A state-of-the-art literature review". *International Journal of Management Reviews*, Vol. 9(1), pp. 53-80.
2. Gordon, P.J. (2009) "New Green Strategies replace old notions". *CSCMP's Supply Chain Quarterly*, Quarter 4/2009, pp. 54-59.
3. Kovacs, G. (2008) "Corporate environmental responsibility in the supply chain". *Journal of Cleaner Production*, Vol. 16, pp. 1571 – 1578.
4. Sarkis, J. Helms, M.M., and A.A., Hervani (2010) "Reverse Logistics and Social Sustainability". *Corporate Social Responsibility and Environmental Management*, Published online in Wiley InterScience. DOI: 10.1002/csr.220.
5. Khetriwal, D.S., Kraeuchi, P., and R., Widmer (2009) "Producer Responsibility for e-waste management: Key issues for consideration – Learning from the Swiss experience". *Journal of Environmental Management*, Vol. 90, pp. 153 – 165.
6. Prendergast, G.P. (1995) The EC Directive on packaging and packaging waste: current status and logistical implications. *Logistics Information Management*, Vol. 8 (3), pp. pp. 10 – 17.
7. Institute for Prospective Technological Studies Technical Report, The Future Impact of ICTs on environmental sustainability, European Commission, Technical Report EUR 21384, 2004.
8. Fleischmann, M., Krikke, H.R., Dekker, R., and S.D.P., Flapper (2000) "A characterisation of logistics networks for product recovery". *Omega*, Vol. 28, pp. 653 – 666.
9. **You should select one of the following papers to study in the 7th week of the course:**
 - Maslenikova, I., and Foley, D. (2000) "Xerox's Approach to Sustainability", *Interfaces*, Vol.30, No. 3, pp. 226-233.
 - Schultmann, F., Engels, B., and O., Rentz (2003) "Closed-Loop Supply Chains for Spent Batteries", *Interfaces*, Vol. 33(6), pp. 57-71.
 - Koplín, J. Seuring, S., and M., Mesterharm (2007) "Incorporating sustainability into supply management in the automotive industry - the case of the Volkswagen AG". *Journal of Cleaner Production*, Vol. 15, pp. 1053 – 1062.

10. M. Fleischmann, J. M. Bloemhof-Ruwaard, R. Dekker, E. A. van der Laan, J. A. E. E. Van Nunen, and Van Wassenhove, L. N. 1997, "Quantitative models for reverse logistics: A review", *European Journal of Operational Research*, Vo.103, pp. 1-17.
11. Sbini, A., and R.W., Eglese (2007) "Combinatorial Optimization and Green Logistics". *4OR: A Quarterly Journal of Operations Research*, Vol. 5(2), pp. 99-116.
12. List, G., Mirchandani, P., Turnquist, M., and K.G., Zografos (1991) "Modeling and analysis for hazardous materials transportation. Risk Analysis, routing/scheduling and facility location. " *Transportation Science*, Vol. 25(2), pp. 100-114.
13. Zografos, K.G., and Androutsopoulos, K.N. 2008, "A decision support system for integrated hazardous materials routing and emergency response decisions", *Transportation Research Part C: Emerging Technologies* (Available online at www.sciencedirect.com).
14. Tapio, P. "Towards a theory of decoupling: degrees of decoupling in the EU and the case of road traffic in Finland between 1970 and 2001". *Transport Policy*, Vol. 12, pp. 137 - 151.
15. Cooke, J.A. (2009) "On the road to a smaller carbon footprint". *CSCMP's Supply Chain Quarterly*, Quarter 4/2009, pp. 40-43.

Links

- EC (2010) Summaries of Environmental Legislations. European Commission, Available online at: http://europa.eu/legislation_summaries/environment/index_en.htm. Accessed 11 Feb 2010.
- EPA (2010) Major Environmental Laws. US Environmental Protection Agency, Available online at: <http://www.epa.gov/epahome/laws.htm>. Accessed 11 Feb 2010.

Teaching Methods

Reading Course

Assessment Method

Homework / Presentations: 45%
Term paper: 55%

Term paper

Information about the term paper will be provided in class.

Language of Instruction

English

5. Innovation in Organizations – Knowledge, Creativity and the Processes of Innovation (Reading Course)

E. Soderquist

6 ECTS credits

Type: Elective for all the specializations

Level: Undergraduate

Communication with Lecturers

Dr. Klas Eric Soderquist, Associate Professor, E-mail: soderq@aub.gr

Course Assistant: Konstantinos Kostopoulos, Research Fellow, Management Science Laboratory, E-mail: axion@aub.gr

Objective of the course (expected learning outcomes and competences to be acquired)

Today's most high-performing organizations must have the ability of constantly innovating and turning environmental uncertainty into an exploitable advantage. In this context, demands for creative thinking, and better use of organizational knowledge for enhanced innovation performance and innovation output are raised on employees at all levels of the organization. This course provides an introductory overview of innovation, innovation processes and innovation management, placing particular emphasis on the underlying phenomena of knowledge and creativity. The objective is to improve the students' understanding of the nature and various forms of organizational knowledge, the nature and prerequisites of organizational creativity and how knowledge and creativity relate to innovation.

Innovation in itself will also be analyzed. Various forms of innovation that can be pursued in organizations and what organizational structures, processes and models can be used for implementing and managing innovation are central issues that the students will discover. The course aims at opening up the black box of innovation and equipping the students with concepts, frameworks and methods that will help them apprehend and better manage innovation.

Prerequisites

Introductory courses in Management and/or Business Strategy and/or Organizational Behaviour are prerequisites.

Course contents

The course comprises:

- Three 3-hour overview sessions in the beginning of the course.
- One mid-term 3-hour workshop with intermediary short presentations by the students on the advancement of their dissertations.
- Two final presentation sessions.

The rest of the course period, the students work individually on their dissertations. Progress reporting must be made regularly to the Course Assistant.

Detailed Content of the three overview sessions

Knowledge

- The language of knowledge.
- Forms of organizational knowledge.
- New knowledge creation processes: The role of absorbing and exploiting external knowledge for innovation.
- Knowledge creation in organizational teams and inter-organizational partnerships.

Creativity

- Overview of creativity as a concept – nature, core elements and factors enhancing / blocking creativity.
- Developing the creative potential of human resources – tools for directed creativity.
- Strategic management frameworks and their relation to creativity and innovation.
- Establishing “creativity channels” through cooperating with end users, customers, academics and scientists.

Innovation

- Forms of innovation, overview of determinants for innovation.

- Drivers for innovation – the dynamics of technological change.
- Innovation management frameworks, the new product and service development process, bringing innovation to the market.
- Modes and types of innovation co-development: The value of inter-firm partnerships.
- The role of organizational teams in the innovation process.
- Patents and Intellectual Property Rights (IPR).

Recommended readings

Textbooks

Textbooks are recommended only for the part on innovation management. One of the following textbooks is a useful background reading for the entire course:

- Afuah, A. Innovation Management: Strategies, Implementation and Profits, Oxford University Press, 2003.
- Burgelman, R.A. Christensen, C.M. & Wheelwright, S.C. (2003), Strategic Management of Technology and Innovation, McGraw-Hill.
- Schilling, M. (2006), Strategic Management of Technological Innovation, McGraw-Hill.

Additional Useful Books

- Christensen, C.M. (1997), The Innovators Dilemma, Harvard Business School Press.
- Christensen, C.M. & Raynor, M.E., (2003), The Innovators Solution, Harvard Business School Press.
- Howell J., (2005), The Management of Innovation and Technology, Sage Publications.
- Levi D., (2001), Group Dynamics for Teams, Sage Publications.
- Nonaka I., & Takeuchi H., (1995), The Knowledge-Creating Company, Oxford University Press.
- Plsek, P.E. (1997) Creativity, Innovation and Quality, ASQ Press.
- Robinson, A.G. & Stern, S. (1997) Corporate Creativity, Berrett-Koehler.
- Wilson G., (2005), Six Sigma and the Product Development Cycle, Elsevier Butterworth-Heinemann.

Articles

In the following, articles are listed for each of the three different parts of the course. Two articles in each part are compulsory readings for all students. These articles are listed first and marked with *. Another three articles are listed per part, as an indication of important readings depending on the subject of the dissertation selected by the students. In addition, a separate reading list will be provided.

Knowledge

- Argote L., McEvily B., Reagans R., (2003), "Managing Knowledge in Organizations: An Integrative Framework and Review of Emerging Themes", Management Science 49(4): 571-582.*
- Nonaka I, Toyama R., Konno N., (2000), "SECI, Ba and Leadership: a Unified Model of Dynamic Knowledge Creation", Long Range Planning 33:5-34.*
- Brown J.S., Duguid P., (1999), "Organizing Knowledge", California Management Review, 40(3): 90-111.
- Hansen M.T., Nohria N., Tierney T. (1999) "What's your Strategy for Managing Knowledge?" Harvard Business Review, 77(2): 106-116.
- Swan J., Scarbrough H. (2001), "Knowledge Management: Concepts and Controversies", Journal of Management Studies, 38(7): 913-921.

Creativity

- Amabile, T.M., Schatzela, E., Moneta, G & Kramer, S. (2004) "Leader behaviors and the work environment for creativity: Perceived leader support ", *Leadership Quarterly*, 15: 5-32, 2004.*
- Florida, R. & Goodnight, J. (2005), "Managing for Creativity", *Harvard Business Review*, July-August: 124-131.*
- Amabile, T.M. et. al. (2002) "Creativity under the Gun", *Harvard Business Review*, August: 52-61.
- Kim, W.C. & Mauborgne, R. (2004) "Blue Ocean Strategy", *Harvard Business Review*, October: 76-84.
- Sutton, R.I. (2001), "The Weird Rules of Creativity", *Harvard Business Review*, September: 94-103.

Innovation

- Drucker, P.F. (2002) "The Discipline of Innovation", *Harvard Business Review*, August: 95-102 (reprint from 1985).*
- Van der Panne G., and Van Beers C. and Kleinknecht A., 2003, 'Success and failure of innovation: a literature review', *International Journal of Innovation Management*, 7, 3, 309-338
- Christensen, Clayton M.; Baumann, Heiner; Ruggles, Rudy; Sadtler, Thomas M. (2006), "Disruptive Innovation for Social Change", *Harvard Business Review*, Dec ember: 94-101.
- Fleming, L. and Sorenson O., 2003, 'Navigating the technology landscape of innovation', *Sloan Management Review*, 44, 2, p.15
- Hansen, M. T. & Birkinshaw, J. (2007), "The Innovation Value Chain", *Harvard Business Review*, June: 121-130.
- Huston, L. & Sakkab, N. (2006) "Connect and Develop: Inside Procter & Gamble's New Model for Innovation", *Harvard Business Review*, March: 58-66.

Teaching Methods

Three lectures, individual student work and student presentations.

Assessment Methods

100% of degree on individual dissertation (80% written report, 20% presentation).

Depending on class size, the dissertation can be allowed to be done in pairs of two students. In that case, each student must explicitly indicate his/her individual contribution to the whole and the presentation must be shared between the students.

Student will select topic area after the three presentation sessions (emphasize on Knowledge or Creativity or Innovation). Basic requirement is a synthesis of various literatures on the selected subject. The dissertation should show a capacity of synthesizing and integration various related issues. Students are also encouraged to enrich their dissertation with first-hand empirical data, e.g., from interviews or case studies of companies in Greece or in their home country of studies. Some assistance can be provided in terms of local contacts.

A template for the dissertation will be handed out at the beginning of the class. Indicatively, the dissertation should be between 5000 and 6000 words.

6. Human Recourse Management

N. Bozionelos

6 ECTS credits

Type: Elective for all the specializations

Level: Undergraduate

Course Description

To be announced

Course Objectives

Upon completion of the course participants will:

- have realised the importance of appropriately managing human resources in an era that is characterised by intense competition and constant change
- be able to understand the connection of the management of human resources with the management of other aspects of the organization
- have developed insights into the major concepts (e.g., culture), systems (e.g., performance appraisal) and processes (e.g., work motivation) that underlie human resource management
- have developed an understanding of the importance of taking national culture into account when we consider the transfer of human resource practices across national borders.

Prerequisites

None, though knowledge of principles of Management, Psychology and Statistics will be an advantage.

Course Content

The following list provides the areas that will be covered within the course:

- What is human resource management and how it relates to the rest of the organization/business.
- The connection between human resource management and organizational performance.
- Individual differences in the work place: Making certain that we know and understand our human resources.
- Organizational culture and its management.
- Staffing: Recruiting and selecting human resources.
- Leading and motivating human resources.
- Managing the performance of human resources.
- Managing careers and the changing psychological contract.
- Managing human resources across cultures.

Recommended Reading Material

One of the best current books on concepts, systems and processes that underline the management of human resources is the following:

- McKenna, E. (2006). Business psychology and organizational behavior (4th Ed.). London: Psychology Press.

This book manages to cover all major areas in the field. There are many other books in the market, which, however, cover only part of the field; as they concentrate either in human resource systems (typically the Human Resource Management textbooks) in human resource processes (typically the Organizational Behavior textbooks). Therefore, there needs to be a choice of two textbooks to cover all areas.

Textbooks

One of the best textbooks in organizational behavior ever written is the following:

- Luthas, F. (2007). Organizational Behavior (11th Ed.). New York: McGraw-Hill.

There are many good Human Resource Management textbooks, for example:

- NeNisi, A. S., & Griffin, R. W. (2005). Human Resource Management (2nd Ed.). Boston, MA: Houghton Mifflin.

Articles

Some representative articles that refer to the themes that will be covered in the module include:

Human Resource Management & its Connection to Organizational Outcomes

- Artis, C. R., Becker, B. E., & Huselid, M. A. (1999). Strategic human resource management at Lucent. *Human Resource Management*, 38, 309-313.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40, 171-188.
- Redman, T., & Snape E. (2005). Unpacking commitment: multiple loyalties and employee behaviour. *Journal of Management Studies*, 42(2), 301-329.
- Wall, T and Wood S (2005) "The romance of human resource management and business performance, and the case for big science", *Human Relations*, 58(4):429-462.

Individual Differences in the Workplace

- Salgado, J. F., et al. (2003). A meta-analytic study of general mental ability validity for different occupations in the European Community. *Journal of Applied Psychology*, 88, 1068-1081.
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Teaching Methods

Lectures, in-class exercises, case studies, and coursework

Methods of Assessment

Coursework. Participants will be assessed by means of a (1500-word) report on a Case that will be given in the first sessions of the class.

Athens, May 18, 2009
From the Erasmus Office