WELCOME TO THE
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS
ERASMUS+ PROGRAMME ECTS GUIDE
FOR INCOMING STUDENTS

ATHENS 2015
Information regarding the Athens University of Economics and Business can be obtained from:

The International Relations Office
Athens University of Economics and Business
76, Patission Street
Athens 104 34
Greece

Website: [http://aueb.gr/](http://aueb.gr/)

Telephone Numbers: +30 210 82 03 250,
+30 210 82 03 270

Fax: +30 210 82 28 419

E-mail addresses: galanaki@aueb.gr
vikipap@aueb.gr

Person responsible for this information package:

Katerina Galanaki
Head of International Relations
Erasmus+/ECTS-DS Institutional Coordinator
e-mail: galanaki@aueb.gr
tel: +30 210 82 03 250
## Contents

Welcome from the Foreign Students’ Advisor .................................................. 4

Unit I: AUEB & ATHENS

1. - GREECE: A Unique Beauty in Mediterranean ........................................ 6
2. - The University - The Departments .......................................................... 6
3. - Academic Calendar 2015-2016 ................................................................. 10

Unit II: INTERNATIONAL RELATIONS AT AUEB ...................................... 11

1. - The International Relations Office .......................................................... 11
2. - Exchange Partners .................................................................................... 11

Unit III: STUDYING AT AUEB .................................................................... 18

1. – Registration - Student Identity Card ......................................................... 18
2. - Residence Permit ..................................................................................... 18
3. – Accommodation - Living Expenses ......................................................... 18
4. - Health Insurance - European Health Insurance Card ............................ 18
5. - Teaching and Learning Methods .............................................................. 19
6. - Teaching Language - Courses taught in English .................................... 19
7. - Modern Greek Language Courses ........................................................... 78
8. - Academic Recognition - ECTS ............................................................... 78
9. - International Student Identity Card (ISIC) ............................................. 79
10. - Students with Special Needs .................................................................. 79

Unit IV: CENTRAL FACILITIES .................................................................. 80

1. - The Computer Centre .............................................................................. 80
2. - The Library .............................................................................................. 80
3. - The Research Centre .............................................................................. 80
4. - The Career Office .................................................................................... 80
5. - Erasmus Student Network (ESN) ............................................................. 81
6. - The Sports Centre ................................................................................... 81

Unit V: USEFUL INFORMATION ................................................................... 82

APPENDIX I .................................................................................................... 86
APPENDIX II .................................................................................................... 97
APPENDIX III .................................................................................................. 97
Welcome to Athens University of Economics and Business (AUEB) ERASMUS+ PROGRAMME - ECTS Guide* that is addressed especially to European students, who intend to spend in the future a study period on educational programmes such as Erasmus+ and other reciprocal exchanges at our Institution.

The main aim of this information guide is to provide details concerning the University and matters such as registration, accommodation, Greek language courses, student facilities and other issues related to your stay in Athens. We believe that you will find it useful in preparing for your study visit to our University. It is obvious that all your questions could not be answered in one guide, but we hope that this information package will cover many of the queries you might have. Should you face any problems during your stay with us, please, do not hesitate to contact the International Relations Office. We will do with pleasure our best in order to help you.

We should like to encourage you to take full advantage of the valuable opportunity offered to you to participate in European Union’s mobility programmes, to widen your horizons, to enrich your knowledge and to acquire new experience.

Very best wishes for an unforgettable study period at Athens University of Economics and Business.

Katerina Galanaki  
Erasmus Staff Ambassador of Greece  
Head of International Relations  
Erasmus+ ECTS/DS Institutional Coordinator

Athens, 2015

* With the support of the European Commission in the framework of Erasmus+ Programme
ANNOUNCEMENT TO ALL ERASMUS INCOMING STUDENTS 2015-2016

Athens University of Economics and Business welcomes you and wishes you a successful Erasmus study period and an unforgettable stay in Athens.
To avoid misunderstandings and unpleasant situations, you are kindly requested to take into consideration the following general internal rules of the University:

1. Your study programme should reflect the workload of 30 ECTS credits per semester and 60 per year. Study programmes with more or less credits are not accepted.

2. AUEB offers a number of courses in English, forming thus an interdepartmental study programme with the support and contribution of academics from all its departments. The Erasmus students can choose from these courses and prepare adequately their learning agreement before their arrival in Athens, ensuring academic recognition.

3. The dates of the academic calendar must be respected. With reference to the exams, they take place on the same date, same hour and same subjects for all students. A re-exam (re-sit) – if needed – can be done in Athens (re-sit period of September) on the official re-exam dates. Exams by fax or e-mail are not accepted.

4. ECTS key documents – student application form, learning agreement and transcript of records – are sent to our University by our partner institutions’ Erasmus Offices and not by the students as individuals. A proof of knowledge of English language (CEFR B2 minimum) is absolutely necessary to be submitted.
Submission deadline for both semesters of 2015-2016: End of June 2015.

5. Each Erasmus student will receive the Erasmus Student Charter from his/her home institution before departure for the study period abroad. The Charter is a short information leaflet that promotes Erasmus students’ awareness of their rights and obligations.
Unit I: AUEB & ATHENS

1. - GREECE: A Unique Beauty in Mediterranean

Greece (Hellas) geographically belongs to the southeastern part of Europe and covers an area of 132,000 square kilometers. The country consists of the mainland Greece that is Attic, Peloponnese, Sterea Ellada, Thessaly, Epirus, Macedonia and Thrace and the islands of Ionian and Aegean Seas. The country's population is approximately 11 million people. Mild winters and warm summers are the main characteristics of weather conditions. It is not an exaggeration to point out that the sun shines in Greece more than 3,000 hours all over the year.

Greece is well-known for its long and rich history throughout centuries, for the famous artists, architects, poets, writers and philosophs, for the Olympic Games, for its museums, its archaeological sites and its historic monuments.

Try to enjoy your stay in Greece and be sure that this stay will certainly be an unforgettable experience.

ATHENS: The City-Symbol of Freedom, Democracy, Civilization, Art and Culture

As an Erasmus student at Athens University of Economics and Business, you will have the chance to live in the capital of Greece, Athens, which took its name from Athena, the goddess of wisdom and knowledge. Acropolis with the miracle of architecture, Parthenon, dominates the town, bringing in mind Ancient Greece. A marvelous view of Athens is offered from the hill of Lycabettus with the picturesque chapel of Saint George.

Nowadays, Athens, with a population of approximately 4.5 million inhabitants, is a modern city, with crowded streets and squares, quiet neighborhoods, countless shops, art-galleries, music-halls, sports-centers, etc. Greek taverns and restaurants offer the famous “mezedes” with the tasteful “ouzo” and delicious specialties accompanied by “retsina”, the typical Greek wine. Theaters, cinemas, nightclubs, bars and discos provide many opportunities for entertainment.

Keep in mind that fun never stops in Athens before daylight.

2. - The University - The Departments

Athens University of Economics and Business (AUEB) was originally founded in 1920 under the name of Athens School of Commercial Studies. It was renamed in 1926 as Athens School of Economics and Business Science, a name that was retained until 1989, when it assumed its present name, Athens University of Economics and Business.

It is the third oldest Higher Education Institution in Greece and the oldest in the general fields of Economics and Business. Up to 1955 the University offered only one degree in the area of Economics and Commerce. In 1955, it started two programmes leading to two degrees: one in Economics and the other in Business Administration. In 1984, the University was divided into three Departments, namely Department of Economic Sciences, Department of Business Administration and Department of Statistics and Informatics.
In 1989, the University expanded in six Departments. From 1999 onwards, the University developed even further and, nowadays, it includes eight academic departments, offering 8 undergraduate degrees, 36 Master degrees and an equivalent number of Doctoral Programmes. Today the structure of the University programmes is as follows:

UNDERGRADUATE PROGRAMMES

- **SCHOOL OF ECONOMIC STUDIES**
  - DEPARTMENT OF INTERNATIONAL AND EUROPEAN ECONOMIC STUDIES
  - DEPARTMENT OF ECONOMICS

- **SCHOOL OF BUSINESS**
  - DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY
  - DEPARTMENT OF BUSINESS ADMINISTRATION
  - DEPARTMENT OF ACCOUNTING AND FINANCE
  - DEPARTMENT OF MARKETING AND COMMUNICATION

- **SCHOOL OF INFORMATION SCIENCES AND TECHNOLOGY**
  - DEPARTMENT OF INFORMATICS
  - DEPARTMENT OF STATISTICS

Each department of Athens University of Economics and Business awards an undergraduate degree (Ptychion) equivalent to a four-year B.A. or B.Sc. degree with 240 ECTS credits, in their respective fields. Students are accepted after a successful nation-wide entrance examination. On average, only one out of seven candidates is admitted. In some departments the competition is even higher. AUEB departments traditionally accept the candidates with the highest scores in the entrance exams.

To be able to graduate and get the AUEB degree, a student has to attend and successfully complete eight semesters of study (four years), corresponding to a total of approximately 240 ECTS credits. These credits are allocated to core courses as well as to elective ones. They are based on student workload in order to acquire the expected learning outcomes. Students in one department are allowed to take courses offered by other departments. Foreign language courses in English, French or German are offered in all semesters and count towards degree requirements. Depending on their choice of electives, students acquire a major concentration on particular subjects. According to the University’s grading system the grades range from zero (0) to ten (10). The passing grades are from five (5) to ten (10).
POSTGRADUATE PROGRAMMES

A formal Master programme in Economics was launched in 1978 and another one in Business Administration started in 1985. Today the University is running 36 different Master Programmes that include full-time, part-time and joint with other Universities programmes.

<table>
<thead>
<tr>
<th>Programmes taught in Greek</th>
<th>Programmes taught in English</th>
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<tbody>
<tr>
<td><strong>A) Full-Time Programmes</strong></td>
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<tr>
<td>MSc in International and European Economics</td>
<td>MSc in Business Analytics</td>
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<tr>
<td>MSc in Economics</td>
<td>MBA International</td>
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<tr>
<td>MSc in Management Science and Technology</td>
<td>MSc in Accounting and Finance</td>
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<tr>
<td>MSc in Services Management</td>
<td>MSc in International Shipping, Finance and Management</td>
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<tr>
<td>MBA (Master in Business Administration)</td>
<td>MSc in Marketing &amp; Communication, Specialization in International Marketing</td>
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<td>MSc in Accounting and Finance</td>
<td>MA in Heritage Management</td>
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<td>MSc in Marketing &amp; Communication</td>
<td>MSc in Data Science</td>
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<td>MSc in Human Resources Management</td>
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<td>MSc in Information Systems</td>
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<td>MSc in Computer Science</td>
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<td>MSc in Statistics</td>
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<td>MSc in Business Mathematics</td>
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<td><strong>B) Part-Time Programmes</strong></td>
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<tr>
<td>MSc in European Studies</td>
<td>MSc in Business Analytics</td>
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<tr>
<td>MSc in Applied Economics and Finance</td>
<td>MBA International</td>
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<tr>
<td>MSc in Finance and Banking</td>
<td>MSc in Accounting and Finance</td>
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<td>MSc in Management Science and Technology</td>
<td>MSc in International Shipping, Finance and Management</td>
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<td>MSc in Public Policy and Management</td>
<td>MSc in Data Science</td>
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<td>MSc in Services Management</td>
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<td>MBA (Master in Business Administration)</td>
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<tr>
<td>Executive MBA</td>
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<td>MSc in Accounting and Finance</td>
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<td>MSc in Marketing &amp; Communication</td>
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<td>MSc in Human Resources Management</td>
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<td>MSc in Information Systems</td>
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C) Programmes in collaboration with other Universities

* MA in Heritage Management (with University of Kent, UK)
* Athens MBA (with National Technical University of Athens)
* MSc in Business Mathematics (with National and Kapodistrian University of Athens)

The duration of graduate studies at the Master's level is between 15-27 months. Students are admitted to these programmes after satisfying certain admission criteria such as results at the GMAT or GRE tests, proficiency of English (and maybe another language), academic performance at the undergraduate level, work experience (mainly for the MBA as well as the part time programmes), etc. Mastery of English is a prerequisite as courses include extensive seminars and lectures in English. Graduate students may receive scholarships or assistantships. All programmes offer different specializations, allowing students to put together a customized programme that fulfils their professional objectives and interests.

DOCTORAL PROGRAMMES

Doctorates are awarded by each Department upon the completion of courses, a successful qualifying exam, a thesis and its successful defence in public. Holding a Master's degree is a necessary requirement in order to be accepted to the Ph.D. programme.

NON-DEGREE PROGRAMMES

The University offers extensive additional training to the students of the University, as well as extensive executive training programmes.

A number of non-degree courses are offered to the students who are interested to enrich their knowledge and skills. These include foreign language courses and courses on computer skills. Examples of these courses are:

- Foreign Language Courses: English, French, German, Italian, Spanish, Chinese
- ECDL certificate courses
- Microsoft developer certificate courses

In addition, a large number of executive seminars are offered, either in-house to companies or open. Examples of these programmes are:

- Introduction to Entrepreneurship
- Developing and Managing the Family Business
- Doing Business in the Balkans and Black Sea Region
- Managing Change
- Developing Leadership
- Financial Engineering Seminars
- Mergers & Acquisitions
- Managing Risk
- E-Business, E-Procurement
Location

The main building of the University is located at 76, Patission Street, in the centre of Athens, near the National Archaeological Museum. The backside of the building faces Pedion Areos Park and Panellinios Sports Club. Also, four other buildings in the neighbourhood cover University's needs in offices and teaching rooms: at 12, Kodriktonos Street, at 12, Derigny Street, at 80, Patission Street and at 28, Ydras Street; the Postgraduate Studies and Research Centre is located a few blocks away at 47, Evelpidon Street.

Organisation

Athens University of Economics and Business is a State University under the supervision of the Ministry of Education. Its main decision-making bodies are a) the Senate, b) the Rector's Council and c) the Rector.

3. - Academic Calendar 2015-2016

Autumn Semester

October 1, 2015 – February 12, 2016 incl. exams

National Holiday: October 28, 2015
Christmas Holidays: December 23, 2015
Christmas: December 25, 2015
Continuation of courses: January 7, 2016

Spring Semester

February 15, 2016 – June 30, 2016 incl. exams

National Holiday: March 25, 2016
Easter Holidays: April 25, 2016
Easter: May 1, 2016
Continuation of courses: May 9, 2016

Re-sit Examination period: September 2016

Notice:
All Erasmus Incoming students are kindly requested to take into consideration that the above dates MUST be respected (Erasmus Student Charter), according to internal regulations of Athens University of Economics & Business.
Unit II: INTERNATIONAL RELATIONS AT AUEB

1. - The International Relations Office

Inter-university cooperation is strongly supported and widely expanded. Athens University of Economics and Business participates actively in more than 200 exchanges with Higher Education Institutions in the framework of Erasmus+ Programme.

The International Relations Office, established in 1989, has to deal with international cooperation issues. It is responsible for administrating the exchange programmes concerning student and staff mobility, as well as helping incoming and outgoing students in solving practical, administrative and educational problems during their study period.

Some of its main objectives are the following:

- Management of European Union educational programmes: ERASMUS+ Programme, AUEB ERASMUS+ Consortium of Student Placement and ERASMUS+ International Credit Mobility
- Representation at international conferences and congresses
- Participation in international student exhibitions
- Organization of seminars and educational and cultural visits
- Promotion of AUEB abroad
- Creation of new cooperation with foreign Higher Education Institutions
- Counseling to incoming and outgoing students
- Cooperation with enterprises abroad for students’ internships

The University is member of the European Universities Association (EUA), member of HERMES Network, member of the European Association for International Education (EAIE), member of ASECU, etc.

Furthermore, Athens University of Economics and Business participates in the JEAN MONNET Programme, which has financed the establishment of a European Chair in Economics, another one in Law, a European Permanent Course in Political Science, etc.

2. - Exchange Partners

**Austria**
1. Universität Wien
2. University of Innsbruck
3. Johannes Kepler University Linz
4. WU - Vienna University of Economics and Business

**Belgium**
1. Hasselt University
2. Université Catholique de Louvain (UCL) – Louvain School of Management
3. Université de Liège
4. Solvay Brussels School of Economics & Management – Université libre de Bruxelles (ULB)
5. Universiteit Antwerpen
6. Universiteit Gent
7. KU Leuven - Faculty of Economics and Business
9. KU Leuven – Campus Antwerp (Thomas More)

**Bulgaria**
1. Sofia University “St Kliment Ohridski”
2. Varna Free University "Chernorizets Hrabar"
3. New Bulgarian University

**Croatia**
1. University of Zagreb

**Cyprus**
1. University of Cyprus
2. University of Nicosia
3. Cyprus University of Technology

**Czech Republic**
1. University of Economics, Prague (VSE)
2. Masaryk University
3. Mendel University in Brno
4. Tomas Bata University in Zlin, Faculty of Management & Economics

**Denmark**
1. Copenhagen Business School
2. Aalborg Universitet
3. Aarhus University
4. University of Southern Denmark

**Estonia**
1. Tallinn University of Technology

**Finland**
1. Abo Akademi University
2. Hanken School of Economics
3. Lahti University of Applied Sciences
4. Lappeenranta University of Technology
5. University of Vaasa
6. University of Tampere
7. University of Jyväskylä

**France**
1. Audencia Group, Audencia Nantes School of Management
2. Université Catholique de l’Ouest
3. Groupe ESSCA – Angers
4. France Business School
5. Université Catholique de Lille
6. IESEG School of Management (Campus Lille - Campus Paris)
7. Telecom ParisTech
8. Groupe ESC Dijon Bourgogne - Burgundy School of Business
9. Université de Cergy-Pontoise
10. ESC Rennes – School of Business
11. Université d’Auvergne Clermont 1
12. University of Poitiers, Faculty of Economics
13. Université Francois Rabelais (Tours)
14. Groupe ESC Troyes
15. ICN Business School
16. ISCID - CO Université du Littoral Cote d’Opale
17. Université Montpellier 1 Faculte d’Economie
18. Université Montpellier 2 (IAE) - Sciences et Techniques
19. Université Paris Dauphine
20. Pantheon Sorbonne – Université Paris 1
21. Université Paris Ouest Nanterre La Defense
22. Université Paris-Est Creteil Val-de-Marne (UPEC)
23. Université Pierre Mendes France
24. NEOMA Business School
25. Université Toulouse I Capitole
26. Université de Strasbourg
27. University of Strasbourg - Ecole de Management Strasbourg
28. Université de Nantes (IUT)
29. KEDGE Business School (Campus Marseille – Campus Bordeaux)
30. INSEEC Alpes-Savoie
31. Université Paris 13
32. Ecole Superieure de Commerce La Rochelle
33. Université Marie Curie
34. ESGCI – ESGF
35. PSB Paris School of Business
36. Institut d'Etudes Politique ‘Sciences Po Toulouse’
37. Ecole Internationale des Sciences du Traitment de l'Information (EISTI)
38. Brest Business School

Germany
1. University of Cologne
2. Universität Hohenheim
3. Freie Universität Berlin
4. Hochschule für Wirtschaft und Recht Berlin
5. Friedrich Schiller University of Jena
6. Georg-August-Universität Göttingen
7. Gottfried Wilhelm Leibniz Universität Hannover
8. Justus - Liebig - Universität Giessen
9. Universität Konstanz
10. Universität Leipzig
11. Ludwig-Maximilians-Universität München
12. Universität Mannheim
13. Universität Paderborn
14. Philipps - Universität Marburg
15. Universität Regensburg
16. Universität Siegen
17. Johan Wolfgang Goethe Universität
18. Eberhard Karls Universität Tübingen
19. Technische Universität Hamburg-Harburg TUHH
20. Technische Universität Dresden
21. Technische Universität München
22. Universität Trier
23. Universität Ulm
24. Universität Augsburg
25. Technische Universität Dortmund
26. Karlshochschule International University
27. International School of Management (ISM Dortmund)
28. Fachhochschule Münster – University of Applied Sciences
29. SRH Hochschule Berlin - The International Management University
30. EBS Universität für Wirtschaft und Recht, EBS Business School
31. Universität Koblenz-Landau
32. FOM - Hochschule für Oekonomie & Management

**Hungary**
1. Corvinus University in Budapest

**Iceland**
1. Reykjavik University
2. University of Iceland

**Ireland**
1. University of Limerick

**Italy**
1. Università di Bologna
2. Università degli Studi di Perugia
3. Università di Siena
4. La Sapienza - Università di Roma
5. Università Ca’ Foscari Venezia
6. Università Carlo Cattaneo – LIUC
7. Università degli Studi di Firenze
8. LUISS - Libera Universita Internazionale degli Studi Sociali - Guido Carli
9. Università degli Studi di Modena e Reggio Emilia
10. University of Pisa
11. Università Politecnica delle Marche – UNIVPM
12. University of Rome ‘Tor Vergata’
13. Università degli Studi di Pavia (University of Pavia)
14. Università degli Studi di Salerno
15. Università degli Studi di Ferrara
16. Università Cattolica del Sacro Cuore
Latvia
1. RISEBA – Riga International School of Economics and Business Administration

Lithuania
1. Vilnius University
2. Kaunas University of Technology
3. Vytautas Magnus University

Netherlands
1. University of Amsterdam
2. The Hague University of Applied Sciences
3. Erasmus School of Economics (Erasmus University Rotterdam)
4. Rotterdam School of Management (Erasmus University Rotterdam)
5. University of Groningen
6. Radboud University Nijmegen
7. Tilburg University - School of Economics and Business
8. Eindhoven University of Technology

Norway
1. BI Norwegian Business School
2. Norwegian University of Science & Technology (NTNU)
3. Norwegian School of Economics – NHH
4. University of Agder

Poland
1. Crakow University of Economics
2. Lodz University of Technology
3. Poznan University of Economics and Business
4. University of Applied Sciences in Nysa
5. Gdansk University of Technology (Politechnika Gdanska)
6. University of Gdansk
7. Kozminski University
8. WSB University in Poznan
9. Warsaw School of Economics (SGH)
10. Lazarski University

Portugal
1. Lisboa School of Economics & Management - Universidade de Lisboa
2. CATOLICA-LISBON School of Business & Economics - Universidade Catolica Portuguesa
3. Universidade de Coimbra
4. Universidade do Minho
5. Nova School of Business and Economics
6. Universidade de Beira Interior
7. Universidade de Lisboa
8. Instituto Superior Miguel Torga (ISMT)
9. Instituto Politecnico Da Guarda (IPG)

**Romania**
1. Universitatea Babes-Bolyai
2. Alexandru Ioan Cuza - University of Iasi
3. Academia de Studii Economice din Bucuresti
4. West University of Timisoara

**Slovakia**
1. Comenius University in Bratislava
2. Matej Bel University in Banska Bystrica
3. University of Economics in Bratislava

**Slovenia**
1. University of Maribor

**Spain**
1. Universidad de Alcala
2. University of Barcelona
3. University of Deusto
4. University of Granada
5. Universidad de Navarra
6. Universitat Politècnica de Catalunya
7. Universidad Publica de Navarra
8. Universidad Rey Juan Carlos
9. Universitat Rovira I Virgili
10. Universitat de Valencia
11. Universidad de Zaragoza
12. University of Salamanca
13. Universitat de les Illes Balears
14. Universitat Autonoma de Barcelona

**Sweden**
1. University of Skövde
2. Uppsala University
3. University of Gothenburg
4. Stockholm University - Department of Computer and Systems Sciences
5. Stockholm University - Stockholm Business School
6. Umea University
7. Örebro Universitet
8. Linnaeus University
9. Kristianstad University
10. Södertörn University

**Switzerland (not participating in the Erasmus Programme)**
1. Université de Lausanne (HEC)
2. University of Bern
3. Haute École de Gestion de Genève (HEG)
4. FHS St. Gallen, University of Applied Sciences
5. ZHAW School of Management and Law

Turkey
1. Bahcesehir University
2. Izmir University of Economics
3. Pamukkale University
4. Istanbul Teknik Universitesi

United Kingdom
1. University College London
2. University of Kent
3. University of Sheffield
4. University of Southampton
5. University of Strathclyde
6. University of East Anglia
Unit III: STUDYING AT AUEB

1. – Registration - Student Identity Card

Co-ordinators from partner institutions are kindly requested to send Erasmus students’ applications by the end of June for each academic year. Upon arrival, students should contact the International Relations Office in order to proceed with their registration at the relevant department of the University. To this aim, they should provide 2 photos, their passport or identity card and the European Health Insurance Card. During the procedure, students will be informed how to receive their Greek Student Identity Card, their Transportation Card and their Meal Card.

Please note that NO STUDENT is accepted at our University as Erasmus Student, unless his/her Home Institution has sent us the official documents (student application form, learning agreement, transcript of records), duly completed, signed and sealed by the authorised persons. A proof of knowledge of English language is absolutely necessary (at least B2 level-CEFR).

2. - Residence Permit

EU resident students do not need to issue a residence permit. Non-EU Nationals students intending to stay for more than 90 days should apply for the residence permit.

Whether you need a visa or residence permit for your studies in Greece, depends on your nationality. Countries requiring or not requiring a Visa: http://www.mfa.gr/en/visas/visas-for-foreigners-traveling-to-greece/countries-requiring-or-not-requiring-visa.html

For further information visit also: http://www.mfa.gr/en/visas/visa-types/national-visas.html

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

3. – Accommodation - Living Expenses

Accommodation is offered to Erasmus students in private apartments near the University at reasonable prices (approx. 300 € per month). Members of the Erasmus Student Network (ESN) take care and help incoming students in finding suitable housing (for information concerning ESN see below).

All Erasmus students are offered three meals per day free of charge (with the Meal Card that AUEB provides to all incoming students) at the University’s restaurant, which is open every day from 7.45 to 10.15, from 12.00 to 16.00 and from 19.00 to 21.00, incl. weekends.

The cost of living in Athens is approximately 700 € per month.

4. - Health Insurance - European Health Insurance Card

Erasmus students should have been provided with the European Health Insurance Card from their home country.

Also, there is a Health Room in the main building of the University. Erasmus students, as all students, are entitled to use its services free of charge.
5. - Teaching and Learning Methods

Teaching comprises basically lectures that are normally attended by around 50-150 students depending on the course (compulsory or optional). Furthermore, tutorials and seminars are offered and smaller groups of students attend them. Lectures are formal and it is very important for the student to take notes during every lecture. In seminars and tutorials, students can discuss a subject for which they should be well prepared before.

In some courses, students have to write an essay on a topic chosen from a list given by the professor. In many cases, this essay is compulsory for the evaluation of the work carried out by the student. Details per course are listed below.

Assessment Methods

The majority of courses are assessed by written or oral examination. Some courses are assessed by a combination of a dissertation and examinations, some others by coursework assignments and exams. The examination method depends on the professor and the topic of the course.

Local Grading System and Exams

At the end of each semester there are written or oral exams. Also, during the semester there may be some (written or oral) tests and the requirement of writing a paper. The grades run from zero to ten. The passing grades are from five to ten. Grades five and six are considered Good, grades seven and eight Very Good and grades nine and ten Excellent.

For courses taught during Fall Semester, the examination period is held between mid-January and mid-February. For courses taught during Spring Semester, exams take place during June. Re-sits for both semesters are held in September.

6. - Teaching Language - Courses taught in English

Teaching language in AUEB is Greek but taking into consideration that Greek is one of the less spoken languages in Europe and wishing to support student mobility, a number of courses are taught in English.

Incoming Erasmus students can be informed concerning our study programs and the possibilities offered to them, from the following analytical presentation of the courses offered in English during fall or spring semester of the academic year 2015-2016.
COURSES OFFERED IN ENGLISH (2015-2016)

1. All Erasmus incoming students are kindly requested to take into consideration that the above mentioned 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 modifications of courses they wish and finalize their learning agreement.

3. Attendance at each course is compulsory, after submission of the final Learning Agreement. Three justified absences from each course are accepted. The same applies for the Modern Greek Language course, which is offered free of charge at each semester.

SCHOOL OF ECONOMIC SCIENCES

DEPARTMENT OF INTERNATIONAL AND EUROPEAN ECONOMIC STUDIES

FALL SEMESTER

1. International Economics, Thomas Moutos
6 ECTS credits, Level: Intermediate
Communication with Lecturer:
E-mail: tmoutos@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.
2. **Legal Aspects of European Integration**, Asterios Pliakos  
6 ECTS credits, Level: Advanced

**Course Content**
- The history of European Integration.
- The structure 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.

3. **Economics of EU Competition Policy**, Chrysovalanto Milliou  
6 ECTS credits, Level: Intermediate

**Communication with Lecturer**  
cmilliou@aueb.gr

**Course Content**
In this course, we will analyze a number of firms’ practices in markets in which firms have significant market power. The firms’ practices that we will mainly analyze are: mergers & acquisitions, cartels, abuses of dominant position. Moreover, we will examine the policy measures that are undertaken in order to control such practices, i.e., competition policy. We will try to understand the reasons that firms follow these practices, the implications of these practices on consumers and welfare, as well as how these practices are treated by the law and the competition policy authorities.

Throughout the course, we will analyze a number of real world examples that took place mainly in the EU. By the end of the course, the students will be familiar with the main firms’ practices that reduce competition, the methods of competition policy, and their applications.

**Prerequisites**
Microeconomics
SPRING SEMESTER

1. The Changing European Monetary Union, George Zannias
   6 ECTS credits

   Course content: to be announced

2. Economics of Globalization, Thomas Moutos
   6 ECTS credits
   Level: Advanced (4th year course)
   Communication with Lecturer
   E-mail: tmoutos@aueb.gr

   Course Objective
   The purpose of this course is to examine the forces that have shaped the evolution of the world economy during the last two centuries (with special emphasis on developments after World War II), and to study the consequences for national and individual welfare of the increased pace of worldwide economic integration.

   Course Content
   1. A Brief Historical Overview of the World Economy
   2. International Trade in Goods
      (a) Effects on National Welfare
      (b) Distributional Implications
   3. The Effects of Preferential Liberalization
   4. Economic Integration, Labour Markets and Migration
   5. Outsourcing
   6. Capital Movements and Exchange Rate Regimes
      (a) Fixed Exchange Rates
      (b) Flexible Exchange Rates
      (c) Monetary Unions

   Recommended Prerequisite Knowledge
   Intermediate-level knowledge of International Economics such as presented in Robert Feenstra and Alan Taylor, 2008, International Economics, Worth

   Recommended Books on Globalization
   Dani Rodrik, 1997, Has Globalization Gone too Far?, Peterson Institute
   Jeffry Frieden, 2006, Global Capitalism: Its Fall and Rise in the 20th Century, Norton

   Additional reading of (mainly) journal articles will be provided after the first lecture.

   Course Evaluation
The overall evaluation in this course is based on the following items:
1. Comprehensive Final Exam (50% of the final grade) covering all the units and topics presented in the lectures.
2. Students will have to work on a project (approximately 5000 words), to do in-class presentation (30 minutes), and to deliver the essay to their discussant a week prior to their presentation (35% of the final grade).
3. Students will have to write a comment on another student’s project (maximum 1000 words) and to present it in class (15% of the final grade).

DEPARTMENT OF ECONOMICS

FALL SEMESTER

1. **Labour Economics**, Natassa Miaouli (E. Hatziharitou)
6 ECTS credits, Level: Intermediate (3rd year course)

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**, Gerassimos Sapountzoglou (E. Hatziharitou)
6 ECTS credits, Level: Advanced (4th year course)

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**, Jenny Kavounidis

6 ECTS credits,
Course details: To be announced

4. **Seminar Readings in Entrepreneurship (Ideas, process, outcomes)**, Ioanna Sapfo Pepelasis

6 ECTS credits,
Contact: ipepelasis@aueb.gr
Office: Derigny wing, fourth floor.

Section 1: THE BASICS AND CONTEXTUAL FRAMEWORK
1. On Entrepreneurship: Basic Concepts, Theory and History
2. Entrepreneurship, Innovation and Economic Development
3. Enterprise and the Environment: the State, Institutions and Culture
4. Diverse Facets of Entrepreneurship in International Business
Section 2 : ENTREPRENEURSHIP AND BUILDING BUSINESSES
5. Types of Business organization: A Global Perspective
6. How to Conceptualize and Develop an Entrepreneurial Idea
7. First hand Accounts of Invited Entrepreneurs/Business Founders

Key words: entrepreneurial process, concepts and context, evolution/international comparisons, case studies, empirics. Outcome: This course aims at providing the students with in depth knowledge on important aspects of the big picture of the entrepreneurial process that may be neglected or taken for granted. By the end of the course they will be familiar with the: The conceptual frameworks available for comprehending the entrepreneurial process: from its inception to its implementation, the relevance of political, cultural, and institutional factors and the outcomes/wider impact of entrepreneurship. They will also gain some basic knowledge on the empirics of entrepreneurship.

Information: There will be a mid term which will cover section 1 and a take home final which will cover Section 2. We will meet for class on a weekly basis for one and a half hours.

My personal research on entrepreneurship:
http://www.aueb.gr/users/ipepelasis/jsc/index.htm

Readings (consist of the following collection of articles and chapters)
Section 1: THE BASICS AND CONTEXTUAL FRAMEWORK
1. On Entrepreneurship: Basic Concepts, Theory and History

2. Entrepreneurship, Innovation and Economic Development

3. Enterprise and the Environment: the State, Institutions and Culture
4. Diverse Facets of Entrepreneurship in International Business

Section 2: ENTREPRENEURSHIP AND BUILDING BUSINESSES
4. Evolution of Business Organization: A Global Perspective
Selected material from Franco Amatori and Andrea Colli, Business History: Complexities and Comparisons (2011)
5. How to Conceptualize and Develop an Entrepreneurial Idea
Summary handouts will be given in class providing guidelines and case studies for the practice of entrepreneurship.
7. First hand Accounts of Invited Entrepreneurs/Business Founders Concise handouts will be given in class.

SPRING SEMESTER

1. Business Economics, Helen Louri
6 ECTS credits
Level: Intermediate (3rd year course)
Course content: To be announced

2. Theory and Practice of Economic Integration, Gerassimos Sapountzoglou
(E. Hatziharitou)
6 ECTS credits
Level: Advanced (4th year course)

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 the lecturer.

SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY
FALL SEMESTER

1. Modern Enterprise Information Systems
George Ioannou
6 ECTS credits
Level: Advanced

Course Content: To be announced

2. Managerial Decision Making
Manolis Kritikos
6 ECTS credits
Level: Advanced

Course Outline
This course outline describes the course Managerial Decision Making. It has been organized into the following sections:

1. Basic Information about the Course
2. Aim of the course
3. Planned learning activities and teaching methods
4. Learning Outcomes
5. Reading List
6. Syllabus
7. Course Assessment.

Basic Information about the Course
Prerequisites: None
Teaching Methods: The class meets once a week
Consultation Time/Tutorials: Wednesday 14.00-17.00
Contact email: kmn@aueb.gr

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

Planned Learning Activities and Teaching Methods
We cover the course material in lectures. Attending lectures is compulsory. This is the best way of being introduced to a topic. Self-study is a vital and significant part of studying for the course.

Learning Outcomes
Decision-Making is one of the most important functions of management. Today’s business environment is characterized by high competition, constant changes, extensive globalization, large availability of data and information, and the huge penetration of information and telecommunications technology. In this environment, decision making is increasingly based on the use and analysis of data, through the development of “models”, and the use of user-friendly, PC-based computer packages.

On completion of this course, students should be able to: to understand and formulate decision making problems, and to use the computer technology efficiently in order to make the best decision.

Reading List
Required Textbook

Recommended Reading
Syllabus

Managerial Decision Making

Overview:
The Fundamentals of Operations Research: Introduction to management Science; The methodology of Decision Making; Models in Managerial Decision Making
Linear Programming (LP): Introduction; Characteristics of LP Problems; Graphical solution of a LP problems; A Maximization Problem; a Minimization Problems; Problems General Formulation and Assumptions of LP problems
Sensitivity analysis in Linear Programming: Dual Prices in LP; Reduced costs in LP; Changes in the Objective Function’s Coefficients; Changes in the Right Hand Sides (RHS) of the Constraints; Evaluation of a New Activity
Using Solver to Solve Linear Programming Problems: Introducing the model in Excel; Solving the Problem; Understanding and Analyzing the Solution – SOLVER Reports.
Integer Programming (IP): Introduction; Formulating IP Problems with Binary Variables; Formulating IP Problems; Solving IP problems; Solving Integer Programming Problems with SOLVER.
Implementing Management Science in Practice: Marketing and Sales problems; Production and Inventory problems; Networks and Transportation problems; Logistics and Supply Chain problems; Investments problems; Human Resources problems.
Decision Analysis and Precision Tree: Introduction; Criteria for Making Decision under Uncertainty; The Expected Value of Perfect Information; Decision Tree; Calculating the Risk Profile a Strategy; Sensitivity Analysis; Using Precision Tree to Solve Decision Analysis Problems.
Simulation: Introduction; Implementation of Simulation under Conditions of Uncertainty Using Excel and @Risk in Simulation: Introduction; Simulation of Queuing Systems; Simulation of an Inventory System; Analysis of Simulation Results.

Course Assessment
The following notes offer guidance on how you will be assessed for the course. The final grade will be based on homework, classroom participation, an individual essay, case studies and a final exam. The breakdown of the final grade will be approximately as follows:

20% homework and classroom participation
30% individual essay and group case studies
50% final written exam

3. Management of Information Systems
Angeliki Poulymenakou
6 ECTS credits
Advanced level

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.

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

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

Recommended Reading Material

Teaching Methods
Lectures, tutorials, case study workshops.

Methods of Assessment
Individual project, class assignments.

4. Innovation in Organizations: Knowledge, Creativity and the Processes of Innovation
Eric Soderquist
6 ECTS credits
Advanced level

Communication with the Lecturer
soderq@aueb.gr

Learning Outcomes
Today, all kinds of organizations and businesses must have the ability of constantly innovating and turning environmental uncertainty into exploitable advantages. 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. 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 the nature and dynamics of organizational knowledge, the prerequisites and processes 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 by organizations will be explained, and the students will develop frameworks for analyzing how different organizational structures, processes and management methods can be used for implementing and managing innovation. The course aims at opening up the black box of innovation and equipping the students with concepts and frameworks that will help them to apprehend and better manage innovation.

Mode of delivery (face-to-face, distance learning)
Face-to face teaching, individual student work and student presentations.

Prerequisites and co-requisites
Introductory courses in Management and/or Business Strategy and/or Organizational Behaviour are recommended.

Recommended optional programme components
Independent research and use of bibliographical sources to synthesize material and analyze specific topics related to innovation.

Course Contents
INTRODUCTION TO THE COURSE (SESSION 1)
- Structure and Requirements
- Overview of the three subject topics – Innovation, Creativity and Knowledge

INNOVATION (SESSIONS 2-4)
- 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: Open Innovation,
- Ten Types of Innovation.

INTERMEDIARY PRESENTATIONS (SESSION 5)

CREATIVITY (SESSIONS 5-7):
- 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.
- The Egg Game – Creativity and team-building game.

KNOWLEDGE (SESSIONS 8-10)
- The language of knowledge,
- Forms of organizational knowledge,
- New knowledge creation processes: The role of absorbing and exploiting external knowledge for innovation,

FINAL PRESENTATIONS (SESSIONS 11-12)

Recommended or Required Reading
- 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:

Additional useful books are (including one on Knowledge and one on Creativity):
• Michalko, M. (2001), Cracking Creativity: The Secrets of Creative Genious for Business and Beyond, Ten Speed Press.

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 or four 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.

INNOVATION

CREATIVITY

KNOWLEDGE

Planned Learning Activities and Teaching Methods
Nine lectures and three presentation sessions. Lectures, reading assignments, exercises, games, individual student work and student presentations.

Assessment Methods and Criteria
80% of the grade is based on an individual (or pair) dissertation (60% written report, 20% presentation).
20% of the grade is based on reading assignments and individual participation.
It is recommended that the dissertation is done in pairs of two students. Each student must explicitly indicate his/her individual contribution to the whole and the presentation must be shared between the students.
Students will select topic area after the introduction session, and the initial reading of articles (emphasize on Innovation or Creativity or Knowledge). The final dissertation must contain a synthesis of various literatures on the selected subject, and an integration of examples from practice through the study of company/organization cases and company/organization websites. Students are also encouraged to enrich their dissertation with first-hand empirical data, e.g., from interviews with managers or other relevant actors in Greece or in their home country of studies.
A template for the dissertation will be handed out at the beginning of the class. Indicatively, the dissertation should be about 6.500 words (between 6.000 and 7.000 words).

Work placement(s)
N.A.

SPRING SEMESTER

1. Production and Operations Management
George Ioannou
Learning Outcomes
The aim of the course is to introduce the student to the design, analysis, reengineering, optimisation and functional control of Manufacturing and Service operations, and to highlight the need for effective management of the constrained resources of operations systems. Through the course, the student will understand the organizational structure and the various components and functions of a Production or Service Operations System. They will practice basic analysis and problem-solving methods that are used by all kinds of organizations to understand and optimize operations.

The topics of the course cover the major business processes inherent in the operation systems, starting from operations strategy – showing the bigger picture of operations in a transforming global economy. Then the course delves into product, service and process design, forecasting, facility location and layout, procurement and inventory management, operations scheduling, and, finally, quality control. In summary, the course provides: a) an introductory overview of the major areas of operations management, b) an understanding of the practical and theoretical problems encountered in operations, and, c) practice of tools and techniques for effective operations management emphasizing both qualitative reflection and quantitative methods.

Mode of delivery (face-to-face, distance learning)
Face-to face teaching, individual work on cases and exercises.

Prerequisites and co-requisites
Fundamentals in quantitative methods. Fundamentals in management.

Recommended optional programme components
Simulation Game.
Video Tours of operations issues in companies and organizations.

Course contents
The topics included within the scope of Production and Operations Management (POM) are numerous and diverse. The following list provides the areas that will be covered within the course including recommended readings, which are available to the students through the AUEB Library and e-Library.

1. Introduction – Definitions
   - Course content and structure
   - Context and definitions of POM

Readings:

2. Operations Strategy and Lean Production
   - The strategic framework, Illustration and deployment of operations strategies
   - "New" operations strategies – Agile Operations
Readings:

3. Product, Service and Process Design and Development
   • Key concepts in product and service design
   • The product development process and project
   • Classifications of production process structures (product and process). Video
Readings:

4. Facility Location
   • Factors affecting location decisions
   • Locating a single facility
Readings:
o "Location", Chapter 10 in Operations Management, L.J. Krajewski & L.P. Ritzman.
o Article

5. Facility Layout
   • Layout types and performance
   • Product and process layout designs - models/algorithms
   • Application exercises in class
Readings:
o Article

6. Capacity Planning
   • Capacity strategies and tools
   • Basic forecasting methods
   • Application exercises in class
Readings:
o Article

7. Forecasting
   • Basic forecasting methods
   • Application exercises in class
Readings:

8. The Beer Game
• Business game in class where students are practically familiarized with the problems of inventory control and management.
Readings (common to sessions 8-10):

9. Production Planning and Inventory Control I
  • Deterministic models: Economic Order Quantity
  • Materials Requirements Planning (MRP)
  • Application exercises in class

10. Production Planning and Inventory Control II
  • Just-In-Time – KANBAN
  • Integrated exercise: Determining inventory strategy

11. Production Scheduling
  • Operations Scheduling and Monitoring
  • Application exercises in class
Readings:
  o Article

12. Statistical Quality Control and Total Quality Management – TQM
  • Overview and introduction to Quality Management, Fundamental definitions
  • Basics of Statistic Process Control (SPC)
  • Application exercises in class
Readings:

Recommended or Required Reading
Articles according to the above list.

Planned learning activities and teaching methods
Lectures, exercises in class, case assignments and readings, video illustrations and Business Game. Cases and readings are discussed in class, case assignments are also handed in written and can be part of formal assessment.

Assessment methods assessment methods and criteria
  o Two case studies to accomplish in groups of two students (30% (2*15%) of final grade).
One individual reading note (10% of final grade).

Final individual written exam (60% of final grade).

The first case study "Disney" consists of various documents that assess the students' understanding of fundamental introductory aspects of operations management and operations strategy. Students are asked to reflect on how an entertainment company and especially entertainment parks take into account different operational and strategic changes, and how operations interact with other functions of the enterprise.

The second case study "Fitness Plus Part A" (Krajewski & Ritzman, 2005, p. 272) is a capacity analysis and planning case. Students are faced with the problem of a fitness center that operates a number of training areas all which have different demand and different capacity. Students should calculate capacity of each area as well as total capacity for the center, and suggest how capacity should be balanced and what moves the center should make in view of maximizing utilization and customer satisfaction. The case requires calculation, reflection and use of capacity notions such as peak and effective capacity, capacity cushions and break-even analysis.

The reading note will be accomplished on the basis of one of the suggested articles (above list) selected by each student. Students can also propose a topic of their own choice. A template for the reading note will be distributed separately.

The final exam lasts for three hours and is composed of two parts. The first assesses through short questions and mini-cases the understanding of fundamental operations management concepts such as different operations paradigms (standardized and diversified mass production, lean production), product, service and process development concepts, procurement, location and layout issues, forecasting issues and quality management. The second part is based on problems and assesses the different quantitative aspects of the course focusing on inventory management, capacity planning and statistic process control. The above are indicative areas covered, each exam is tailored to the specific emphasis given in class and adapted to what was examined in the case studies.

2. Applied Software Engineering
Diomidis Spinellis
6 ECTS credits
Advanced level

Objective of the course (expected learning outcomes and competences to be acquired)
While most Information Systems and Computer Science courses traditionally deal with the development of new systems, in practice developers spend the largest part of their time in software life-cycle activities that follow the development phase. The objective of the course is to allow students to read and understand a system’s software elements (code, structure, architecture). Having followed this course, students should be able to intelligently decide on how existing systems will be maintained, 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.
Prerequisites
Proficiency in programming and software development

Course contents
Course outline: Course Introduction; Code as Part of the Software Development Process; The Open Source Landscape; Tackling Large Projects; Version Control; Declarative Drawing; Build Management; Code-Reading Tools; General Purpose Tools; Performance Measurement and Management; Inspection and Testing; Coding Standards and Conventions; Documentation; Maintainability.

Recommended reading

Mode of delivery
Lectures, labwork, and coursework
Assessment methods
Coursework

Language of instruction
Greek & English

3. Algorithmic Operations Research
Christos Tarantilis
6 ECTS credits
Level: Advanced

Learning Outcomes
On completion of this course, students should be able to design and implement effective optimization methods for solving both complex (NP-hard) and realistic (i.e. large scale) size Operations Research (OR) applications.

Mode of Delivery (face-to-face, distance learning)
Full course, face to face

Prerequisites and Co-requisites
Students must be quite familiar with combinatorial optimization concepts, data structures & algorithms, and programming skills (C++, Java etc).

Course Contents
The course material includes the following thematic areas:
- Construction algorithms
- Greedy algorithms
- Local search and neighborhood structures
- Simulated Annealing
- Tabu Search
Recommended or Required Reading

Planned Learning Activities and Teaching Methods
Lectures and Labs

Assessment Methods Assessment Methods and Criteria Project: 100%. The project deals with the design and implementation of optimization algorithms to solve a complex and large-scale combinatorial optimization problem.

DEPARTMENT OF BUSINESS ADMINISTRATION

FALL SEMESTER

1. Advertising and Communication Management
George Panigirakis
6 ECTS credits
Level: Advanced

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

Teaching Methods
Lectures, Case studies, Video & Multimedia materials

Assessment Methods
70% written assignment, 30% written exams

2. Financial Management
Panagiotis Diamandis – Konstantinos Drakos
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:
- DRYDEN PRESS HARCOURT

Some highly recommended texts are the following:

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 Policy and Strategy
Rationale for the Course
This course will provide techniques to effectively manage the process of strategizing. The aim is to help students understand how to build a strategically responsive organization by tuning systems, structures and people to strategy, and how.

Brief Outline
Strategic management deals with the fundamental problems facing top managers:
1. How to analyze the external and internal environment of the company
2. How to direct the company into the future
3. How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business)
4. How to build and sustain competitive advantage
5. What type of structure, systems, and people does a company need to successfully implement a chosen strategy?
6. How to strategically respond in the global environment

Learning Objectives
As a result of taking this course, the student should be able to:
1. Conduct an environmental analysis of a given organization or industrial sector.
2. Conduct a competitor analysis.
3. Conduct a resources analysis and identify core competencies and the elements of a firm’s competitive advantage.
4. Identify and assess potential strategic choices.
5. Identify and evaluate strategic alternatives for development and select the most appropriate to implement.
6. Apply all the above in a real-world competitive setting.

Pre-requisite Knowledge
The knowledge acquired in previous courses attended (e.g. marketing, production management, human resources management, operational and financial management), will provide useful insights in better understanding the strategy course.

Textbook

How Will the Course Evolve
This is a teaching-reading course. You are going to attend 3-4 lectures (about 10 hours) and respond to 2 written assignments (see Appendix II).
How You Can Enroll in the Course
You can send an e-mail (esalav@aueb.gr) stating your full name and that you decided to take this course.

Evaluation
Your final grade will depend on the following:
Quality of Written Reports to case studies  60%
Final Examination    40%

Exams will take place in the period between mid January-Mid February. Therefore students wishing to go back to their countries before or shortly after Christmas are advised not to take this course.

Final examination will be an open book based on a short case study and/or questions (i.e., multiple-choice).

Appendices
APPENDIX I. THE INSTRUCTOR
Helen Salavou holds a BSc in Business Administration, an MBA and a PhD from the Athens University of Economics and Business (AUEB). She is currently an Assistant Professor at the Department of Business Administration of AUEB and member of the laboratories of ‘business strategy’ and ‘strategy and entrepreneurship’ at the AUEB.

Her main research interests involve innovation, entrepreneurship and small business research. She has published in several international journals including: Journal of Business Research, European Journal of Marketing, European Business Review, Management Decision, European Journal of Innovation Management, Creativity and Innovation Management. She has authored a monograph, co-authored a monograph and published chapters in edited volumes. She has also presented her work in international conferences, such as EMAC (European Marketing Academy) and EIASM (European Institute for Advanced Studies in Management).

She has participated in various research projects both at a national and international level since 1997. She has also taught undergraduate and postgraduate courses, such as management, strategy and entrepreneurship at the AUEB, Agricultural University of Athens and Hellenic Management Association (EEDE). She also possesses consulting experience with public and private organizations in Greece.

Appendix II. Case Assignments
Regarding the case assignments you are required to:
  a. Read the material (case study) on your own and understand it.
  b. Read the relevant chapters from the book and/or additional material you may wish to find on your own.
  c. Link the questions (see below) to the textbook material and produce a short report responding to each of the questions posed (you will receive specific guidelines).

In addition, there are specific deadlines you have to meet (see Table 1).

TABLE 1. INDIVIDUAL ASSIGNMENTS (SEE APPENDIX II)
Case Assignments    See Textbook
2. The New Corporation (2001) Chapters 8,9,10,13

Important Notes:
All reports will be graded on a 1-10 scale (10 being the perfect mark). Delayed reports will not receive a grade.
Plagiarism is forbidden. Plagiarism is defined as using ‘a piece of writing that has been copied from someone else and is presented as being your own work’. Of course you are allowed to use any sources of data you want, cooperate with students working on the same assignment, however you have to present your arguments in your own words. Plagiarizing assignments will get a zero mark.

1. To what extent is Wal-Mart’s (WM) performance attributable to industry attractiveness and to what extent to competitive advantage?
2. Identify distinctive resources and capabilities in the internal environment of WM.
3. To what extent is WM’s competitive advantage sustainable? Why have other retailers had limited success in imitating WM’s strategy and duplicating its competitive advantage?

Discussion Questions for Case Assignment 2: News Corporation (2001)
1. Please identify the corporate-level strategies TNC implemented throughout the period 1980-2000.
2. Please evaluate how these strategies (see question 1) were associated with the SWOT analysis of TNC.
3. How did TNC corporate-level strategies add value at the business-level?
4. Please propose and evaluate two corporate-level strategies, which should be adopted by TNC for the period 2001-06.

4. Money and Capital Markets
Konstandinos Kassimatis
6 ECTS Credits
Level: Advanced

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
- Brealey-Myers: Principles of Corporate Finance
- Bodie-Kane-Marcus: Investments (Irwin, 1996)
- 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)
5. Engineering Logistics
Paraschos Maniatis
6 ECTS Credits

Communication with Lecturer
Paraschos Maniatis, Mobile Phone: 6942487212, E-mail address:pman@aueb.gr.

Suggested Reading Material


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 test at the end of the semester 50%
Written Answers to Case Studies in Electronic Form 30%
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

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic/Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1:</td>
<td>Introduction, Course Overview, Logistics of the course</td>
</tr>
<tr>
<td>Week 2:</td>
<td>Logistics Integration, Customer Service</td>
</tr>
<tr>
<td>Week 3:</td>
<td>Supply Chain Relationships, Global Logistics</td>
</tr>
<tr>
<td>Week 4:</td>
<td>Information Systems, Forecasting</td>
</tr>
<tr>
<td>Week 5:</td>
<td>Inventory Strategy, Inventory Management</td>
</tr>
<tr>
<td>Week 6:</td>
<td>Transportation Infrastructure, Transportation Regulation</td>
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<tr>
<td>Week 7:</td>
<td>Transportation Management, Warehouse Management</td>
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<td>Week 8:</td>
<td>Material Handling, Packaging</td>
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<td>Week 9:</td>
<td>Layout Planning</td>
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<td>Week 10:</td>
<td>Logistics Positioning, Integration Theory</td>
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<tr>
<td>Week 11:</td>
<td>Planning and Design Methodology, Planning and Design Techniques</td>
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<tr>
<td>Week 12:</td>
<td>Organization, Planning, Costing and Pricing</td>
</tr>
<tr>
<td>Week 13:</td>
<td>Case Studies Presentation</td>
</tr>
</tbody>
</table>

To: Engineering Logistics Class
From: Paraschos Maniatis
Subject: Term paper evaluation criteria (each student has to perform 5 case studies taken from the list stated below and assigned by the instructor in the beginning of the semester)

The full text description of all the cases separately could be found in the e-class section in the website of the University under the name of the course “ENGINEERING LOGISTICS” 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
SPRING SEMESTER

1. International Marketing Management
   George Panigirakis
   6 ECTS Credits
   Type: Elective
   Level: Advanced

   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
- 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. Money and Capital Markets
Konstantinos Kassimatis
Level: Advanced
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
- Brealey-Myers: Principles of Corporate Finance
- Bodie-Kane-Marcus: Investments (Irwin, 1996)
- 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)

3. Financial Management
Panagiotis Diamandis – Konstantinos Drakos
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:
DRYDEN PRESS HARCOURT

Some highly recommended texts are the following:

Course Components
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 ACCOUNTING AND FINANCE

FALL SEMESTER

1. Cost and Management Accounting
Seraina Anagnostopoulou
6 ECTS credits
Level: Intermediate progressing to advanced

Course Objectives – Content
The course is aimed at presenting the key cost and management accounting concepts, used for managerial and business decisions. By the time they complete the course, students should be able to understand the use of internal accounting information -related to costs- to support managerial decisions and facilitate the implementation of business strategy. They should also be able to apply these concepts in relevant case studies or real world examples.

The key concepts that will be analysed include:
The accountant’s role in the organisation
Cost terms and purposes
- Job costing systems, process costing systems
- Cost allocation, cost-volume-profit relationships
- Determining how costs behave, relevant Information for decision making
- Activity-based costing
- Pricing, target costing
- Budgeting, motivation, and responsibility accounting
- Control systems and transfer pricing
- Control systems and performance measurement

Recommended Reading

Related Reading

Teaching Method
Weekly lectures

Assessment Methods
Final written examination

2. Financial Statement Analysis
Georgia 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. Derivative Markets
Leonidas Rompolis
6 ECTS credits
Level: Undergraduate/Advanced

Contact Information
Days: Wednesday
Hours: 9.00-12.00 AM
Office\hours: 12 Derigni str, 2nd floor, office No 2
Email: rompolis@aueb.gr
Office hours: Tuesday 12.00 – 14.00

Course Content
The course studies the pricing and use of derivative securities (forward/futures contracts, swaps and options), i.e., financial instruments whose value depends on the price of other basic underlying variables (such as stock prices, indices, foreign currencies, interest rates or commodities). The no-arbitrage pricing principle and its use in pricing forward, futures and swap contracts and in deriving option pricing restrictions is first developed together with the Binomial-tree valuation approach and the Black-Scholes option-pricing model. Then, various extensions of the theoretical option models (adjusted for dividends and early exercise) are presented and various applications are provided, in the pricing of options on stock indices, currencies, or futures and in the risk management (e.g., hedging stock market, foreign currency and interest-rate risk exposure).

Course Objectives
The course studies the pricing and use of derivative securities (forward/futures contracts, swaps and options), i.e., financial instruments whose value depends on the price of other basic underlying variables (such as stock prices, indices, foreign currencies, interest rates or commodities). The no-arbitrage pricing principle and its use in pricing forward, futures and swap contracts and in deriving option pricing restrictions is first developed together with the Binomial-tree valuation approach and the Black-Scholes option-pricing model. Then, various extensions of the theoretical option models (adjusted for dividends and early exercise) are presented and various applications are provided, in the pricing of options on stock indices, currencies, or futures and in the risk management (e.g., hedging stock market, foreign currency and interest-rate risk exposure).

Bibliography
Class Notes Class Notes in the web page: http://eclass.aueb.gr/
Grading Problem sets 20%
Exam 80%

Week Topics covered
2 Chapter 1: Introduction – Institutional Structure
- Derivative markets
- Forward and futures contracts
- Option contracts
- The use of derivatives
- The operation of the futures markets

Readings: Notes, book (ch. 1, 2).
3 – 4 Chapter 2: Pricing Forward/Futures Contracts
- Short – selling and compounding
- Pricing forward/futures contracts
- Synthesis of forward/futures contracts
- Forward/futures contracts on stock indices
- Forward/futures contracts on currencies
- Forward price and expected asset price

Readings: Notes, book (ch. 5), Mc Donald (ch. 5).
4 – 5 Chapter 3: Forward/Futures Contracts on Commodities
- Pricing forward/futures contracts on commodities
- The lease rate
- The storage cost
- Examples of forwards/futures contracts on commodities

Readings: Notes, book (ch. 5), Mc Donald (ch. 6).
6 Chapter 4: Hedging Strategies
- Basic strategies
- Basis risk
- Cross hedging

Readings: Notes, book (ch. 3).
7 Chapter 5: Swaps
- Swaps on commodities
- Swaps on interest rates
- Swaps on currencies

Readings: Notes, book (ch. 7), Mc Donald (ch. 8).
8 Chapter 6: Introduction to Options
- Types of options and factors affecting their prices
- Properties of option prices
- Trading strategies involving options
Readings: Notes, book (ch. 8, 9, 10), Mc Donald (ch. 3,9).
9 – 10 Chapter 7: Binomial Trees
- Pricing European-type option contracts
- Pricing American-type option contracts

Readings: Notes, book (ch. 11), Mc Donald (ch. 10, 11).
10 – 11 Chapter 8: The Black-Scholes Model
- The probability distribution of the underlying asset price
- Risk-neutral valuation
- The Black-Scholes formula
- Implied volatility
12 Chapter 9: Applications of the Black-Scholes Model
- Options on stocks/indices paying dividends
- Options on currencies
- Options on futures contracts

Readings: Notes, book (ch. 13), Mc Donald (ch. 12).

13 Chapter 10: The Greeks Letters
- Definition of the greeks
- Delta hedging
- The Black-Scholes analysis
- Gamma hedging

Readings: Notes, book (ch. 15, 16), Mc Donald (ch. 12).

Final exam

2. Computational Finance and Econometrics
Stylianos BEKIROS
6 ECTS credits
Level: Advanced

Contact Information
E-mail: bekiros@aueb.gr

Course content
The aim of this course is to provide the student with knowledge of modern computational/econometric techniques in estimating and forecasting financial asset returns and risk (volatility). The course discusses topics such as regression, heteroscedasticity and autocorrelation, ARMA/ARIMA modeling, VAR modeling, co-integration and error correction, causality, ARCH and GARCH models, state space methods, Monte Carlo simulations, principal components analysis, machine learning, Value-at-Risk, portfolio risk measurement, trading strategies etc. It emphasizes intuition and problem solving skills rather than formality. The course familiarizes the student with financial databases and econometric software.

Prerequisites/Curriculum Position
Courses in Financial Econometrics or Quantitative Methods in Economics and Finance at comparable level. Students should also have computing skills.

Format
This is a reading course. You are going to attend 3-4 long lectures and respond to individual and/or team assignment(s).

Assessment
Mid-term and final Individual/team assignment(s) with class presentation sessions, and/or a final exam.

Course material
DEPARTMENT
OF MARKETING AND COMMUNICATION

FALL SEMESTER

1. Marketing of Financial Services
Paulina Papastathopoulou
6 ECTS credits
Level: Advanced

Contact Information
Office: AUB, 76 Patission, main building, Antoniadou wing (5th floor)
Tel.: 210 8203122
Email: paulinapapas@aub.gr

Feel free to send me an e-mail with any questions about the course or if you want to arrange an appointment.

Course Objective
The main objective of this course is to adapt well known services marketing concepts into the financial services sector. It will help students to learn, develop, manage market and eliminate financial products in an effective and efficient manner in terms of satisfying the customer’s needs and meet corporate objectives.

Course Description
This course is designed to explore and further your understanding of marketing principles in the financial services field. To assess a sound market presence, position, and appropriate target markets for financial services. To develop skills that allows continuous learning and adaptation to this dynamic competitive environment. The following learning outcomes are specifically associated with this course, and they pertain to the topics and concepts that follow.

Learning Outcomes
1. Understand key terms and concepts in marketing of financial services.
2. Understand and apply marketing concepts to real life situations from consumer and managerial perspectives.

Topics and Concepts
1. Introduction to Financial Services Marketing
   Providers and customers
Characteristics
Challenges
Quickly changing marketing Environment
Categories of Financial Products
2. Segmenting, Targeting and Positioning
Definitions
Strategic benefits
Steps and others
3. The Marketing Mix of Financial Services
Product/Service
Main related concepts
Branding
New Service Development
Product life cycle
Service elimination
Pricing
Main related concepts
Pricing Process
Distribution
Strategic Role
Alternative Distribution Channels
Promotion
Strategic Role
Alternative Promotion Tools
People
Process
Physical evidence

Pedagogical Approach
This course will use a combination of pedagogical approaches, including lectures, discussions, group Internet assignments and case study analysis. The objective of the lectures, discussions and Internet assignments is to better capture the related concepts and theories. Cases are designed to foster teamwork, to enhance the realism of the learning experience and to sharpen the decision-making skills of students.

The course material for the lectures is in the form of Powerpoint slides available in four different pdf files in the course webpage (e-class platform -> sign up -> course webpage -> Active tools -> Documents). Also, any course announcements will be posted on this webpage.

Attendance, Class Participation, Group Internet Assignments and Case Studies

It is imperative that students attend each and every class. Student class presence record will be kept at the beginning of each class session. Absences, excused or not, do not absolve the student from the responsibility for the work done or for any announcement made in his/her absence. Active positive participation is encouraged. Disruptive behavior such as arriving late to class or distracting students sitting around you is viewed as unacceptable negative participation.
Students have to prepare and present in class (Powerpoint slides only) three (3) group Internet assignments which require searching and compiling practical information from Internet. These assignments revolve around the topics of Segmentation, Positioning and Branding respectively.

Students will also have to work in groups to answer questions and present them in class (Powerpoint slides only) regarding two (2) case studies combining various topics of the Marketing of Financial Services.

The number of students in each group will depend on the final number of students attending the course. Usually, groups comprise 3-4 students. Students will have a deadline of one to two weeks, depending on the level of difficulty, to submit the assignments. No late submissions will be accepted.

Student Evaluation
The course grade will be based on the group Internet assignments, case study analysis, class attendance/participation and a final exam. The final grade will be determined using the following weights:

- Final Exam: 60%
- Group Internet Assignments & Case studies: 30%
- Class Attendance/Participation: 10%
- TOTAL: 100%

2. 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
3. Entrepreneurship and SMEs
Eleanna Galanaki
6 ECTS credits
Level: Intermediate

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)

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

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


4. Consumer Behaviour
Kalipso Karantinou
6 ECTS Credits
Level: Advanced

Contact Information
E-mail: kkarantinou@aueb.gr

Course Objectives
Understanding consumer behaviour is critical for marketing. The study of consumption focuses on search, choice, acquisition and consumption activities and on how possessions influence the way we feel about ourselves and about each other. It is concerned with a variety of consumer buying and having behaviours, which most of us experience. The course analyzes these experiences, using consumer behaviour theory, and provides application of theory and concepts via practical examples. The aim is to provide students with an understanding of the process and nature of consumer behaviour, to acquaint them with the factors which influence consumer behaviour at different stages of the consumption process, and to contextualize this understanding of consumer behaviour within marketing, so as to enable them to appreciate how a solid understanding of the intricacies of consumer behaviour paves the way for optimum marketing practices.

Learning Outcomes
At the end of the course students should have developed a comprehensive understanding of the omnipresence, the process and the nature of consumer behaviour. They should be able to identify and assess the various psychological, economic and sociological factors that influence consumer behaviour at different stages of the consumption process and comprehend how consumer behaviour can be understood and explained by the underpinning disciplines of psychology and social psychology. They should be able to discuss and criticize the assumptions which underlie the consumer behaviour theories and appreciate the links between consumer behaviour and practice and marketing theory and practice.

Syllabus Outline
- Models of consumer decision-making
- Pre- and Post-purchase processes: searching, shopping, buying, evaluating and disposing
- Consumers as individuals: what motivates them to buy and how cognitive processes operate
• Social and cultural influences on consumer behaviour: group influences, lifestyle and culture
• Perceived risk: types of perceived risk and implications on consumer behaviour
• Adoption of, resistance to, and diffusion of innovations
• Nudges: subtle but powerful influencers of people’s decisions and choices
• Self concept and self-monitoring
• Images in advertising and social comparison theory
• Symbolic consumption and the meaning of possessions
• Consumerism and public policy issues

Teaching and Learning Methods and Style
Sessions will combine lecture style delivery with case studies, practical examples and extensive discussions. 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
3. Hoyer, W.D. & MacInnis, D.J. (2009), Consumer Behaviour, Fifth Edition, Cengage Learning. Students will be given further readings on each lecture, illustrating the discussed concepts and their applications.

Assessment
Assessment will be by a combination of:
- Examination (40%),
- Evaluation of the frequency and quality of participation (20%), and
- A term project (40%).

5. Global Marketing
Dionysis Skarmeas
6 ECTS credits
Level: Advanced

Contact Details
E-mail: dskarmeas@aueb.gr

Objectives
On completion of this module students will be able to:
- exhibit an appreciation of the issues and complexities facing business when moving into global markets;
- apply techniques for the analysis of environmental and competitive forces in a global setting;
- demonstrate an understanding of globalization and the internationalization process of a firm and how they impact on market(s) and entry mode(s) selection;
- show an appreciation of the value of global market intelligence, key data sources and issues of consistency in internationally published data;
exhibit an appreciation of the importance of understanding different international culture traits, noting the implication for business;
- critically appraise the relevance of key academic literature within global marketing;
- exhibit high quality written and oral communication skills.

Course Outline
- Globalization
- Internationalization Process
- Global Marketing Environment
- Global Market Segmentation
- Global Market Selection
- Global Marketing Mix Strategy
- Case studies in Global Marketing

Assessment Methods
Individual (3,000 words) or group (5,000 words) assignment (70% written report, 30% presentation)

Reading List
Core reading:

Supplementary reading:

6. Retail Sales Promotions
Paris Argouslidis
6 ECTS credits

Course Description and Content
The present course includes 26 2-hour lectures on sales promotions in the sector of retailing. Such promotions can be initiated by manufacturers of consumer products, by retailers or by both of them. The topics to be covered are as follows:
- General principals of retail sales promotions.
- Alternative methods of retail promotions (e.g., price discounts; bonus packs; price bundling; multiple unit pricing; simple coupons; cross-coupons; samples; reward schemes.
- General conditions leading to retail sales promotion campaigns.
- Design and implementation of retail sales promotion campaigns.
- Issues relating to a product’s post-promotion period (e.g. what should manufacturers and retailers expect by the end of a product’s promotional period?).

Course Delivery
Lectures will be based on findings from empirical research published in premier journal outlets, on practical examples and on illustrations of sales promotion programs in retail stores. During lectures students will be asked to actively participate in the discussion. Students will get electronic access to the theoretical material that will be covered during lectures. Specifically, before each lecture the corresponding slides will be uploaded on e-class and students will have...
register in order to get access and print them out. It is important to note, however, that class attendance is particularly important because it will include additional material (e.g. cases studies, visual illustrations) that will not appear on e-class.

Course Assessment
The course will be evaluated as follows.

First, students will be asked to deliver a power point presentation regarding the design and the implementation of a retail sales promotion campaign. Depending on class size, the assignment will be a group or an individual one (weigh: 30% of the final mark).

Second, students will sit a written exam in the examination period of January-February 2015 (weigh: 70% of the final mark).

Key Benefits
Students attending this course will likely get a job with a manufacturer of consumer goods (e.g. grocery or durables) or with a domestic or global retailer. It is, therefore, of particular importance to acquire knowledge about retail sales promotion techniques. By combining empirical evidence with practical illustrations and case studies, this course aims at offering students a thorough understanding of the nature, content and context of retail sales promotions. In particular, by completion of the course, students will be able to know:
1. general principals of sales promotions,
2. alternative methods of sales promotions,
3. conditions justifying a sales promotions campaign,
4. issues relating to the design, implementation, and post-promotion evaluation of sales promotion campaigns,
5. price promotions for perishable grocery products,
6. price promotions for more highly-priced durable products.

Key References
SPRING SEMESTER

1. Marketing of Services
Kalypso Karantinou
6 ECTS credits
Level: Advanced

Contact Information
E-mail: kkarantinou@aueb.gr

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 Servscapes
- 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

Tsiros M. and Hardesty D. M. (2010), 'Ending a price promotion: retracting it on one step or phasing it out gradually', Journal of Marketing, 74 (January), pp. 49-64.
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

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.

2. Change Management
Maria Vakola
6 ECTS credits
Level: Advanced

Contact Information
E-mail: mvakola@auce.gr
Tel: 210-8203 177

General Aim and Rationale
The concept of change is not a new one. Indeed change has always been recognised as necessary and inherent to all aspects of life. However the last decade has, for most organisations, 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 organisations' battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this reading course is to provide an understanding of the change management process and to present a framework for managing change in order for the participants to further explore advanced issues related to change management such as leadership, resistance to change, communication in a change context etc.

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 organisations.
- 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.

Methodology
The course is based on meetings with the instructor. Please find below a detailed description of these scheduled meetings.

Lectures CONTENT
1 Introduction to the course
Introduction to change management
2 Selecting change agents
3 Culture change
4 Culture change
5 The role of culture in mergers and acquisitions
6 Resistance to change
7 Resistance to change
8 The role of HR in change
9 Communication and change
10 Group presentations

Assessment
Course assessment is based on a group assignment and a group presentation:

Group report: In a group of 5-7 people, you try to explore a major change that took place in a European country. The aim is to collect information in order to write a case study of a major change presenting its main phases, ways of change implementation, main obstacles etc. This case study has to be up to 20-25 pages and you will submit it on 12th of May 2011. This report counts for the 70% of your total mark.

Group presentation: You need to present to our group you main findings in a 10 minute presentation. This presentation will take place on the 12th of May and counts for the 30% of your total mark. More information will be given in the first lecture.
Reading

Change is a broad subject and therefore students need to invest on searching and collecting materials from the library. Please find below some useful papers on various issues of change management.


Some journal titles that will be useful to your search are the following:
- Academy of Management Journal
- Academy of Management Review
- British Journal of Management
- Employee Relations
- European Journal of Work and Organisational Psychology
- Human Relations
- Human Resource Management
- International Journal of Human Resource Management
- International Journal of Selection and Assessment
- Journal of Applied Psychology
- Journal of Managerial Psychology
- Journal of Organisational Behaviour
- Journal of Organizational Change Management
- Journal of Occupational and Organisational Psychology
- Journal of Vocational Behaviour
- Personnel Management
- Personnel Psychology
- Personnel Review
3. Human Resource Management
Leda Panayiotopoulou
6 ECTS credits
Level: Intermediate

Contact Information
Office: Derigny 12, 7th floor
Tel. 210-8203473
E-mail: ledapan@aueb.gr

Course Objectives
This course aims at familiarizing students with the theoretical background of Human Resource Management. The subjects covered throughout the lectures will introduce students to the current way of managing employees in modern organizations. More specifically, after the completion of the course, the participants will be able to understand:
- The important role of HRM in supporting organizational strategy in the modern firm.
- HRM practices and current trends.

Course Outline
The following chapters will be covered:
- Ch. 1: Introduction to HRM
- Ch. 2: HR Planning
- Ch. 4: Recruitment
- Ch. 5: Selection
- Ch. 8: Performance Management
- Ch. 9: Rewarding Employees
- Ch. 10: Learning and Development
- Ch. 12: International Perspective

Teaching Method
- Interactive lecture enriched with case studies and group discussions, based on the main textbook.

Assessment of the Course
- Class participation: Students with more than 3 absences from the lectures will fail the course, as they will not be allowed to participate to the exam.
- Group assignment: 30% (15% presentation & 15% written assignment).
- Written exam: 60%

4. Introduction to Marketing
Kostis Indounas
6 ECTS credits
Level: Intermediate

Contact Information: 12, Derigni St, 7th Floor, Tel: 210 8203473, e-mail: indounas@aueb.gr

Course Outline
- The Meaning and the Role of Marketing in Business
- The Marketing System and Environment
- Consumer and Business Markets and Behavior
- 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 students to the basic concepts of marketing. 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**
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)

**Suggested References**

**SCHOOL OF INFORMATION SCIENCES AND TECHNOLOGY**

**DEPARTMENT OF INFORMATICS**

Incoming Erasmus students who speak Greek may attend any of the undergraduate courses of the Department of Informatics (7 or 6 ECTS credits each); their descriptions (in Greek) can be found at: http://www.cs.aueb.gr/el/content/programma-sploydon

Incoming students who speak English may also attend any of the following courses, which are offered as reading courses.
FALL SEMESTER

1. Elementary Mathematics of Finance
Evangelos Magirou
6 ECTS credits
Level: Intermediate

Communication with the Lecturer
efm@aueb.gr

Course Description

Suggested Textbook
D. Luenberger, Investment Science, Oxford University Press

2. Computer Graphics (6 ECTS credits)
George Papaioannou
6 ECTS credits
Level: Advanced

Communication with the Lecturer
gepap@aueb.gr

Course Description

3. Wireless Networks and Mobile Communications
Vassilios Siris
6 ECTS credits
Level: Advanced

Communication with the Lecturer
vsiris@aueb.gr
Course Description
The course's goal is an in depth discussion of the fundamental principles, architectures, and functionalities of wireless networks and mobile communications. The course discusses not only how wireless networks operate, but also why they operate in a particular way. Moreover, the course highlights key trends which include cross-layer dependence of functions in wireless networks and the integration of fixed/wired with wireless and mobile communications.

4. Data and Web Mining
Michalis Vazirgiannis
6 ECTS credits
Level: Advanced

Communication with the Lecturer
mvazirg@aueb.gr

Course Description
Data Science ecosystem & project life cycle/management, Data pre-processing (normalization, feature selection & creation, descriptive data quality), Data exploratory analysis (summary statistics, correlation, ANOVA), Visualization, Introduction to machine learning (supervised & unsupervised), Data Visualization, Introduction to Bigdata (Hadoop, Mapreduce)

5. Distributed Systems
George Xylomenos
6 ECTS credits
Level: Intermediate
Communication with the Lecturer
xgeorge@aueb.gr

Course Description
The purpose of this course is to integrate the theory and practice of distributed systems with focus on recent developments and state-of-the-art practical systems. The topics we will cover include middleware architectures, process management, replication, consistency and group communication protocols, peer-to-peer systems, real-time scheduling, programming frameworks such as MapReduce, file systems and caching, and distributed sensor systems. We will discuss detailed case studies that illustrate the concepts for each major topic.

6. Diploma Thesis
6 ECTS credits
Interested students should contact directly the faculty members: T. Kalamboukis (tzk@aueb.gr), A. Kastania (ank@aueb.gr), G. Polyzos (polyzos@aueb.gr), V. Vassalos (vassalos@aueb.gr), M. Vazirgiannis (mvazirg@aueb.gr), G. Xylomenos (xgeorge@aueb.gr).
SPRING SEMESTER

1. Digital Design
Anastasia Kastania
7 ECTS credits
Level: Intermediate

Communication with the Lecturer
ank@aueb.gr

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.

2. Operating Systems
George Xylomenos
7 ECTS credits
Level: Intermediate

Communication with the Lecturer
xgeorge@aueb.gr

Course Description

Suggested Textbook
A. S. Tanenbaum, Modern Operating Systems

3. Java Programming
Vassilios Siris
7 ECTS credits
Level: Intermediate
Communication with the Lecturer
vsiris@aueb.gr

Course Description
The course's goal is the in-depth study of objective oriented programming and advanced programming techniques based on the Java language. Even though the course focuses on the Java programming language and discusses Java packages (libraries), it analyses techniques and methodologies that are applicable to any object oriented programming languages, such as C++.

4. Operations Research
E. Magirou
6 ECTS credits
Level: Intermediate

Communication with the Lecturer
efm@aueb.gr

Course Description
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.

Suggested Textbook
Hillier Lieberman, Introduction to Operations Research

5. Software Verification, Validation & Maintenance
Nikolaos Malevris
6 ECTS credits
Level: Advanced

Communication with the Lecturer
ngm@aueb.gr

Course Description
special characteristics of object oriented software as well as web applications. Automated tools with respect to the topics listed above.

Suggested Textbooks

6. Topics in Algorithms
Ioannis Milis
6 ECTS credits
Level: Intermediate

Communication with the Lecturer
milis@aueb.gr

Course Description

7. Diploma Thesis
6 ECTS credits
Interested students should contact directly the faculty members: T. Kalamboukis (tzk@aueb.gr), A. Kastania (ank@aueb.gr), G. Polyzos (polyzos@aueb.gr), V. Vassalos (vassalos@aueb.gr), G. Xylomenos (xggeorge@aueb.gr).

DEPARTMENT OF STATISTICS

FALL SEMESTER

1. Computational Statistics (Reading Course) D. Karlis
8 ECTS credits
ADVANCED LEVEL
Communication with Lecturer
e-mail: karlis@aueb.gr
The course has the following parts:
I. Kernel density estimation
II. Randomizations tests
III. Monte Carlo tests
IV. Jackknife and Cross Validation
V. Bootstrap methods
The course show how we can proceed to statistical inference making use of computing. During the course there are 3-4 projects. The projects need computing in R. Special functions to do so are supplied.

2. Multivariate Statistical Techniques (Reading Course) ADVANCED LEVEL
D. Karlis
8 ECTS credits

Communication with Lecturer
e-mail: karlis@aueb.gr

The course has the following parts:
- Cluster analysis (hierarchical, K-means, model based clustering)
- Correspondence analysis and MCA
- Discriminant analysis and related methods (k-nn and other classification methods)
During the course there are 3-4 projects. The projects need computing in R.

3. Introduction to Mathematical Analysis (Reading Course) ADVANCED LEVEL
Ath. Yannacopoulos
8 ECTS credits

Communication with Lecturer
e-mail: ayannaco@aueb.gr

Course Content
This is an introduction to real analysis as opposed to calculus. Its aim is to familiarize the student with the concepts of real analysis so as to be able to proceed to advanced courses in probability, statistics, optimization, mathematical economics, finance etc.

The syllabus is as follows:

1. Sequences and series
2. Continuous and convex functions
3. The Stieltjes integral
4. Introduction to Metric spaces
5. Inner product spaces
4. **Stochastic Finance (Reading Course)** ADVANCED LEVEL

Ath. Yannacopoulos

8 ECTS credits

Communication with Lecturer
e-mail: ayannaco@aueb.gr

Course Content
This is an introduction to the modern theory of stochastic finance. The aim of the course is to introduce the students to the basic concepts of this field, which are to be used in asset pricing, portfolio optimization etc.

The syllabus is as follows:

1. Introduction, assets and assets markets
2. Arbitrage and the pricing kernel
3. Stochastic models for stocks
4. Derivative pricing, the binomial and the Black – Scholes model – martingale pricing and the equivalent martingale measure
5. Introduction to bond pricing
6. Introduction to portfolio theory

5. **Sampling Techniques and Sample Surveys** ADVANCED LEVEL (Reading Course)

I. Papageorgiou

8 ECTS credits

Communication with Lecturer
e-mail: ioulia@aueb.gr

Course Content

Bibliography
Pascal Ardilly, Yves Tillé. Sampling Methods: Exercises and Solutions.
SPRING SEMESTER

1. **Multivariate Statistical Analysis** ADVANCED LEVEL (Reading Course)
   D. Karlis
   8 ECTS credits

   Communication with Lecturer
   e-mail: karlis@aueb.gr

   The course has the following parts
   - Multivariate descriptive and graphs
   - Multivariate normal and related distributions
   - Hypotheses tests for multivariate data
   - MANOVA
   - Multivariate Linear model
   - Principal Components Analysis
   - Factor Analysis

   During the course there are 3-4 projects. The projects need computing in R.

2. **Introduction to Measure Theory & Integration with Applications to Probability Theory** ADVANCED LEVEL (Reading Course)
   Ath. Yannacopoulos
   8 ECTS credits

   Communication with Lecturer
   e-mail: ayannaco@aueb.gr

   Course Content
   This is an introduction to measure theory that will allow students to follow the advanced courses in probability theory, stochastic processes etc as well as applications to statistics or mathematical finance.

   The syllabus is as follows

   1. Discrete measures
   2. Lebesgue measure, construction and properties
   3. Lebesgue integration
   4. Convergence theorems for the Lebesgue integral
   5. Introduction to Lebesgue spaces
   6. Hilbert spaces and the projection theorem – Applications in probability
   7. Radon-Nikodym derivatives of measures – Applications in probability

3. **Short Course: Probability Models in Sampling**
   Evdokia Xekalaki
   4th year/graduate level (Reading Course)
   Spring Semester 2014-15
   3 ECTS credits
Web Site
http://stat-athens.aueb.gr/~exek/ProbModelsInSampling-erasmus-14-15.htm (to be published at the beginning of the semester, around February 2015)

Communication with Lecturer
e-mail: oxek@aueb.gr

Course Content
The course consists of a series of topics on the question of the existence of discrepancies between observed and anticipated variability in the data under a hypothesized model. The topics include:
- Distortion of observations - Distortion models, over-dispersion, under-dispersion, inflated and deflated distributions, biased distributions, weighted distributions, damaged observations, damage models, generating models, mixtures of distributions: finite mixtures, continuous mixtures, contagion. Truncated distributions, censored distributions, generalized (clustered) distributions, stuttering distributions, randomly stopped distributions, capture recapture method. Generalized distributions arising in the context of the generalized sampling schemes.
- Applications to problems in life sciences, accident theory, linguistics, internet access modeling.

Recommended Reading:
- Research Papers: A collection of research papers related to the above topics can be found at the course website

Students' assessment
Written exam

Learning Outcomes
Upon successful completion of this course students should be able to:
- demonstrate knowledge, understanding and ability to identify situations where the observed variability in data differs from that expected under a hypothesized model and be able to use various modelling approaches in tackling such situations.
- produce a well-structured, well written expository essay about a particular situation and the approach chosen to tackle it.
Prerequisites
Students should be familiar with the content of the courses: 6001, 6031, 6142, 6012, 6144, 6126, 6014.

4. Survival Analysis (Reading Course)
Katerina Dimaki
8 ECTS credits
Advanced Level

Communication with Lecturer
e-mail: dimaki@aueb.gr

Course Content

7. Modern Greek Language Courses

Modern Greek Language Courses are offered free of charge to incoming students by our University 2 times per week for 2 hours each time. These courses are taught from October to mid-January (fall semester course) or from mid-February to the end of May (spring semester course). Erasmus students are kindly requested to contact the International Relations Office for further details. The cost is covered by the University’s budget, as financial support to Erasmus motivated students.

8. Academic Recognition - ECTS

ECTS (European Credit Transfer and Accumulation System) rules are applied to our University for academic recognition purposes.

ECTS was developed by the European Commission in order to provide common procedures to guarantee academic recognition of studies abroad. It offers a way of measuring and comparing learning achievements and transferring them from one institution to another. The system is based on the principle of mutual trust and confidence between the participating higher education institutions. The rules of ECTS, concerning Information (on courses available), Agreement (between home and host institutions) and the Use of Credits (to indicate student workload) are set to reinforce this mutual trust and confidence.

ECTS has been tested as a pilot project forming part of the Erasmus program (European Community Action Scheme for the Mobility of University Students) and now it is extended to all scientific subject areas and to all institutions wishing to apply the mechanism for academic recognition purposes.

ECTS credits present a value allocated to course units to describe the student workload required to acquire the expected learning outcomes. They reflect the quantity of work each
course requires in relation to the total quantity of work required to complete a full year of academic study at the institution that is, lectures, practical work, seminars, individual work and examinations or other assessment activities.

In ECTS, 60 credits represent the workload of a year of study; normally 30 credits are given for a semester and 20 credits for a trimester. It is important that no special courses are set up for ECTS purposes, but that all ECTS courses are mainstream courses of the participating institutions, as followed by home students under normal regulations.

Credits are awarded only when the course has been completed and all required examinations have been successfully taken.

The students participating in ECTS will receive full credit for all academic work successfully carried out at any of the ECTS partner institutions and they will be able to transfer these academic credits from one participating institution to another on the basis of prior agreement on the content of study programs abroad between students and the institutions involved.

When the student has successfully completed the study programme previously agreed between home and host institutions and returns to home institution, credit transfer will take place and the student will continue the study programme at home institution without any loss of time or credit. On the other hand, if the student decides to stay at the host institution and to take a degree there, he/she may have to adapt the study programme according to the legal, institutional and departmental rules in the host country, institution and department.

9. - International Student Identity Card (ISIC)

ISIC is a card that offers to students reduced prices to youth hostels, shops, theatres-tickets, museum entrance, bus, train and air-tickets, etc. In order to get the ISIC a student can visit the following link: https://www.isic.org/

10. - Students with Special Needs

AUEB offers facilities for students with special needs and is willing to provide any available support. Erasmus students with special needs are kindly requested to contact the International Relations Office for the necessary arrangements, well in advance of their arrival to Athens.
Unit IV: CENTRAL FACILITIES

1. - The Computer Centre

The University’s Computer Center is one of the largest and most advanced centers among Greek Universities. It is located on the third floor of the University's main building and it covers an area of more than 700 square meters.

The Computer Center is tailored for the research and the teaching needs of the University Community and offers many hardware and software facilities.

After their registration, Erasmus students can apply to the Computer Centre for free access and benefit from relevant facilities, such as Internet, e-mail address, etc.

2. - The Library

The Library of Athens University of Economics and Business is designed to serve the teaching and research needs of Faculty members and students. The catalogue database contains over 120,000 books and over 1,500 scientific journals, covering the scientific fields of the eight Departments of AUEB.

The Library offers modern services using a Library automation system, which covers all aspects of automation, including OPAC, SDI, acquisitions, bar-code-based lending, etc. All members of staff have access to the Library from their offices through the local area network.

The Library participates in a consortium for national and international inter-library loans. As a result, library users have access to the libraries of the Centre for Planning and Economic Research, the, of Bank of Greece, of the National Documentation Centre as well as to several libraries in Europe.

The Library is also open to researchers and students not associated with the University.

3. - The Research Centre

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

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

4. - The Career Office

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

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

In addition, in order to ensure a well-prepared market entry, the Career Office is responsible for giving advice on composing a resume, reference / accompanying letter, application etc. In this direction, it organizes seminars for students in order to provide them with additional assets.

At the end of the academic year, every student can apply to the Career Office so as to find a part time or a summer job.

Once a year, the Career Office organizes the “Career Fair”; during this event a large number of companies and over 500 students and graduates participate in discussions and real interviews with prospective employers, after having submitted an application.

5. - Erasmus Student Network (ESN)

ESN has been established with the initiative of the students of Athens University of Economics and Business. It is a member of the International Erasmus Student Network, which consists of more than one hundred associations from all over Europe. ESN was founded in 1992 and some of its main aims are:
• Advice and counselling to the students of our University, who intend to participate in the Erasmus+ Programme
• Reception and housing of incoming Erasmus students
• Planning and implementation of seminars, conferences and social activities.
• Co-operation of ESN with corresponding associations in other countries

The office of AUEB Erasmus Student Network is located near the University’s main building at 29, Evelpidon Street, 1st floor. For further information, you can contact ESN members through the following email address: esn.athens.aueb@gmail.com

6. - The Sports Centre

All students may participate in various athletics activities at Panellinios Sports Club. Sports such as swimming, tennis, volleyball etc. are offered and students are supervised by physical education professors of the University.
Unit V: USEFUL INFORMATION

Currency

The monetary unit in Greece is EURO.

Coins: 0,01, 0,02, 0,05, 0,10, 0,20, 0,50, 1, 2.

Notes: 5, 10, 20, 50, 100, 200, 500.

Banks are open from Monday to Friday (except official holidays).

Hours: 08.00-14.00

Means of transport to and from Athens International Airport

Bus routes operated by Public Bus Company connect directly Athens (city centre & wider area) and Piraeus (port) with the Athens International Airport (AIA) “Eleftherios Venizelos”. Service is provided on a non-stop basis seven days a week including holidays (24/7 operation). The buses arrive at the Departures Level of the Airport and depart from the Arrivals Level. BUS tickets are sold at the info/ticket-kiosk (located outside the Arrivals between Exits 4 and 5) or onboard (ask the bus driver) at no extra cost. The buses’ arrival and departure at the city centre (terminal) is at Syntagma Square.

Rail connections are also available from the AIA Rail Station (adjacent to the main terminal). Services are provided by suburban rail and metro trains. SUBURBAN RAIL & METRO tickets must be purchased and validated before boarding on the train. Please visit the following links for operating times and schedule details:

For Suburban Rail: PROASTIAKOS – National Railways
For Metro: Attiko Metro Operating Company

For transportation to and from Athens International Airport, follow the link: http://www.aia.gr/
To get maps and schedules of buses and trolley buses in the wider Athens area, follow the link: http://www.oasa.gr/
To get maps and schedules of Athens Metro in the wider Athens area, follow the link: http://www.ametro.gr/

AIRPORT TICKET

The BUS ticket price for the airport is 6 € (3 € if you have the Greek Student ID card) and the METRO ticket price is 10 € (5 € if you have the Greek Student ID card). For more information please visit: http://www.oasa.gr/content.php?id=daakom

BUSES AND TROLLEY BUSES

The standard ticket for buses and trolley buses costs 1,40 € (0,70 cents if you have a Greek Student ID Card). Tickets are sold at the blue or yellow ticket kiosks of the Athens Public Transport Network and at Metro Stations (lines 1, 2 and 3).

METRO

The metro ticket costs 1,40 € (0,70 cents if you have a Greek Student ID Card) and enables you to travel through all lines (any transfer from one line to another is permitted) within 90 minutes from the time of its validation.
**DO’S**
Validate your ticket by inserting it into the validating machines as soon as you board on the bus or you enter a metro station (before going down)
Keep it safe till the end of your trip. Otherwise, you are liable to an on-the-spot fine, ranging from 72 euro to 84 euro.

**DON'TS**
Do not validate your ticket more than once.

For information on bus routes, schedules and tickets visit the following link: http://www.oasa.gr/?id=ind3ex&lang=en

**Transportation to AUEB**

The University is conveniently located near the city centre. Many bus lines pass in front of the University and a metro station (Victoria station) is located one block away from the main building. The wider area where AUEB is situated is a pleasant and lively area, Kypseli. There are many restaurants, shops and entertainment places in this area of Athens, while many museums, galleries, and archaeological places are nearby.
University map: http://www.aueb.gr/pages_en/about/location.php

**Public Holidays**

1st January  (New Year's Day)
6th January  (Epiphany Day)
30th January  (Holiday for Educational Institutions)
25th March  (National Holiday)
Greek Orthodox Easter Sunday, Easter Monday
1st May  (Labour Day)
15th August  (Assumption of Virgin Mary)
28th October  (National Holiday)
17th November  (National Holiday for Educational Institutions)
25th December  (Christmas Day)
26th December  (Boxing Day)

Educational institutions have a two-week vacation at Christmas time and a two-week vacation at Easter time.

**Culture and Leisure**

**Museums and Art Galleries:**

The National Archaeological Museum (44, Patission Str.)
The Acropolis Museum (On the hill of the Acropolis)
The Kerameikos Museum (148, Ermou Str.)
The Byzantine Museum (22, Vassilissis Sophias Ave.)
The Benaki Museum (on the corner of Vas.Sophias Ave & Koumbari Str.)
The Greek Folk Art Museum (17, Kidathineon Str.)
The National Historical Museum (13, Stadiou Str.)
The Museum of Cycladic and Ancient Greek Art (4, Neophytoù Douka Str.)
The War Museum (on the corner of Vas.Sophias Ave & Rizari Str.)
The Museum of the City of Athens (7, Paparigopoulou Str.)
The Theatre Museum (50, Akadimias Str.)
The National Gallery and Alexander Soutzos Museum (50, Vas. Konstantinou Ave)
The Folk Art and Tradition Centre (6, Ang. Hatzimihali Str.)
The Municipal and Cultural Centre of Athens (50, Akadimias Str.)

There are also many art galleries throughout the city.
In Piraeus and the suburbs:
The Piraeus Maritime Museum (Akti Themistokleous, Freatida)
The Piraeus Archaeological Museum (31, Harilaou Trikoupi Str.)
The Goulandris Museum of Natural History (13, Levidou Str., Kifissia)

Places of Interest:

Archaeological sites in Athens:
The Acropolis and the Parthenon
The Theatre of Dionysus
The Herod Atticus Odeum
The Areios Pagos
The Monument of Philopappus
The Pnika Hill
The Temple of Hephaestus of Thesion
The Ancient Agora
The Roman Agora
Hadrian's Arch and the Temple of the Olympian Zeus
The Kerameikos Cemetery.
Byzantine Monuments in Athens and its suburbs
Byzantine Churches: Ag. Apostoli, Kapnikarea, Ag. Theodori etc.
The Kessariani Monastery (11th century)
The Dafni Monastery

Other interesting places to visit:
The Tomb of the Unknown Soldier
The House of Parliament
The 3 Neoclassical Buildings of the Academy, the National and Kapodistrian University of Athens and the National Library
Iliou Melathron (former home of archaeologist Schliemann)
Sintagma Square
Lycabettus Hill
Plaka (old Athens, below the hill of the Acropolis)
Monastiraki (flea market)
Public Libraries:

The National Library (32, Panepistimiou Str.), beside the University's Main Building
The Greek Parliament Library (Sintagma Sq.)
The "Benakios" Library (3, Anthimou Gazi Str.)
The "Gennadios" Library (61, Soudias Str.)
The Library of the National Institute of Research (48, Vas. Konstantinou Str.)

Religion – Churches of Various Denominations:

Greek Evangelical Church (Amalias Str.)
St. Denis - Roman Catholic Cathedral (Panepistimiou Str.)
St. Andrew's Protestant Church (end of Sina Str.)
St. Paul's Anglican Cathedral (Amalias Str.)
Synagogue (Melidoni Str.)

International Cultural Centres:

British Council (17, Filikis Etairias Sq.)
French Institute (31, Sina Str.)
Italian Institute (47, Patission Str.)
Goethe Institute (14-16, Omirou Str.)
Hellenic-American Union (22, Massalias Str.)

Entertainment

In Athens - the centre of the artistic life of the country - the visitor can choose among many theatres, the Opera House (Lyriki Skini) and numerous winter as well as open-air cinemas. Films are projected in their original version (language) with Greek subtitles.

Athens prides itself on super-modern and perfectly equipped Mansion of Music (on the corner of Vassilissis Sophias Ave & 1, Kokkali Str.) where various performances - opera, theatre, concerts of classical and jazz music, ballet etc. - are held.

In Athens there is also a wide variety of music-halls, clubs, bars, discos, restaurants and taverns.

Cultural Events

The Athens Festival is organised by the Hellenic Tourism Organisation. Performances, which are held at the Herod Atticus Odeum from June to September, include ancient drama plays, operas, ballet performances and concerts.

- Folk Dances (Philopappus Theatre) take place from May to September.
- The Sound and Light Show at the Acropolis takes place from April to October.
- Theatrical, Musical and Dance performances at the Lykabettus Hill Theatre take place from June to September.
In summer time, there are several other major festivals of similar concept in ancient theatres throughout Greece. The best known is the Epidaurus Festival (from mid June to August); others are held in Dodoni (Epirus) and Patras.

**APPENDIX I**

**Greek Embassies in European Countries:**

Austria (Vienna)
Tel: (+43) 1 50 615
Fax: (+43) 1 505 6217

Belgium (Brussels)
Tel: (+32) 2 545 5500, (+32) 2 545 5501
Fax: (+32) 2 545 5585

Bulgaria (Sofia)
Tel: (+359) 2 946 1030, (+359) 2 943 3453
Fax: (+359) 2 946 1249

Croatia (Zagreb)
Tel: (+385) 1 481 0444
Fax: (+385) 1 481 0419

Cyprus (Nicosia)
Tel: (+357) 2244 5111
Fax: (+357) 2268 0649

Czeck Republic (Prague)
Tel: (+420) 22 225 0943, (+420) 22 225 0955
Fax: (+420) 22 225 3686

Denmark (Copenhagen)
Tel: (+45) 33 11 45 33
Fax: (+45) 33 93 16 46

Estonia (Tallinn)
Tel: (+372) 640 3560
Fax: (+372) 640 3561

Finland (Helsink)
Tel: (+358) 9 622 9790
Fax: (+358) 9 278 1200

France (Paris)
Tel: (+33) 1 4723 7228
Fax: (+33) 1 4723 7385
Germany (Berlin)
Tel: (+49) 30 206 260
Fax: (+49) 30 2062 6444

Hungary (Budapest)
Tel: (+36) 1 413 2610, (+36) 1 413 2600
Fax: (+36) 1 342 1934

Ireland (Dublin)
Tel: (+353) 1 676 7254, (+353) 1 676 7255
Fax: (+353) 1 661 8892

Italy (Rome)
Tel: (+39) 06 853 7551
Fax: (+39) 06 841 5927

Latvia (Riga)
Tel: (+371) 673 56 345
Fax: (+371) 673 56 351

Lithuania (Vilnius)
Tel: (+370) 5 261 05 26, (+370) 5 261 05 27
Fax: (+370) 5 261 05 36

Netherlands (The Hague)
Tel: (+31) 70 363 8700
Fax: (+31) 70 356 3040

Norway (Oslo)
Tel: (+47) 22 44 27 28, (+47) 22 43 12 21
Fax: (+47) 22 56 00 72

Poland (Warsaw)
Tel: (+48) 22 622 9460, (+48) 22 622 9461
Fax: (+48) 22 622 9464

Portugal (Lisbon)
Tel: (+351) 213 031 260, (+351) 213 031 262
Fax: (+351) 213 011 205

Romania (Bucharest)
Tel: (+40) 21 209 4170, (+40) 21 209 4174
Fax: (+40) 21 209 4175

Slovakia (Bratislava)
Tel: (+421) 2 5443 4143 / 4
Fax: (+421) 2 5443 4064
Slovenia (Ljubljana)
Tel: (+386) 1 420 1400, (+386) 1 4201 410
Fax: (+386) 1 281 1114

Spain (Madrid)
Tel: (+34) 91 564 4653
Fax: (+34) 91 564 4668

Sweden (Stockholm)
Tel: (+46) 54 56 60 10
Fax: (+46) 66 05 470

Switzerland (Bern)
Tel: (+41) 31 356 1414
Fax: (+41) 31 368 1272

Turkey (Ankara)
Tel: (+90) 312 448 0647, (+90) 312 448 038
Fax: (+90) 312 446 3191

United Kingdom (London)
Tel: (+44) 207 229 3850
Fax: (+44) 207 229 7221
Greek Consulates in European Countries:

**Austria**
- Salzburg
  Tel: (+43) (662) 44845 - 111
  Fax: (+43) (662) 4484 – 110

**Bulgaria**
- Plovdiv
  Tel: (+359) 32 632 003, (+359) 32 625 366
  Fax: (+359) 32 268 818

**Denmark**
- Aarhus
  Tel: (+45) 8676 1414
  Fax: (+45) 8676 1313

**Finland**
- Kuopio
  Tel: (+358) 10 258 8200
  Fax: (+358) 10 258 8270
- Oulu
  Tel: (+358) 10 230 9300
  Fax: (+358) 10 230 9301
- Rovaniemi
  Tel: (+358) 10 253 9333, (+358) 10 253 9367
  Fax: (+358) 10 253 9410
- Turku
  Tel: (+358) 50 568 8012

**France**
- Ajaccio
  Tel: (+33) 49 521 9137
  Fax: (+33) 49 521 9137
- Bordeaux
  Tel: (+33) 55 787 0476
  Fax: (+33) 55 679 2229
- Calais
  Tel: (+33) 32 197 2700
  Fax: (+33) 32 197 4159
- Grenoble
  Tel: (+33) 47 647 3923
  Fax: (+33) 47 647 3776
- Le Havre
  Tel: (+33) 2 3546 2892
Fax: (+33) 2 3546 7316

- Lille
  Tel: (+33) 3 2033 4625
  Fax: (+33) 3 2033 2892
- Lyon
  Tel: (+33) 4 7889 4669
  Fax: (+33) 4 7893 3717
- Marseille
  Tel: (+33) 491 330 869
  Fax: (+33) 3491 540 831
- Nantes
  Tel: (+33) 7 8162 4230
  Fax: (+33) 2 4059 7101
- Nice
  Tel: (+33) 6 8983 4142, (+33) 6 6074 8569
- St. Etienne
  Tel: (+33) 4 7732 4166
  Fax: (+33) 4 7741 4717
- Strasbourg
  Tel: (+33) 3 8835 4024
  Fax: (+33) 3 8825 0524

Germany
- Düsseldorf
  Tel: (+49) 211 687 8500
  Fax: (+49) 211 6878 5033, (+49) 211 6878 5034
- Frankfurt am Main
  Tel: (+49) 69 979 9120, (+49) 69 9799 1211-15
  Fax: (+49) 69 97991233 - 44
- Hamburg
  Tel: (+49) 40 413 2430
  Fax: (+49) 40 449 648
- Munich
  Tel: (+49) 89 998 867-14
  Fax: (+49) 89 409 626
- Stuttgart
  Tel: (+49) 711 2229 8713, (+49) 711 2229 8714
  Fax: (+49) 711 2229 8740

Iceland
- Reykjavik
  Tel: (+354) 551 0700
  Fax: (+354) 517 0721

Italy
- Ancona
  Tel: (+39) 071 207 4567
  Fax: (+39) 071 207 4567
• Bari
  Tel: (+39) 080 546 8049
  Fax: (+39) 080 546 1675
• Bologna
  Tel: (+39) 051 421 3273
  Fax: (+39) 051 639 0177
• Brindisi
  Tel: (+39) 083 156 0434
  Fax: (+39) 083 156 0434
• Cagliari
  Tel: (+39) 070 204 4313
• Catania
  Tel: (+39) 095 959 2236, (+39) 095 092 1249
  Fax: (+39) 095 092 1249
• Florence
  Tel: (+39) 055 238 1482
  Fax: (+39) 055 238 1482
• Genoa
  Tel: (+39) 010 645 2575
  Fax: (+39) 010 645 9315
• Livorno
  Tel: (+39) 058 626 5687
  Fax: (+39) 058 626 5687
• Milan
  Tel: (+39) 02 653 775
  Fax: (+39) 02 2900 0833
• Naples
  Tel: (+39) 081 761 2466
  Fax: (+39) 081 669 880
• Palermo
  Tel: (+39) 091 625 9541
  Fax: (+39) 091 308 996
• Perugia
  Tel: (+39) 075 573 5140
  Fax: (+39) 075 572 1810
• Trieste
  Tel: (+39) 040 363 834
  Fax: (+39) 040 363 822
• Turin
  Tel: (+39) 011 506 8635
  Fax: (+39) 011 562 2452
• Venice
  Tel: (+39) 041 523 7260
  Fax: (+39) 041 523 8837

Norway
• Bergen
Tel: (+47) 55 38 98 00
Fax: (+47) 55 38 98 01

Portugal
- Funchal
  Tel: (+351) 291 763 544, (+351) 291 701 510
  Fax: (+351) 291 701 515
- Ponta Delgada
  Tel: (+351) 296 201 841
  Fax: (+351) 296 201 859
- Porto
  Tel: (+351) 226 175 669
  Fax: (+351) 226 175 669

Spain
- A Coruna
  Tel: (+34) 981 134 970
  Fax: (+34) 981 134 970
- Barcelona
  Tel: (+34) 93 200 20 36
  Fax: (+34) 93 200 21 80
- Bilbao
  Tel: (+34) 944 239 739
  Fax: (+34) 944 248 192
- Huelva
  Tel: (+34) 959 25 61 88
  - Las Palmas de Gran Canaria
    Tel: (+34) 928 300 543 / 5
    Fax: (+34) 928 300 540
  - Palma de Mallorca
    Tel: (+34) 971 61 61 11
    Fax: (+34) 971 61 63 08
  - Seville
    Tel: (+34) 95 457 44 04, (+34) 95 457 82 69
    Fax: (+34) 95 458 09 42

Sweden
- Gothenburg
  Tel: (+46) 31 743 4880
  Fax: (+46) 31 743 4881
- Malmö
  Tel: (+46) 40-97 50 24
  Fax: (+46) 40-97 50 44

Switzerland
- Geneva
  Tel: (+41) 22 735 3747, (+41) 22 735 7390
  Fax: (+41) 22 786 9844
• Lugano
  Tel: (+41) 91 921 1601
  Fax: (+41) 91 921 1071
• Zurich
  Tel: (+41) 44 388 5577
  Fax: (+41) 44 388 5570

Turkey
• Edirne
  Tel: (+90) (284) 235 58 04 / 64
  Fax: (+90) (284) 235 58 08
• Istanbul
  Tel: (+90) (212) 393 82 90 / 91 / 92
  Fax: (+90) (212) 252 13 65
• Izmir
  Tel: (+90) 232 421 6992, (+90) 232 464 3160
  Fax: (+90) 232 463 3393

United Kingdom
• Belfast
  Tel: (+44) (2890) 242 242
  Fax: (+44) (2890) 235 776
• Birmingham
  Tel: (+44) 121 454 3369
  Fax: (+44) 121 456 2722
• Edinburgh
  Tel: (+44) (131) 620 5496
• Glasgow
  Tel: (+44) (141) 334 0360
  Fax: (+44) (141) 334 0360
• Leeds
  Tel: (+44) (113) 226 2672
  Fax: (+44) (113) 266 7222
Embassies of European Countries in Athens:

Austria
Tel: (+30) 210 725 72-70
Fax: (+30) 210 725 72 92

Belgium
Tel: (+30) 210 361 78 86-7, (+30) 210 360 03 14-5
Fax: (+30) 210 360 42 89

Bulgaria
Tel: (+30) 210 6748 106, (+30) 210 6748 105
Fax: (+30) 210 6748 130

Croatia
Tel: (+30) 210 677 70 49, (+30) 210 677 70 33
Fax: (+30) 210 671 12 08

Cyprus
Tel: (+30) 210 373 4800
Fax: (+30) 210 725 8886

Czech Republic
Tel: (+30) 210 671 37 55, (+30) 210 671 97 01
Fax: (+30) 210 671 06 75

Denmark
Tel: (+30) (210) 725 6440
Fax: (+30) (210) 725 6473

Estonia
Tel: (+30) 210 74 75 660
Fax: (+30) 210 74 75 661

Finland
Tel: (+30) 210 725 58 60
Fax: (+30) 210 725 58 64

France
Tel: (+30) 210 339 12 00
Fax: (+30) 210 339 10 09

Germany
Tel: (+30) 210 728 51 11
Fax: (+30) 210 728 53 35

Hungary
Tel: (+30) 210 725 68 00
Fax: (+30) 210 725 68 40
Iceland (Consulate)
Tel: (+30) (210) 492 7737
Fax: (+30) (210) 492 8755

Ireland
Tel: (+30) 210-723-2771 - 2
Fax: (+30) 210-729 3383

Italy
Tel: (+30) 210 361 72 60-3
Fax: (+30) 210 361 73 30

Latvia
Tel: (+30) 2 10 729 44 83
Fax: (+30) 2 10 729 44 79

Lithuania
Tel: (+30) 210 72 94 356 / 7
Fax: (+30) 210 72 94 347

Netherlands
Tel: (+30) 210-725 4900
Fax: (+30) 210-725 4907

Norway
Tel: (+30) 210 724 61 73
Fax: (+30) 210 724 49 89

Poland
Tel: (+30) 210 679 7700, (+30) 693 655 4629
Fax: (+30) 210 679 7711

Portugal
Tel: (+30) 210 729 00 61, (+30) 210 729 00 96
Fax: (+30) 210 729 09 55, (+30) 210 724 51 22

Romania
Tel: (+30) 210 677 4035
Fax: (+30) 210 672 8883

Slovakia
Tel: (+30) 210 6771 980
Fax: (+30) 210 6776 765

Slovenia
Tel: (+30) 210 672 00 90-1
Fax: (+30) 210 677 56 80
Spain
Tel: (+30) 210 921 31 23, (+30) 210 921 32 37-8
Fax: (+30) 210 921 30 90

Sweden
Tel: (+30) 210 72 66 100
Fax: (+30) 210 72 66 150

Switzerland
Tel: (+30) 210 723 03 64, (+30) 210 723 03 65
Fax: (+30) 210 724 92 09

Turkey
Tel: (+30) 210.726.30.00
Fax: (+30) 210.722.95.97

United Kingdom
Tel: (+30) 210 727 2600
Fax: (+30) 210 727 2720
APPENDIX II

USEFUL TELEPHONES NUMBERS:

National Emergency Aid Centre
Tel: 166

On Duty Hospitals, Pharmacies and Doctors
Tel: 14944

Police Department
Tel: 100

Attica General Police Headquarters
Tel: +30 210 6476000, +30 210 9541000

Fire Department
Tel: 199

Poisoning Centre
Tel: 210 7793777

For further information concerning telephone numbers call 11888

APPENDIX III

Models of the three required documents that should be completed before (and during only for the Learning Agreement) an Erasmus exchange period:

a) Student Application Form
b) Transcript of Records
c) Learning Agreement
PROGRAMME ERASMUS + STUDENT APPLICATION FORM

ACADEMIC YEAR: 20.../ 20...

FIELD OF STUDY: ..........................................................

SENDING INSTITUTION:  ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS,
76 Patission str., 10434, ATHENS, GREECE
Erasmus Charter for Higher Education: 29089-LA-1-2014-1-GR-E4AKA1-ECHE
Erasmus ID code: G ATHINE04

Departmental coordinators – name, telephone and telefax numbers, e-mail :
...................................................., Tel. Nr.: + 30 ......................................, e-mail: ____________________________

Institutional coordinator – name, telephone and telefax numbers, e-mail :
Katerina Galanaki, Tel. Nr.: + 30 210 8203250, Fax Nr.: +30 210 8228 419, e-mail: galanaki@aueb.gr

STUDENT’S PERSONAL DATA
(to be completed by the student applying)

<table>
<thead>
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<th>First name (s) :</th>
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<table>
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<thead>
<tr>
<th>Sex : M ☐ / F ☐</th>
<th>Nationality :</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Place of birth :</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Email address:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current address :</th>
<th>Permanent address (if different) :</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Current address is valid until :

<table>
<thead>
<tr>
<th>Tel. nr (incl. country code nr.):</th>
<th>Tel. nr (incl. country code nr.):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

LIST OF INSTITUTIONS WHICH WILL RECEIVE THIS APPLICATION FORM (in order of preference):

<table>
<thead>
<tr>
<th>Institution</th>
<th>Country</th>
<th>Period of study</th>
<th>Duration of stay (months)</th>
<th>No. of expected ECTS credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td></td>
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</tr>
</tbody>
</table>
Name of student: 

Sending institution: ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS  
Country: GREECE

Briefly state the reasons why you wish to study abroad:

<table>
<thead>
<tr>
<th>Language competence</th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mother tongue:</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Language of instruction at home institution (if different):</td>
<td>GR</td>
<td>EN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other languages</td>
<td>I am currently studying this language</td>
<td>I have sufficient knowledge to follow lectures</td>
<td>I would have sufficient knowledge to follow lectures if I had some extra preparation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
</tbody>
</table>

WORK EXPERIENCE RELATED TO CURRENT STUDY (if relevant)

<table>
<thead>
<tr>
<th>Type of work experience</th>
<th>Firm / Organization</th>
<th>Dates</th>
<th>Country</th>
</tr>
</thead>
</table>

PREVIOUS AND CURRENT STUDY

<table>
<thead>
<tr>
<th>Diploma/degree for which you are currently studying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ PTYCHIO (Bachelor of 4 years - 240 ECTS)</td>
</tr>
<tr>
<td>☐ MASTER (3 semesters - 90 ECTS)</td>
</tr>
<tr>
<td>☐ MASTER (1 academic year - 75 ECTS)</td>
</tr>
</tbody>
</table>

Number of higher education study years prior to departure abroad (min 1):

Have you already been studying abroad? Yes ☐ No ☑

If Yes, when? at which Institution ?

Student’s Signature: .................................................................  Date: ........................................

RECEIVING INSTITUTION

We hereby acknowledge receipt of the application, the proposed learning agreement and the candidate’s Transcript of records.

The above-mentioned student is

☐ provisionally accepted at our institution
☐ not accepted at our institution

Departmental coordinator’s signature: .................................................................
Institutional coordinator’s signature: .................................................................

Date: ........................................  Date: ........................................
PROGRAMME ERASMUS+
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS
G - ATHINE 04
TRANSCRIPT OF RECORDS

ACADEMIC YEAR: 20.../20...

FIELD OF STUDY:
NAME OF SENDING INSTITUTION: ..........................................................................................................................
Faculty/ Department .......................................................................................................................................................
ECTS departmental coordinator: ............................................................................................................................
Tel: ................................................................ Fax: ....................................................................................................................

NAME OF STUDENT: ........................................................ First Name: ...................................................
Date and place of birth: .............................................................................................................................. Sex: M/F
Matriculation date: ........................................................ Matriculation number: ..............................................

NAME OF RECEIVING INSTITUTION: ..........................................................................................................................
Faculty/ Department of ...........................................................................................................................................
ECTS departmental coordinator: ............................................................................................................................
Tel: ................................................................ Fax: ....................................................................................................................

<table>
<thead>
<tr>
<th>Course Unit Code (1)</th>
<th>Title of the course unit</th>
<th>Duration of course unit (2)</th>
<th>Local grade (3)</th>
<th>ECTS grade (4)</th>
<th>ECTS credits (5)</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>to be continued on a separate sheet</td>
<td>Total:</td>
<td></td>
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</tr>
</tbody>
</table>

(1) (2) (3) (4) (5) see explanation on back page

Diploma/degree awarded: ...........................................................................................................................................

Date: ___________________________ Signature of registrar/dean/administration officer: ____________________________
Stamp of institution: ...............................................................................................................................................

NB: This document is not valid without the signature of the registrar/dean/administration officer and the official stamp of the institution.
(1) **Course unit code:**

Refer to the ECTS Information Package

(2) **Duration of course unit:**

Y = 1 full academic year
1S = 1 semester
1T = 1 term/trimester

2S = 2 Semesters
2T = 2 terms/trimesters

(3) **Description of the institutional grading system:**

Average grades mentioning on the final degree:

<table>
<thead>
<tr>
<th>GRADES</th>
<th>DEFINITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-8.51</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>8.5-6.51</td>
<td>VERY GOOD</td>
</tr>
<tr>
<td>6.5-5</td>
<td>GOOD</td>
</tr>
<tr>
<td>4-0</td>
<td>FAIL</td>
</tr>
</tbody>
</table>

(4) **Local grades:**

<table>
<thead>
<tr>
<th>Local Grades</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-9</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>8</td>
<td>VERY GOOD</td>
</tr>
<tr>
<td>7</td>
<td>GOOD</td>
</tr>
<tr>
<td>6</td>
<td>SATISFACTORY</td>
</tr>
<tr>
<td>5</td>
<td>SUFFICIENT (PASSING GRADE)</td>
</tr>
<tr>
<td>4-0</td>
<td>FAIL</td>
</tr>
</tbody>
</table>

(5) **ECTS credits:**

1 full academic year = 60 credits
1 semester          = 30 credits
1 term/trimester     = 20 credits
### PROGRAMME ERASMUS+

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

**G - ATHINE 04**

**LEARNING AGREEMENT**

<table>
<thead>
<tr>
<th>Student</th>
<th>Last name(s)</th>
<th>First name(s)</th>
<th>Date of birth</th>
<th>Nationality</th>
<th>Sex [M/F]</th>
<th>Study cycle</th>
<th>Field of education</th>
</tr>
</thead>
</table>

#### Sending Institution

- **Name**: [Name]
- **Faculty/Department**: [Faculty/Department]
- **Erasmus code (if applicable)**: [Erasmus code]
- **Address**: [Address]
- **Country**: [Country]
- **Contact person name; email; phone**: [Contact information]

#### Receiving Institution

- **Name**: [Name]
- **Faculty/Department**: [Faculty/Department]
- **Erasmus code (if applicable)**: [Erasmus code]
- **Address**: [Address]
- **Country**: [Country]
- **Contact person name; email; phone**: [Contact information]

### Before the mobility

#### Study Programme at the Receiving Institution

<table>
<thead>
<tr>
<th>Component code (if any)</th>
<th>Component title at the Receiving Institution (as indicated in the course catalogue)</th>
<th>Semester [e.g. autumn/spring; term]</th>
<th>Number of ECTS credits (or equivalent) to be awarded by the Receiving Institution upon successful completion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Web link to the course catalogue at the Receiving Institution describing the learning outcomes:** [web link to the relevant information]

### Recognition at the Sending Institution

<table>
<thead>
<tr>
<th>Component code (if any)</th>
<th>Component title at the Sending Institution (as indicated in the course catalogue)</th>
<th>Semester [e.g. autumn/spring; term]</th>
<th>Number of ECTS credits (or equivalent) to be recognised by the Sending Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total: ...**

**Provisions applying if the student does not complete successfully some educational components:** [web link to the relevant information]

### Commitment

By signing this document, the student, the Sending Institution and the Receiving Institution confirm that they approve the Learning Agreement and that they will comply with all the arrangements agreed by all parties. Sending and Receiving Institutions undertake to apply all the principles of the Erasmus Charter for Higher Education relating to mobility for studies (or the principles agreed in the Inter-Institutional Agreement for institutions located in Partner Countries). The Receiving Institution and the student should also commit to what is set out in the Erasmus+ grant agreement. The Receiving Institution confirms that the educational components listed in Table A are in line with its course catalogue and should be available to the student. The Sending Institution commits to recognise all the credits gained at the Receiving Institution for the successfully completed educational components and to count them towards the student's degree as described in Table B. Any exceptions to this rule are documented in an annex of this Learning Agreement and agreed by all parties. The student and the Receiving Institution will communicate to the Sending Institution any problems or changes regarding the study programme, responsible persons and/or study period.

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Name</th>
<th>Email</th>
<th>Position</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible person at the Sending Institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible person at the Receiving Institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## During the Mobility

### Exceptional changes to Table A

<table>
<thead>
<tr>
<th>Component code (if any)</th>
<th>Component title at the Receiving Institution (as indicated in the course catalogue)</th>
<th>Deleted component [tick if applicable]</th>
<th>Added component [tick if applicable]</th>
<th>Reason for change</th>
<th>Number of ECTS credits (or equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>☐</td>
<td>☐</td>
<td>Choose an item.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐</td>
<td>☒</td>
<td>Choose an item.</td>
<td></td>
</tr>
</tbody>
</table>

### Exceptional changes to Table B (if applicable)

<table>
<thead>
<tr>
<th>Component code (if any)</th>
<th>Component title at the Sending Institution (as indicated in the course catalogue)</th>
<th>Deleted component [tick if applicable]</th>
<th>Added component [tick if applicable]</th>
<th>Number of ECTS credits (or equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

## After the Mobility

### Transcript of Records at the Receiving Institution

Start and end dates of the study period: from [day/month/year]  ............... to [day/month/year]  ...............  

### Transcript of Records and Recognition at the Sending Institution

Start and end dates of the study period: from [day/month/year]  ............... to [day/month/year]  ...............  

---

1 Nationality: country to which the person belongs administratively and that issues the ID card and/or passport.

2 Study cycle: Short cycle (EQF level 5) / Bachelor or equivalent first cycle (EQF level 6) / Master or equivalent second cycle (EQF level 7) / Doctorate or equivalent third cycle (EQF level 8).
Field of education: The ISCED-F 2013 search tool available at http://ec.europa.eu/education/tools/isced-f_en.htm should be used to find the ISCED 2013 detailed field of education and training that is closest to the subject of the degree to be awarded to the student by the Sending Institution.

Erasmus code: a unique identifier that every higher education institution that has been awarded with the Erasmus Charter for Higher Education (ECHE) receives. It is only applicable to higher education institutions located in Programme Countries.

Contact person: person who provides a link for administrative information and who, depending on the structure of the higher education institution, may be the departmental coordinator or works at the international relations office or equivalent body within the institution.

An "educational component" is a self-contained and formal structured learning experience that features learning outcomes, credits and forms of assessment. Examples of educational components are: a course, module, seminar, laboratory work, practical work, preparation/research for a thesis, mobility window or free electives.

Course catalogue: detailed, user-friendly and up-to-date information on the institution’s learning environment that should be available to students before the mobility period and throughout their studies to enable them to make the right choices and use their time most efficiently. The information concerns, for example, the qualifications offered, the learning, teaching and assessment procedures, the level of programmes, the individual educational components and the learning resources. The Course Catalogue should include the names of people to contact, with information about how, when and where to contact them.

ECTS credits (or equivalent): in countries where the “ECTS” system is not in place, in particular for institutions located in Partner Countries not participating in the Bologna process, “ECTS” needs to be replaced in the relevant tables by the name of the equivalent system that is used, and a web link to an explanation to the system should be added.

Level of language competence: a description of the European Language Levels (CEFR) is available at: https://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr

Responsible person at the Sending Institution: an academic who has the authority to approve the Learning Agreement, to exceptionally amend it when it is needed, as well as to guarantee full recognition of such programme on behalf of the responsible academic body. The name and email of the Responsible person must be filled in only in case it differs from that of the Contact person mentioned at the top of the document.

Responsible person at the Receiving Institution: the name and email of the Responsible person must be filled in only in case it differs from that of the Contact person mentioned at the top of the document.

Reasons for exceptional changes to study programme abroad (choose an item number from the table below):

<table>
<thead>
<tr>
<th>Reasons for deleting a component</th>
<th>Reason for adding a component</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Previously selected educational component is not available at the Receiving Institution</td>
<td>5. Substituting a deleted component</td>
</tr>
<tr>
<td>2. Component is in a different language than previously specified in the course catalogue</td>
<td>6. Extending the mobility period</td>
</tr>
<tr>
<td>3. Timetable conflict</td>
<td>7. Other (please specify)</td>
</tr>
<tr>
<td>4. Other (please specify)</td>
<td></td>
</tr>
</tbody>
</table>

Sources:

http://www.aueb.gr/

http://ec.europa.eu/education/tools/ects_en.htm

http://europa.eu/index_el.htm

http://www.mfa.gr/

http://www.embassypages.com/greece