



UNIVERSITY OF THE PELOPONNESE  
SCHOOL OF MANAGEMENT  
DEPARTMENT OF BUSINESS AND ORGANIZATIONS  
ADMINISTRATION

Study Guide  
Academic Year 2022-2023

KALAMATA 2022

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## 1 Welcome note by the Head of the Department

On behalf of the teaching, laboratory, and administrative staff, I welcome you to the Department of Business and Organizations Administration of the University of Peloponnese, which is located in Kalamata and was founded in May 2019 by Law No. 4610/2019. It belongs to the School of Management.

The mission of our Department is to offer its students high level and holistic education as long as research skills cultivation, with the aim of creating high level scientists in the field of management and administration, which is extended in many fields of applications, responding to the modern challenges of Public and Business Administration, Operational Research and Information Systems. To this end the Department offers a wide and flexible courses portfolio that is presented in the following sections. The educational activities are further reinforced by postgraduate studies and the research laboratory. Thus, each student will be informed about the existing capacities and be capable of organizing its own personalized line of study.

I hope that the quoted material will be useful for the design of your studies. Further informational material may be found at the Department's web page <http://boa.uop.gr/>. It should be mentioned that the academic and the administrative staff is willing to provide any clarification needed.

Kalamata, July 2022

Head of the Department

Theodore Kotsilieris, Associate Professor

### 1.1 General Information for the Department

The objective of this Study Guide is the detailed presentation of the Undergraduate Program and the provision of useful, timely and relevant information about the academic environment of the Department. In line with this, it includes information about the University, the Department and the services provided to the students.

The individuals concerned should gather further information from the following land and electronic addresses:

Department of Business and Organizations Administration

Old building fo the campus, 2<sup>nd</sup> floor

Antikalamos Messinia, Kalamata 24100

Tel.: 2721045123

Web address: <http://boa.uop.gr>

Department's secretariat email: [boa-secr@uop.gr](mailto:boa-secr@uop.gr)

## 2 The University of the Peloponnese

The University of the Peloponnese was founded with the issuance of the Presidential Decree 13/01-02-2000. The seat of the University is in Tripolis, while its 9 Schools and 22 Departments are located in the five capitals of the prefectures in the region of the Peloponnese, as well as in Patras.

The operation of the University was inaugurated on September 20th of 2002 and, up to now, the University has accomplished to recruit highly rated academic staff and to establish a considerable network of European and international cooperations. Its human capital includes 273 professors, 89 special teaching staff, 160 administrative staff members, while more than 25.000 undergraduate students, postgraduate students and Ph.D. candidates are enrolled; additionally, 1.300 students are enrolled in lifelong learning programmes. The main goal of the University of the Peloponnese is to contribute to the development of higher education, setting high standards regarding studies, research and teaching, in order to meet the needs of a modern University with national, European and international impact.

The University of the Peloponnese, pursuing its goal, aspires to transfer the existing knowledge through teaching, create new knowledge through research activities, and to shape responsible citizens, sensitive to social needs. Furthermore, it aspires to offer its students all the necessary qualifications for their scientific and professional advancement. In this context, it strives to instil to its students principles of entrepreneurship, and has integrated the practicum in its study programmes.

The University of the Peloponnese seeks to develop its relationships with the local society, to contribute to the addressing of the social, cultural and developmental needs of the region, and to be itself a key driver for regional growth, through the dissemination of scientific knowledge. At the same time, the University of the Peloponnese has encompassed internationalization among its top priorities. Last but certainly not least, it develops European and international profile continuously and consistently, through its research activities.

The University has established an institutional-level policy for supporting mobility within Europe, and offers additional funding to cover part of the expenses for student travels. Quality and quality assurance are set as the primary objective throughout the whole spectrum of the University's operation; the University continuously formulates and evolves flexible and effective control procedures to support teaching and research activities.

### 3 The Department of Business and Organizations Administration

#### 3.1.1 The Department's description

In 2013, pursuant to Presidential Decree 91/2013, the TEI of Kalamata was renamed to the TEI of the Peloponnese, within which the Department of Business Administration and Organizations - BOA was established and operates. The Department of BOA was integrated into the School of Management and Economics and resulted from the merger of the two pre-existing departments in the respective School of the TEI of Kalamata, the Department of Health & Welfare Units and the Department of Local Government offering the introductory directions of Health & Welfare Unit Management and Local Government Management.

As soon as Law 4610/2019 was enacted, the TEI of Peloponnese and its Departments were abolished, while students and faculty members joined the newly established Department of Business Administration and Organizations of the School of Management of the University of Peloponnese.

The Department addresses to high school graduate students who wish to study the modern scientific, research and applied aspects of the administration field.

#### 3.2 Administration of the Department

According to the institutional framework for higher education (v. 4485/2017), the Departments advance science, technology or arts, organize the teaching process and guarantee the continuous improvement.

During the academic year 2022-2023 the Assembly of the Department consists of:

The head of the department

Fourteen (14) faculty members (professors and serving lecturers)

One (1) representative of the Laboratory Teaching Staff

One (1) representative of the Special Technical Laboratory Staff

Three (3) undergraduate representatives of the students of the Department, in accordance with the applicable legal provisions.

#### 3.3 Faculty Members

During the academic year 2022-2023, the Department will consist of the following faculty members

##### **Professors:**

Efstratios Georgopoulos

"Data analysis, modelling and machine learning"

Christina Daousi

“Sociology with emphasis on Local Government”

Ioannis Dimopoulos

“Statistics with expertise in the field of Quantitative Methods or the field of Biostatistics”

Aikaterini Castanioti

Administration and assessment of Health Services

Konstantinos Mavreas

“History of the Political and Social Institutions”

Evgenia Bitsani

“Cultural policy and management – Intercultural relations”

Dimitris Sotiropoulos

“Modern Political History”

Theodore Tsekos

“Public Administration”

Konstantinos Tsountas

“Administrative Law”

**Associate Professors:**

Theodore Kotsilieris

“Computer Science with emphasis on Distributed management of networks and information systems”

**Επίκουροι Καθηγητές:**

Anastasia Voutinioti

“Economist with emphasis on computer science”

Leonidas Paraskevopoulos

"Corporate governance"

**Lecturer:**

Stella Christopoulou

"Computer Science"

**Applications lecturer:**

Grigoris Nikolakopoulos

“Economic Mathematics with emphasis on quantitative methods”

Vicky Panagiotakopoulou

“English literature”

### 3.4 Professors Emeriti

Leonidas Papakonstantinidis

“Regional Development”

Ioannis Papoutsis

“Mathematics with emphasis on computer science”

Fotini Papoudakis

“Administrative Decentralization”

### 3.5 Laboratory Teaching Staff (E.DI.P) - Specialized Technical Laboratory Staff (ETEP)

Laboratory Teaching Staff (E.DI.P)

Georgios Nokas

“Computer Science with emphasis on Artificial Intelligence”

Isodora Thymi

“Public Administration”

Specialized Technical Laboratory Staff (ETEP)

Dimitris Bosinis

Sotirios Panagiotopoulos

Triantafyllos Spyropoulos

### 3.6 Secretariat

The Secretariat of the Department is staffed by the following personnel:

Fotis Aleksandropoulos

Tel. 27210-45123

[f.aleksandropoulos@go.uop.gr](mailto:f.aleksandropoulos@go.uop.gr)

Nikolaos Georgaras

Tel. 2721045223

[n.georgaras@go.uop.gr](mailto:n.georgaras@go.uop.gr)

Helen Konstantopoulou

Tel. 27210-45151

[boa-secr@uop.gr](mailto:boa-secr@uop.gr)

### 3.7 Building Infrastructure

The Department of Business and Organizations Administration shares the teaching classrooms and computer labs with the Department of Accounting and Finance which also belongs to the School of Management. The Department's classrooms include three (3) auditoriums on the ground floor of the new building (D01, D02, D05), two (2) auditoriums on the ground floor of the old building (29, 32) and six (6) classrooms on the second floor of old building. In addition, two (2) "seminar-style" classrooms are also available on the second floor of the old building



(146, 150). Both lecture theaters and classrooms are equipped with a whiteboard, workstation (PC), digital projector, slide projectors and microphone setup.

For conducting laboratory courses, the School of Management has seven (7) lab rooms (92-1, 92-2, 93-1, 93-2, 152, 153-1 and 153-2). Twenty-five (25) PCs, one (1) workstation and a digital projector have been installed in each laboratory classroom. The PCs are equipped with all the necessary software for teaching the Department's laboratory courses and are connected to the Internet. The three members of the Special Technical Laboratory Staff who belong to the Department ensure the seamless operation of the laboratories.

### 3.8 The Department's research

Based on the current social - economic developments, it is necessary to formulate a long-term Research Strategy of the Department for the period 2020-2025, shaping the research priorities during the above period, and is part of the general framework of the University Research Strategy of the University.

The Department of Business and Organization Management is a new department of the University of Peloponnese, and therefore created the need to design a unified research strategy that was formed in parallel with the procedures of the curriculum. This process ensured both the osmosis between the faculty members. and its students, and the participation of all members, as well as the necessary bases for the development of research teams focused on a single now cognitive objects.

It is noted that the Department organizes and operates three MSc:

- a) "Historical Demography" in co-organization with the Ionian University
- b) "Public Administration and Local Government"
- c) "Techno-economic Management Systems"

From the above-mentioned, the faculty members potential focuses in academic research and teaching, in the synergies and osmosis achieved within the Department, research coherence, collaboration with notable university institutions in Greece and abroad, and the ability to follow current developments and challenges.

#### 3.8.1 Department's research thematic axes

The Department's research strategy includes the following thematic axes:

- Management and Administration
- New technologies and quantitative data analysis
- Operation Research and Business Intelligence
- Financial management
- Social policy

The main research strategy axes of the period 2020-2025 focus on the following areas:

#### *Research Initiatives in the management and administration fields*

- Human resources management
- Management and administration of health and welfare units
- Cultural management
- Application of organizational culture policies in health domain

#### *Research Initiatives in the new technologies and quantitative analysis fields*

- Health Policies Design
- E-Learning in health domain

- Semantic content of health data
- Distributed systems of e-health

#### *Research Initiatives in the field of Operational Research and Business Intelligence*

- Portfolio optimization with Computational Intelligence techniques
- Modelling and forecasting of time-series through Computational Intelligence and Deep Learning techniques
- Development of new Computational Intelligence and Machine Learning techniques for problems in the field of Management and Economy

#### *Research Initiatives in the field of Political Science*

- Public policies
- Institutional, political social and financial dimension of the crisis
- Interconnection among Governance and Business within the Greek example

#### *Research Initiatives in the field of Financial Management*

- Health units process reengineering in the era of financial crisis
- Study and assessment of the provisions system in the health field
- Policies and techniques towards reducing the pharmaceutical costs

#### *Research Initiatives in the field social policy*

- Study of the refugees flows and the relevant policies
- Financial and social effects in the labor market
- The rural policy of Greece during the 20<sup>th</sup> century
- Social exclusion
- The European policy in the area of social economy
- Multi-cultural societies

### 3.8.2 Scientific laboratory

The Department of Business & Organizations Administration has the statutory research laboratory of Applied Information Systems and Quantitative Data Analysis (LAIQDA) that includes the following areas of expertise:

1. Software applications in Economics, Finance, Management and other Social Sciences.
2. E-Business and Digital Marketing
3. Operational Research
4. Statistics & Bio-Statistics
5. Management and analysis of Big Data

## 4 The Undergraduate Studies Program

### 4.1 Expected learning outcomes

Upon completion of their studies, the graduates of the Department are qualified with the following knowledge, skills and competences:

- They acquire knowledge, specifically: a) They have a coherent and integrated body of knowledge, which includes elements from scientific and other cutting-edge developments in subjects such as public and business administration, planning, control and organization, the behavior and management of human resources, financial management and accounting, quantitative methods, IT and new technologies in organization and management, the institutional framework, the European environment, the functioning of the business environment, etc., b ) They have the knowledge for project planning in companies and/or organizations, c) They have knowledge of applying marketing techniques and tools, d) They understand the

developments of scientific fields of knowledge, such as administration, economics, IT and statistics.

- They acquire skills, specifically: a) They analyze and adapt their acquired knowledge through case studies and practical examples, so that they can apply it to various topics of the scientific field of study or the professional field, as well as to acquire new knowledge, b) They correctly apply the appropriate tools and the appropriate analysis techniques in the investigation of the main topics of their scientific field of study, c) They solve complex or new problems of their scientific field of study, developing integrated as well as creative or innovative solutions and approaches, while at the same time support their solutions and opinions in a methodical and scientific way, d) Using scientific sources they gather, analyze and select in a critical and responsible manner the ideas and information for those elements which concern them, e) They develop ideas, mainly in the context of their cognitive and professional field, based on scientific documentation and form valid judgments, which take into account the relevant social, economic, cultural and ethical dimensions of the subject, f) Communicate with specialized and non-specialized groups and the public, so that to convey orally, in writing and by other means, information, ideas, problems and solutions to specific issues.
- Acquire competences, namely: a) Design, manage and implement supervised research projects in the context of their scientific field of study, both on an individual and collective level, b) Transfer the knowledge and skills they have acquired to a professional or business context and apply them autonomously and in a manner that shows professionalism and social responsibility, so as to plan and manage complex technical or professional activities or tasks, c) Make decisions, evaluate them and take responsibility in complex professional and business contexts which change and evolve, d) They are able to assume, within defined frameworks, the responsibility of developing the knowledge, skills and abilities of individuals and groups.

## 4.2 The Undergraduate Studies Program

The Undergraduate Studies Program (USP) lasts eight (8) semesters (4 years). In the 6th semester the students declare one of the two unofficial (not formally established) course modules: (a) Specialization of Business Administration (BA), and (b) Specialization of Organizations Administration (BA). These specializations aim at deepening the knowledge that students reap in a scientific field of their interest. These specializations are not included in the Diploma Supplement.

### 4.2.1 The Undergraduate Studies Program structure

The courses offered by the Department (Department's decision 9/18-4-2022 1<sup>st</sup> Subject) are classified in three categories: a) Mandatory, b) Elective, c) Optional. Degree awarding requires successful completion of forty (40) courses which are mandatory and elective but not optional courses.

Mandatory courses are divided into two categories: 1. Core courses and 2. Module courses. Twenty four(24) core courses are common to all students, are offered from the 1st through to the 5th semester, and cover a broad area of business and public administration.

Eight (8) module courses are obligatory for degree awarding and are offered from the 6th through to the 8th semester. Upon selection of one of the offered modules, students are allowed to create their personalized learning line in the scientific area of their choice.

Students can enroll in eight (8) from thirty (30) Elective Courses of their own choice, available from fifth to eighth semester, thus completing the list of forty (40) courses necessary for degree awarding.

Elective courses include the preparation and completion during the seventh (7th) semester of a Degree Final Project under the direction of a tutor. By undertaking a Degree Final Project which has a study load of twelve (12) ECTS, students are exempt from enrolling in two (2) elective course offered in the seventh (7) semester.

Optional Courses aim at enriching students' knowledge and skills and although they have a study load in ECTS, they are not calculated for the Degree classification. However they are listed in the Diploma Supplement.

The following tables thoroughly describe the Study Guide's structure.

*The distribution of the degree awarding courses per semester*

Semester	Course type	Number of courses
1	CORE	5
2	CORE	5
3	CORE	5
4	CORE	5
5	CORE	4
	ELECTIVE	1
6	MODULE BA-OA	4
	ELECTIVE	1
7	MODULE BA-OA	2
	ELECTIVE	3
8	MODULE BA-OA	2
	ELECTIVE	3
<b>Total number of courses</b>		<b>40</b>

The duration of each course is three (3) hours per week and lasts thirteen (13) weeks per semester.

In the three of the courses laboratory exercise is mandatory and six other courses provide teaching assistance. The participation in laboratory courses is obligatory and takes place in small number of students. Teaching assistance aims to let the students elaborate on the course theory through case studies and practice exercises.

In four cases the participation in the course requires the successful participation in other courses More specifically, these cases include the courses: COST ACCOUNTING (prerequisite: ACCOUNTING PRINCIPLES), FINANCIAL STATEMENTS ANALYSIS (prerequisite: ACCOUNTING PRINCIPLES), MANAGERIAL ECONOMICS II (prerequisites: PRINCIPLES OF MICROECONOMIC THEORY, MANAGERIAL ECONOMICS I) and the course QUANTITATIVE MANAGEMENT METHODS (prerequisite: STATISTICS II) of the "Business Administration" module.

### Prerequisite Courses

Course	Semester	Prerequisite	Semester
COST ACCOUNTING	6 <sup>th</sup>	ACCOUNTING PRINCIPLES	1 <sup>st</sup>
FINANCIAL STATEMENTS ANALYSIS	8 <sup>th</sup>	ACCOUNTING PRINCIPLES	1 <sup>st</sup>
MANAGERIAL ECONOMICS II	8 <sup>th</sup>	PRINCIPLES OF MICROECONOMIC THEORY MANAGERIAL ECONOMICS I	1 <sup>st</sup> 3 <sup>rd</sup>
QUANTITATIVE MANAGEMENT METHODS	6 <sup>th</sup>	STATISTICS II	3 <sup>rd</sup>

The ECTS per course describe the study overhead of every course and are defined to 6. The total ECTS per semester is 30.

Below are presented detailed tables of the study guide.

### DETAILED STUDY GUIDE COURSE TABLES

#### Mandatory Courses<sup>1</sup>

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
1	CORE	01.01C	PRINCIPLES OF MICROECONOMIC THEORY	1	6	3			3
		01.02C	ACCOUNTING PRINCIPLES	1	6	2		1	3
		01.03C	INTRODUCTION TO COMPUTER INFORMATICS	1	6	3			3
		01.04C	INTRODUCTION IN BUSINESS ORGANIZATION AND ADMINISTRATION	1	6	3			3
		01.05C	MATHEMATICS FOR BUSINESS AND ECONOMY	1	6	2		1	3
<b>1 SUM</b>				<b>5</b>	<b>30</b>	<b>13</b>		<b>2</b>	<b>15</b>
2	CORE	02.01C	PRINCIPLES OF MARKETING	1	6	3			3
		02.02C	INTRODUCTION TO PRIVATE LAW	1	6	3			3
		02.03C	INTRODUCTION TO PROGRAMMING	1	6	2	1		3
		02.04C	MACROECONOMIC THEORY	1	6	3			3
		02.05C	STATISTICS I	1	6	2		1	3
<b>2 SUM</b>				<b>5</b>	<b>30</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>15</b>
3	CORE	03.01C	DATABASES	1	6	2		1	3
		03.02C	ADMINISTRATIVE LAW	1	6	3			3
		03.03C	MANAGERIAL ECONOMICS	1	6	3			3
		03.04C	POLITICAL SCIENCE	1	6	3			3
		03.05C	STATISTICS II	1	6	2		1	3
<b>3 SUM</b>				<b>5</b>	<b>30</b>	<b>13</b>		<b>2</b>	<b>15</b>
4	CORE	04.01C	HUMAN RESOURCES MANAGEMENT	1	6	3			3
		04.02C	TOTAL QUALITY MANAGEMENT	1	6	3			3
		04.03C	OPERATIONAL PLANNING	1	6	2		1	3
		04.04C	E-COMMERCE & DIGITAL MARKETING	1	6	3			3
		04.05C	FINANCIAL MANAGEMENT	1	6	2		1	3
<b>4 SUM</b>				<b>5</b>	<b>30</b>	<b>13</b>		<b>2</b>	<b>15</b>
5	CORE	05.01C	OPERATIONS MANAGEMENT	1	6	3			3
		05.02C	RESEARCH METHODOLOGY	1	6	2		1	3
		05.03C	MANAGEMENT INFORMATION SYSTEMS	1	6	2	1		3
		05.04C	CULTURAL POLICY & CULTURAL MANAGEMENT	1	6	3			3

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1 HT = Hours of Theory  
 HL = Hours of Laboratory  
 HTA = Hours of Teaching Assistance  
 HTotal = Total Hours

ELECTIVE	05.xxE	ELECTIVE 1st <sup>2</sup>	1	6	3				3
<b>5 SUM</b>			<b>5</b>	<b>30</b>	<b>13</b>	<b>1</b>	<b>1</b>		<b>15</b>

*Module of courses “Business Administration (BA)”*

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
6	MODULE-BA	06.01BA	ENTREPRENEURSHIP	1	6	3			3
		06.02BA	OPERATIONAL RESEARCH I	1	6	2		1	3
		06.03BA	E-GOVERNMENT	1	6	3			3
		06.04BA	QUANTITATIVE MANAGEMENT METHODS	1	6	2	1		3
	ELECTIVE	06.xxE	ELECTIVE 2nd <sup>3</sup>	1	6	3			3
<b>6 Άθροισμα</b>				<b>5</b>	<b>30</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>15</b>
7	MODULE-BA	07.01BA	MANAGERIAL ECONOMICS II	1	6	3			3
		07.02BA	OPERATIONAL RESEARCH II	1	6	2		1	3
	ELECTIVE	07.xxE	ELECTIVE 3 <sup>rd</sup>	1	6	3			3
			ELECTIVE 4 <sup>th</sup> <sup>4</sup>	1	6	3			3
			ELECTIVE 5 <sup>th</sup> <sup>5</sup>	1	6	3			3
<b>7 SUM</b>				<b>4</b>	<b>30</b>	<b>11</b>		<b>1</b>	<b>12</b>
8	MODULE-BA	08.01BA	CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY	1	6	3			3
		08.02BA	INFORMATION SYSTEMS DESIGN & DEVELOPMENT METHODOLOGIES	1	6	2		1	3
	ELECTIVE	08.xxE	ELECTIVE 6 <sup>th</sup>	1	6	3			3
			ΕΠΙΛΟΓΗΣ 7 <sup>th</sup> <sup>6</sup>	1	6	3			3
			ΕΠΙΛΟΓΗΣ 8 <sup>th</sup> <sup>7</sup>	1	6	3			3
<b>8 SUM</b>				<b>4</b>	<b>30</b>	<b>14</b>		<b>1</b>	<b>15</b>
<b>TOTAL SUM</b>				<b>40</b>	<b>240</b>	<b>100</b>	<b>3</b>	<b>11</b>	<b>114</b>

*Module of courses “Organizations Administration (OA)”*

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
6	MODULE-OA	06.01OA	PUBLIC ADMINISTRATION I	1	6	3			3
		06.02OA	INTERCULTURAL RELATIONS and INTERCULTURAL COMMUNICATION	1	6	3			3
		06.04ΔO	POLITICAL SOCIAL AND MANAGEMENT HISTORY OF GREECE	1	6	3			3
		06.09ΔO	SOCIAL SECURITY	1	6	3			3
	ELECTIVE	06.xxE	ELECTIVE 2nd <sup>8</sup>	1	6	3			3
<b>6 SUM</b>				<b>5</b>	<b>30</b>	<b>15</b>			<b>15</b>
7	MODULE-OA	07.01OA	PUBLIC ADMINISTRATION II	1	6	3			3
		07.02OA	COMPARATIVE INSTITUTIONAL ANALYSIS OF MULTI-LEVEL TERRITORIAL GOVERNANCE	1	6	3			3
	ELECTIVE	07.xxE	ELECTIVE 3 <sup>rd</sup>	1	6	3			3

2 The student must select 1 elective course among the 5 offered in the 5<sup>th</sup> semester.

3 The student must select 1 elective course among the 5 offered in the 6<sup>th</sup> semester

4 The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

5 The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

6 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

7 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

8 The student must select 1 elective course among the 5 offered in the 6<sup>th</sup> semester.

			ELECTIVE 4th <sup>9</sup>	1	6	3			3
			ELECTIVE 5th <sup>10</sup>	1	6	3			3
<b>7 SUM</b>				<b>4</b>	<b>30</b>	<b>12</b>			<b>12</b>
8	MODULE-OA	08.01OA	ΚΟΙΝΩΝΙΚΗ ΠΟΛΙΤΙΚΗ	1	6	3			3
		08.02OA	COMPARATIVE ANALYSIS OF TERRITORIAL GOVERNANCE AND SPATIAL PLANNING SYSTEMS	1	6	3			3
	ELECTIVE	08.xxE	ELECTIVE 6 <sup>th</sup>	1	6	3			3
			ΕΠΙΛΟΓΗΣ 7th <sup>11</sup>	1	6	3			3
ΕΠΙΛΟΓΗΣ 8th <sup>12</sup>	1		6	3			3		
<b>8 SUM</b>				<b>4</b>	<b>30</b>	<b>12</b>			<b>12</b>
<b>TOTAL SUM</b>				<b>40</b>	<b>240</b>	<b>104</b>	<b>2</b>	<b>8</b>	<b>114</b>

*Elective Courses of the Study Guide*

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
5	ELECTIVE	05.05E	ALTERNATIVE SERVICES PROVISION	1	6	3			3
		05.06E	HOSPITAL ORGANIZATION AND ADMINISTRATIO	1	6	3			3
		05.07E	INTERNET TEXHNOLOGIES	1	6	3			3
		05.08E	EUROPEAN LAW	1	6	3			3
		05.09E	SOCIAL ECONOMY	1	6	3			3
6	ELECTIVE	06.05E	COST ACCOUNTING	1	6	3			3
		06.06E	INTRODUCTION TO DECISION THEORY	1	6	2		1	3
		06.07E	HEALTH INFORMATICS	1	6	3			3
		06.08E	INTERNATIONAL RELATIONS AND INTERNATIONAL ORGANIZATIONS LAW	1	6	3			3
		06.10E	LOCAL GOVERNMENT AND PUBLIC POLICIES	1	6	3			3
7	ELECTIVE	07.03E	THESIS	1	12				0
		07.04E	INTRODUCTION TO ARTIFICIAL INTELLIGENCE	1	6	2		1	3
		07.05E	SOCIAL DEMOGRAPHY	1	6	3			3
		07.07E	PUBLIC POLICY	1	6	3			3
		07.08E	INTERCULTURAL MANAGEMENT and ORGANIZATIONAL BEHAVIOR	1	6	3			3
		07.09E	SOCIOLOGY	1	6	3			3
		07.10E	THE FUNCTIONS OF LOCAL GOVERNMENT	1	6	3			3
		07.11E	POLITICAL SCIENCE II	1	6	3			3
		07.12E	SUPPLY CHAIN MANAGEMENT	1	6	3			3
		07.13E	ECONOMIC SOCIOLOGY	1	6	4			4
8	ELECTIVE	08.03E	FINANCIAL STATEMENTS ANALYSIS	1	6	3			3
		08.04E	INTRODUCTION TO MACHINE LEARNING AND ANALYSIS	1	6	2		1	3
		08.06E	URBAN LANDSCAPES AND NEW URBAN ECONOMIES	1	6	3			3
		08.07E	STATE THEORIES	1	6	3			3
		08.08E	QUALITY AND PUBLIC SERVICE MARKETING	1	6	3			3
		08.09E	EUROPEAN UNION POLICIES	1	6	3			3
		08.10E	LOCAL GOVERNMENT AND PUBLIC POLICIES	1	6	3			3
		08.11E	ECONOMIC THOUGHT HISTORY	1	6	3			3
		08.12E	FINANCIAL MATHEMATICS	1	6	4			4
		08.13E	INTERNSHIP	1	6	3			3

9 The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

10 The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

11 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

12 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
9	OPTIONAL	09.02O	ENGLISH FOR ACADEMICS	1	4	1		2	3
		09.03O	ENGLISH FOR BUSINESSES	1	4	1		2	3

#### 4.2.2 Short description of the undergraduate courses' outlines

### 1<sup>st</sup> SEMESTER

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
1	CORE	01.01C	PRINCIPLES OF MICROECONOMIC THEORY	1	6	3			3
		01.02C	ACCOUNTING PRINCIPLES	1	6	2		1	3
		01.03C	INTRODUCTION TO COMPUTER INFORMATICS	1	6	3			3
		01.04C	INTRODUCTION IN BUSINESS ORGANIZATION AND ADMINISTRATION	1	6	3			3
		01.05C	MATHEMATICS FOR BUSINESS AND ECONOMY	1	6	2		1	3

#### 01.01C PRINCIPLES OF MICROECONOMIC THEORY

The course objective is to give students a good understanding about the functioning of the markets for goods and services and what makes them more or less competitive. Students learn the basic concepts and analytical tools for microeconomic analyses required for decision making in business and organizations. Specifically, the students are taught: (1) the theory and the characteristics of consumer behavior and by extension the demand for goods and services; (2) the theory and the characteristics of producer behavior and by extension the supply of goods and services; and (3) the functioning of the markets under the various market structures (i.e., perfect competition, monopoly, monopolistic competition, and oligopoly).

Upon successful completion of this course, students will be able to demonstrate an understanding of the behavior of consumers; the behavior of producers; the functioning of the various types of market structures.

At the end of the course, the optimally-successful student should be able to: Analyze with the use of diagrams the impact of changes in the supply and demand of goods and services on equilibrium price and quantity; Analyze a problem of consumer's utility maximization; Analyze the impact on consumer's choice of changes in price and income through changes in the income and the substitution effects; Analyze the short and long term behavior of the firm in various market structures; Apply microeconomic principles in decision making in business and organizations, and for evaluating market policies.

Specifically, by the time our majors graduate they have met the following learning objectives:

(a) Access existing knowledge: Retrieve information on topics and issues in economics. Locate published research in economics and related fields. Track down economic data and data sources. Find information about the generation, construction, and meaning of economic data.

(b) Display command of existing knowledge: Explain key economic concepts and describe how these concepts can be used.



(c) Interpret existing knowledge: Explain and evaluate what economic concepts and principles are used in economic analyses published in daily newspapers and weekly news magazines.

### **01.02C ACCOUNTING PRINCIPLES**

This course provides an introduction to accounting theory, principles, and practice. Instruction covers the uses, communication, and processing of accounting information, as well as the recording, analyzing, and summarizing of procedures used in preparing balance sheets and income statements. Additional topics include accounting for purchases and sales, receivables and payables, cash and inventories, plant and equipment, depreciation and natural resources, intangible assets, and payrolls. Sole proprietorships and partnerships also are examined.

After completing this course, the student will be able to:

1. Define and explain the relationship among the basic accounting concepts of assets, liabilities, stockholder's equity, income, and expenses.
2. Prepare basic financial statements (balance sheet, income statement, and statement of cash flow).
3. Explain the relationship among the financial statements.
4. Explain the accounting equation.
5. Explain the rules of the double-entry accounting system.
6. Record basic economic transactions for assets, liabilities, stockholder's equity.

### **01.03C INTRODUCTION TO COMPUTER INFORMATICS**

The course objective is the acquisition of basic knowledge regarding the fields of information science, computer architecture, networks/communications, and office automation. It focuses on modern operating systems, multimedia technologies, and office automation software, as well as internet applications.

Upon successful completion of the course, students will be able to demonstrate an understanding on:

- Basic concepts and computing principles, data management, computing systems, software, and networks/communications.
- Cultivating team working ability under specific deadlines for problem-solving, which depict real situations in information systems.
- Using basic tools of information technology to be prepared for next semesters'

### **01.05C MATHEMATICS FOR BUSINESS AND ECONOMY**

The course focuses on learning the mathematical techniques necessary to solve problems of administrative and economic applications. The aim of the course is to develop basic concepts of Differential and Integral Calculus for functions of one variable, as well as to introduce to

the concepts of differentiating functions of many variables and to basic concepts of Linear Algebra.

2 <sup>nd</sup> SEMESTER
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
2	CORE	02.01C	PRINCIPLES OF MARKETING	1	6	3			3
		02.02C	INTRODUCTION TO PRIVATE LAW	1	6	3			3
		02.03C	INTRODUCTION TO PROGRAMMING	1	6	2	1		3
		02.04C	MACROECONOMIC THEORY	1	6	3			3
		02.05C	STATISTICS I	1	6	2		1	3

### 02.01C PRINCIPLES OF MARKETING

This course is a study that builds on the evolution of modern management toward a marketing-oriented view of business; stressing the underlying principle of the 'marketing concept'; and integrating concepts in relation to consumer needs, marketing information, product development, pricing, distribution, selling, advertising, and promotions.

At the end of the course, the student should:

1. Understand the basic principles, theories, concepts, and dynamics of Marketing.
2. Apply these principles and tools in case analysis and to practical business decision making situations.
3. Integrate the concepts/techniques learned through application in the preparation of a comprehensive marketing plan.

### 02.02C Introduction to Private Law

Introduction to Private Law treats the rules concerning the relations between individuals or private legal entities. Its sub-disciplines, to which the specific course refers, are the following:

a) Civil Law, which deals with the regulation of private law relations: the rights individuals can exercise in the context of their relations and the mutual obligations imposed on them (provided that they do not contain a commercial element; industrial, social or agricultural, excluding the rules of judicial law). The course examines individual key points in this field, such as general principles, obligation rights, property law and inheritance law.

b) Commercial Law, which deals with the set of rules of law concerning commercial transactions and traders (commercial acts, merchants and commercial companies).

c) Labor Law, which deals with the set of rules of law that apply between the employee and the employer. It is distinguished in: Individual labor law, which examines the individual labor relations and in Collective labor law, which examines the integration and formation of the individual employment relationship in wider forms, at successive collective levels.

### 02.03C INTRODUCTION TO PROGRAMMING

The course aims to introduce the students in object oriented programming fundamentals and provide them the potential to get familiar with a high level programming language. Upon successful completion of the course the students will be able to autonomously develop a program and at the same time to cope with advanced programming courses. They will possess the ability to apply the development lifecycle of an application.

### 02.04C MACROECONOMIC THEORY

The course objective is to give students a good understanding of how economic events affect many households, firms, and markets simultaneously. Students learn the basic concepts and analytical tools for macroeconomic analysis. Specifically, the students are taught: (1) national income accounting; (2) the theories on the long run macroeconomic trend of the economic activity; (3) the theories on the short run macroeconomic fluctuations and the effects of economic policy; and (4) the theories of unemployment and price inflation. Upon successful completion of this course, students will be able to demonstrate an understanding of the level and fluctuations of the economic activity, and of the prices for goods and services; the economic policy and how the business environment is shaped. At the end of the course, the optimally successful student should be able to: Analyze the effects of long and short run deterministic factors on national income; Analyze the effect of economic policy on national income and its distribution; Apply economic principles in decision making in business and organizations, and for evaluating macroeconomic policies.

Specifically, by the time our majors graduate they have met the following learning objectives:

- (a) Access existing knowledge: Retrieve information on certain topics and issues in economics. Locate published research in economics and related fields. Track down economic data and data sources. Find information about the generation, construction, and meaning of economic data.
- (b) Display command of existing knowledge: Explain key economic concepts and describe how these concepts can be used.
- (c) Interpret existing knowledge: Explain and evaluate what economic concepts and principles are used in economic analyses published in daily newspapers and weekly news magazines.

### 02.05C STATISTICS I

Students should have the following skills after completing the course:

**Knowledge:** Understanding and describing course concepts such as population, sample, variable, methodologies for presenting and analyzing statistical data, variable relationships, linear regression, and probabilities.

**Abilities:** To recommend fundamental statistical tools and data analysis strategies for making business decisions. Statistical thinking should be integrated into administrative practice.

Analyze, synthesize, and develop evaluative judgments about Business Administration challenges.

**Skills:** To organize, present, and analyze administrative and financial statistics using proper statistical methodologies.

3rd SEMESTER
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
3	CORE	03.01C	DATABASES	1	6	2		1	3
		03.02C	ADMINISTRATIVE LAW	1	6	3			3
		03.03C	MANAGERIAL ECONOMICS	1	6	3			3
		03.04C	POLITICAL SCIENCE	1	6	3			3
		03.05C	STATISTICS II	1	6	2		1	3

### 03.01C DATABASES

The course objective is to give to the students a good understanding about the processes of data management so as to be able to define, design, analyze and take full advantage of business data according to the rules and procedures of database design principles.

Students learn the fundamental concepts of database design and development procedures. Upon successful completion of this course, students will be able to demonstrate an understanding on:

- Design and management of databases
- Database management software tools
- Data warehouse and data-mining procedures

### 03.02C Administrative Law

Administrative Law treats the rules that govern the organization and functioning of Public Administration. The first part of this course examines the concept and delimitation of Public Administration and defines Administrative Law in relation to other branches of Public Law. Then the sources of Administrative Law (intra-state and transnational) are analyzed. The second part deals with the action of Public Administration: This includes the analysis of: a) the basic principles of Administrative Law, b) the concept of the administrative act, the categories and production process, the validity of the administrative acts, the access to the administrative documents, and the end of their validity, c) the administrative contracts (concept and rules of conclusion), d) the civil liability of Public Administration, e) the public property, f) expropriation for public utility. The third part concerns the organization of the Public Administration. The central organs of the state are examined as well as the institutions of decentralization and the various forms of self-government. The fourth part focuses on the means of controlling Public Administration (especially the judicial control). The course concludes, in a fifth part with an analysis of the basic elements of civil service law.

### 03.03C MANAGERIAL ECONOMICS

This course is an extension of the introductory microeconomics course. The student has the opportunity to expand in depth into topics of microanalysis and to apply micro theories in business decision making. For prospective graduate students, future economists and/or businesspeople, the course constitutes a necessary and fundamental step in their overall economic and business education.

At the end of the course, the optimally successful student should be able to: Demonstrate detailed knowledge of the theory of consumer behavior· Analyze the implications of network externalities· Apply the concepts of consumer and producer behavior patterns in realistic examples taken from today's markets· Evaluate the decisions made by producers in the allocation of scarce resources under various market conditions (i.e. perfect competition, monopoly, oligopoly, and monopolistic competition)· Demonstrate detailed knowledge of pricing with market power· Evaluate government policies using the concepts of consumer and producer surplus.

### 03.04C POLITICAL SCIENCE

The course aims to elaborate the basic concepts and terminology of political science

through the earlier classical and modern literature. As modern democracies are now facing increasingly greater challenges, politics as "art" and science is forced to constantly review the tools of analysis and action. As a result, political science now cover an increasingly wide field of issues beyond the classics like political regimes, governance models, electoral systems, political culture and political ideologies. Politics and politicians, however, in recent years, especially in the western world, are strongly criticized as unreliable and ineffective, reducing their once high standing. But the restoration of the political credibility is fundamental so as modern states and societies to preserve the demo

### 03.05C STATISTICS II

**Knowledge:** Understanding and describing course concepts such as the *distribution* functions for discrete and continuous *random variables*, *sampling distribution*, *hypothesis testing*, *parametric and nonparametric tests*.

**Abilities:** To recommend fundamental statistical tools and data analysis strategies for making business decisions. Statistical thinking should be integrated into administrative practice. Analyze, synthesize, and develop evaluative judgments about Business Administration challenges.

**Skills:** To organize, present, and analyze administrative and financial statistics using proper statistical methodologies.

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
4	CORE	04.01C	HUMAN RESOURCES MANAGEMENT	1	6	3			3
		04.02C	TOTAL QUALITY MANAGEMENT	1	6	3			3
		04.03C	OPERATIONAL PLANNING	1	6	2		1	3
		04.04C	E-COMMERCE & DIGITAL MARKETING	1	6	3			3
		04.05C	FINANCIAL MANAGEMENT	1	6	2		1	3

#### **04.01C HUMAN RESOURCES MANAGEMENT**

The course outlines the roles and functions of effective human resource management in achieving organizational success. An introduction to the human resources function and related elements and activities is followed by concepts of Key functions such as human resource planning including job design and analysis; recruitment and selection, compensation, labor and employee relations. Current Greek issues and practices are examined, regarding the increasing diverse demography of today's workforce and the economic, social, legislative, and attitudinal changes affecting human resources.

#### **04.02C TOTAL QUALITY MANAGEMENT**

The course is designed to give students fundamentals of the basic principles and quality concepts of TQM as a philosophy for continuous improvement of business processes underlying the production of goods and services in any sphere of business and public sector, to reduce costs and satisfy customer requirements. Also provides a span of TQM frameworks, concepts, and tools necessary for implementing the quality culture in any sphere of business and management activities. In the context of the course, are being studied the basic philosophical approaches and the theorists of TQM (Deming, Juran, Ishikawa). Also the students get familiar with the four eras of quality, Quality tools and techniques, ISO 9000 Quality Assurance Systems, the Quality Certification Process, Environmental Management – ISO 14001, EMAS, the Six Sigma Methodology, the Business Excellence Models EFQM/MBNQA/CAF, the Cost of Quality etc.

#### **04.03C BUSINESS PLANNING**

The course aims at familiarizing students with the concepts, the means and the procedures of strategic and business planning in (existing or new) business enterprises (but also in organizations of the public sector). Students will be able to understand on the one hand the meaning of the long term strategic planning and on the other hand the application of the mid and short term planning in making decisions and solving specific business problems. The course supplements the theory with the rigorous and realistic elements necessary to prepare a business plan. By completion of the course the student will be able to:

- Identify effective solutions for solving business problems
- Apply properly the concepts and theories of strategic management and strategic planning

- Evaluate or/and predict the performance of an enterprise based on the analysis of a specific problem or case study
- Evaluate organizational strategies, structures and strategy application
- Develop a business plan

#### **04.04C eCommerce & Digital Marketing**

The course objective is to give to the students a good understanding about the processes of electronic business within the contemporary economic environment.

Students learn the fundamental concepts of a e-business plan and get familiar with the “Digital Entrepreneurship” and “Information Society” (new business models, distributed organizations management, establishment of virtual enterprises etc.).

Upon successful completion of this course, students will be able to demonstrate an understanding on:

- Identifying the principles of electronic entrepreneurship and its applications: Business to Business (B2B), Business to Consumer (B2C), Business to Government (B2G), e-shops, e-auctions, e-markets
- The strategic planning of e-business and e-marketing.
- The fundamental concepts and functionality of recommendation systems, e-payments and e-Business marketing/assessment tools.
- Analyzing and designing core issues of information systems interoperability
- Approaching the innovative developments on e-Business and e-Marketing as long as the impact that social networks depict on the field.

#### **04.05C FINANCIAL MANAGEMENT**

This course provides an in-depth analysis of a wide range of topics on financial planning and analysis. Topics include the basics of financial statements, forecasting, budgeting, time value of money, stock and bond valuation, capital budgeting, maximizing shareholder value, and raising capital.

After successfully completing this course, students will be able to:

1. Identify the concepts of financial management and apply those concepts to various financial situations.
2. Assess the role of accounting in finance and how it is applied to financial analysis.
3. Examine business operations and evaluate financial forecasting, and operational and financial leverage.

4. Evaluate the financing and current asset management of a firm.
5. Differentiate the fundamentals of time value of money, valuations, and cost of capital.
6. Identify the fundamentals of capital budgeting decisions and evaluate capital expenditures.
7. Analyze the methods of raising capital through long-term debt or equity financing.

5th SEMESTER
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
5	CORE	05.01C	OPERATIONS MANAGEMENT	1	6	3			3
		05.02C	RESEARCH METHODOLOGY	1	6	2		1	3
		05.03C	MANAGEMENT INFORMATIONS SYSTEMS	1	6	2	1		3
		05.04C	CULTURAL POLICY & CULTURAL MANAGEMENT	1	6	3			3
	ELECTIVE	05.05E	ALTERNATIVE SERVICES PROVISION	1	6	3			3
		05.06E	HOSPITAL ORGANIZATION AND ADMINISTRATIO	1	6	3			3
		05.07E	INTERNET TEXHNOLOGIES	1	6	3			3
		05.08E	EUROPEAN LAW	1	6	3			3
		05.09E	SOCIAL ECONOMY	1	6	3			3

#### 05.01C OPERATIONS MANAGEMENT

The main objective of the course is to make familiar the students with the concepts and techniques of business, focusing on the concepts, processes and technologies used by managers and employees in the operation of an organization.

Upon completion of the course, students will be able to understand how business operations contribute to increasing productivity. In addition, it will delve into the importance of product and process design, process control and planning, materials and inventory management, and product and system improvement. They will be capable to analyze the challenges and opportunities presented to business managers and to evaluate the value and implications of their business choices in a real-world environment. (analysis, evaluation). Also, they will be able to apply modern tools and techniques to current business issues such as supply chain management, enterprise resource management systems.

#### 05.02C RESEARCH METHODOLOGY

The course objective is to introduce students in the basic significances and terms of scientific research and familiarize them with the social research methods and the ways that these are applied in the sectors of Administration and Economy. During the course are taught the critical approach and analysis of scientific articles, methods of research and analysis of quantitative and/or qualitative inquiring data, the development and presentation of scientific studies.

The students will be in the position to a) complete a research project, b) to use all the modern methods in qualitative and quantitative researches.



### **05.03C Management Information Systems**

The course focuses on Information Systems and their applications. It combines the basic knowledge and experience on modern Information Systems and covers the informational needs of management executives due to continuous changing business, management and organizational demands. The student gets familiar with system theory and enterprise information systems fundamentals.

The course covers the most important subjects of Information Systems related to: i) Search, collection and exploitation of information data, ii) the structure and the form of Information Systems, iii) the design and evaluation of Information Systems according to the needs posed by the stakeholders.

Upon successful completion of this course, students will be able to demonstrate an understanding on

1. The fundamentals of Management Information Systems and their related technologies.
2. The value of using MIS and their strategic role in modern business.
3. The MIS design and redesign methods within the framework of a business.
4. The business management support via MIS (Knowledge management, decision making)

### **05.04C CULTURAL POLICY & CULTURAL MANAGEMENT**

The aim of this course is to,

- present the basic concepts of management, strategy and administration of cultural organizations/industries.
- explore the ways in which cultural policies and cultural administration contribute toward the development of cultural organizations/industries.
- examine the formation of cultural and administrative policies.
- investigate the regulatory and legal context in which cultural administration is exercised in the context of cultural organizations.
- explore the contribution of administrators in the development and formation of strategic planning.
- discuss the most significant problems in relation to the institutions, regulation and public interest for the development of cultural policies in the context of a digital environment.
- examine and analyze the development of cultural policies and managerial planning for an effective cultural administration in the 21st century.

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

- understand the concepts of culture, cultural industries, cultural policies and administration.

- Investigate the different tools through which cultural administration, cultural policies and cultural communication are implemented.
- Analyze trends for cultural administration, management and communication in the context of cultural institutions.
- Describe the function of the cultural economy along with the methods for cultural promotion in a digital context.
- Examine the structure of cultural institutions and the legal context in which they operate.
- Develop research skills and critical abilities in order to work as cultural managers, design cultural policies and develop financial plans and communication strategies for the promotion of cultural products and institutions.

#### **05.05E ALTERNATIVE SERVICE DELIVERY**

The most important reform that has taken place in public administration in the last 15-20 years has been the variety in the methods of delivering public services. In conjunction with decentralization that has taken place everywhere, both in developed and in less developed nations, emphasis has shifted to the local level and hence to the local services on the one hand, and to cost decrease and betterment of the quality of supplied services on the other hand, given the fiscal problems encountered by many countries. Within this context, the course aims at introducing students to the philosophy and techniques/mechanisms of alternative service delivery, utilizing a plethora of tools for co-operation with the private sector and the third sector of the economy. An extra goal is to review, through case studies, the specific practices of alternative service delivery in the fields of health and local government services (the two specific fields of the department). The course aims at familiarizing students with the concepts, the means and the procedures of strategic and business planning in (existing or new) business enterprises (but also in organizations of the public sector). Students will be able to understand on the one hand the meaning of the long term strategic planning and on the other hand the application of the mid and short term planning in making decisions and solving specific business problems. The course supplements the theory with the rigorous and realistic elements necessary to prepare a business plan. By completion of the course the student will be able to:

- Understand the rationale and the necessity of searching for alternative approaches to the delivery of local services
- Develop a framework for the assessment of limitations in the delivery of local services and in the implementation of solutions
- Know and fully appreciate the basic techniques and mechanisms available for alternative service delivery restructuring at the local level
- Comprehend how to deal with issues of co-operation between organizations and stakeholders aiming at improving local services delivery.

### **05.06E HOSPITAL MANAGEMENT**

This course provides students with concepts and issues related to the hospital management. Basic information related to history and evolution of hospitals in Greece and world wide will be followed by concepts of hospital operations management as a complex organizational entity, including planning, organization, leadership, and control . Particular emphasis is on hospital organization and management structure (Governing body, hospital committee and hospital functionaries, duties and responsibilities of various positions, documentation). Guiding principles in planning hospital facilities & services (factors determining site, physical facilities and space requirements , work load estimation, auxiliary requirements, equipment & supplies), will be followed by operational concepts of hospital management assessment and evaluation, using quality tools such as hospital indices.

- Expected Learning Outcomes : After successful completion of the course, the student will be able to :
- understand the basic concepts of hospital organization, management and operational functions
- integrate management principles into hospital management practices (using tools and techniques for successful establishment and operation of a hospital)
- Assess hospital managerial practices and choices and develop reasonable solutions

### **05.07E INTERNET TECHNOLOGIES**

The course objective is to familiarize the students with the main technologies that are applied for the design and development of internet applications for management. The critical components of internet technologies are in the course focus: development architectures, communication and data protocols, methodologies and existing packages for the development of web applications. Thus, the course aims to familiarize the students with necessary knowledge so as to design and support technological solutions for an Organization or Enterprise in an integrated web environment.

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

- Understand and apply basic internet technologies,
- Develop web applications
- Search for information and make use of up-to-date internet technologies

### **05.08E European Law**

In the First Part of the course, after analysing the concept of “international organization” and a historical review of the evolution of the idea of European integration, the course examines in particular: a) the rules of institutional EU law, with a particular emphasis on the sources of EU law, its relations with the law of the Member States and the provision of legal protection by the Court; and (b) the rules of substantive Union law, and in particular the legal framework governing the internal market and competition law.

The Second Part analyzes: a) the organization and functioning of the Council of Europe and b) the rules of the ECHR, regarding the European protection of human rights.

The Third Part examines the other forms of European cooperation in Europe (defense, economy, etc.).

### 05.09E SOCIAL ECONOMY

Between the private and public sectors of the economy, the field of collective action is developing. From the field of collective actions, which is characterized as "social sector", whose goal is to serve the interests of a specific social group, there is a category of economic units, which aim to meet social needs, either by carrying out specific actions or because in specific population groups. Among the subjects active in the field of collective actions, one can distinguish a category, the object of which focuses on the connection of actions with society, in contrast to other categories, which are mainly aimed at promoting the interests of their members. The institution of the social economy is relatively new in the Greek legal order, in contrast to the countries of Europe.

### 6<sup>th</sup> SEMESTER Module of courses "Business Administration"

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
6	MODULE-BA	06.01BA	ENTREPRENEURSHIP	1	6	3			3
		06.02BA	OPERATIONAL RESEARCH I	1	6	2		1	3
		06.03BA	E-GOVERNMENT	1	6	3			3
		06.04BA	QUANTITATIVE MANAGEMENT METHODS	1	6	2	1		3
	ELECTIVE	06.xxE	ELECTIVE 2nd <sup>13</sup>	1	6	3			3

#### 06.01BA ENTREPRENEURSHIP

The aim of the course is to introduce students to the basic concepts related to entrepreneurship and the business context and to familiarize them with the procedures and practices of entrepreneurship, emphasizing the stages of starting a new business.

Upon successful completion of the course, students are expected to understand:

- The concept, importance and complexity of modern entrepreneurship.
- The concept of innovation and its importance in entrepreneurship.
- The modern business environment.
- The sources of financing a business venture.
- The various types of entrepreneurship and business models

Also, they will possess skills related to: (a) the methods of identifying and analyzing a business opportunity, (b) writing a business plan for a new business, (c) analyzing the functional areas

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<sup>13</sup> The student must select 1 elective course among the 5 offered in the 6<sup>th</sup> semester

of the business venture, (d) financial analysis of the business venture. Furthermore they will be able to: (a) assess the business environment, identify a business opportunity and start a new business, and (c) make the business decisions for the successful operation of the new business venture

#### **06.02BA OPERATIONS RESEARCH I**

The course of Operational Research aims to the development of mathematical concepts and models concerned with problems facing organizations and large corporations of today. Topics include optimization, linear, dynamic, integer and non-linear programming, heuristics, game theory, data analysis, network models, queuing theory, inventory theory, modelling and simulation, e.t.c.

The course is organized in two academic semesters in the form of the courses Operational Research I (more focused to optimization, linear and integer programming and their applications) and Operational Research II (more focused to dynamic and non-linear programming and their applications, to heuristics, modeling and simulation, e.t.c.).

#### **06.03BA ELECTRONIC GOVERNMENT**

The course objective is to introduce to students the technology of e-government with an in-depth examination of current government development and management challenges in the delivery of services and information, electronically. Several topics are examined: (1) current e-Government challenges and trends (2) Web presence development (3) statutes affecting development and management (4) citizens needs assessment (5) service delivery application and transaction package (6) how to develop effective e-Government administrators (7) long/short-range planning and budgeting.

#### **06.04BA Quantitative Management Methods**

Students should have the following skills after completing the course:

**Knowledge:** Understanding and describing the application of course concepts such as prediction models, single and multiple linear regression, nonlinear regression, accounting regression, and time series is required.

**Abilities:** To be able to distinguish the specific nature of the problem and use the proper methods and procedures of analysis, evaluation, and forecasting for business decision making, you must first understand the concepts.

**Skills:** Selection, combination, and use of relevant business forecasting approaches. Explain and defend the problem-solving strategy.

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
6	MODULE-OA	06.01OA	PUBLIC ADMINISTRATION I	1	6	3			3
		06.02OA	INTERCULTURAL RELATIONS and INTERCULTURAL COMMUNICATION	1	6	3			3
		06.04ΔO	POLITICAL SOCIAL AND MANAGEMENT HISTORY OF GREECE	1	6	3			3
		06.09ΔO	SOCIAL SECURITY	1	6	3			3
	ELECTIVE	06.xxE	ELECTIVE 2nd <sup>14</sup>	1	6	3			3

### **06.01OA PUBLIC ADMINISTRATION I - THE ADMINISTRATIVE PHENOMENON AND PUBLIC ORGANIZATIONS**

Students after the successful completion of the course will have knowledge of the following topics:

- the role of public authorities and their means of action in the modern world
- the multilevel governance and the interactions between levels of administrative planning and policy implementation (international, EU, national, regional, local)
- the relationship between the political and technical dimensions in the functioning of the state and local government
- the structure of public services and the functions they perform
- the planning, implementing, coordinating and auditing activities that take place within the public administration
- the ways in which the public administration distributes, manages and controls resources
- the ways in which the public administration manages and develops its staff.

### **06.02OA DO INTERCULTURAL RELATIONS and INTERCULTURAL COMMUNICATION**

The intercultural relations and intercultural communication, focuses on the importance of culture in our everyday lives, and the ways in which culture interrelates with and effects communication processes. We live in an era of rapid globalization in which being able to communicate across cultures is imperative to our ability to function in a diverse workplace, city, and world. This course will take us on a journey. Using our stories and our online discussions, this course is designed to increase our sensitivity to other cultures. Just as importantly, this journey increases our awareness of our own cultural backgrounds, and the contexts (social, cultural and historical) in which we live and communicate.

The course will cover several general topics including: identity, perception, communication skills, culture, linguistic differences, stereotyping, and intercultural communication in Public Administration, education, medicine and business.

The overall aim of this course is to strengthen students' competence when dealing with intercultural cohabitation and diversity in Greece and in global world as well.

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<sup>14</sup> The student must select 1 elective course among the 5 offered in the 6<sup>th</sup> semester.

### 06.040A HISTORY OF MODERN GREECE STATE - POLITICS - SOCIETY

The student learns the historical background of various political, administrative, economic or social institutions of the Greek state in the two centuries of its modern history, and understands the historical structures that have shaped their specificity character in the present time.

### 06.090A SOCIAL SECURITY

The course analyzes the basic theoretical definitions that are related with the social insurance and it examines the way that this functions today in the European Union's countries. More specifically, this course a) examines the historical development of social security at the 19th and mainly 20th century in the industrial countries, b) presents the alternative policies of Social Insurance and maintenance of income and, c) connects this policies with the current problems, such as the increase of expenses of sanitary care, the rise of cost of retirement and the increase of unemployment

### 6<sup>th</sup> SEMESTER Elective courses

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
6	ELECTIVE	06.05E	COST ACCOUNTING	1	6	3			3
		06.06E	INTRODUCTION TO DECISION THEORY	1	6	2		1	3
		06.07E	HEALTH INFORMATICS	1	6	3			3
		06.08E	INTERNATIONAL RELATIONS AND INTERNATIONAL ORGANIZATIONS LAW	1	6	3			3
		06.10E	LOCAL GOVERNMENT AND PUBLIC POLICIES	1	6	3			3

### 06.05E COST ACCOUNTING

This course examines the concepts and procedures underlying the development of a cost accounting system for managerial decisions, control, and performance reporting. Topics include cost measurement and cost control; cost-volume-profit analysis; job costing; activity-based costing; tools for planning and control; master budgeting and responsibility accounting; flexible budgeting and variance analysis; management control systems; inventory costing, management, and capacity analysis; cost information for decision making; relevant information; pricing decisions; cost management; strategic profitability analysis; cost allocation and revenues; measurement and control of overhead costs; and revenues and sales variances.

Upon completion of this course, students will acquire the knowledge and skills to:

1. Distinguish between financial accounting and cost management.
2. Describe a cost management information system.

3. Identify and calculate various types of costs such as direct, indirect, total, variable, mixed and fixed costs.
4. Determine the costs of producing a product or providing a service using job costing, activity-based costing, and process costing.
5. Allocate support department costs to operating departments and allocate costs to joint products and byproducts.

#### **06.06E INTRODUCTION TO DECISION THEORY**

The course is meant to introduce students to the basic theoretical apparatus of Decision Theory. Decision theory is the study of an agent's choices. Decision theory can be broken into two branches: normative decision theory, which analyzes the outcomes of decisions or determines the optimal decisions given constraints and assumptions, and descriptive decision theory, which analyzes how agents actually make the decisions they do.

#### **06.07E HEALTH INFORMATICS**

- The course objective is to give to the students a good understanding about the evolution and the necessity of the Health Information Systems. Upon successful completion of this course, students will be able to demonstrate an understanding on:
  - Identifying the basic health data categories, coding systems and categorization methods
  - The modern aspects of electronic health record.
  - Health Information Systems privacy and security methods.
  - Identifying the special characteristics of the well-established health communication networks and the functionality of Health Information Systems.
  - Analyzing and designing core issues of Health Information Systems interoperability and their supporting protocols.

#### **06.08E International Relations and International Organizations Law**

The course covers the following topics: a) Introductory concepts. b) Sources of International Law. c) The State as a subject of International Law. d) International Organizations (Foundation, Structure and operation, Categories, Main IOs, International responsibility). e) Persons as subjects of international law (international protection of ICTs and international criminal liability, NGOs, multinational companies). f) Resolution of international disputes.

#### **06.10E LOCAL GOVERNMENT AND PUBLIC POLICIES**

According to the European Charter of Local Self-Government, Local Governments carry out public affairs, which should be based, as far as possible, on the Constitution of the states. As



a political, administrative and developmental institution, the local self-government exercises at its limits corresponding public policies, with the creation, according to the Charter, of structures for their administration and organization. According to Greek law, for the exercise of its activities, the local self-government must take into account the European and national policies, the budget and the inter-municipal cooperation. In this course, taking into account the primary and secondary legislation of the European Union, as well as its adaptation to national law, will be analyzed public policies that are exercised and organized at local level under the responsibility of local authorities. In particular, employment, environment, transport, energy, culture and social protection policies will be analyzed.

<b>7<sup>th</sup> SEMESTER Module of courses "Business Administration"</b>
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
7	MODULE-BA	07.01BA	MANAGERIAL ECONOMICS II	1	6	3			3
		07.02BA	OPERATIONAL RESEARCH II	1	6	2		1	3
	ELECTIVE	07.xxE	ELECTIVE 3 <sup>rd</sup>	1	6	3			3
			ELECTIVE 4 <sup>th</sup> <sup>15</sup>	1	6	3			3
			ELECTIVE 5 <sup>th</sup> <sup>16</sup>	1	6	3			3

#### **08.05BA MANAGERIAL ECONOMICS II**

This course is an extension of the introductory microeconomics course. The student has the opportunity to expand in depth into topics of microanalysis and to apply micro theories in business decision making. For prospective graduate students, future economists and/or businesspeople, the course constitutes a necessary and fundamental step in their overall economic and business education.

At the end of the course, the optimally successful student should be able to: Demonstrate detailed knowledge of the theory of consumer behavior; Analyze the implications of network externalities; Apply the concepts of consumer and producer behavior patterns in realistic examples taken from today's markets; Evaluate the decisions made by producers in the allocation of scarce resources under various market conditions (i.e. perfect competition, monopoly, oligopoly, and monopolistic competition); Demonstrate detailed knowledge of pricing with market power; Evaluate government policies using the concepts of consumer and producer surplus

#### **07.02BA OPERATIONAL RESEARCH II**

The course of Operational Research aims to the development of mathematical concepts and models concerned with problems facing organizations and large corporations of today. Topics

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<sup>15</sup> The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

<sup>16</sup> The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

include optimization, linear, dynamic, integer and non-linear programming, heuristics, game theory, data analysis, network models, queuing theory, inventory theory, modelling and simulation, e.t.c.

The course is organized in two academic semesters in the form of the courses Operational Research I (more focused to optimization, linear and integer programming and their applications) and Operational Research II (more focused to dynamic and non-linear programming and their applications, to heuristics, modeling and simulation, e.t.c.).

<b>7<sup>th</sup> SEMESTER Module of courses “Organizations Administration”</b>
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
7	MODULE-OA	07.01OA	PUBLIC ADMINISTRATION II	1	6	3			3
			COMPARATIVE INSTITUTIONAL ANALYSIS OF MULTI-LEVEL TERRITORIAL GOVERNANCE	1	6	3			3
	ELECTIVE	07.xxE	ELECTIVE 3 <sup>rd</sup>	1	6	3			3
			ELECTIVE 4 <sup>th</sup> <sup>17</sup>	1	6	3			3

#### **07.01OA PUBLIC ADMINISTRATION II**

Upon completion of this course students will have understood the importance and will know the methodologies for planning and evaluating administrative action. They will also be familiar with the types and sub-categories of the qualitative and quantitative data necessary for designing, implementing and evaluating public policies but will also be able to apply effective methods for collecting and processing this data. They will be able to utilize methods of programmatic improvement of public services. Finally, they will know in depth the current institutional planning framework in the Greek administration.

#### **07.02OA - COMPARATIVE INSTITUTIONAL ANALYSIS OF MULTI-LEVEL TERRITORIAL GOVERNANCE**

The course aims to enhance students' knowledge in the field of *Comparative Institutions*. The deepening knowledge in the field of Comparative Institutions is carried out under a thorough study of the *Territoriality of Law* as it is drawn mainly in the fields: 1st. of international law (territoriality, exercise of public authority and sovereignty, etc), 2nd. of internal public law (as it applies to different forms and typologies of states), 3rd. of comparative public law (comparative constitutional law, comparative administrative law, comparative spatial planning law, etc.), 4th. comparative public administration and comparative administrative territorial organization, 5th. comparative analysis of territorial governance systems, as well as 6e. of comparative political sociology. Specifically, the course focuses on issues related to current trends in the institutionalization of the State and territorial legal entities of public law (at European and international level), emphasizing the ongoing institutional transformations, mainly due to the impact of the phenomenon of globalization as well as the various consequent global crises (financial crisis, public health crisis, cultural, etc.) on the territories.

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<sup>17</sup> The student must select 3 elective courses among the 10 offered in the 7<sup>th</sup> semester. If one of the courses selected is the Thesis one, then he/she must select 1 elective course.

More specifically, it aims to deepen students' knowledge in the comparative approach allowing them to fully understand the institutional transformations that are taking place, at European and international level, in the structures of the territorial administrative organization and the territorial bodies that exercise public powers or perform public functions.

### 7<sup>th</sup> SEMESTER Elective courses

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
7	ELECTIVE	07.03E	THESIS	1	12				0
		07.04E	INTRODUCTION TO ARTIFICIAL INTELLIGENCE	1	6	2		1	3
		07.05E	SOCIAL DEMOGRAPHY	1	6	3			3
		07.07E	PUBLIC POLICY	1	6	3			3
		07.08E	INTERCULTURAL MANAGEMENT and ORGANIZATIONAL BEHAVIOR	1	6	3			3
		07.09E	SOCIOLOGY	1	6	3			3
		07.10E	THE FUNCTIONS OF LOCAL GOVERNMENT	1	6	3			3
		07.11E	POLITICAL SCIENCE II	1	6	3			3
		07.12E	SUPPLY CHAIN MANAGEMENT	1	6	3			3
		07.13E	ECONOMIC SOCIOLOGY	1	6	4			4

#### **07.03E THESIS**

The preparation of a thesis is an elective course for all students of the Department. Necessary conditions for undertaking the preparation of a thesis are that the student is at least in the 7th standard semester of his studies and has been successfully examined in the course 'Research Methodology'.

#### **07.04E INTRODUCTION TO ARTIFICIAL INTELLIGENCE**

This course is a general introduction to the scientific field of Artificial Intelligence and its application in modern businesses. After a general introduction to Artificial Intelligence and basic search techniques, the course focuses on heuristic search techniques inspired by nature and biology (mainly evolutionary algorithms) and artificial Neural Networks. At the same time, applications of these techniques are presented in problems from the field of economy and business.

#### **07.05 E SOCIAL DEMOGRAPHY**

The aim of this course is to introduce a sociological approach to the study of human population. It achieves this by maintaining a dual focus, both on a substantive topic, the reproduction of population, and on the reflexive consideration of how knowledge of this is produced and is considered "social science".

### **07.07E PUBLIC POLICY**

Students after the successful completion of the course will achieve a full understanding of the methodology by which public agencies design, consult, plan, implement, monitor and evaluate public policies. Public policies are comprehended as the development of large-scale public interventions in any field of socio-economic activity.

Students completing the course will also be able to apply effectively programming and design skills in order to form stages and steps in the development and implementation of sectoral policies at all levels (sectoral policy analysis, training and implementation).

### **07.08E INTERCULTURAL MANAGEMENT and ORGANIZATIONAL BEHAVIOR (Cross-cultural management and organizational Behavior)**

Today, a large majority of companies have teams dispersed across countries, cultures and time zones. They face challenges such as building trust, organizing tasks, bridging cultures and overcoming time differences.

This course provides a comprehensive analysis of individual and group behavior in multicultural organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.

Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision making, communication and organizational change and development.

Particularly the public services are without doubt at the front-line of cultural interaction. They have to deal not only with domestic multi-cultural citizens and residents but also the immigrants and a transient population visiting from abroad.

Getting it right is critical in the Public sector. Misunderstandings over language, body language, religious sentiments and many other areas can lead to sub-standard. Our course introduces participants to the basics of working across cultures, customer service, medical treatment and the specifics of providing them in a public setting

### **07.09E – SOCIOLOGY**

**THE ANCIENT GREEK AND THE MODERN POLITICAL IMAGINARY:** The course aims to enhance students' knowledge in the field of *Spatial and Temporal Comparative Analysis of Institutions*. It also aims to strengthen the research capacity of students in terms of identifying institutional forms and imaginary representations, with the aim of highlighting democratic elements that enrich the *Institution of Society in Space and Time*. Finally, the objectives of the course, its rich and interdisciplinary content which is part of the *Spatial and Temporal Comparative Approach of Institutions*, the strengthening of the ability to synthesize scientific knowledge, as well as the use of teaching tools based on the dialogue and interaction, form a pedagogical framework that contributes to the establishment of a fruitful learning process.

### **07.10E THE FUNCTIONS OF LOCAL GOVERNMENT**

This course aims to help students understand the public policies pursued at the local level, which are the responsibility of the local government.

The local government manages cases similar to those of the central government either through its own means or in cooperation with the state, the collective productive local bodies and the social and private sector of the economy. As a developmental, social and participatory institution, the local self-government utilizes local, economic, social, intellectual and cultural resources, creating distinct legal entities of public and private law, in the administration of which citizens participate, for the most effective promotion of the interests of the society at the local level. , in accordance with European and national policies.

Students with the theoretical knowledge, which they will acquire, in combination with the case study, will have the opportunity to contribute to society and the quality of life of citizens

### **07.11E POLITICAL SCIENCE II**

The course aims to examine new scientific approaches to three very old questions of political theory, namely the government, the state and democracy, and to highlight the paths through which they interact in the period of modernity and late modernity. The modern state, especially in its western version, has been identified with the democratic regime, even though the various governance models might be different as well as the specific meaning of democracy itself. But how exactly this specific content affects the way political elite exercise power? These are all essential questions but constantly redefined throughout history.

### **07.12E SUPPLY CHAIN MANAGEMENT**

This course is the study of design and management of complex supply chain systems. A systems approach to the management of the activities involved in physically moving raw materials, in-process, and finished-goods inventories from point of origin to point of use or consumption. Supply chain management and emerging information technologies.

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

1. Explain the role of supply chain management in a customer-oriented society. (analysis)
2. Analyze contemporary theories, practices, and challenges in supply chain management, and assess their implications on organizational performance. (analysis, evaluation)
3. Analyze and evaluate inventory management, transportation, purchasing and materials control activities and processes in the strategic business setting. (application, analysis, evaluation)

Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
8	MODULE-BA	08.01BA	CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY	1	6	3			3
		08.02BA	INFORMATION SYSTEMS DESIGN & DEVELOPMENT METHODOLOGIES	1	6	2		1	3
	ELECTIVE	08.xxE	ELECTIVE 6th ΕΠΙΛΟΓΗΣ 7th <sup>18</sup> ΕΠΙΛΟΓΗΣ 8th <sup>19</sup>	1	6	3			3
				1	6	3			3

### 08.01BA CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics, and Corporate Social Responsibility which are relevant to the contemporary business environment. It is designed to foster students' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop student's ability to critically analyze ethical issues in business. Corporate governance, the set of policies, processes, and customs by which an institution is directed, is a topic of increasing importance in strategic management. How a company is governed influences rights and relationships among organizational stakeholders, and ultimately how an organization is managed. Through their stakeholder relations and business models, companies can develop policies and practices to respect human rights and help address environmental and social concerns. CSR has become a tool for investors, to mitigate emerging social, environmental, and governance risks and to identify opportunities for aligning financial performance with social, environmental, and governance performance. In addition, CSR has become a lever for civil society organizations to influence corporate practice and public policy. At the end of the course, the optimally successful student should be able to understand the scope of corporate governance, the various issues with which governance is concerned, and how these issues relate to each other. This includes the role and composition of the board, remuneration of directors and senior executives, audit, and relations with shareholders and other stakeholders. Also, students should have the ability to analyze, discuss, describe, and demonstrate how corporate responsibility impacts the key business processes and strategies of the firm.

### 08.02BA INFORMATION SYSTEMS DESIGN & DEVELOPMENT METHODOLOGIES

The course focuses on skills, methodologies and tools for analysis, design and development of Information Systems and their applications.

Upon successful completion of this course, students will be able to demonstrate an understanding on

Knowledge: To understand the processes of analysis, design and development of enterprise information systems through an environment of applications and case studies

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<sup>18</sup> The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

<sup>19</sup> The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

Abilities: To cover the role of enterprise analyst or continue his studies for a masters degree.

Skills: To become familiar with tools that are useful for analysis, design and information system development

<b>8th SEMESTER Module of Course “Organizations Administration”</b>
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
8	MODULE-OA	08.01OA	SOCIAL POLICY	1	6	3			3
		08.02OA	COMPARATIVE ANALYSIS OF TERRITORIAL GOVERNANCE AND SPATIAL PLANNING SYSTEMS	1	6	3			3
	ELECTIVE	08.xxE	ELECTIVE 6 <sup>th</sup>	1	6	3			3
			ΕΠΙΛΟΓΗΣ 7 <sup>th</sup> <sup>20</sup>	1	6	3			3
		ΕΠΙΛΟΓΗΣ 8 <sup>th</sup> <sup>21</sup>	1	6	3			3	

### 08.01OA SOCIAL POLICY

The aim of this course is to introduce students both in Social Policy, from historical and theoretical view, and in the modern problems that concern its application in practice. More specifically, this course a) examines the objectives and the character of Social Policy, in historical and social frame, b) introduces in the theoretical background of Social Policy, g) examines basic aspects of Social Policy, as education, the social insurance, the employment and the welfare state in general and d) connects Social Policy with questions, such as the social needs, the human rights and the social inequalities.

### 08.02OA - COMPARATIVE ANALYSIS OF TERRITORIAL GOVERNANCE AND SPATIAL PLANNING SYSTEMS

The course aims to enhance students' knowledge of issues related to *Social-Spatial Transformations* that take place, at international and European level, at the end of the 20th century and intensify at the beginning of the 21st century. These transformations are mainly due to the *spatial impact* caused by the phenomenon of globalization and the consequent global crises (financial crisis, health crisis, migration crisis, cultural crisis, etc.). It also aims to enhance the ability of students to identify and study *New Forms of Spatial Governance* emerging in the context of globalization. It should be noted that the term *Spatial Governance* means in principle the Institution of territorial forms of exercise of public power (without excluding, in certain cases, the involvement of other territorial actors as well as the participation of civil society), in other words, it refers to the *Territorialization of Spaces*. In all cases, emphasis is placed on the *Comparative Study of Territorial Institutions* which exercise public authority (such as the State and local authorities) in terms of *Spatial Planning and Spatial Governance*. Students' knowledge is enhanced, through the *Comparative Analysis* of important examples of Spatial Planning and Governance already applied in the international and European space.

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20 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

21 The student must select 3 elective courses among the 10 offered in the 8<sup>th</sup> semester.

<b>8th SEMESTER Elective Courses</b>
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Sem.	Course Type	Code	Courses per Semester	#Course	ECTS	HT	HL	HTA	HTotal
8	ELECTIVE	08.03E	FINANCIAL STATEMENTS ANALYSIS	1	6	3			3
		08.04E	INTRODUCTION TO MACHINE LEARNING AND ANALYSIS	1	6	2		1	3
		08.06E	URBAN LANDSCAPES AND NEW URBAN ECONOMIES	1	6	3			3
		08.07E	STATE THEORIES	1	6	3			3
		08.08E	QUALITY AND PUBLIC SERVICE MARKETING	1	6	3			3
		08.09E	EUROPEAN UNION POLICIES	1	6	3			3
		08.10E	LOCAL GOVERNMENT AND PUBLIC POLICIES	1	6	3			3
		08.11E	ECONOMIC THOUGHT HISTORY	1	6	3			3
		08.12E	FINANCIAL MATHEMATICS	1	6	4			4
		08.13E	INTERNSHIP	1	6	3			3

#### **08.04E INTRODUCTION TO MACHINE LEARNING AND ANALYSIS**

This course is a general introduction to the scientific field of Machine Learning and to the analysis of data for knowledge extraction. The aim of the course is for students to be able to describe and apply to problems of modern enterprises methods of Machine Learning such as Neural Networks, support vector machines (SVM), Bayes probabilistic models, graphic models, stochastic models, retrospective models, etc.

#### **08.06E - URBAN LANDSCAPES AND NEW URBAN ECONOMIES**

The course aims to enhance students' knowledge of the ongoing spatial transformations taking place in the urban landscapes of modern cities, both internationally and at European level, mainly due to the spatial impact of the phenomenon of globalization on the development of urban spaces. Specifically, the course explores issues related to urban transformations associated with the changes taking place in urban economies, such as the shrinking of "traditional" urban economic activities and professions. It also explores the dominant trend in the development of new urban economic activities, mainly through evolution: 1st. of «business clusters» that promote innovation and competitiveness, 2nd. of urban entrepreneurship in sectors of the *Creative Economy* and mainly in the cultural sector, as well as 3rd. of forms of *Urban Democratic Governance* that contribute to the fight against poverty and urban inequalities, with the ultimate goal of ensuring equal access of the urban population to fundamental quality services (health, education, housing, transport, urban green spaces, leisure and ). Particular emphasis is given to the diligent study of important examples of urban planning, applied in international and European territories, aimed at organizing the Institutions and Services of education, health, access to a quality drinking water, healthy food, and urban entertainment venues. In this context, *Cultural Creative Activities* and the *Creative Economy* are approached as parameters that have strong links with *Urban Sustainable Development* and the *Quality of Life in Cities*.



**08.07E STATE THEORIES**

The purpose of the course is to help students understand the various theories developed around the concept of the state. From the theories of pluralism to the constructivist theories, the state has been perceived through history and dominant ideologies in different and contradictory ways which have indeed been reflected in its governance models and its respective role in development and the economy in the modern western world. Today, in the era of globalization and the 4th industrial revolution, what should be the role of the State and through which modernizing interventions can this be made possible, are some of the questions that will be asked in this course.

**08.08E QUALITY AND PUBLIC SERVICE MARKETING**

The course focuses on the specifics of marketing in its application in the public space and aims to document how public marketing, in contrast to what is usually the case in business, is inextricably linked to the question of the quality of public products. It discusses the qualitative dimensions of public action and sets out key methodologies and quality assurance techniques.

**08.09E EUROPEAN PUBLIC POLICIES**

European Public Policies is a course focusing on the policies and current institutions of the European Union (EU) and the historical process that led to it. Like an international organization, the EU was originally founded through a series of treaties between six West European nation states, represented by their governments, and the member states retain the final say on many issues. But much also has changed since the 1950s. Over time, more and more countries decided to join. A further 22 countries have since joined the EU, including a historic expansion in 2004 marking the re-unification of Europe after decades of division. The union reached its temporary size of 28 member countries with the accession of Croatia on 1 July, 2013, whereas the United Kingdom voted to leave in a referendum held on 23 June, 2016. Meeting in the "European Council" or "Council of Ministers," national governments take binding decisions on an increasing number of issues by majority vote rather than unanimity, and they share executive powers with a supranational European institution, the European Commission. Is the EU thus a state in the making? How might we understand the current politics and policies of the European Union as well as the historical process that led to it? In this course, we will examine a range of theoretical perspectives that might help us explain the EU and the process of European integration. We will read the classics of integration theory, but also examine the EU comparatively as an instance of more common political phenomena, drawing on general theories of international relations, state formation, and comparative (domestic) politics. Empirically, assigned readings focus on the history and current institutions of the EU and cover a few key policy areas in general; for the research papers, student should conduct empirical analyses of a particular aspect of the process of European integration or analyses of EU politics and public policies as well in a specific issue area.

**08.10E LOCAL GOVERNMENT AND PUBLIC POLICIES**

According to the European Charter of Local Self-Government, Local Governments carry out public affairs, which should be based, as far as possible, on the Constitution of the states. As a political, administrative and developmental institution, the local self-government exercises at its limits corresponding public policies, with the creation, according to the Charter, of structures for their administration and organization. According to Greek law, for the exercise of its activities, the local self-government must take into account the European and national policies, the budget and the inter-municipal cooperation. In this course, taking into account the primary and secondary legislation of the European Union, as well as its adaptation to national law, will be analyzed public policies that are exercised and organized at local level under the responsibility of local authorities. In particular, employment, environment, transport, energy, culture and social protection policies will be analyzed.

#### **08.11E ECONOMIC THOUGHT HISTORY**

The course objective is to acquaint students with the history of economic theories and the development of economic science. Emphasis is placed on the conditions in which economic thought was formed and evolved. Upon successful completion of the course, students will be able to recognize differences and points of convergence between the various schools of economic thought, analyze the work of classical and post-classical economists (Smith, Ricardo, Keynes) into their main components. , and critically evaluate the economic organization of modern societies.

#### **08.12E FINANCIAL MATHEMATICS**

The course objective is to introduce students to the concepts and usefulness of short and long-term financial transactions, as well as to understand the change in the value of money over time (time value of money).

#### **08.13E INTERNSHIP**

Internship is not mandatory for obtaining a degree, but due to its great importance for the students, it is an element of the educational process and included in the context of the Department's contact and cooperation with businesses and organizations. The students of the Department are motivated and facilitated to practice in the profession in domestic companies and organizations, but also in other countries of the European Union. The purpose of the internship is for the student to come in touch with a business environment, to utilize the theoretical background of the studies, to cultivate relevant skills and abilities and gain work experience.

<b>OPTIONAL COURSES</b>
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#### **09.02O ENGLISH FOR BUSINESSES**

The course objective is to make the student able to: a) understand and use vocabulary relevant to the field of business, b) understand commercial and professional magazine articles, c) analyze oral and written texts of moderate academic length content, d) understand and draft commercial letters, reports, emails, e) have a multi-faceted understanding of

language use, f) further develop language learning independently through books/articles as well as high-quality educational material available on the internet.

### **09.030 ENGLISH FOR ACADEMICS**

The aim of the course is to let the student: a) know and use the language at B2 – C1 level (good / very good knowledge), b) understand and use basic vocabulary with an emphasis on scientific terminology of their specialty, c) analyze spoken and written texts of moderate academic content, d) understand and analyze various types of academic/scientific texts, e) further develop language learning independently through books/articles and high quality educational materials available on the Internet.

#### 4.2.3 Transitional arrangements

All the students of the Department are enrolled in the courses described in this Study Guide. Any transition issues not covered by this study guide are being arranged by relevant decisions of the Department's Assembly.

## 5 Student affairs and graduation rules

### 5.1 Registrations

Each academic year begins at the 1<sup>st</sup> of September and ends at the 31<sup>st</sup> of August and comprises of 2 semesters that each one corresponds to thirteen (13) teaching weeks. The detailed academic calendar of each year is defined by the University's Senate.

### 5.2 European Credit Transfer and Accumulation System

The Study Program is in conforms to the Credit Transfer and Accumulation System (ECTS) that were established to enable the transfer and accumulation of successful performance in other respective curricula of the same or another University at national and European level, which facilitates mobility and academic recognition. Within this framework, the undergraduate Program assigns ECTS credits to every educational activity. Each semester corresponds to workload of 30 ECTS, while each ECTS corresponds to 25 labor hours.

### 5.3 Internship

The Department recognizes the importance of the internship and offers the opportunity to the students to gain working experience through Internships. The Internship is considered an optional course and it aims at giving the student the opportunity to put academic knowledge into practice. It is the first contact of the future young scientist with their potential work environment. The Internship provides the student with the opportunity to work on subjects relative to their studies and the knowledge obtained throughout their studies in real conditions. In addition, the Internship helps students understand the requirements of the work environment, gain professional conscience and then make the right choices regarding their profession. The Department offers Internship programs in organizations and companies of the private and public sector. More details are available in the approved Internship Regulation posted on the Department's website.

During the 8<sup>th</sup> semester students can be employed for 1 (one) month and the internship is referred in the Diploma Supplement. Internship corresponds to 6 ECTS.

#### 5.4 Erasmus students exchange program

One of the principles of the Department is the cooperation with academic and research institutes abroad, the acquisition of professional experience and the strengthening of the educational process. For this purpose, the students of the Department, utilizing the possibilities provided by the Erasmus Plus program, can:

- Attend part of their studies with a grant, in collaborating institutions abroad (see detailed list of the Institutions with which our department collaborates on the website of the Institution, in the sub-catalog Bilateral Agreements), and
- Carry out their internship in abroad (duration of 2 months and at least of 150 labor hours).

In both cases, the ECTS guarantees the recognition of the courses (Internship is also considered a course). The participating students receive a grant that varies according to the destination country. The conditions for participation in the Erasmus Plus program as well as the deadline for the relevant applications are announced on the main website<sup>13</sup> of the Institution and the website of the ECE Department. Basic information about the Erasmus Plus program can be found on the relevant website of the University of Peloponnese.

Further information are available in the website: <http://erasmus.uop.gr>. the relevant instructions and

#### 5.5 Plagiarism

The examinations integrity as long as plagiarism consist disciplinary misconduct for the students involved. The Head of the Department and the Assembly investigate each relevant issue and follow the procedure for such cases. The penalties are referred by relevant laws and University's regulations.

#### 5.6 Degree grade

The calculation of the final grade is based on the grades of the courses attended by the student and is the same for all the Greek Universities (Minister's Decision Φ141/B3/2166/17-6-1987 (Φ.Ε.Κ. 308/τ.Β/ 18-6-1987). For the calculation, the grade of each course are multiplied by the number of their Credits (ECTS). The overall sum of the products is divided by the sum of the Credits (ECTS) of all the courses. The following formula holds:

$$DegreeGrade = \sum_{i=1}^N \left( \frac{Grade_i * ECTS_i}{\sum_{i=1}^N ECTS_i} \right)$$

where  $ECTS_i$  and  $Grade_i$  are the ECTS units and the grade obtained at each course. N is the total number of courses enrolled. If a student gathers more than 240 ECTS, may choose which courses may be included in the degree grade calculation with a written application. The courses not included in the degree grade calculation are listed in the analytic grade certificate.

#### 5.7 Degree requirements

The necessary condition in order to obtain a degree is the successful attendance of forty (40) courses.

The Undergraduate Program is considered fulfilled only if the student has followed the course structure presented above and has gathered 240 ECTS.

## 5.8 Diploma Supplement

Each degree is accompanied by a diploma supplement in Greek and English, according to the model of the European Commission. The Diploma Supplement is an explanatory document which does not replace the official degree or the detailed transcript of records issued for each study program. The original supplement must meet the requirements of authenticity for the degree. The date of issue of the supplement does not necessarily coincide with the date of issue of the degree, but cannot be earlier than that. The name of the graduate and their registration number is written on each page of the supplement.

The Diploma Supplement is attached to the degrees and provides information on the nature, the level, the context and content of the studies which were successfully completed by the person named in the original degree to which the supplement is attached. There is no evaluation in the supplement and there are no statements of equivalence or comparability or suggestions regarding the recognition of the courses.

## 5.9 Transitional regulations for Technological Educational Institute (TEI) students

The 156<sup>th</sup>/22.08.2019 Senate Decision, voted for the Undergraduate Programs Correspondence Guide as long as the courses a student should enroll in so as to get a University degree from the new Department. The procedure is available [here](#).

The Correspondence Guide between the old and the new Undergraduate Program is available [here](#).

## 6 Facilities and Welfare services

### 6.1 Institutional welfare services

The University of Peloponnese aims at ensuring satisfactory living conditions for its students, but also at the promotion of their cultural - social development and their physical and mental health during their studies. Consequently, it supports the following services and facilities, under the responsibility of the Student Welfare Office (<http://foitmer.uop.gr>):

- General announcements
- Support for students in their studies
- Scholarships
- Student Welfare Council
- Student ombudsman's office
- Internship
- Career Office
- Food services
- Accommodation
- Student housing allowance
- Medical care
- People with Special Needs (formulation and implementation of equality policies)
- Sports activities

#### 6.1.1 Student Accommodation Services

The University of the Peloponnese has designated building for the accommodation of students in the town of Kalamata. The Student Hall of Residence in Kalamata comprises 1 independent

building with a total capacity of 100 beds. The selection of accommodated students takes place according to social criteria (financial and family status etc).

Students that study to other towns or are not accepted in the Student Hall should submit application via the Ministry of Education and Religious Matters website, on the specially designated platform <https://stegastiko.minedu.gov.gr>.

#### 6.1.2 Student Meals

Students that fulfill the requirements of the Φ5/68535/B3/18-6-2012 K.Y.A are beneficiaries for free meals.

#### 6.1.3 Healthcare

According to the par. 3 of article 31 of v.4452/2017(A'17) uninsured undergraduate and postgraduate students, as well as doctoral candidates, are entitled to full medical and hospital care in the National Healthcare Service (NHS – Greek: ESY) with coverage of said expenses by the National Organization for Health Care Services (Greek: EOPYY).

Additionally, at the campus of Antikalamos at the town of Kalamata, operates the Nursing Service that is staffed by two nurses. The service operates on a two shifts basis, morning-afternoon so as to provide the best support to the students.

#### 6.1.4 Support to students with disabilities

The Student Counseling and Psychological Support Center (WerCare) aims at supporting the psychosocial needs of the students in the best way possible. Staffed by experts the center offers support services and counseling, individually or in groups, to the students who come from vulnerable social groups by documenting and addressing their requests or problems as well as their special educational needs.

The students of the Department can contact the center, which is located in Tripoli, either online or by making an appointment by phone. The center's services are also available through teleconferencing. All the services are free of charge. Further useful information is available on the Center's Website (<http://wecare.uop.gr>).

#### 6.1.5 Student Ombudsman's Office

In accordance with the provisions of Law 4009/2011 (Greek Government Gazette 195/A/6-9-2011), a Student Ombudsman's Office operates at the University of Peloponnese. The Ombudsman's role is to mediate exclusively between the students and the faculty or the administrative services of the Departments of the University in order to maintain legality within the framework of academic freedom, to face maladministration and to ensure the proper functioning of the institution.

The Student Ombudsman investigates cases ex officio or upon student report and mediates by bringing them to the attention of the competent bodies for their resolution. Issues concerning examinations or grading are not within the Ombudsman's jurisdiction.

For more information, the Website of the Office is available at <http://foitmer.uop.gr/grafeio-sinygorou>.

## 6.2 Books dissemination

The dissemination of educational books used in the courses is free through the digital services of the Eudoxus information system through the website: <https://eudoxus.gr/>, where access is granted to the students through their institutional account.

## 6.3 Library & Information Center (VIKEP)

The Library and Information Center (VIKEP) of the University of Peloponnese operates at the University of Peloponnese as an independent and decentralized service. VIKEP is a center for collecting and disseminating information. The supervision and duties of VIKEP covers the entire book - information material, the electronic equipment and the means of supporting the work of the libraries, which have been acquired by the University of Peloponnese or have been donated to it. The main mission of VIKEP is the development and maintenance of collections of books, scientific journals and audiovisual material of any kind to meet the educational and research needs of the Academic Community (Teaching and Research Staff Members, Postdoctoral Researchers, PhD Candidates, Undergraduate and Postgraduate Students, Staff) and the local community. The main concern of VIKEP is to ensure access to information sources and libraries in Greece and abroad through the use of information sources and systems, library networks, etc

The VIKEP website is available at <http://library.uop.gr> and detailed information about its mission and services can be found there.

## 6.4 Division of Informatics and Communications

The Division of Informatics and Communications has undertaken the support and design of IT and Telecommunication Services at the University of Peloponnese. In particular it is responsible for:

- Supporting the well-functioning of the networks, telematics and information technology and communications technologies of the University on a daily basis.
- The technical support of users of the university community.
- The implementation of the medium and long-term goals for the applications and services of the above-mentioned technologies.
- The responsibility for the planning and development of the above-mentioned technological infrastructures of the University
- The coordination of all information and communication technologies (internal network, tele-education rooms and IT workshops), aiming at the integration of their services and their rapid and full utilization.
- The development of a long-term strategy on information and communication technologies, including support, optimization, upgrading and extension of the network services and applications provided to the university community.
- Proposal configuration to find resources for the continuous operation and support of network infrastructures
- Coordinating all the individual actions that take place at the University of the Peloponnese on the provided network and information services.

More specifically the Division provides to the students:

- Email of the form usernanme@office365.uop.gr
- Digital dissemination of announcements
- Email lists
- Access to digital sources (journals, books, databases, digital collections etc)
- E-Secretary that allows the students to manage their courses declarations
- E-classrooms (eClass)
- Access to software resources for download and installation
- Access to the University's network through VPN connection

Further information are provided at: <https://di.uop.gr/>

## 6.5 Electronic Secretariat

The Electronic Secretariat (e-secretary) is a digital service offered to students so that they can handle many of their interactions with the Secretariat without the need of their physical presence. Some of the services offered are electronic course registration and request for their grades

## 6.6 Remote Education Tools

The Department provides a set of digital solutions for the distance learning of the students. The main tool is the Digital Classroom platform that is an integrated management system of electronic courses and supports asynchronous learning through ordinary web browsers. Further tools consist Microsoft Teams, Skype for Business and Google Meet that are provided for free and support the synchronous elearning process.

## 7 Postgraduate studies

### 7.1 Master's Programs

#### 7.1.1 Master's Program in "Public Administration and Local Government"

The Master's Program in "Public Administration and Local Government" (founding FEK B/3468/13-09-2019) is a high level study program linked to Public bodies and the labor market. The Program offers specialized scientific knowledge and awards a Postgraduate Diploma in "Public Administration and Local Self-Government". (M.P.A./M.Sc. in Public Administration and Local Government), fully recognized by ASEP.

In contrast to traditional programs in the Administration of Businesses and Organizations, it aims to prepare existing executives of the public and wider public sector for the development of their professional careers, as well as graduates of different Schools and Departments for their integration into the labor market.

The minimum duration of the program is three (3) semesters and requires the attendance and successful examination of eight (8) courses - six (6) compulsory courses and two (2) electives - during two academic semesters, as well as the preparation of a diploma thesis that takes place during the last six months of the program (3<sup>rd</sup> semester). Lectures are held in class and remotely, last at thirteen (13) weeks and utilize all the tools of distance learning/synchronous and asynchronous teaching.



### 7.1.2 Master's Program in "Technoeconomic Systems in Administration "

The Master's Program "Techno-economic Systems in Administration" integrates issues of organizational models and technologically advanced decision-making methods in the area of administration in both the public and private sector.

It aims, on the one hand, to provide specialized theoretical and research knowledge in an internationally rapidly developing scientific field and, on the other hand, to provide specialized practical, empirical and applied knowledge.

The Master's Program aspires to create executives who will have the knowledge in order to either conduct theoretical and empirical scientific research, or to directly apply the principles, values and practices of Administrative Science.

In particular, the subject of the Master's Program includes the specialization in the cognitive area of administration with an interdisciplinary approach, the provision of knowledge in the management of business systems and organizations (private and public), the efficient contribution of participants to the operation of businesses and organizations, training in taking leadership initiatives in potential technological or organizational changes necessary for the business or organization to respond to the rapidly evolving international environment.

### 7.2 Doctoral Studies

The Department offers graduates the opportunity to prepare a Doctoral Thesis, in areas that fall within the research interests and/or scientific fields that are treated by the Department either exclusively or more broadly in accordance with the concept of interdisciplinarity that governs current research activity. The cycle of doctoral studies is completed with the preparation of an original dissertation and the award of a Doctoral Diploma.

The approved Regulation of Doctoral Studies (Greek Government Gazette 2580/τ. Β/ 26-06-2020) of the Department is harmonized with the provisions of Law 4485/2017 and is posted on the website<sup>16</sup> of the Department.

## 8 Contact and access to the Department

Old campus building (2<sup>nd</sup> floor), Antikalamos campus, Antikalamos Messinias, Kalamata 24100.

Telephone: 2721045123

Access to the Department is feasible through the massive transportation means by:

- Urban bus, Line 2
- KTEL Messinias