



**NATIONAL AND KAPODISTRIAN  
UNIVERSITY OF ATHENS**

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***Interdisciplinary Programme of Postgraduate Studies  
"Strategic Management and Competitiveness" of the  
Department of Economics of the National and  
Kapodistrian University of Athens in collaboration with the  
Department of Planning, Urban and Regional  
Development Engineering of the University of Thessaly***

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## ***STUDY GUIDE***

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**Academic Year: 2023-24**

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## Message from the Director

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Dear student,

Welcome to the MBA *in Strategic Management and Competitiveness* offered by the Department of Economics of the National and Kapodistrian University of Athens in collaboration with the Department of Planning, Urban and Regional Development Engineering of the University of Thessaly, with the following specializations:

1. Strategic Management, which is a continuation of the MBA in *Strategic Management* of the Department of Economics of the School of Economics of the University of Athens, and has been operating since the academic year 2015-2016.
2. Competitiveness and Development Strategies (formerly the Competitiveness Strategy of Countries and Regions).

The educational process followed in the context of this specific direction is mixed, i.e. it is carried out both using a conventional (classroom teaching) and distance learning methods.

The programme aims to create integrated scientists who, as citizens and business executives, will possess modern techniques and skills for making and implementing effective decisions in today's globalised and highly competitive economic environment. In addition, the programme aims to train qualified scientists capable of contributing to the process of recovery and modernization of the Greek economy. This postgraduate programme, with particular emphasis on international developments, promotes the development of critical thinking, collective effort and creative action to address the problems of business in Greece and abroad. The programme develops, organises and delivers knowledge in such a way that it is integrated, understandable, attractive and applicable. The Programme focuses on the ethical, managerial and social responsibilities of businesses and organisations. At the same time, it offers students new ways of thinking, judging, acting, understanding and dealing with banking and business issues. This innovative effort promotes their familiarity with technology by highlighting the importance of the interconnection of disciplines and enhancing the global analysis of key issues in the context of strategic business management in such a way that the new knowledge and expertise acquired is mixed with the experiences of the participants through case-studies.

The MBA follows high international academic standards, without losing its practical professional orientation and is completed within a flexible period of 24-60 months.

The teamwork and work done in this programme is key to developing the skills needed to create and develop a leader. This programme provides the opportunity to study under the guidance of internationally recognized faculty who have excelled in teaching, research and consulting worldwide and to gain knowledge in a wide range of disciplines and analysis of domestic and international issues related to the economy and the business world.

Upon successful completion of their studies, students receive an official Master of Business Administration (MBA) degree from the Department of Economics of the National and Kapodistrian University of Athens.

The training process is conducted in a specially designed flexible system, one weekend per month, so that it can be easily attended by employees throughout Greece and focuses on the application of modern theories and tools in practice. On our programme website you will find all the information you need.

We wish you wholeheartedly that you will soon become a member of our alumni community.

For any clarification please do not hesitate to contact us,

The Programme Director,

Leventidis Ioannis

Professor

## 1. General Information

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The aim of the Postgraduate Programme in "Strategic Management and Competitiveness" is to provide a high level of postgraduate education in the scientific field of strategic business management, developing the culture and skills required to create managers in the public and private sector, capable of understanding the corporate challenges and opportunities that arise in today's constantly changing competitive environment and of shaping and implementing strategic management strategies.

The MBA in Strategic Management and Competitiveness leads to the award of an MBA in Strategic Management and Competitiveness, with the following specialisations:

a) Strategic Business Management

b) Competitiveness Strategy of Countries and Regions after full and successful completion of the studies based on the curriculum.

The postgraduate degree is awarded by the Department of Economics of the University of Athens. The title will also mention the collaborating Department of Spatial Planning Engineering, Urban Planning and Regional Development of the University of Thessaly.

### 1.1. Structure of the Programme

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The MBA starts in the winter semester of each academic year. It is also possible to start in the spring semester following a decision of the Curriculum Committee. A total of one hundred and twenty (120) credit hours (ECTS) are required for the award of the MBA in each specialisation. For the award of the MBA in each specialisation, the successful completion of four Thematic Units (Th.U) of the specialisation is mandatory, as well as the successful completion of the Diploma Thesis. The modules are of annual duration and consist of at least three semester courses.

During their studies, students are required, depending on the course and following the decision of the committee, to successfully complete the courses and/or research work and/or writing of scientific papers etc. as well as the preparation of a thesis. Courses are taught face-to-face and by distance learning by means of up to 35%. The choice of the system of the educational process by which the programme is offered in each specialisation is determined

upon proposal of the Coordination Committee and approval of the committee. Courses are conducted in Greek and/or English.

A. The course programme per specialisation is structured as follows:

<b>A. MBA in Strategic Management and Competitiveness with specialization in Strategic Business Management</b>	<b>ECTS</b>	
	<b>First Semester</b>	<b>Second Semester</b>
<b>SUBJECT AREA I/BACKGROUND COURSES I</b>		
1. History of Business and Organizations	5	5
2. Theory and Practice of Organisational Management	5	5
3. Human Resources Management	5	5
	<b>TOTAL: 15</b>	<b>TOTAL: 15</b>
<b>THEMATIC UNIT II/BACKGROUND COURSES III</b>		
4. Microeconomics and Management Economics	5	5
5. Theories of Enterprise	5	5
6. Macroeconomics and Economics of Development	5	5
	<b>TOTAL: 15</b>	<b>TOTAL: 15</b>
	<b>Third Semester</b>	<b>Fourth semester</b>

<b>THEMATIC UNIT III/ KEY STRATEGIC ISSUES</b>		
7. Introduction to Quantitative Methods	4	4
8. Principles of Accounting and Finance for Managers	3	3
9. Administrative Science	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>TOPIC IV(A)/SPECIFIC STRATEGIC ISSUES</b>		
10. Strategic Management	4	4
11. International Business Strategy	3	3
12. Strategic Marketing	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>THEMATIC UNIT IV(B)/SPECIFIC STRATEGIC ISSUES</b>		
13. Sustainable Competitiveness Strategy	4	4
14. Entrepreneurship and Innovation Management	3	3
15. Sustainable Development Finance	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>THEMATIC UNIT IV(C)/DISSERTATION (Capstone Project)</b>		

16. Dissertation (capstone project)	15	15
16.1 Research Methodology (Seminar)	5	5
	<b>TOTAL: 20</b>	<b>TOTAL: 20</b>

\*Students choose either module IV (A) or IV (B).

<b>B. MBA Strategic Management and Competitiveness with specialization in Competitiveness and Development Strategies</b>	<b>ECTS</b>	
	<b>First Semester</b>	<b>Second Semester</b>
<b>SUBJECT AREA I/BACKGROUND COURSES I</b>		
1. History of Business and Organizations	5	5
2. Theory and Practice of Organisational Management	5	5
3. Human Resources Management	5	5
	<b>TOTAL: 15</b>	<b>TOTAL: 15</b>
<b>THEMATIC UNIT II/BACKGROUND COURSES III</b>		
4. Microeconomics and Management Economics	5	5
5. Theories of Enterprise	5	5
6. Macroeconomics and Economics of Development	5	5
	<b>TOTAL: 15</b>	<b>TOTAL: 15</b>
	<b>Third semester</b>	<b>Fourth semester</b>
<b>THEMATIC UNIT III/SPATIAL ECONOMICS</b>		
7. Spatial Economics: structure, networks and unequal development	4	4
8. Structure, Dynamics and Development of the Real Estate Market	3	3
9. Investment Planning, Evaluation and Financing	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>TOPIC IV (A)/STRATEGIES FOR ECONOMIC COMPETITIVENESS</b>		



10. The Greek Economy: Productive Transformations, Integration and Growth	4	4
11. Competitiveness and Development Strategies	3	3
12. Resilient and Intelligent Cities and Regions	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>TOPIC IV (B) / ECONOMIC COMPETITIVENESS STRATEGIES</b>		
13. Technology and Innovation Policies	4	4
14. Climate Change and Energy Policy	3	3
15. Foreign Investment, Competitiveness and Development	3	3
	<b>TOTAL: 10</b>	<b>TOTAL: 10</b>
<b>TOPIC IV(C)/DISSERTATION PROJECT (Capstone Project)</b>		
16. Dissertation (capstone project)	15	15
16.1 Research Methodology (Seminar)	5	5
	<b>TOTAL: 20</b>	<b>TOTAL: 20</b>

\*Students choose either module IV (A) or IV (B).

The Themes I and II have common courses in both (2) specializations of the MBA. The summary structure of the Thematic Units and the subjects that make up the Thematic Units are as follows:

### Th.U I Background Courses I (30 ECTS)

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The thematic unit "Background Courses I" aims to create the necessary background knowledge for business managers covering the spectrum of financial, management and growth strategy of the business operation. The development of the material in the first module combines theory with examples and the study of real-life cases and applications. The subject module briefly covers the following subjects:

The material of this module is based on the examination of issues related to "Human Resource Management" and presents an overview of the concepts, skills, theories and techniques involved in Human Resource Management. More specifically, this course provides a basic understanding of the concepts of Human Capital Management and Human Resources and a study of the concepts, content and current developments in Human Resource Management is carried out.

Students are expected to understand the basic concepts of Personnel Management vs HRM, to analyze the barriers and factors of economic and strategic development from the perspective of HRM, to recognize the importance and impact of HRM for economic development, to identify and explain the methods for Human Capital and Resource Planning and forecasting needs.

Also, to analyse the concepts and know the systems for: Job Analysis - Description - Job Design, Identification - Attraction - Selection, Human Resources Education and Training and Human Resources Evaluation.

Finally, they should be able to apply the above knowledge to the labour market and understand how it affects Human Resource Management issues.

The following issues are covered:

1. Job Analysis and Job Description
2. Human Resources Planning
3. Attracting Employees
4. Staff Selection
5. Education and Training of Human Resources
6. Career guidance and management
7. Organisational Behaviour, Learning & Human Resources Management
8. Employee evaluation

Then, the subsection "**History of Business**" aims to create knowledge on how the institution of the firm has evolved over time (1500-2016) in the global economy. Emphasis is placed on the structure and strategy of the institution and how these both mirror and determine changes in the wider economy.

Upon completion of the course, students are expected to become business executives and individuals capable of taking on business in the modern world and analyze business cases, define and distinguish concepts that are smart and useful for the creation of innovative sustainable businesses.

The module is particularly useful for business executives and individuals interested in taking on business in Greece in the modern world. The following topics are covered:

1. Thematic and methodological issues in global business history.
2. The evolution and organization of business during the commercial revolution and mercantilism.
3. The evolution and organisation of the enterprise in the first industrial revolution.
4. The rise of large-scale enterprises and the second industrial revolution.
5. The consolidation of multinational and managerial capitalism.
6. The deconstruction of the multinational and the new forms of business organisation emerging with the third and fourth industrial revolutions.
7. Greek business from an international perspective: 18th-21st century.
8. Selected case studies: employment.
9. Concluding Remarks.

Finally, in the subsection "**Theory and Practice of Management of Organizations**", the main tools of economic analysis of the management of enterprises and organizations are presented and their practical applications are presented.

The aim of the course is to provide students with an understanding of the practical and theoretical approaches to management and administration of businesses and organizations, as well as the theories of business organization in the contemporary economic and social environment. In addition, to understand the managerial and organizational practices and managerial competencies required in a modern workplace, as well as the theoretical approaches to problem analysis and problem solving.

In the course, students work on the creation of a business plan, applying theory to practice.

The following items are covered:

1. Three Basic Principles of Management Economics
2. Analysis of the Internal and External Environment of the Company.

The course focuses on the issues related to the organization and management of an organization with emphasis on the enterprise. In this context, the course aims at understanding the nature and usefulness of management for a business or organization.

## Th.U II Background Courses II (30 ECTS)

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The thematic module "Background Courses II" creates the necessary background knowledge of economic theory for business managers in areas related to the operation of the business in the broad sense of the term.

The material of this module begins with an overview of the basic principles governing economic activity and an understanding of the role of microeconomic tools and policies. In the subsection "**Microeconomics and Management Economics**", the main tools of economic analysis of the management of firms and organizations are examined.

The aim of the course is to understand the structure, behaviour and performance of the individual subjects of the economy. At the end of the course, students will be able to understand the mechanisms of (rational) decision making under conditions of scarcity of resources and will be able to collect and interpret data and information related to the state and development of the economy. In addition, students will be able to resolve issues of economic nature.

The following items are covered:

1. Financial Problem, Financial Authority
2. Financial Systems
3. Production Coefficients, Production
4. Production Potential, Opportunity Cost
5. Cost of production
6. Demand, Supply, Prices
7. Elasticity
8. Utility
9. Market Forms
10. Public Goods
11. Externalities
12. Taxation

### 13. Investment appraisal

Following that, in the subsection "**Macroeconomics and Development Economics**" the aim is to present the main issues of macroeconomic analysis related to the economic problem, national accounts, unemployment, inflation, aggregated demand and supply, etc., and to understand the context of Foreign Direct Investment (FDI) through the conceptual approach, its determinants and its effects.

At the end of the course, students will be able to understand the role of FDI, the factors that attract it and its sphere of influence, and will be able to collect and interpret data and information related to the state and evolution of the economy and to solve issues of economic nature.

The following items are covered:

1. Financial Problem, Financial Authority
2. Financial Systems
3. National Accounts
4. Unemployment
5. Inflation
6. Aggregate Demand, Aggregate Supply
7. Financial System
8. Institutions and Economy
9. International Trade
10. Optimisation of Prosperity
11. Public Goods
12. Externalities
13. Economic integration of the EU

Finally, in the subsection, "Theories of the Firm", the theories and strategies of firms to gain sustainable competitive advantage will be examined, and the four theoretical frameworks (industry-competitor power, transaction costs, resource-knowledge, and that of behaviour and conflict) will be developed in their static and evolutionary dimensions. The four

main types of strategic moves and the relationship between sustainable firm advantage and economic sustainability will also be studied.

The aim of the course is to provide an understanding of the basic terms and concepts related to the theories and functions, as well as the strategies of business.

By the end of the course, students will be able to understand the role of factors that affect the operation and competitiveness of a business.

The following items are covered:

1. Why do businesses exist?
2. What defines the "optimal" size and limit of the business?
3. Which strategy mix is best to achieve sustainable competitive advantage.

For the specialization "Strategic Business Management":

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### Th.U III Basic Issues of Strategy (20 ECTS)

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The thematic module "**Fundamentals of Strategy**" creates the necessary background knowledge for business managers covering the spectrum of business history, marketing and quantitative methods necessary for the operation of the business.

The subsection "**Introduction to Quantitative Methods**" presents the set of methods necessary for the quantitative expression of business problems and the support of relevant decisions and consists of two parts.

The aim of the course is the detailed presentation of the basic mathematical techniques and statistics that are necessary for the understanding of the operation of firms and for the prediction of the behaviour of economic units in each economic environment.

In addition, it aims to provide specific knowledge of Statistics for the practice of business management and more specifically, to highlight the application of Statistical methods in the decision-making process. Most important is that the in-depth understanding in the real world of business decisions, are based on quantitative data collection and analysis. Even qualitative characteristics are, in practice, dealt with by quantitative Mathematics and Statistics procedures.

Upon completion of the course, students are expected to be able to understand the basic mathematical techniques necessary for the standardization of the operation of firms and economic activity in general, to understand the basic mathematical techniques necessary for the construction of mathematical models used to predict the behaviour of consumers, potential borrowers, etc. in a given economic environment and based on the basic constituent structures of Statistics.

The following items are covered:

1. Equation of a line. Graph of a line. Finding equation of a line by the square of the origin and the slope, by two points, by a point and the slope, Relative position of two lines, Perpendicular lines, Parallel lines, Polynomial equations, Equations with absolute values, Integral numbers, First and second degree inequalities, Linear systems and methods of their solution, Method of inverse matrix, Method of horizontal lines, Gauss method.
2. Vectors in two and three dimensions, Operations between vectors, Measure of a vector, Inner product of vectors, Tables, Types of tables, Operations of tables, Horizons, Properties of horizontals, Inverse of a table, Derivative of a function, Applications of derivatives, Monotonicity and extrema of a function, Hollow convexness and inflection points, Economic functions, Elasticity of a function.
3. Numerical description of the data. In order to extract valuable information from a large data set and at the same time to obtain an overall picture of the phenomenon to which the data refer, the data should be summarised. The various ways of summarising data are presented, on the one hand, and, on the other hand, the use of appropriate numerical quantities (statistical measures) - for summarising the data - which are derived from the data and obtained as values of statistical functions.
4. Elements from the theory of probability. The basic concepts of Probability Theory are presented, such as (indicatively).
5. Normal Distribution. Through the Normal Distribution, the basic concepts of statistical distributions are described, how and why the Standard Distribution is used, and how hypotheses are tested.
6. Linear Regression. An introduction to the concept of numerical correlation between cause and effect is given. Regression Analysis aims to understand how to select the

appropriate model to be used to estimate the values of the dependent variable for given values of the independent variable.

Next, in the subsection "**Accounting and Finance Principles for Managers**", an overview of the basic principles of finance and accounting is given.

The aim of the course is for students to understand the concepts, definitions and methodologies for determining the composition of assets, changes in assets and the financial results of economic activities, by applying the appropriate accounting concepts, principles and methodologies.

In addition, students are expected to be able to understand and analyse the financial statements of companies using modern methods of financial analysis, such as common size statements and ratios.

At the same time, the aim is for students to understand and utilize the principles, methods and techniques of Financial Management, in terms of investment, financing and operational management decisions, to analyze the basic stages of the organization of operational capital planning, to calculate the time value of money and the corresponding adjustment of cash flows and to evaluate and select investment plans, based on alternative methods of investment options, such as Net Present Value, the Payback Period, the Net Present Value, the Payback Period and the Payback Period.

Upon successful completion of the course, the student should be able to know the basic principles and methods of valuation of corporate assets, to apply the accounting monitoring of companies and bookkeeping, to solve daily accounting problems in future employment in economic units, to determine the efficiency of a company through the use of accounting science, to understand and analyze financial statements by extracting useful conclusions, to understand and analyze the financial statements, and to evaluate the effectiveness of a company through the use of accounting science.

In addition, the students are expected to be able to possess a modern, comprehensive and useful set of scientific theoretical and practical financial knowledge, approaches and tools for the analysis of complex business scenarios, with the application of effective financial investment decisions.

The following items are covered:

1. Introduction to Accounting - Accounting Principles
2. Balance sheet



3. Statement of Profit and Loss
4. Table of Changes in Equity
5. Catholic-Calendar-FGC
6. Accounting Events - Journal Entries, - Receivables Management - Balance Sheet
7. Accounting Errors, Adjustment Records
8. Profit and loss accounts and preparation of financial statements
9. Common size statements and ratios
10. Capital Budget
11. Investment appraisal
12. Investment Analysis Stages
13. Net Present Value
14. Choosing Between Alternative Investments
15. Investment Decisions with Capital Restrictions
16. Period for the recovery of capital
17. Internal Rate of Return on Investment
18. Profitability Index (Benefit/Cost)
19. Case studies of investment decisions

Finally, the subsection "**Management Science**" presents the required theory and basic principles for the application of management science techniques for solving business problems and decision making using software.

The aim is to develop the basic concepts related to the description of problems that can be solved with mathematical models. At the same time, emphasis is placed on the selection and presentation of the necessary models and techniques.

After successfully completing the course, the student will be able to understand the importance of production strategy and objectives, to identify decisions that affect performance, to understand the concept of decision and describe related problems, in order to identify the most appropriate methodological approach, to describe how to use the results

of data processing, to support with arguments the decisions taken or proposed, to construct mathematical models, to select the most appropriate methodological approach, to describe how to use the results of data processing, to support with arguments the decisions taken or proposed, to construct mathematical models, to select the most appropriate methodological approach, to describe how to use the results of data processing, to

In addition, they will be able to analyse the results of the solution of the mathematical model and propose a solution or solutions to the decision problems.

The following items are covered:

1. Strategic importance of management science.
2. Method of creating mathematical models for solving business problems.
3. Type of problems that can be solved with Management Science techniques.
4. Linear programming principles and their solution with software.
5. Process design and queue analysis.
6. Applied models.

#### Th.U IV Special Issues in Strategy (20 ECTS)

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The thematic module "**Special Topics in Strategy**" provides business managers with the necessary background knowledge for further specialization in specific strategy issues between the following 2 groups of courses:

##### Group I

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The syllabus for this group starts with the sub-module "**Strategic Management**", which covers the basic skills and tools for strategic analysis. Included are the tools for analysing the macro-environment and competitive environment of a firm, as well as an organisation's own resources and capabilities.

It then provides an in-depth summary of the strategy process as used by managers, and then discusses the range of theoretical perspectives that inform our understanding of this process.

It focuses on four theoretical frameworks (industry-competitor power, transaction costs, resource-knowledge and that of behaviour and conflict), their static and evolutionary

dimensions, and four main types of strategic moves. It also explores the following four questions:

1. Why do businesses exist?
2. What defines the "optimal" size and limit of the business?
3. What determines the expansion of the business?
4. Which strategy mix is best to achieve sustainable competitive advantage?

Finally, the relationship between sustainable business advantage and economic sustainability is examined.

The aim of the course is to understand the framework of Strategic Management through a conceptual, theoretical and empirical approach, and the evaluation of the determinants and their effects.

This course aims to give students a strong understanding of the issues, tools and theoretical perspectives that underlie the practice of strategy and its links to management. Using a combination of theory, practice and case studies, the course examines the theories and strategies of business for gaining sustainable competitive advantage.

By the end of the course, students will be able to understand the basic concepts, definitions, characteristics, categories and measurement strategies and methods of Strategic Management.

The following items are covered:

1. Introduction: Concepts, Definitions.

2. Section 1: Theories of the Enterprise

Neoclassical Approach, Market Structure

Transaction cost theory

"Principal-agent" theory

Resource and expansion theory of the firm

The Marglin approach

Review

3. Section 2: Operational strategy

The factors that determine the 'optimal' size of a business

Factors affecting the expansion of the business

Making Strategic Decisions

Strategic alliances in Greece and abroad

4. Section 3: Operational Policy Business Expansion Strategies

Strategic Competition Analysis

Analysis of internal resources of the enterprise

Evaluation, Selection and Implementation of Strategy

Development of a Business Plan

5. Conclusions: Policy issues, Business strategy, Industrial strategy and international competitiveness.

Following that, the subsection "**International Business Strategy**" deals with the reasons why firms decide to internationalise, as well as the practices they follow during the internationalisation process.

The aim of the course is to understand the framework of International Business Strategy through a conceptual, theoretical and empirical approach, and the evaluation of the determinants and their effects.

The course examines the concept of the multinational enterprise and discusses the efforts made by modern economies to attract them. International business is concerned with how companies engage in value-added transactions and activities outside their national borders.

It therefore examines theories of international trade, foreign investment and outsourcing. In addition, it examines various issues related to the management and organisation of multinational enterprises and highlights policy issues such as the political economy of trade policy and the impact of foreign international investment on both domestic and host economies.

Finally, it discusses the nature, role and implications for international competitiveness and economic sustainability of the firm, the state and international organisations.

By the end of the course, students will be able to understand the basic concepts, definitions, characteristics, categories and measurement strategies and methods of International Business.

The following items are covered:

1. Concepts, Definitions.
2. Theories of Multinational Enterprises and Globalization.

Market control

Transaction costs

Eclectic Theory

Review of the Penrose-Resources Theory

Control on the job

Multinationals and the co-creation of Markets and Ecosystems

3. Entry Strategy for International Businesses.

Direct investment abroad

Joint Ventures - Strategic Alliances

Licencing and Franchising

4. International Integration and Local Adaptation.
5. Theories of International Competitiveness of States and Multinationals Business.
6. Review - Conclusions.

Finally, the subsection "**Strategic Marketing**" presents the whole spectrum of marketing: market segmentation, targeting and positioning, product, pricing, distribution and integrated communication.

The aim of the course is to understand the framework of Strategic Marketing through a conceptual, theoretical and empirical approach, and the evaluation of the determinants and their effects.

By the end of the course, students will be able to understand the basic concepts, definitions, characteristics, categories and measurement of marketing strategies and methods.

The following items are covered:

1. Introduction to the basic concepts

1.1. Definitions, categories and measurement of marketing strategies and methods

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2. Marketing features

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2.1. Sectoral characteristics and capacity building for enterprises to monitor technological developments

2.2. Material and intangible goods and services

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2.3. Analysis of markets to identify opportunities as unseen desires up to expressed needs  
2.4 Identifying Marketing strategy elements and targeting market pockets

2.5 Market research methods and pilot/experimental methods to identify uncovered market pockets

2.6 Intellectual/industrial property management and brand strategy development

2.7 Marketing in technology-intensive start-ups

2.8 Strategic Marketing Management in large and multinational companies

2.9 Digital marketing as a brand promotion tool and market envelope development

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3. Public and Private Dimensions of Marketing

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3.1. The role of the state (regulatory actions, incentives and disincentives) in shaping the marketing strategy

3.2. the role of the ecosystem (competitors, complementary entities, customers and suppliers) in shaping the marketing strategy

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4. Marketing, sustainability and technology

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4.1. Circular economy, sharing economy, instantaneous economy

- 4.2. Artificial intelligence and advanced sustainable marketing techniques, methods and tools
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## 5. Development of a Marketing Plan

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- 5.1. Analysis of the market situation
  - 5.2. Targeting the market envelope
  - 5.3. Identification of SMART objectives
  - 5.4. Policy analysis
  - 5.5. Budget definition
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## Group II

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The curriculum of this group starts with the sub-module "**Entrepreneurship and Innovation Management**". An introduction to entrepreneurship is given, innovation and entrepreneurship practices are developed, and innovation management systems and tools and their dynamics are presented and analysed. Finally, the importance and implications of entrepreneurship and innovation for Europe and especially for Greece at the beginning of the 21st century are analysed.

The aim of the course is to understand the framework of Entrepreneurship and Innovation Management through a conceptual, theoretical and empirical approach, and the evaluation of the determinants and their effects.

By the end of the course, students will be able to understand the basic concepts, definitions, categories and measurement of research, technology, innovation and the creation and management of innovations. In addition, students will be able to analyze and interpret data and information related to the level of Entrepreneurship and Innovation Management, and the characteristics of the environment of their creation and management.

The following items are covered:

1. Introduction to the basic concepts
  - 1.1. Definitions, categories and measurement of research, technology and innovation

2. Corporate characteristics
  - 2.1. Industry-specific characteristics and capacity building for enterprises to monitor technological development
  - 2.2. Creating innovation/technology within the firm (internal innovation),
  - 2.3. Corporate organisation in companies having a research activity,
  - 2.4. Technology transfer: what it is, when it is needed, correlation with internal research activity,
  - 2.5. Corporate organisation for technology purchase/transfer
  - 2.6. Intellectual/industrial property management: the role of patents, the profits of innovators and the profits of technology imitators
  - 2.7. Creating new innovative businesses
  - 2.8. Innovation management in large and multinational enterprises
3. The role of the state (regulatory actions, incentives and disincentives) and the role of the ecosystem
4. Financing innovation
  - 4.1. Financing research and innovation activity: internal financing and bank lending
  - 4.2. Financing research and innovation: venture capital, private equity, crowdfunding, ICOs.

Following that, the subsection "**Sustainable Competitiveness Strategy**", whose content deals with issues related to the strategic choices of companies and states in the context of the wider international environment and presents the indicators of competitiveness measurement and the factors that contribute to the change in the basis of the relevant theories, with particular emphasis on Investment.

The aim of the course is to equip students with the necessary knowledge to understand issues related to competitiveness and strategies leading to sustainable competitiveness.

By the end of the course, students will be able to understand the concepts of competitiveness and growth, understand the different approaches to competitiveness, assess, measure and know the determinants of competitiveness, understand the developmental interventions of trade theory related to competitiveness, assess capital management, know



how capital flows take place in the world, understand the economic dimensions of FDI and understand the impact of capital flows on growth and development.

At the same time, they will also be able to understand the critical issues and characteristics of international investment agreements, as well as what are the domestic and international sources of finance and how they work, to know the global, regional and national financing institutions and to understand the concept of PPPs and, what are the new financing tools available.

The following items are covered:

1. International Competitiveness and Indicators for its Measurement
2. International Competitiveness of Greece
3. Foreign Direct Investment and Investment Theories
4. Globalisation and sustainable development

And in more detail the following issues:

1. Introduction to the concepts of competitiveness and growth
2. Approaches to competitiveness
3. Assessment, measurement and determinants of competitiveness
4. Beyond the traditional competitive advantage: Developmental interventions of Trade Theory
5. Capital Management and Capital Flows to Developing Economies
6. Economic dimensions of FDI
7. Economic policy and FDI
8. Critical issues and features of international investment agreements
9. Domestic and International Sources of Funding
10. Global Regional & World Regional & National Funding Bodies
11. PPPs and New Financial Instruments

Finally, the subsection "**Sustainable Development Finance**" presents the domestic and international sources of financing for businesses and organizations and the modern financing tools for their sustainable development expansion. The course analyses the changing architecture of international finance and presents international and domestic sources of finance and innovative financial instruments for the development of businesses and countries.

The aim of the course is to provide students with the necessary knowledge to understand issues related to development and financial instruments.

By the end of the course, students will be able to understand the concepts of business expansion and growth, to understand the different approaches to financing and expansion of businesses, as well as the concepts and types of growth finance instruments.

The following items are covered:

1. Main Expansion Strategies of Businesses and Organisations
2. Reasons for and Results of Extension
3. Problems and Financing of extensions
4. Banking System and Financing Business Expansion
5. Finance Lease (Leasing)
6. Business Receivables Agencies (Factoring, Forfaiting)
7. Venture Capital (Venture Capital)
8. Innovative Development Finance Tools (Crowdfunding, etc.)

For the specialisation "**Competitiveness and Development Strategies**"

### Th.U III Economics of Space (20 ECTS)

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The thematic module "**Spatial Economics**" creates the necessary background knowledge for understanding the parameter of space in the structure and dynamics of the economy and in the behaviour of the subjects of economic life.

The subsection "**Spatial Economics: structure, networks and unequal development**" aims at understanding the mechanisms and processes of economic structure, networks and flows and inequalities through the perspective of theoretical and empirical, analytical and applied approaches.

The aim of the course is to understand the mechanisms and processes of economic structuring, the creation of networks and flows and the induction of inequalities from the perspective of theoretical and empirical, applied and analytical approaches.

At the end of the course, students will be able to understand the behaviour of the subjects of economic life in space. In addition, students will be able to collect and interpret data and information related to the economic analysis of space and to understand space as a system of economic relations, flows and functions that is under continuous formation.

The following items are covered:

1. The Spatial Parameter in Economic Analysis and the Creation of Urban Agglomerations
2. Spatial Theories (I)
3. Spatial Theories (II)
4. Business Clusters
5. Theories of Regional Development (I)
6. Theories of Regional Development (II)
7. Regional Inequalities in the EU and Greece
8. Necessity and Objectives of Regional Policy
9. Framework for the Exercise of Regional Policy
10. Regional Policy Exercise Instruments (I)
11. Regional Policy Instruments (II)
12. EU Cohesion Policy
13. Development Planning System of Greece

The subsection "**Structure, Dynamics and Development of the Real Estate Market**" aims at understanding the functions of the real estate market and the relationships that link urban real estate with the urban environment, society, the economy, the financial system and the globalised economy.

Real estate is at the intersection of private and social interests, and at the heart of the complex spatial, economic and social transformations that have been taking place in Greece and other countries in recent years.

The aim of this course is to understand the complex relationships between real estate and space, society, the economy, the financial system and the globalised economy through theoretical approaches and case studies.

More specifically, the main objectives of the course are the consideration of real estate as a factor of production and an object of investment, the understanding of the role and dynamics of the real estate market in the development and competitiveness of states, cities and businesses, within the context of the multilevel formal and informal institutions that govern it, the relationships between macro and micro economic agents and the financial system with the real estate market.

In addition, the necessity of rational management of real estate in the private and public sector and the understanding of the functioning of the main sub-markets of real estate (housing, offices, shops).

The following items are covered:

1. The concept of the market. Its economic, social, political and spatial dimensions.
2. The characteristics of the real estate market and its peculiarities in relation to other markets. Real estate values.
3. The financial system and the real estate market. Secondary markets. Real estate securitisation.
4. The importance of transparency in the real estate market for its functioning on a global and local scale. Its links with economic growth and regional development.
5. The impact of the volatility of real estate markets on the economy, society and businesses.
6. Technical analysis of the real estate market at the local level. Data collection and processing. Dealing with heterogeneities. Returns and evaluation of real estate investments.

Finally, the subsection "**Investment Planning, Evaluation and Financing**" aims at understanding the fundamental principles of investment planning, evaluation and financing

and how these principles can be applied to the planning and management of private and public investments.

The aim of the course is to understand the processes that precede the investment decision, namely Planning, Evaluation and Financing. Upon completion of the course, students will be able to understand the basic steps in developing a business plan, and research the market to find the necessary investment goods.

At the same time, they should understand the main aspects of entrepreneurial risk and be aware of the financing possibilities offered by various EU, public or private sources and be aware of the way and procedures required to prepare a competitive Business Plan and be able to prepare the investment proposal of a small or micro enterprise.

The following items are covered:

1. Lesson structure, objectives, final objective./What is investment?
2. Why are investments needed? Inputs and influences in fields
3. Investment planning - Taking all parameters into account
4. The Business Plan
5. Macro-environmental assessment
6. Micro-environment assessment
7. Porter's 5 forces
8. Assessment of internal capacities
9. SWOT analysis
10. Development Laws
11. Sectoral Programmes - Regional Programmes
12. Financial Tools
13. Retrieved from

## Th.U IV Strategies of Economic Competitiveness (20 ECTS)

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The thematic module "**Economic Competitiveness Strategies**" provides the necessary background knowledge for further specialisation in specific issues of Economic Competitiveness Strategies between the following 2 groups of courses:

### Group I

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The syllabus of this group starts with the subsection "**The Greek Economy: Productive Transformations, Integration and Development**" which aims to understand the basic structural and developmental characteristics of the Greek economy and the mechanisms and processes of its adaptation to the changing international environment. The analysis of the individual characteristics is done in relation to the literature on the development of countries in structural lag, the role of internationalisation and the role of policies at national and international level.

By the end of the course, students will be able to understand the basic characteristics of the economy and the factors that determine its performance, to analyse the main components of the country's productive system and the effects of endogenous and exogenous factors and to understand and formulate a general framework of policies for the strengthening of structural adjustment and growth in Greece.

The following items are covered:

1. Theoretical framework: internationalisation, structure and development
2. Key economic and structural indicators and evolution over time
3. International comparisons of key welfare and development characteristics
4. The internationalisation and European integration process
5. International trade and foreign investment
6. The link to basic theoretical and interpretative schemes
7. Economic crisis: causes and consequences
8. Policies to tackle the economic crisis: dilemmas and results
9. Development strategy
10. Development policies

11. The new international environment: pandemic and energy crisis
12. The institutional and developmental role of the state
13. Conclusions and policy framework

The subsection "**Competitiveness and Development Strategies**" aims at understanding the philosophy of national and regional competitiveness strategies and policies, based on the Greek and international experience.

The aim of the module is to understand the factors that shape the level of competitiveness of economies at national and regional level. It attempts to provide a concise but comprehensive answer to the question of why some countries or regions have a higher economic performance than others and why some countries or regions systematically fail to improve their growth characteristics.

By the end of the course, students will be able to understand the role of factors affecting the competitiveness of a region, collect and interpret data and information related to the level of competitiveness of a region and assess issues related to the competitiveness of a region and the policies that affect it.

The following items are covered:

1. The concept of competitiveness
2. Theories of national competitiveness
3. Theories of regional competitiveness
4. The international experience
5. Methods of measuring competitiveness
6. International rankings of countries and regions
7. Strategies to enhance competitiveness
8. Policies to enhance competitiveness
9. Policies to enhance competitiveness in Greece
10. Policies to enhance competitiveness at national level
11. Policies at regional level
12. Policies at local level

13. Retrieved from

Finally, the subsection "**Resilient and Smart Cities and Regions**" aims at understanding how the economy and society are organised through the implementation of smart city processes and towards strengthening resilience.

At the end of the course, students will be able to define and distinguish the concepts of smart, sustainable and resilient city, to describe a city system with its Background and production models, to analyse the local ecosystem and define the strategic requirements for smart, sustainable and resilient city and to evaluate the characteristics of a city in order to identify the strategic directions for smart, sustainable and resilient city.

At the same time, to define sources and value chains in an urban environment for smart and resilient cities, to analyse business cases in urban environments, to prioritise the choice of smart and resilient solutions to be implemented or pursued by a city or region, to identify good practices at national and international level for smart and sustainable cities and to apply key skills for the implementation of a smart and resilient city.

The following items are covered:

1. Concepts and theoretical background.
2. Urban systems and Background.
3. Sustainability, intelligence and resilience of a built environment.
4. Modern urban services, economic and social resilience.
5. Sources, value chain and business models in an urban environment.
6. Smart cities: concepts, architectures and approaches.
7. Technologies for smart and sustainable cities.
8. Digital transformation of cities for sustainability:  
policies and strategy.
9. Tools and skills for intelligence and resilience.

## Group II

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The syllabus of this group begins with the subsection "**Technology and Innovation Policies**" which aims to present ongoing research on innovation and the various analytical



concepts and theories used in current academic, management and policy debates. The processes by which knowledge and innovative activity accumulates in the global economy will be explored.

In addition, the historical and contemporary emergence of current innovation systems in both developed and developing countries is reviewed. This includes analysis of the scientific system, technology, innovation management, firm theory, the basis for public policy, environmental analysis and innovation systems approaches.

This sub-module has a key focus on developing an understanding that contributes to the practical analysis of innovation policy and management problems, and therefore provides a set of analytical frameworks for understanding and exploring the nature of public policy and its influence on the functioning of firms and other organisations. These frameworks include orthodox economics, evolutionary economics, science and technology studies, and history.

This sub-module aims to help understand the economic perspective on S&T management and policy issues and to develop skills in the use of economic measures and indicators used in business and public policy.

At the end of this sub-module the student will be able to distinguish the different schools of thought in economics, identifying their underlying assumptions and methods of reasoning and explain the role of innovation from the perspective of fixed and individual choice and relate innovation to productivity, long-term economic growth and competitiveness.

In addition, identify sources of market dysfunction or failure, including monopoly power, coordination failure and principal-agent problems and understand the interventions or rulemaking that may prove useful in addressing these problems and explain the implications of globalisation for the international distribution of labour and the potential impact it may have on the localisation of economic activities.

At the same time, develop an in-depth understanding of the concepts of technology and innovation systems and an understanding of their application in different technological, spatial, national and international contexts and demonstrate the analytical skills needed to identify the interactions between key actors in technology and innovation systems and to identify the main interactions that run through these systems to link public policy and the innovative activities of businesses and other organisations.

Then, the subsection "**Climate Change and Energy Policy**" introduces the main concepts, theories, issues, challenges and debates in the context of climate change and energy policy, as

well as the main approaches from the social science perspective on this multifaceted issue. The primary focus will be on economic concepts and techniques, but the course will also include insights from innovation studies and political science. The focus will be on the opportunities, challenges and constraints associated with the transition to a low-carbon energy system. Key topics will include the physical characteristics of fossil and renewable energy sources, the process of transition and change in energy systems, the synergies and tensions between sustainability and other policy objectives, and the reasons for and limits of public policy intervention.

The following items are covered:

1. Energy flows, technologies, trends and options
2. Prospects for energy security
3. Resource depletion and "peak oil"
4. Liberalisation of the energy market
5. The regulation of network industries
6. Innovation in energy systems
7. Carbon tax/energy and green fiscal reform
8. Carbon trading at national and international level
9. The economics of energy efficiency
10. The "rebound effect" from energy efficiency improvements
11. Energy use and carbon reduction in the transport sector.

\*Most of the discussions and examples will be on OECD countries, but one lecture will cover energy policy in developing countries. Relevant analytical techniques such as cost-benefit analysis, decomposition analysis and energy modelling will also be briefly presented.

Finally, the subsection "**Foreign Investment, Competitiveness and Development**" covers the scientific field of Foreign Direct Investment (FDI) and the effects they have on the host country and the host region.

The aim of the course is to understand the context of Foreign Direct Investment through a conceptual, theoretical and empirical approach, and the evaluation of its determinants and effects.

It examines the factors that determine the international mobility of investment and the propensity of capital to grow internationally. The spatial behaviour of foreign capital in host countries and regions is analysed, in particular the factors that attract or repel/disrupt the location of investment. Capital mobility is examined in relation to the global division of labour, the specialisations and competitive advantages of individual countries and regions, trends in world trade and global value chains, and developments in technology, transport, the environment and energy.

The section examines the extent to which FDI contributes to the competitiveness, income and employment of the regions in which it is established, and the conditions required. It also examines to what extent they help to enhance the competitiveness of domestic firms and under what conditions the latter benefit from the presence of foreign firms in the country or region. In order to investigate the above, international, European and Greek experience in attracting and establishing foreign investment is analysed and evaluated. A number of critical questions are discussed in relation to FDI theory and existing experience.

By the end of the course, students will be able to understand the role of FDI, the spatial socio-economic and institutional factors of attraction and establishment, as well as their effects and spheres of influence, and to analyse and interpret data and information related to the level of FDI, and the characteristics of the environment in which it is received and influenced. At the same time, assess complex FDI attraction issues and evaluate the nature and magnitude of their impact on the wider spatial and socio-economic environment.

The following items are covered:

1. Definition, trends and structure of FDI over time
2. Factors determining international investment mobility
3. The locational behaviour of foreign capital in host countries and regions and the factors that attract or repel/discourage investment
4. FDI in the context of the global division of labour, the competitive advantages of individual countries and regions, trends in global trade and global value chains
5. The macroeconomic and microeconomic effects of FDI
6. The international and European experience
7. The impact of FDI on the competitiveness and resilience of countries and regions
8. The effects of FDI on the competitiveness and extroversion of enterprises

9. Processes of learning, networking and participation in local and international value chains
10. The diffusion of technology and knowledge and the absorbing capacity of domestic enterprises to use them
11. Policies to attract FDI: theory and practice
12. Case study: Ireland and Greece
13. The effects of FDI in the countries of origin: USA and China

## Diploma Thesis

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In the last semester of the programme, the student has the option to complete a thesis (MBA).

This is an in-depth investigation of a topic which is part of the cognitive field of the MBA in "**MBA Strategic Management and Competitiveness**". The thesis can be a research or synthetic written work. The choice of the topic is based on the interests of the students and after consultation with the lecturer who will supervise the thesis. The thesis is carried out during the second year of study in two parts: the first (formulation of the problem, research design and method) in the third semester, and the second (completion and writing of the thesis) in the fourth semester. Regular collaboration with the supervisor is necessary during the duration of the dissertation.

More specifically, the Coordinating Committee, following the candidate's application (Initial Thesis Statement), in which the proposed title of the thesis, the proposed supervisor and an abstract of the proposed thesis are indicated, appends a summary of the proposed thesis, appoints the supervisor and constitutes the examination committee for the approval of the thesis, one of whose members is the supervisor. In order for the work to be approved, the student must defend it before the examination committee. The subject of the thesis must be of research nature and related to the specialisation chosen by the student.

The topic of the thesis can be a specific issue of the company or organisation in which the student works. That way, not only is empirical evidence obtained, but above all, decisionmaking on specific issues is facilitated. The language of writing the postgraduate thesis may be the Greek European language.

The supervisor of the postgraduate thesis can be a lecturer of the programme. The members of the examination board can be lecturers in the programme.

The theses, if approved by the examination committee, are posted in the Digital Repository "PERGAMOS", according to the decisions of the Senate of the University of Athens. The Senate of the University of Athens in its meeting of 22-9-2016/ No. 1617006790 and 2911-2016 / No.: 1617011856 unanimously decided the compulsory deposit of the "Grey Bibliography" produced at the UoA, namely Bachelor Theses, Master Theses and PhDs, in the "Pergamos" platform, which is the UoA's Institutional Digital Repository.

Based on the implementation of the uniform policy of mandatory electronic submission of papers to the Digital Repository "Pergamos", the swearing-in and graduation of students is directly linked to this process.

Despite the existence of certain possibilities of restriction in accessing the full text of postgraduate theses and dissertations, the University supports and encourages the option of free and unhindered access to the content, taking into account the resolution of the 71st Session of Rectors and Presidents of Public Education. The University of Greece welcomes the 71st Session of the 71st Council of the Hellenic Universities (<http://www.synodosaei.gr/announcements.html>) and the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities ([https://openaccess.mpg.de/67671/BerlinDeclaration\\_gr.pdf](https://openaccess.mpg.de/67671/BerlinDeclaration_gr.pdf)) and the Budapest Declaration on Open Access (<http://www.budapestopenaccessinitiative.org/boai-10-translations/greek-translation-1>).

The University of Athens believes that with the implementation of the new procedure for the deposit of the "Grey Bibliography" works in the Digital Repository, there will be a wider visibility, through the internet, of the research work carried out at the University of Athens and, in addition, the copyright of the authors will be more fully protected. Students will be informed in detail by the Secretariat about the steps to be followed in order to upload their work to the digital repository.

Detailed information is provided in the Guide for the Dissertation of the programme.

## 1.2 Learning outcomes

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The Postgraduate Programme in Strategic Management and Competitiveness of the Department of Economics of the National and Kapodistrian University of Athens, aims to:

1. Acquiring the basis for understanding the specific characteristics of the business sector, strategic marketing and management and modern economic tools of management and development.

2. Creating business executives with modern techniques and skills to make and implement effective decisions in today's globalised and highly competitive economic environment.
3. Training of qualified scientists capable of contributing to the process of recovery and modernisation of the Greek economy.
4. Promote the development of critical thinking, collective effort and creative action to address the problems of business in Greece and abroad.

Upon successful completion of their postgraduate studies, the students will be able to:

1. Analyse the basic concepts of economic and strategic development of enterprises
2. Understand the basic functions of strategic management, marketing and business competitiveness.
3. Distinguish the basic types of business management and their characteristics.
4. Understand the main characteristics of modern Greek and international businesses.
5. They understand the macroeconomic and microeconomic influences that firms face in their internal and external environment.
6. They have analytical and synthetic skills that enable them to investigate complex problems and cultivate interdisciplinary thinking approach and analysis of issues in the complex area of business management.
7. Identify, understand, analyse and develop solutions to complex problems faced by businesses, organisations and institutions operating in the field and take appropriate initiatives in problem solving and decision making
8. Develop broader knowledge and complex skills at individual and collective level and use effectively and appropriately basic and advanced tools and applications of modern technologies.

## 2. The Use of the Internet

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Today, the use of the Internet is essential as a tool for research, information and communication.

The MBA in Strategic Management and Competitiveness has created a general web space in the e-class of UoA with slides, bibliography, discussion areas and other useful tools to optimize your study process.

At the same time, the WEBEX platform that supports distance learning is used.

### 2.1. The e-Class of the UoA

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At <http://eclass.uoa.gr/> you can find the lecture notes/essential material etc. of each Themati Unit which are useful for your studies.

There is information, educational material, study and course timetable and discussion areas where the student will have the opportunity to be informed about various issues with your lecturers, to find bibliographies of the courses, the presentations made in the GCMs, the assignments and the grades posted only with their Registration Numbers and not by full name for privacy reasons.

In detail, on this site you can search for:

- The Study Schedule & Written Work Schedule detailing the organisation of the study, the OAs and the delivery dates.
- The Examination Material
- The lectures, additional educational material, articles from scientific journals, research activities (conferences, etc.), current announcements, etc.
- Post students' work
- Communicate with the academic staff

### 3. Student procedures

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#### 3.1 Declaration of Courses

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You must choose whether you wish to follow the course programme on a full-time or parttime basis. Choosing modules is a process that requires time and attention as students should be able to estimate their time according to their schedule so that they are able to really dedicate themselves to study. Rough and quick calculations about the desire to obtain a degree may lead to the opposite results.

The ideal would be support from the family environment from the beginning of the year, but better from the very beginning of the decision to invest in a demanding curriculum. Support from the family environment in the effort to find free time to study is a catalyst for success. In particular, in the case of working students, who constitute the majority of students in the SMC , the choice of modules should be based mainly on the time you will spend per day in order to meet the demanding study schedule.

According to the current legislation on university institutions, the total number of courses that a student can attend cannot exceed 60 credits.

The Thematic Units of the SMC have the following structure:

<b>NUMBER OF THEMATIC UNITS</b>	<b>NUMBER OF TEACHING UNITS</b>
Th.U 1	30
Th.U 2	30
Th.U 3	20
Th.U 4	20
Th.U 5	20

Therefore, the completion of the studies in two years requires the selection of Thematic Units 1 and 2 in the first year of studies and Thematic Units 3, 4 and 5 in the second year.



The four years are the maximum period of completion of the MBA, therefore, in case some students choose in the first year Thesis 1 and do not choose another Thesis, then in the following three years they can follow one of the following combinations:

	<b>Year 1</b>	<b>2nd YEAR</b>	<b>Year 3</b>	<b>Year 4</b>
<b>ASSOCIATION A</b>	Th.U 1	Th.U 2 & 3	Th.U 4 & 5	
<b>SYNTHESIS B</b>	Th.U 1	Th.U 2 & 3	Th.U 4	Th.U 5
<b>SYNTHESIS C</b>	Th.U 1	Th.U 2	Th.U 3, 4 & 5	
<b>ASSOCIATION D</b>	Th.U 1	Th.U 2	Th.U 3 & 4	Th.U 5
<b>ASSOCIATION E</b>	Th.U 1	Th.U 2	Th.U 3	Th.U 4 & 5

In any case, in any one year, students are not allowed to attend modules whose total number of credits exceed 60.

### 3.2 Deferred Admission

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Students who have successfully completed one or more subjects have the right to discontinue their studies and complete them in a period not exceeding 3 (THREE) years.

In case the 3 years elapse and the students do not register for the next academic year in at least one (1) new subject area, they are permanently deleted from the MBA.

In case they have not successfully completed any subject since the beginning of their studies and do not enrol for the next academic year in a subject, they are permanently deleted from the study programme.

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### 3.3 Evaluation-grading of postgraduate students

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Performance in each course is assessed and graded as a whole. The assessment includes participation and performance in the course, as well as in the seminars, assignments and exercises provided for in the course programme. The method of assessment is defined by the lecturer of each course and is provided for in the IESM operating rules.

Scoring is on a scale of 1,00-10,00 with intermediate rounding to half a point (0,5). The minimum pass mark for the test is five (5,00).

The gradations of the degree are as follows:

"good": average of 6 or more and less than 7.

"very good": average of 7 or more and less than 8,5.

'excellent': an average of 8,5 or more.

### 3.4 Tuition Fees

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In order to register, Students (MBA) need to provide the necessary documentation including proof of payment of the registration fee and the prescribed tuition fees.

There is no refund of paid tuition fees in any case, e.g. voluntary withdrawal, suspension of studies or rejection from the Programme.

The amount of the registration and attendance fees is determined each year by a decision of the Coordinating Committee.

A special registration fee is also required in the case of an extension for the completion of the Master's Thesis. The registration fees are payable in two instalments at the beginning of each semester.

In case an extension for the submission of the Master's Thesis is granted (beyond two years of study), the MBA students are enrolled in the MBA and pay the special registration fee.

For the academic year 2022-23 the cost of attendance is determined as follows:

<b>SPECIALISATION IN STRATEGIC BUSINESS MANAGEMENT</b>		<b>SPECIALISATION IN COMPETITIVENESS AND DEVELOPMENT STRATEGIES</b>	
Th.U1	800€	Th.U1	800€

Th.U2	800€	Th.U2	800€
Th.U3	1200€	Th.U3	800€
Th.U4	1200€	Th.U4	800€
Th.U5	800€	Th.U5	800€
<b>TOTAL: 4.800€</b>		<b>TOTAL: 4.000€</b>	

## 4. Contact

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### 4.1 With teaching staff

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The communication between students and lecturers is two-way. Initially, after being informed of the students' details, the tutors-counsellors contact their students by e-mail or by telephone.

If students' contact details (address and telephone numbers) have changed, the Programme Secretariat must be informed IMMEDIATELY.

Likewise, the student should inform the Programme Secretariat (tel: (+30) 2103689456 - e-mail: sda@econ.uoa.gr) as well as the Teacher-Advisors immediately in writing for any change of information during the year.

When communicating with students, the teacher advises, encourages and guides them.

### 4.2 With the Programme Manager

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If the Teacher-Advisor cannot help you or answer you directly, then you should contact the Programme Director describing the problem in detail.

You should organise your time so that you allow a reasonable amount of time to wait for the answer so as not to affect the outcome of your study and therefore the progress of your studies.

## 5. Group Counselling Meetings (GCM)

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The GCM are nine (9) hour seminars which are held nine (9) times for each subject, three (3) times for each course, during an academic year.

The GCM, together with the written assignments, are the cornerstones of the the teaching work of the lecturer and the relationship he/she forms with the students.

The GCMs are not compulsory, but what characterises them is the help they provide in clarifying obscure points and in understanding and consolidating the subject matter.

The exact dates and times of the GCM are announced at the beginning of the academic year and possible changes to the times or dates are announced within a reasonable period of time so as not to cause disruption to the schedule of the students of the MBA.

## 6. Written Assignments (WA)

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During the course of study, four written assignments must be completed in each subject area. The written assignments are compulsory for all students and must be submitted by predetermined dates, which are indicated in the timetable.

The student has the option not to prepare a written assignment.

However, for participation in the final examinations, the sum of the grades of the three GCMs must be 20 or higher.

## 7. Topics and Content of the GCMs

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The topics of the GCMs are determined by the lecturer in charge of each subject after collaboration with all the lecturers of the subject. In the GCMs, emphasis should be placed on the critical development of the topics. In any case, the topics of the GCMs are designed to enable students to understand the subject matter of the subject and to successfully pass the final examinations.

### 7.1. Submission of a WA

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The WA are submitted electronically in word (.doc) format in the e-class of each course based on instructions posted and accessible from the website of each subject. Students should in all cases keep a copy of their assignment.

### 7.2. Deadline for submission

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The WA must be delivered by the deadline. The deadline for submission/posting of the Written Assignment is the Tuesday following the end of the week in which the Written Assignment is due according to the Study and Written Assignment Schedule.

### 7.3. Extension of submission

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Students may be granted an extension for serious and exceptional reasons for up to two (2) days, following a documented written request by the student with the relevant supporting documents and the approval of the Graduate Committee. The request must be submitted in writing prior to the delivery of the Thesis. Any student delays in handing in a paper should be decided jointly with the relevant lecturer and requested by the Programme Director when it exceeds one week.

### 7.4. Correction and scoring of the WA

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Grades for Written Assignments should be announced within three (3) weeks of their submission. Instructors are required to notify the grade electronically and to post the standard corrected assignment and/or a separate text with comments regarding the GC in the eclassroom (e-class).

In the corrected papers the teacher comments in detail on the work of each student. It is suggested that lecturers make corrections on the text to help students improve their

understanding of the topics. Thorough annotation should be done by each instructor because,  

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it makes it possible to document the grade.



The teacher keeps a copy of the corrected CE and the comments on it in his/her file. If the grade is not given within the time frame provided, the student should contact the instructor to determine what is going on.

Each assignment is graded with a perfect score of 10, to one decimal place. Completion of at least three of the four papers and the accumulation of at least 20 marks (calculated as the sum of the marks of the papers submitted) is a prerequisite for admission to the examination. Otherwise (failure to complete three assignments and/or failure to accumulate 20 credits), the student is entitled to repeat the same subject the following year, but with the same educational and financial obligations. The average of the GCE grades (sum of the submitted GCE/4 grades) participates in the formation of the final grade for the subject by 30%, and is activated only in case of success in the final/repeat examinations.

### 7.5. Copying / Plagiarism

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Particular attention shall be paid to cases of copying.

The copy control is carried out through the use of the special platform.

Incidents of copying are recorded in the Student Register.

The Disciplinary Board, within the framework of its powers and if the matter is referred to it, may, if it deems it necessary, impose disciplinary sanctions in matters of copying.

## 8. Written Exams

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The dates of the final and repeat examinations are announced in mid-March of each year on the department's website and in the online classroom of each subject unit.

The students who are entitled to participate in the final of a Thesis are those who have succeeded in their contractual obligations (e.g. the preparation of the final) foreseen in the Thesis.

Students who register in a subject and do not fulfil their obligations can re-register in the same subject with the same financial and academic obligations.

Failure in the final examinations will entitle you to sit the repeat examinations. The second failure results in the student's re-registration in the same subject with the participation in the corresponding first and repeat examinations of the following academic year, paying 1/3 of the fee for that subject.

Students will take examinations in the syllabus of the current academic year. In case of reenrolment, students will not participate in the GCM, nor will they do the GA. In case of a second failure, they have the right to re-register for the subject with full academic and financial obligations.

The above regulation does not apply to those students who have requested and received a deferment of attendance in accordance with article 5 par. 18 of Law 2552/97. In this case, students must attend again the subjects they have not successfully completed, even if they have established the right to take examinations, but with full educational and financial obligations.

For students who declare an obstacle to participation in the scheduled written examinations due to health or other special reasons, the following applies:

- For proven and chronic health problems (multiple sclerosis, dyslexia, etc.), which do not allow participation in written examinations:
- All students who have submitted the documents required by the relevant legislation to the Student Registry Department in time, at the latest by the end of October of each academic year, will be examined orally by the Postgraduate Committee.

For other serious reasons that have been proven to prevent participation in the scheduled examinations:

- Students who have problems in participating in the final examinations are obliged to submit all the necessary supporting documents. By the decision of the Secretary General of the Institution, they will participate in the examinations of the next session without any financial charge. Students will be counted as not having completed the subject and it will be included in the total number of subjects they will register for the next academic year. Students are required to submit the request well in advance of the date the examination is scheduled. If not submitted, then the request will not be considered.

During the written examinations the following applies:

1. Students must come to the examination centres with their student identity card and their police identity card (or passport or military identity card). In case of loss of student ID, students must sign a declaration (on plain paper) stating that they are students of the MBA Strategic Management and Competitiveness Master's programme with their Registration Number and that they have lost their student ID.
2. The students sit in the way that will be indicated by the supervising teachers.
3. No books are allowed on the students' desks except in cases where the examination is conducted with open books. Students are required to switch off their mobile phones.
4. Students are not allowed to take a break during the written examination, nor to leave the room before handing in their final paper, except in cases of force majeure and always under the supervision of a proctor.
5. No explanations - clarifications are allowed during the examination.
6. Students may not leave the examination room until 60 minutes have elapsed from the time the examination procedure begins. In addition, no student may participate in the examination process until 30 minutes have elapsed since the start of the examination.
7. Before the subjects are distributed to students, they are informed of the sanctions they will face in any such case. The teacher-supervisor has the right in any case of copying to initial or take away the paper of students who copy or talk (during the examination) or whose behaviour prevents the proper conduct of the examination. In such cases their paper will be zeroed. Such students may participate in the re-examination, but the fact of copying is recorded in their file in the Student Register and in case of repetition (in an

examination of any other subject) they are referred to the competent committee of the  

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SMC for sanctions.

## **9. Useful Phone Numbers and E-mails**

### **Professor Ioannis Leventidis**

Director and Scientific Officer

E-mail: [ylevent@econ.uoa.gr](mailto:ylevent@econ.uoa.gr)

### **Professor Christos Pitelis**

Deputy Director and Deputy Scientific Director

E-mail: [cpitelis@econ.uoa.gr](mailto:cpitelis@econ.uoa.gr)

## **10. Library**

In order to be informed about the procedures for borrowing and interlibrary loan (from other libraries) you can visit the library of the Department of Economics of the University of Athens.

### **Library of Economic Sciences**

Address: 1 Sofokleous & Aristideou (Gryparion Hall), Athens, P.O. Box 10559, ground floor

Telephone: (+30) 210 368 8023-25, (+30) 210 368 8086

FAX:(+30) 210 368 8026

Opening hours: Open to the public Monday to Thursday 9:00-19:30 and Friday 9:00-16:00

Email: [oikonepist@lib.uoa.gr](mailto:oikonepist@lib.uoa.gr)

## 11. Administrative Services

This department handles issues such as student registration, the definition of departments, the updating of the electronic register, the announcement of grades, the procedures for issuing degrees, the issuing of certificates and copies of diplomas.

At the same time he/she handles all the required correspondence with students, lecturers, members of the university during the IFSO's EACs and the drafting of minutes.

Finally, it handles all the required administrative actions of the postgraduate programme.

**Secretariat of the "MBA Strategic Management and Competitiveness"**: The Secretariat of the Programme is located at the Gryparion Hall, Sofokleous 1 & Aristideou, Athens, P.O. Box 105 59, 5th floor, office 519.

The secretariat staff you can contact for student matters is :

- Eleni Partali
- Elvira Koursioumpa

**General information: [sda@econ.uoa.gr](mailto:sda@econ.uoa.gr), tel: (+30) 2103689456**