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REPUBLIC

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

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DEPARTMENT OF MANAGEMENT SCIENCE & TECHNOLOGY
INTERNAL EVALUATION REPORT

UPDATED VERSION SEPTEMBER 2013

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Foreword

This document is an **update** of the **internal evaluation report** for the Department of Management Science and Technology - DMST (*Τμήμα Διοικητικής Επιστήμης και Τεχνολογίας*) of the Athens University of Economics and Business - AUEB (*Οικονομικό Πανεπιστήμιο Αθηνών*).

In February 2009, the department had submitted an earlier version of its internal evaluation report. Reference to this earlier report was also made in the university report to the Hellenic Quality Assurance Agency for Higher Education - HQAA (*Αρχή Διασφάλισης Ποιότητας Ανώτατης Εκπαίδευσης – ΑΔΙΠ*) in 2010.

As the external evaluation of the department – which is still pending – is scheduled to be carried out in the immediate future, the Vice Rector of Academic Affairs of AUEB, in collaboration with HQAA, have encouraged the production of a revision of the original report, in order to include a five year update (2008-2013) and reflect as accurately as possible the present conditions in the department.

This report meets the requirements of the detailed internal evaluation template provided by HQAA (v2.0/July 2007). Issues of strategic importance for the department are also addressed beyond the scope of the above template.

The report sets off with an introduction to the internal evaluation procedure adopted to compile it followed by a brief presentation of the department. On the substance of the evaluation process, the report addresses the following main areas: teaching (undergraduate, postgraduate and doctorate programs), research, impact of the department (relations with external stakeholders: industry, government, education, culture and civil society), academic development strategy, administrative services and infrastructures. The report concludes with an overview of the main strengths and weaknesses of the department and outlines plans for improvement.

1. The Internal Evaluation Procedure

1.1 Description and Analysis of the Department's Internal Evaluation Procedure

The internal quality evaluation team was appointed by the Department's Special Purpose General Assembly in April 2013. The team collaborated with the Department's faculty, administrative staff (the undergraduate and postgraduate secretariats), as well as staff of the Department's laboratories.

Data for this report has been solicited from the following sources:

- Faculty members (input on research and other academic and professional activities)
- Bibliometric data from the Thomson ISI database
- Data files from the undergraduate and postgraduate secretariats (teaching allocations, course details, teaching evaluations, student and alumni surveys) and the MBA International accreditation records (up to 2007)
- The information system of the University's central Quality Assurance Unit (Μονάδα Διασφάλισης Ποιότητας - ΜΟΔΙΠ) (concerning study program data from 2007 onwards)
- A volume produced in March 2013 on the Department's Academic Excellence in Greek

A draft of this report has been circulated to the department's faculty for comment and discussed in the department's Special Purpose General Assembly on 10 July 2013. A decision has been made, and approved by the HQAA, to have the report compiled in English (not a compulsory HQAA requirement), to increase the communication and dissemination opportunities regarding the department's activities and impact. Final comments from faculty on this document have been collected up until the end of August 2013.

1.2 Positive and Negative Aspects in the Production Process of the Internal Evaluation Report

Quality assurance in the Hellenic higher education context has been instituted in 2005 (Law 3374/2005) and introduced a major change in university education. For the first time academic departments were asked to review and produce a comprehensive report of their activities in a consistent manner. A major positive driver for the evaluation process has been the recent institution of a university-wide teaching and research quality monitoring Information System as stipulated by the legal reform of 2005. Conversely, the existence of this new IS has also created data inconsistency issues, that had to be resolved by the authors of this report, as traditionally undergraduate and postgraduate administrative structures have been creating their own local databases for teaching and research activities.

While DMST since its establishment in 2000 has embraced evaluation as a key practice in teaching and research, participating in this nation-wide evaluation exercise, which is far more detailed and concise at places compared to the department's own localized procedures, has definitely strengthened our grasp on concrete outcomes of our academic work. Nevertheless, a comment on the HQAA's evaluation approach, as reflected in the template provided, is that the quest for a homogeneous process across all academic disciplines in the Hellenic higher education context has led to leaning too heavily on data at the expense of providing sufficient cues to articulate unique excellence traits of an academic department. To mitigate this perceived shortcoming, this report is introducing at places elements not provisioned by the evaluation template.

1.3 Suggestions for Improvement of the Quality Evaluation Procedure

At the time of writing of this report, the issue of how evaluation data will impact government policy and decisions regarding universities and departments is still unclear. We suggest that in order to capitalize on this very detailed, and at places tedious nation-wide evaluation exercise, HQAA ought to close the feedback loop by supplying higher education institutions and individual departments with information on their comparative performance and related funding and resources decisions.

2. Presentation of the Department

The Department of Management Science and Technology (henceforth DMST) was established in 2000 (following the formal publication of the Official Journal of the Hellenic Republic -*ΦΕΚ*- OJHR 179/6-9-1999). It is the newest of the eight academic departments of the Athens University of Economics and Business (henceforth AUEB). It offers a first degree (*Ptyhion*) on Management Science and Technology (with specializations in: Operations Research & Management Science; Information Systems & Technologies; Strategy & Human Resource Management; Operations & Supply Chain Management; and Electronic Business, Innovation & Entrepreneurship), spanning eight semesters of study. These specializations match the main disciplines served by the department's research laboratories as well as by the doctoral program of study on Management Science and Technology. DMST also manages five postgraduate programs (MBA International, Executive MBA, MSc in Human Resource Management, MSc in Public Policy and Management, MA in Heritage Management).

2.1 Geographical Location, Sites and Facilities

The department is housed in AUEB, which is located in the center of the city of Athens. As is the case with all academic activity in AUEB, teaching and research in DMST are scattered across the twelve buildings that the university occupies within a one kilometer radius from its main building. DMST staff has offices in seven out of twelve AUEB's buildings (see Figure 1.1). Undergraduate teaching is carried out in the main building (Patisision 76), which also houses the department's undergraduate secretariat and two of the three undergraduate labs (ELOI 1 and 2), whereas the third (ELOI 3) is housed in Patisision 80. The Erasmus incoming students program is taught in the Evelpidon 29 building. Postgraduate teaching and labs are housed mostly in the Evelpidon 47a building with overflow teaching capacity housed in the Evelpidon 29 building. Doctoral students are normally hosted in the department's research labs which are located in Evelpidon 47A (ELTRUN, MSL, TRANSLOG, ISTLab/IRIS), Patisision 80 (ELTRUN/SCORE), Derigny 12 (CROB-L, ISTLab/OIS), Kodrigktonos 12 (ESTE), Main building (ISTLab/SENSE), Elpidos building (ISTLab/WRC). All administrative services of AUEB are located in the main building, with the exception of postgraduate secretariats (located in Evelpidon 47A) and the postgraduate, continuing education and research finance office (*Ειδικός Λογαριασμός Κοινδυλίων Έρευνας – ΕΛΚΕ*), which is located in Kefallinias 46.



Figure 1.1 Map of AUEB buildings

2.2 Numbers and Growth of the Department

In the academic year 2011-2012 DMST counted 25 members of academic staff, 9 Full Professors, 6 Associate Professor, 8 Assistant Professors and 2 Lecturers (see Annex of Tables, Table 11-1), a 50% growth in staff numbers since 2002. Two staff members have since resigned to move to senior academic positions abroad (University of East Anglia, UK and University of Southern California, USA), leaving the total head count of academic staff to 23. The department is supported by six administrative staff and five laboratory staff, the latter providing teaching and technical support. Adjunct teaching staff numbers vary from year to year

depending on current needs. Indicatively, in the early years of the department's operation, a large number of temporary staff were appointed – many of them were already offered an academic position in DMST, but were in the waiting list for the formal ratification of their appointment by the Ministry of Education. At present, due to the financial crisis, no funds are available by the Ministry for adjunct staff. However, the department is in dire need of such support, as a result of resignations and unpaid leaves of absence, combined with a total freeze on new appointments imposed by the Ministry.

Undergraduate students totaled 880 in 2011-2012 (Table 11-2); the student intake from the Hellenic University Entry Exams for the next academic year is 120, as decreed by the Ministry of Education (50% more than the number requested by DMST) – see Table 11-3 for student intake statistics for the last 10 years. In its five postgraduate programs, a total 383 students were registered in 2011-12, while 69 students were studying for a PhD in the same academic year (Table 11-2). Since 2001, DMST has awarded 1110 First Degrees and 72 PhDs in Management Science and Technology, and 2550 Postgraduate Degrees (MBAs and MScs).

2.3 Mission and objectives

The DMST mission statement, as reflected in its founding documentation, comprises aspirations to:

- ◆ Offer a *high caliber academic curriculum* of four full years of study which combines three distinct pillars of academic knowledge: **management**, including strategy, innovation, entrepreneurship, organizational behavior, and leadership; **management science and operations research** including methods and tools for mathematical and computational modeling, and their applications in a broad set of management disciplines such as Operations and Supply Chain Management, Transportation and Logistics, Finance, Project Management, etc; and **information technology and systems**, including databases, software engineering, human computer interaction, information systems, electronic business, and digital innovation. A key element of the curriculum is the *compulsory*, semester-long *internship program* in the final year.
- ◆ *Attract students* of high potential of either a technological, or a sciences secondary education background.
- ◆ Employ *high quality academic staff* with backgrounds in all disciplines required to serve the interdisciplinary nature of teaching and research in the department. The department is host to academics with prior appointments in leading institutions in Europe and the USA (Wharton School - University of Pennsylvania, University of Miami, Virginia Polytechnic Institute and State University, London School of Economics, London Business School etc).
- ◆ *Prepare quality-educated graduates* for a variety of career options, locally and internationally: further academic study at the postgraduate and doctoral levels, careers in the public or private sector and entrepreneurial initiatives. To this end, emphasis is given on the development of up-to-date *hybrid skills*, combining technical and technological knowledge with soft and quantitative methods for management developed on solid foundations in mathematics, computer science, management, organizational behavior, strategy and innovation.
- ◆ *Foster and cultivate high impact academic research* by both staff and research students.

The departmental mission and the objectives of the program of study are still considered very relevant in the current socio-economic situation, both locally and internationally and are shared among the DMST community. Academic programs of study, similar to DMST's, can be found at the London School of Economics, Carnegie Mellon University, Purdue University, University of Maryland, New York University, University of Texas at Austin, Boston University, Erasmus University, Lancaster University, Tilburg University, University of Arizona.

A further indicator of study program relevance is the (consistently) high rank of preference among prospective students who achieve top grades in the Hellenic University Entry Exams. Since 2007, the DMST program is ranked second or third among all economics, management and business administration programs and ranked third among all computer science, computer engineering and informatics programs, nation-wide (see Tables 11-4a and 11-4b).

2.4 Departmental Governance, Structure and Operations

DMST, in accordance to the Hellenic higher education regulatory framework, has three management and decision making bodies. The General Assembly (*Γενική Συνέλευση*), comprising all members of staff and student and technical staff representatives, dealing with undergraduate and staff-related (teaching) matters; the Special Purpose General Assembly (*Γενική Συνέλευση Ειδικής Σύνοθεσης – ΓΣΕΣ*), dealing with postgraduate, doctoral and staff-related (appointments and promotions) matters; and the Head of the Department (currently Prof. Christos Tarantilis). The department is *not* further divided into Groups (*Τομείς*)

as is the standard in the Hellenic higher education system for university departments of 25+ members of staff.

The department has two representatives assigned to the University Senate, one to the 'Special Purpose Account Office for Research Funds' (*Ειδικός Λογαριασμός Κοινυλίων Έρευνας – ΕΑΚΕ*), one to the Postgraduate Studies Committee of the AUEB, one to the Library, one to the University's IT Center Committee, one to the Student Club (*Φοιτητική Λέσχη*), one to the Career Office and two to the University's central Quality Assurance Unit (*ΜΟΔΙΠ*). The department also has representation in the committees of all postgraduate programs managed jointly with other AUEB departments.

At the time of writing, one of AUEB's Vice Rectors is DMST faculty (Prof. G. Giaglis), while Prof. G. Doukidis is a member of the academic Council of AUEB. Both appointments follow a university-wide election process among faculty.

To support internal academic and administrative processes, the department has established a number of **committees** responsible for design, monitoring and evaluation of related operations and strategy. All committees include faculty members, while student representatives and administrative/technical staff also participate in some of them:

- ◆ Staff Professional Development and Promotions Review
- ◆ ERASMUS Program and International Collaborations
- ◆ Internal and External Evaluation of the department
- ◆ Departmental Newsletter
- ◆ Departmental Promotion (including promotion to High Schools)
- ◆ Reception of First-Year Undergraduate Students
- ◆ Exam Evaluation for Graduates applying to the Undergraduate Program (*Κατατακτήριες Εξετάσεις*)
- ◆ Undergraduate Internship Program
- ◆ Alumni Association, Professional Development and Certifications
- ◆ Annual DMST Student Conference
- ◆ Youth Entrepreneurship Summer program (YES) organization
- ◆ Teaching and Learning Affairs
- ◆ Digital Infrastructures (eduportal, moodle, electronic study guides, website)
- ◆ Academic Curriculum, Student Tutoring and Student Affairs
- ◆ Timetable and Invigilations Schedule
- ◆ Teaching Labs and Technical Infrastructure
- ◆ Postgraduate Programs Committee
- ◆ Doctoral Program

Governance of the five master's level programs in DMST is exercised in accordance to national legislation. The main individual and collective decision-making agents in this context include:

- ◆ the Program Directors,
- ◆ the 'Special Interdepartmental Committee' (*Ειδική Διατμηματική Επιτροπή – ΕΔΕ*),
- ◆ the 'Special Purpose General Assemblies' of the participating departments (*ΓΣΕΣ*),
- ◆ the University Postgraduate Studies Committee,
- ◆ the Managing Committee of the 'Special Purpose Account Office for Research Funds' of AUEB (*ΕΑΚΕ*),
- ◆ the University Senate and
- ◆ the Hellenic Ministry of Education.

The operations of DMST follow (a) national and international (e.g., vis-à-vis student exchanges or research programs funded by the EU) regulatory requirements; (b) AUEB's internal regulations (currently under revision following recent legal reform); and (c) department-level internal regulations for teaching labs, doctoral studies, invigilations, the undergraduate internship program, participation in the Erasmus exchange program, and a non-paper on academic promotions criteria (over and above national regulatory requirements).

The present governance of the department, and in particular the internal committees, have been designed and operate with the departmental mission and objectives in mind. Nonetheless, the department functions in a wider Higher Education environment of tight State control, characterized by bureaucratic structures and lengthy processes that occasionally hinder the pursuit of the departmental objectives. Indicative such difficulties are long delays in ratifying departmental decisions (e.g., staff appointments, or study program changes), the imposed level of annual undergraduate student intake which is consistently higher than the one available resources and infrastructures can accommodate, and the lack of incentives that promote and reward teaching and research excellence.

3. Study Programs

3-I. Undergraduate Program in Management Science and Technology

3-I.1 How the undergraduate program of studies reflects the objectives of the department and the needs of the society

The sustained fit between the undergraduate curriculum and academic, business and societal needs is ensured via regular alumni surveys. Indeed, the latest (2010) survey results indicate that 83% of graduates are satisfied or very satisfied with their overall DMST study experience. Curriculum design is also informed by current international trends in related fields, as depicted in the respective premier international associations (e.g., ACM, AIS, INFORMS, IEEE and ABS). In 2013, the curriculum has undergone its first major revision (see Table 3-I.1 below), to take effect in academic year 2013-2014. In addition to the academic and educational insights offered by international associations, this recent curriculum revision took into account current societal needs for innovation and entrepreneurship at times of financial crisis, with a new specialization stream offered to students in this area.

Procedures for evaluation and redesign of curriculum are the responsibility of the department's academic curriculum committee, comprising of both faculty and student representatives. Proposed changes are approved and decided by the department's General Assembly.

The study program, in abridged and expanded formats, is available through the web (<http://www.dmst.aueb.gr/index.php/en/undergraduateen/programen/courses>) and in printed form as a study guide (also available online at http://www.dmst.aueb.gr/Documents/Course_Guide_2013-2014.pdf). Printed material is regularly circulated to professional agencies responsible for career guidance in the Hellenic educational system and communicated to targeted important stakeholders (Private supplementary tuition facilities (*Φροντιστήρια*), teachers of topics such as mathematics and informatics, related printed and electronic press). Presentations by DMST members of staff, to targeted secondary schools (*Λύκεια*) in Athens and the periphery has proved to be a very effective means for communicating the aims and innovative character of the curriculum. The department also maintains a presence in social media: an open facebook group available at <https://www.facebook.com/groups/dmst.aueb/?fref=ts>; a closed LinkedIn group for alumni, available at http://www.linkedin.com/groups?gid=103303&trk=myg_ugrp_ovr). The DMST undergraduate program of study is a member of the U.N. Global Compact initiative (the only program in Greece with this distinction).

Career surveys of DMST graduates are conducted every 3-4 years. Data collection is carried out via web questionnaires and personal telephone contacts. Results are publicized through the department's newsletter and website.

The most recent survey results (2010, 241 participants) indicate the following:

- ◆ The internship program is of pivotal importance in creating opportunities for employment – 22% of respondents have been retained by their internship employer (30% in the 2008 survey). Further to that, 80% of respondents seeking employment found a job in less than one year following graduation (98% in the 2008 survey).
- ◆ 92% of respondents perceive DMST's curriculum as very useful for their career development. In the same vein, 45% of respondents were employed in fields closely related to the content of their studies.
- ◆ Knowledge and skills obtained through the undergraduate program of study are seen as very relevant to work demands by 88% of respondents

The drop in percentages in employment is fully explained by the financial crisis in Greece.

3-I.2 Structure, cohesion and operation of the undergraduate study program

The program of study comprises core courses (semesters 1-5) and specializations courses organized in five Streams (semesters 6-8) as presented in Table 3-I.1. Students have to complete 37 courses and a compulsory 3-month internship project to fulfill degree requirements. DMST is the only university department where internship project is compulsory (see Section 3-I.5). 27 of the 37 courses are compulsory. Each stream has, as of 2013, five compulsory and five free elective courses. One of the free elective courses, the Final Year Project, provides students with the possibility to present a complete basic or applied piece of research work under the supervision of a faculty member. Students who opt for this course thus have the opportunity to delve in depth in research areas of relevance and familiarize themselves with empirical research work.

Table 3-I.1 DMST Undergraduate degree structure

Current (up to 2012-13)	New (from 2013-14)
1st Semester	
8101 Mathematics for Management Science (I) 8103 Introduction to Management 8105 Information and Telecommunication Systems 8107 Marketing 8109 Microeconomic Analysis for Decision Making	Mathematics I Introduction to Management Introduction to Computer Science Introduction to Marketing Microeconomic Analysis
2nd Semester	
8102 Mathematics (II) 8104 Statistics for Management Science 8106 Information and Telecommunication Technologies 8108 Accounting 8110 Macroeconomic Analysis and Business Environment	Mathematics II Quantitative Methods in Economics & Business I Programming I Accounting Macroeconomic Analysis
8112 Contemporary Issues & Trends in Management & Technology (Optional course, exclusively for 1 st year students), 2 nd Semester	
3rd Semester	
8111 Decision Making 8113 Financial Management 8115 Organizational Behavior and Leadership 8117 Information Systems & Databases 8119 Implementation Information Systems (JAVA Programming)	Decision Making Quantitative Methods in Economics & Business II Organizational Behavior and Leadership Database Management Systems Programming II
4th Semester	
8116 Mathematical Programming 8118 Quantitative Methods in Finance 8114 Human Resource Management 8120 Analysis & Design of Information Systems 8122 Computer Networks & Internet in Corporations	Mathematical Programming Financial Management Human Resource Management Analysis & Design of Information Systems Networks, Algorithms and Data Structures
5th Semester	
8121 Project Management 8123 Management Science in Practice (I) 8125 Management and Information Technology 8127 Work & Organizational Psychology 8129 Internet Technologies and Applications	Project Management Optimization Methods in Management Science Management and Information Technology Work & Organizational Psychology Information Systems, Implementation and Architecture
Streams	
2 compulsory courses + 7 core courses + 3 electives + internship	2 compulsory courses + 5 core courses (major) + 5 electives + internship
6th Semester	
8142 Business Strategy (compulsory) Stream I: Business Management 8132 Supply Chain Management 8134 Production & Operations Management Stream II: Information Systems & Electronic Business 8146 Electronic Commerce 8152 Digital Content & Mobile Communications 8126 Analysis & Modeling of Business Process and Systems 8138 Advanced Topics in Software Engineering Stream III: Strategy & Human Resource Management 8134 Production & Operations Management 8126 Analysis & Modeling of Business Process and Systems Stream IV: Supply Chain & Sales 8132 Supply Chain Management 8134 Production & Operations Management 8146 Electronic Commerce Stream V: Quantitative Methods in Finance 8144 Management Science in Practice (II) 8134 Production & Operations Management Free electives:	Business Strategy (compulsory) Stream I: Operations Research & Management Science Production & Operations Management Topics in Operations Research and Decision Systems Stream II: Information Systems & Technologies Digital Content Management & Human-Computer Interaction Analysis & Modeling of Business Process and Systems Advanced Topics in Software Engineering Stream III: Strategy & Human Resource Management Total Quality Management Advanced topics in Organizational Behavior & Human Resource Management Stream IV: Operations & Supply Chain Management Topics in Operations Research and Decision Systems Supply Chain Management Production & Operations Management Stream V: Electronic Business, Innovation & Entrepreneurship Electronic Commerce and Web Applications Digital Marketing

8128 Financial Statement Analysis 8130 Total Quality Management 8136 Advanced topics in Organizational Behavior & Human Resource Management 8150 Digital Marketing 8140 Final Year Project (spring semester)	Free electives: Core courses from any other stream Final Year Project (spring semester)
7th Semester	
<p>Stream I: Business Management</p> 8159 Enterprise Resource Planning Systems 8163 Financial Engineering 8161 Special Issues of Strategy 8147 Sales Management 8135 Personal Skills Development <p>Stream II: Information Systems & Electronic Business</p> 8148 Simulation & Decision Support Systems 8137 Data Management & Business Intelligence 8159 Enterprise Resource Planning Systems <p>Stream III: Strategy & Human Resource Management</p> 2539 International Business Management 8151 E-learning and Knowledge Management 8161 Special Issues of Strategy 8153 Business Transformation & Innovation 8135 Personal Skills Development <p>Stream IV: Supply Chain & Sales</p> 8147 Sales Management 8143 Networks and Combinatorial Optimization 8133 Analysis and Planning of Distribution and Transportation Systems 8159 Enterprise Resource Planning Systems <p>Stream V: Quantitative Methods in Finance</p> 8163 Financial Engineering 8143 Networks and Combinatorial Optimization 8157 Stochastic Models of Operations Research 8131 Investment Analysis 8148 Simulation & Decision Support Systems <p>Free electives:</p> 8139 Information Resource Management 8141 Procurement & Demand Management 8149 Final Year Project (fall semester)	Entrepreneurship (compulsory) <p>Stream I: Operations Research & Management Science</p> Stochastic Modeling & Simulation Combinatorial Optimization Financial Engineering <p>Stream II: Information Systems & Technologies</p> Information Resource Management Business Intelligence and Big Data Analytics <p>Stream III: Strategy & Human Resource Management</p> Personal Skills Development E-learning and Knowledge Management Advanced Topics in Strategy and Innovation <p>Stream IV: Operations & Supply Chain Management</p> Analysis and Planning of Distribution and Transportation Systems Enterprise Resource Planning Systems <p>Stream V: Electronic Business, Innovation & Entrepreneurship</p> Portfolio Analysis & Management Advanced Topics in Strategy and Innovation <p>Free electives:</p> Strategies for Decision Making & Problem Solving Core courses from any other stream Final Year Project (fall semester)
8th Semester	
8154 Entrepreneurship (compulsory) 8156 Internship project (compulsory)	Digital Entrepreneurship (Stream V) Internship project (compulsory)

The first two semesters of study primarily offer basic knowledge. The following 15 core courses (semesters 3-5) offer domain area knowledge, whereas the courses in semesters 6 and 7 offer specialization knowledge. About 50% of all courses offer skills development. All courses combine lectures (13 weeks, 4 hours per week) with practice-oriented elements of study, such as seminars, laboratory assignments, individual and group projects, case study workshops, that account for 30-100% of total course load, depending on the nature of each course (Tables 11-5a, 11-5b and 11-6). Faculty are responsible for updating course content on a yearly basis and hold regular meetings to ensure all relevant topics are covered and any course overlaps are justified and acknowledged (e.g., basic knowledge is reinforced through its application in different genres of business problems, students are exposed to different methodologies or different theoretical angles to study contemporary business phenomena). Such meetings are often coordinated by the department's research groups (see Section 5), to share experience, support research-led practice and mentor junior faculty members.

The interdisciplinary nature of DMST's curriculum facilitates the distribution of topics in courses in a manner that avoids overlaps among taught subjects. There is no formal system of prerequisites in the DMST program of study. However, several implicit flows of prerequisites are present, for example: Programming I

→ Programming II → Analysis & Design of Information Systems → Information Systems Implementation and Architecture.

The department offers 19 courses to students of other AUEB departments, whereas 34 elective courses from other departments are available to DMST students (see Tables 11-7 and 11-8). Courses offered from other departments address specialized topics in marketing, accounting, finance, economics and computer science. Responding to the increased interest of students in international mobility through the Erasmus program, DMST has recently doubled the number of courses that are taught in the English language and offered to incoming Erasmus students. As of the academic year 2013-14, these courses are:

1. Management of Information Systems
2. Managerial Decision Making
3. Production and Operations Management
4. Information Resource Management
5. Enterprise Information Systems
6. Algorithmic Operations Research
7. Business Models and Business Plans
8. Special Topics in Software Engineering
9. Supply Chain Innovation and Advanced Information Systems
10. Corporate Governance
11. Innovation in organizations knowledge, creativity and the processes of innovation
12. Leadership Competencies
13. Green Supply Chain Management
14. Social Network Analytics

Furthermore, since 2011, the department acts as the 'host' (i.e. offers student registration and grades processing services) for the courses offered in a year-long program of study on Teaching Methodology and Practice (*Πρόγραμμα Σπουδών στις Επιστήμες της Αγωγής και της Εκπαίδευσης*) available to all AUEB students (OJHR 689/B'/26-03-2013). The program comprises eight compulsory courses (Table 11-9) and leads to the award of a Teaching Qualification, allowing AUEB graduates to be employed as secondary education teachers for topics of economics, business or technology, depending on their degree). Presently, two members of DMST staff teach in this program.

DMST students are also offered language courses in English, French and German, integrated as electives in their degrees and organized centrally by the University.

3-I.3 Course Assessment

Learning evaluation for all courses except for the internship project (compulsory) and the final year project (optional) is performed via final written examinations, usually combined with essays or individual and group assignments. An unlimited number of exam re-sits is allowed according to current legislation. Students are entitled to request access to their graded exam paper and feedback from the teacher on their assessment. Student may opt to re-sit up to four exams, to improve their grades. Cumulative indicators, such as distribution of marks and failure rates for each course are created and reviewed by the AUEB's central Quality Assurance Unit. Quantitative indicators for student assessment and degree completion are provided in Tables 11-10 and 11-11 and discussed further in Section 4.2.

3-I.4 International orientation of the Undergraduate Program of Studies

The Department, since its inception, has maintained a strong international orientation. It is the first AUEB department to hire foreign faculty and has over the years invited a number of scholars from abroad to give guest lectures (2-8 hours) in related courses in the undergraduate program, including:

- Prof. Chrisanthi Avgerou, Professor in Information Systems, Information Systems Department, London School of Economics, UK
- Dr. Craig E. Carroll, Annenberg School of Communication at the University of Southern California, USA
- Prof. Eric K. Clemons, University of Pennsylvania, USA
- Dr. Evangelia Demerouti, Department of Social and Organizational Psychology, Utrecht University, The Netherlands
- Prof. Alan Harrison, Director of Research, Cranfield Centre for Logistics & Supply Chain Management, UK
- Dr. Angelika Kokkinaki, Vice Dean, University of Nicosia, Cyprus
- Prof. Lassi Linnanen, Lappeenranta Univ. of Technology, Finland
- Professor Terence C Mills, Loughborough University, UK

- Prof. Amadeo Odoni, MIT, USA
- Dr. Jean-Marie Proth, Research Director, INRIA, France
- Prof. Denise Rousseau, Professor of Organizational Behavior, Carnegie Mellon University, USA
- Prof. Emmanuel Thanassoulis, Professor in Management Sciences, Aston Business School, UK
- Prof. Eileen M. Trauth, Associate Dean for Diversity, Outreach & International Engagement, Pennsylvania State University, USA
- Prof. Eric van Heck, Erasmus University, The Netherlands
- Prof. N. Vonortas, George Washington University, USA
- Prof. Giorgos Vozikis, Professor of Entrepreneurship, University of Tulsa, USA
- Prof. Stephen Young, University of Strathclyde, UK

Visiting faculty has also been invited to provide comments on the undergraduate program of studies and suggest areas for improvement that have subsequently been discussed at departmental level.

DMST is also host to a vibrant student exchange program, within the Erasmus/Life Long Learning framework. In 2013, the number of bilateral agreements has reached 72 places in 33 universities in 14 European countries. Alongside the growth in the number of bilateral collaborations, the number of students participating in the Erasmus exchange program is constantly growing, with 54 students taking part in the current academic year (2012-13), whereas an additional 7 students have already enrolled in an internship project abroad through the exchange program. Similarly, the number of incoming Erasmus students hosted in DMST is growing, reaching 22 in 2012. Cumulatively, in the last 5 years, 168 outgoing and 135 incoming students have taken part in the program (see Table 11-12). As a requirement for its participation in the program, DMST has fully adopted the European Credit Transfer System (ECTS); the ECTS guide is available through the central university site (section dedicated to the Erasmus/LLL Program at <http://www.aueb.gr/pages/erasmus/>). Incoming Erasmus students may choose from the 14 courses in English offered by DMST, as well as from a further 62 courses offered in English by other departments of AUEB.

Current bilateral student exchange agreements are available for the following 33 institutions:

Austria: Universität Wien

Belgium: Hasselt University, HEC Universiteit Antwerpen UFSIA

Cyprus: Cyprus University of Technology, University of Nicosia, University of Cyprus

Denmark: University of Southern Denmark

Finland: Abo Akademi University, University of Jyväskylä, Lahti University of Applied Sciences, University of Oulu, University of Vaasa

France: Audencia Nantes Ecole de Management, CCI Dijon Groupe ESC Dijon Burgundy, Grenoble Ecole de Management, Group Groupe ESC Troyes, Université d'Auvergne Clermont-Ferrand, Université François Rabelais, Université Robert Schuman – Ecole de Management, Strasbourg

Germany: Technische Universität München, Universität Mannheim, Universität Siegen, Universität Ulm, Hamburg University of Technology, Universität Marburg

Iceland: Reykjavik University

Italy: Università degli studi di Pavia

Norway: The Norwegian School of Economics and Business Administration (Bergen), Norwegian School of Management BI

Sweden: Linnaeus Vaxjo

Switzerland: HTW Chur – University of Applied Sciences

The Netherlands: The Hague University of Applied Sciences

UK: University College London

Furthermore, DMST faculty have participated as experts in two Leonardo programs focusing on the design and quality assurance of curricula on Business Administration, Entrepreneurship and Innovation, in academic institutions of the Mediterranean region (Middle East and Africa). The faculty have not, to-date, exploited the Erasmus program to support their mobility, although most members of DMST staff frequently give guest lectures to other universities, in Greece and abroad. Details of such visits are often combined with research activities and are presented in detail in Sections 4, 5 and 6.

A recent distinction of the DMST undergraduate program has been the third place awarded in the Aibo division of the RoboCup Standard Platform League of the International Robotics Competition Robocup 2008, for a group of undergraduate students in collaboration with the Technical University of Crete (<http://www.intelligence.tuc.gr/kouretes/AIBO2008/Aibo2008Application.pdf>).

3-I.5 Undergraduate internship project

DMST has been the first department in the Hellenic *university* system to include a three-month internship project as a **compulsory** element of its study program. The internship program has been particularly successful, both in terms of promoting learning and allowing students to capitalize on their acquired knowledge and skills and in terms of **providing employment opportunities** (e.g., 22% of participants in the 2010 alumni survey continued working for their internship employer).

There are six critical elements in the design of this program: (i) academic mentorship by DMST staff for all intern students (through monthly meetings and student progress reports); (ii) an eligibility condition stipulating that students need to have successfully completed 5/6 of their degree course requirements to be entitled to participate; (iii) cultivation of close ties with and careful selection of participating companies (iv) close collaboration with in-company mentors, in order to define internship projects at the right level of complexity and relevance to ensure an authentic learning experience; (v) a feedback loop between the department and participating companies through supervisor evaluations and feedback reports for all students participating in the program; and (vi) student feedback on positive and negative aspects of their internship experience (a distinct section in their final internship report). The procedure and responsibilities of all involved parties (students, in-company mentors, academic supervisors and departmental administrators) in the internship program is described in the relevant departmental documentation, available online at <http://www.dmst.aueb.gr/index.php/el/undergraduate/practice> (a description of the aims of the program in English is available at <http://www.dmst.aueb.gr/index.php/en/undergraduateen/practiceen>). The numbers of students participating in the internship program since 2003 are as follows:

Table 3-I.2 Internship program participants

Academic year	Number of participating students
2003-4	94
2004-5	131
2005-6	152
2006-7	121
2007-8	103
2008-9	117
2009-	123
2010-11	132
2011-12	120
2012-13	49 (until February 2013)

An indicative list of private and public sector companies regularly offering internship positions includes:

3M Hellas, ALPHA Bank, Apivita, Athens Chamber of Commerce and Industry, Athens International Airport, Athens Urban Transport Organization, AVIS Hellas, Bank of Piraeus, Central Parking System Athens, Citibank International, Coca Cola, Computer Data, CosmoONE Hellas, Dell, Deloitte & Touche Consulting., EFG EUROBANK ERGASIAS, Egnatia Bank, EKO, Ericsson Hellas, ERNST & YOUNG, e-shop.gr, Everest, FORTHNET, General Bank of Greece, Germanos, Greek Parliament, Greek Research and Technology Network, Hellas on Line, Hellenic Economics Association (Οικονομικό Επιμελητήριο της Ελλάδας), Hewlett Packard Hellas, HSBC Bank, Intersys, INTRACOM, KPMG Advisors, KRAFT Foods, Ledra Marriott, Lion Hellas, National Bank of Greece, Newsphone Hellas, Open 24, Oracle Greece, OTE, Piraeus Direct Services, Plaisio Computers, National Research Institute, Planning Business Consulting, PRC Group-The Management House, PriceWaterhouseCoopers, Singularlogic, SPACE Hellas, Special Management Service of the Information Society Program, Titan, TOYOTA Hellas, Upstream, Vardinogiannis Group, Velti, Vivechrom, Xerox Hellas, and others.

A number of students opt to complete their internship project abroad (cf. Table 11-12), usually within the Erasmus/LLL program framework. This number is expected to grow in the future, in view of the unemployment rates in Greece. To-date, DMST students have held positions in 10 different countries, in the following organizations:

Banque Centrale du Luxembourg (Luxemburg); Broke Inn London Ltd. (UK); Cambridge University Hospitals (UK); CKP Nellinas Constructions Limited (Cyprus); Computer 2000 Bulgaria Ltd. (Bulgaria); Dinos Antoniou & Co Ltd. (Cyprus); Fidelico Ltd. (Cyprus); Gift – Tours (UK); Hub Madrid (Spain); Hub Vienna GmbH (Austria); Illy Cafe S.P.A. (Italy); International Secretariat Of Coastal & Marine Union (The Netherlands); Iversity GmbH (Germany); Lahti Youth Services – Multicultural Center “Multi-Culti” (Finland); Lyondell Chemie Nederland B.V. (The Netherlands); MDO Services (Luxemburg); P.K. Trisel Electronics Ltd. (Cyprus); Technomart Engineering & Project Consultants Ltd. (Cyprus); Gl. Iakovidis and Associates Ltd. (Cyprus); Vasilikos Pentaskoinos Coop. (Cyprus), and others.

3-II. Postgraduate Programs

The Department of Management Science and Technology (DMST) participates in five (5) master's programs offered by the Athens University of Economics and Business. Four are inter-departmental (MBA International, Executive MBA, MSc in Human Resource Management and MSc in Public Policy and Management) and one (MA in Heritage Management) is in collaboration with the University of Kent. The courses of two of the programs (MBA International and MA in Heritage Management) are taught exclusively in the English language.

Program 1: MBA International

3-II.1 Title: MBA International

Greek title: Διοικητική των Επιχειρήσεων με Διεθνή Προσανατολισμό

3-II.2 Participating Departments

MBA International (<http://www.imba.aueb.gr/>) is an **inter-departmental program** providing an internationally accredited Masters in Business Administration by AMBA. AMBA, the Association of MBAs, was established in 1967 and is the internationally recognized impartial authority on postgraduate business education. The Association's accreditation service, by which MBA International was successfully evaluated, is acknowledged as the global standard for all MBA, DBA and MBM programs.

The **departments participating** in MBA International are:

1. Management Science and Technology (Department managing the program – *Επισπεύδον τμήμα*)
2. Business Organization and Administration
3. Marketing and Communication
4. Accounting and Finance

3-II.3 Fit of the program of study to departmental and societal needs

The program was established in 1998 (OJHR 1151/B'/3-11-1998), originally as an **MSc in Decision Sciences**, to address MBA-level educational needs in the information society era. To this end, research on the design and development of the curriculum, leading to the launch of the program, was funded by the European Commission within the ESPRIT framework. The curriculum design reflected niche areas of academic expertise of DMST within AUEB's context: a strong emphasis on operational research and management science, a specific focus on information systems, technologies and e-business innovation, and logistics and financial engineering specializations. These innovative aspects of curriculum design reflected the then rising need for such expertise in the job market and matched the strategic goals that led to the founding and staffing of DMST itself. Subsequently, in 2004 (OJHR 876/B'/14-06-2004) the program's title has been changed to MBA and in 2006 (OJHR 1521/B'/16-10-2006) to **MBA International**, in order to reflect more accurately the program's orientation.

The program is publicized primarily through its online presence (website and social media, namely LinkedIn and facebook), a widely circulated printed brochure, open days, and participation in international MBA fairs in Greece and abroad.

Provisions to ensure the **continuing relevance** of the program's offerings to professional and societal challenges include: (i) annual surveys conducted by the **Career Office** of the program concerning the professional development of graduates (position, company, salaries, etc.); (ii) strategic directions to reflect changes and needs in industry and society provided by the **Business Advisory Council** of the program, which comprises both local and international leading figures; (iii) ongoing feedback from **alumni**, coordinated by the Alumni Relations Office of the program.

On a yearly basis, the Syllabus Committee and the academic coordinator evaluate the program's curriculum, taking into account student interest for elective courses, course and instructor evaluations, proposals from students and faculty members and best practices from similar programs abroad and propose suitable amendments to the Interdepartmental Committee managing the program.

The program is extremely well embedded and networked in the Hellenic business context but also internationally, particularly through the Field Study Project program that calls for the active engagement of enterprises with the program's student population and learning processes. More than 150 Hellenic and international enterprises are already participating in the program's network. Executives from these organizations are frequently asked to give invited talks in the context of relevant courses in the program.

The program is also active in the context of the civil society and non government organizations (NGOs) – including **UN Global Compact** and EuroCharity. It encourages Field Study Projects for NGOs and in

collaboration with Equal Society (a Greek NGO) it provides scholarships under the ‘Σπουδάζω με υποτροφία’ program for under-privileged candidates with appropriate skill profiles.

The MBA International program is also active in the field of sustainable development and environmental protection initiatives. As an example, there is an active **Energy and Sustainability Club**, run by students of the program, which circulates monthly newsletters and organizes invited lectures (Energy Speaker Series). In April 2012, the Club organized a major event in Athens, entitled ‘Doing Business in Energy: Challenges and Opportunities in Greece’, with participation of executives from Attica Ventures, Boston consulting Group, EuropCharity, HERON S.A, OECD, TERNA Energy and others.

MBA International obtained **full AMBA certification** in 2005; this accreditation has been renewed in 2009. The participation of the program in AMBA allows the assimilation of developments of international programs and current trends, and thus contributes to the ongoing enhancement of the program.

3-II.4 Structure, organization and cohesion of the Program

The program is offered in full-time (14 months) and part-time (24 months) modes.

The program offers majors in Business Administration (general track), Finance, Marketing and Strategy, International Business, Entrepreneurship & New Business Development, and Technology, Logistics and Operations. Students are required to take core, specialization, elective and personal skills development courses for a total of 42 credits; course distribution is as in the following Table:

Table 3-II.1. Structure of the MBA International Program Course Requirements

	Full-time Program	Part-time Program
Core Courses	24 credits (57%)	24 credits (57%)
Personal Skills Development Courses	2 credits (5%)	2 credits (5%)
Elective and Specialization Courses:	(total of 12 credits - 28%)	(total of 16 credits - 38%)
Specialization Courses	8 credits (19%)	8 credits (19%)
Elective Courses	4 credits (10%) in additional elective courses	4 (10%) or 8 (19%) credits in additional elective courses
Immersion Project (Field Study Project; or International Internship; or Business Plan Project)	4 credits (10%) (obligatory)	4 credits (10%) (optional)
Total	42 credits (100%)	42 credits (100%)

Core courses cover two types of academic knowledge:

- Basic knowledge of key disciplines in business administration, including marketing, financial management, accounting, human resource management, management of information systems
- Core management skills such as leadership, decision making and strategic thinking

Degree completion requirements include 10 core courses, 6 electives and the Immersion Project. Core courses comprise 30 contact hours and electives 20 contact hours. Details of all courses offered are available in Tables 11-13 and 11-14, while student intakes, graduations and GPA distributions are available in Tables 11-15 and 11-16.

On average about 50% of teaching comprise theoretical instruction and 50% exercises, lab work and other activities. The latter include business games, simulations and talks by guest speakers. Some elective courses such as Entrepreneurial Journey, Developing a Successful Business Plan, Leadership and International Negotiations consist of up to 80% exercises and other activities.

Preparatory courses are offered before the official start of the program; these courses provide an introduction to basic concepts and foundation material necessary for quantitative core courses. These courses are mandatory for students with arts, humanities or social sciences background.

The Program is managed by the Program Committee, according to the regulations for graduate studies of the program and of the University (cf. Section 2.4). The Committee is assisted by the executive administration of the program, composed of the Program Director, the coordinators of the specializations, the coordinator of the Field Study Program, the Heads of the External Relations, and of the Career Planning and Development Office, and the program secretariat.

3-II.5 Examination system

There are multiple methods of student evaluation applied in accordance with each topic’s learning assessment requirements. Most core courses are assessed via (a) written individual examination 65-70% (b) coursework (individual or group) and / or case study work 30-35%.

Transparency of student assessment processes is ensured by providing feedback on all submitted coursework and by providing feedback to students on their examination results upon their request.

The Head of Academic Affairs and the Director of the Program brief the program's Interdepartmental Committee on student assessment results. Student evaluations of instructors are also reviewed by the Director of the Program and released to instructors after the announcement of student assessment results.

MBA International comprises, as part of its curriculum, an Immersion Project. This may refer to a Field Study Program (FSP) where groups of 3-4 students, under faculty supervision, address real life business problems in the context of a private or public sector organization. Alternatively, students may select to participate in an Internship Program in an organization based abroad. A third option for the Immersion Project is the development of a business plan for an entrepreneurial concept proposed by the student. A set of detailed quality standards for the Immersion Project is available. Project evaluation takes into account the evaluation of the academic supervisor, the evaluation of the industrial supervisor where applicable, and the oral presentation of work.

3-II.6 Student Selection

Baseline student qualifications for the program include: university degree, a minimum of 3 years of work experience, proficiency in English, and a GMAT score of above 550. Applicants who meet the baseline qualifications are invited to a set of interviews with the Program Director, the Head of the Selection Process, the Career Office Manager, as well as members of the Alumni Association of the Program. A second round of interviews may follow, held by academics in charge of majors of the program. During the interview, candidates are evaluated on the following criteria: Analytical Skills and Decision Making, Assertiveness & Confidence, Ambition & Goal Orientation, Leadership Skills, Persistence, and Team Playing Abilities. A total 'score' for each candidate is calculated based on qualifications and interview evaluations. Approximately one in two of the interested applicants is selected and register for the program.

The selection process and criteria are publicized on the program's website, and brochures. The selection results are validated by the interdepartmental committee. The effectiveness and transparency of the selection process are monitored by the participating departments as well as the Business Advisory Council of the program.

3-II.7 Financing of the Program

The major sources of financing of the Program are tuition fees and sponsorships (for scholarship grants). Financial monitoring and controlling is performed by the Program Director, the program's interdepartmental committee and the Special Account of the University.

3-II.8 International Orientation and Recognition of the Program

All courses in the program are taught in the English language. Thirty five percent (35%) of the teaching faculty are international visiting scholars, while more than ten percent (10%) of the students in each intake are foreign (see Table 11-15). An extensive number of visiting scholars and prominent guest speakers from industry, from Greece and many from abroad regularly make presentation in a number of the program's courses (see Table 11-36 for a detailed list). Over the years, the program has attracted students from over 20 countries (England, France, Spain, Germany, USA, Norway, China, India, Hungary, Romania, Bulgaria, Turkey, Serbia, Ukraine, Lebanon, Cyprus, Egypt, Algeria, Tanzania, Colombia, etc.). There are active Student Exchange Programs with ENPC – France, EOI – Spain, Peking University and Fudan University – China, IIM and MDI – India, National University of Singapore – Singapore, Kasetsart University – Thailand, Universidad de los Andes – Colombia.

In the period 2009-2011 the program organized a series of annual study trips to China (2009, 2011) and India (2010). These included both academic and company visits. Specifically, 26 students joined the 2009 trip to China, hosted by the University of International Business and Economics (UIBE) and the Sias International University; 41 students joined the 2010 trip to India, hosted by MDI and Narsee Monjee Institute of Management Studies (NMIMS); and 33 students joined the 2011 trip to China, hosted by the University of International Business and Economics (UIBE) and Fudan University. Conversely, students from China and India attended the Summer Entrepreneurship Program, organized by the Entrepreneurship and New Business Development specialization in years 2007-2010 (cf. Section 4.10).

Leading international figures participating in the Business Advisory Council (BAC) of the program further reinforce its international dimension. This advisory body comprises highly acknowledged Greek and international managers under the chairmanship of Mr. Takis Arapoglou (CEO Commercial Banking, EFG-Hermes Holding SAE). Some of the Members are, among others: Sir Paul Judge (President, AMBA, London), F.W. de Klerk (former President of South Africa, Nobel Peace Prize Laureate), Stelios Haji-Ioannou (CEO, EasyGroup of Companies, London), Dr. Gargi Keeni (VP, Tata Consultancy Services, Calcutta), Nikos Stathopoulos (Senior Partner, BC Partners, London), Aris Candris (President and CEO, Westinghouse

Electric Company, Pennsylvania, USA), Ali Abdulatif Al Mesnad (Chairman and Owner, Al BAida Group, Doha, Qatar) etc.

In its fourteen years of operations has built an impressive international reputation, also reflected in awarded distinctions:

- Selected amongst the 35 MBA Rising Stars for the year 2012 (Findyourmba.com)
- Selected amongst the Top 200 Best Masters in International Management globally for the year 2012-13, 13th in Western Europe (Eduniversal).
- Ranked as “The most Innovative Business School in Southern Europe” for the year 2010 by the British magazine “European CEO”.
- Accredited member of the Global Compact Initiative of the United Nations, which promote corporate social responsibility
- Winner of the MediSim Challenge 2011, a graduate student competition among Universities located in Algeria, Egypt, France, Greece, Lebanon, Morocco, Tunisia and Turkey.

Finally, the sailing team of MBA International regularly participates in the Global MBA Trophy Sailing Regatta, with participation of crews from renown Business Schools (such as London Business School, AUEB i-MBA, SDA Bocconi, University of Athens, Warwick, MIP, RSM, INSEAD and IE). The team maintains a social media presence in facebook to reinforce social links among crew members and with other crews. MBA International has won the second place twice (2007, 2012) and the third place in the most recent race, in collaboration with INSEAD (26-27 April 2013).

Program 2: Executive MBA – Master in Business Administration for Executives

3-II.1 Title: Executive MBA

Greek title: Διοίκηση επιχειρήσεων για στελέχη

3-II.2 Participating Departments

The Executive MBA (<http://www.executivemba.aueb.gr/>) is an interdepartmental program providing the first and most established MBA degree for senior executives in Greece. The participating departments are:

1. Management Science and Technology
2. Business Organization and Administration (Department managing the program – *Επισπεύδον τμήμα*)
3. Marketing and Communication
4. Informatics

3-II.3 Fit of the program of study to departmental and societal needs

The program was established in 1998 (OJHR 1085/ B'16-10-1998, most recently updated in OJHR 1036/B'1-8-2006) and comprises a fully fledged part-time postgraduate degree in business administration, tailored to the needs of participants with extensive work experience in senior positions in the private or the public sector. The program maintains a balance between theory and professional relevance and capitalizes on suitable expertise of DMST's staff, particularly in the areas of business administration and leadership, information systems and digital innovation, and quantitative methods in management. Besides recognition for their academic performance, teaching staff have extensive professional experience as executives and advisors to large enterprises and organizations and teaching experience in leading business schools, including London Business School, Manchester Business School, Warwick Business School, London School of Economics, Wharton, Columbia, Harvard and others. The continuing relevance of course content is ensured on the one hand via student evaluations of course content and teaching methods and on the other hand via ongoing feedback from executives of the MBA Executive Alumni Association and the extensive professional social networks of the program's academic staff. The program is publicized primarily via the web, a printed brochure and word of mouth with the active engagement of its alumni.

3-II.4 Structure, organization and cohesion of the Program

The program curriculum consists of 10 core courses (55%) and 6 elective courses (30%). No specializations are offered. The core courses have 30 contact hours, whereas electives have 20 contact hours. Electives may be selected from a pool of 24 courses. Master's thesis is optional and may be replaced by 3 elective courses (15%). The duration of study is two years. On average, teaching is divided equally between theory and practical exercises, including lab practice and other activities, such as business games, experiential activities, simulations as well as lectures from visiting professors and speakers. Preparatory courses are offered before the official start of the program; these courses provide an introduction to basic concepts and foundation material necessary for quantitative core courses to students with arts, humanities or social sciences backgrounds. Details of the courses offered are available in Tables 11-17 and 11-18, while student intakes, graduations and GPA distributions are available in Tables 11-19 and 11-20.

3-II.5 Examination system

There are multiple methods of student evaluation applied in accordance with each topic's learning assessment requirements. The basic rule, which applies to most core courses, is: (a) written individual examination 65-70%; (b) assignment (individual or team) and / or case study work 30-35%. With respect to elective courses, assessment varies in accordance to topic particularities and may also contain role playing, practical assignments in companies and organizations, research and simulation work. The program's strong culture of ethics is also reflected in the student assessment process. Transparency of student assessment is ensured by providing feedback on all submitted coursework and by providing feedback to students on their examination results upon their request. Indicative master thesis topics are announced by teaching staff to students. Master theses are often based on real life cases/problems in the student's work environment. Theses are evaluated by two members of staff based on the written work and an oral presentation, in accordance with predefined evaluation criteria and quality standards.

3-II.6 Student Selection

Student selection criteria include at least 3 years of professional experience and a GMAT score of 550 or above. Candidates are interviewed by two faculty members and the director of the program. During the interview, candidates are evaluated on the following criteria: professional experience (duration - quality), Grade of first or other degrees, level of education, knowledge of the English language and capability of

attending and making the most of the Program. The student selection criteria and process are publicized on the website of the Program, as well as during program promotion activities. Ranked candidate lists are validated in the interdepartmental committee managing the Program. The effectiveness of the student selection process is ensured by monitoring the academic performance of selected students, as well as their career development after graduation. The acceptance rate to the program is approximately twenty percent (cf. Table 11-19).

3-II.7 Financing of the Program

Sources of income for the program are tuition fees and grants for scholarships provided by private enterprises. Financial control is exercised by the program's interdepartmental committee.

3-II.8 International Orientation and Recognition of the Program

The program targets the Greek senior executive market, hence all attendees are Greek. Five percent (5%) of the program's faculty are international. The language of instruction is Greek, while two elective courses (Total Quality Management, and Creativity and Innovation) are taught in English. The program has a cooperation agreement with the *Kellogg School of Management of Northwestern University*, which provides case study materials for the course on Labor Relations and Negotiations. The program has been ranked 49th in the Best Masters & Top MBAs worldwide (www.best-masters.com).

Program 3: MSc in Human Resource Management

3-II.1 Title: MSc in Human Resource Management

Greek title: Διοίκηση Ανθρώπινου Δυναμικού

3-II.2 Participating Departments

The MSc Program in Human Resource Management (www.hrm.aueb.gr) is an interdepartmental program. The participating departments are:

1. Marketing and Communication (Department managing the program– *Επισπεύδον τμήμα*)
2. Management Science and Technology (Department managing the program as of 2013)

3-II.3 Fit of the program of study to departmental and societal needs

The program was established in 2003 (OJHR 1196/B'/26-8-2003, revised in 415/B'/26-3-2007) and is the first in Greece to offer Human Resources Management (HRM) studies at a postgraduate level. **It is the first academic unit of a Greek university to be certified** in accordance with the European model of quality and distinction **EFQM** (European Foundation of Quality Management) at the level of "**Committed to Excellence**".

The program equips participants with the necessary knowledge, skills and competencies to pursue a professional career in Human Resources Management (HRM) or continue their studies towards a PhD. The program capitalizes on DMST's staff academic specialization in Organizational Behavior, Leadership and Organizational Information Systems.

More specifically the aims of the program are:

- To develop the conceptual and theoretical background of participants so that they can successfully respond to the managerial and strategic roles of HRM
- To familiarize participants with the appropriate techniques and tools necessary to deal with the complex issues of HRM and to evaluate various trends and contemporary approaches in HRM
- To develop participants' necessary skills to deal successfully with the HR functions and systems (e.g., recruitment, performance appraisal, training, development, change management etc.)
- To develop the leadership skills of participants

The program of study is available on the program's website along with detailed course descriptions. Evaluation and revision of the syllabus is based on quantitative and qualitative reviews, within the EFQM framework, on a sample of all students and instructors, as well as on the assessment of courses and instructors by the students.

The program is publicized through its website, advertising in the media (printed and social), conferences and exhibitions. The program has an active Alumni Association (**HR Society**) and a very active **LinkedIn** group. Furthermore, the program runs bi-annual graduates' surveys exploring their professional development following the completion of their studies. These are conducted through telephone interviews conducted by the Secretariat, with the support of the program's alumni association.

3-II.4 Structure, organization and cohesion of the Program

The program is offered in full-time (minimum 17 months) and part-time (minimum 22 months) modes.

The program offers 20 compulsory courses (87% of total course credits); three electives are offered during the second year of studies, for students choosing not to do a dissertation (this option is only available in the part-time program). The program does not offer specializations. There is no system of prerequisite courses; however, the sequence in which the twenty core courses are presented is defined in advance.

On average, teaching is divided equally between theory and practical exercises, including lab practice and other activities (e.g., case study work). A key aspect of the program is the invited/guest lectures by prominent HR managers from the Hellenic business environment.

The courses of the program are divided into three main topic areas:

- Courses which help students understand the business context for HRM and introductory/basic courses (45%)
- Courses of basic HRM functions, such as employee recruitment, selection, development, etc. (35%)
- Courses which enrich strategic & developmental tasks of HRM (20%)

Tables 11-21a, 11-21b, 11-22a and 11-22b present details on the courses offered in the full-time and part-time cohorts, while student intakes, graduations and GPA distributions are available in Tables 11-23 and 11-24. Adjustments and updates to course structure and content are made based on students' evaluations and staff reviews. Two annual meetings with the director and students are also held (focus groups), in order to discuss and offer suggestions for improvements.

3-II.5 Examination system

Multiple methods are used to evaluate students:

- A written examination for most courses
- Various exercises (individual and group assignments as well as oral presentations)
- A dissertation
- Class attendance is compulsory and class participation is part of the overall student assessment.

Any student complaint regarding assessment is considered by the Interdepartmental Committee.

Dissertation topics are announced by teaching staff of the various courses, in line with their research interests. Students are responsible for finding a supervisor among the teaching staff to select a dissertation topic. The assignment and examination process of the postgraduate thesis is fully transparent. The student presents his or her work to a committee consisting of three professors, an open audience, business executives and the head of the Program. Specific quality standards should be followed for the post-graduate thesis; there is a guide for preparing this type of work with a detailed briefing from the Director of the Program. The students also attend a 20-hour SPSS seminar.

3-II.6 Student Selection

Applications to the program are submitted once a year, usually in May. Short listing and candidate selection take place during June and early July. Eligible candidates are interviewed by a selection committee of academic staff, who make their recommendations to the course committee.

Baseline student qualifications for the program include: university degree, excellent knowledge of the English language and a minimum of two years work experience for the part-time program. Candidates also need to provide two reference letters. GMAT scores and other postgraduate degrees are taken into account, although they are not a requirement. The candidate selection procedure and the criteria used are advertised in the press and are also announced in relevant education and career websites. They are also included in the program's website.

The effectiveness and the transparency of the students' selection process are ensured by:

- The screening/initial selection process and
- The interviews held by the selection committee.

All candidates receive notification of the selection process outcome via e-mail.

The acceptance rate is around 20% for the full-time program (25-30 students out of 120-140 candidates) and 20%-30% for the part-time program (40 students out of 130-190 candidates) (cf. Table 11-23).

3-II.7 Financing of the Program

The program is financed through student tuition fees. The full-time program has been supported in its early years by European Union funds (*EIIEAEK program*). The director of the program is involved in fund-raising and industry collaboration activities. Additional income from such activities is used to support student fellowships and academic research (e.g., participation of teaching staff in conferences). Financial control is exercised by the program's interdepartmental committee.

3-II.8 International Orientation and Recognition of the Program

All course students are presently Greek, and courses are taught in the Greek language, although there is extensive use of teaching materials in English. There is limited participation of international visiting faculty. Nonetheless, cooperation agreements are in effect with international institutions and agencies for student and staff exchanges (e.g., participation in the CRANET consortium). Furthermore, an annual international study visit takes place (e.g., Sapienza University, Rome) where the students attend classes in the host institution abroad and visit HR departments of large organizations.

In addition to the EFQM "Committed to Excellence" distinction in 2008, in February 2012, the program was ranked 7th among all European HRM programs by the Eduniversal international organization.

Program 4: MSc in Public Policy and Management

3-II.1 Title: MSc in Public Policy and Management

Greek title: Δημόσια Πολιτική και Διοίκηση

3-II.2 Participating Departments

The Masters Program in Public Policy & Management (<http://ppm.aueb.gr/>) was established in 2008 (OJHR 148/16-7-2008 and OJHR 1757/25.8.2009) as a result of the collaboration among the following AUEB departments:

1. Management Science and Technology (Department managing the program – *Επισπεύδον τμήμα*)
2. Economics
3. International and European Economic Studies

3-II.3 Fit of the program of study to departmental and societal needs

The program was inaugurated (first student intake) in 2010 and reflects the commitment and ambition of AUEB to develop a high quality graduate program combining academic expertise in economics and finance on the one hand and management on the other. The program is unique in the Greek context, although there are several similar programs in the U.S. and Europe, and fills a current gap in postgraduate executive education in the wider public sector and non-governmental organizations.

The program aims:

- To increase the skills and capabilities of participants to build successful careers and achieve professional development in the wider public sector and non-governmental organizations
- To provide participating executives with specialized knowledge, analytical capabilities and skills so they can provide appropriate and practical solutions to complex problems of the wider public sector, design policies that promote efficiency and the public interest, but also so that they can develop a leading role in promoting and implementing effectively those policies.

The program capitalizes on academic expertise of DMST faculty in the areas of strategy, innovation, electronic government and quantitative methods in management as well as on the extensive experience of DMST staff in working on projects in collaboration with various agencies in the Greek public sector.

3-II.4 Structure, organization and cohesion of the Program

The program is offered in part-time mode only and lasts two years.

The program offers eight compulsory courses in the first year of study, while in the second year students take electives in one of two specializations (Public Policy or Public Management). Each specialization has three compulsory courses, while students also choose three electives from a list of ten options. Students can opt to do a Master's Thesis; those who do not need to complete an additional four elective courses (see Tables 11-25 and 11-26 for the detailed list of courses available). The course structure is the result of the inter-departmental committee coordinating the program and is reviewed on an annual basis. The course structure and content are publicized through the program's web site.

Teaching in the program emphasizes interdisciplinary analysis, critical thinking and practical application. To this end, theory is substantiated by case studies in the field of public administration, and applications to authentic problem contexts. The aim is to provide conceptual frameworks, tools and methods, support complex learning processes as well as to develop leadership skills.

3-II.5 Examination system

There are multiple methods of student evaluation applied in accordance with each topic's learning assessment requirements. The basic rule, which applies to most core courses, is: (a) written individual examination 65-70%; (b) assignment (individual or team) and / or case study work 30-35%. With respect to elective courses, assessment varies in accordance to topic particularities and may also contain role playing, practical assignments in companies and organizations, research and simulation work. Master's theses are presented to and marked by the respective supervisor and another member of academic staff, chosen by the study program director in collaboration with the thesis supervisor. The first 35 graduates of the program were awarded their degrees in 2012 (Table 11-27). Details of grade distribution for the program's graduates are provided in Table 11-28.

3-II.6 Student Selection

The program is intended for graduates of Greek and foreign universities who are already employed in the public sector and nongovernmental organizations (e.g., Public Sector, Public Enterprises and Organizations, Local Authorities, Social Services, Non Profit Organizations). It is also aimed at executives with a broader professional experience in other areas who have an interest in this area and aim to take a managerial role in the public sector in the future. Students are selected by academic staff, based on their academic qualifications and professional expertise, following an interview process (see Table 11-27 for student selection data). The acceptance rate was 27% in the first year of operation of the program and 45% in 2012. This difference is due to the drop in the number of applications due to the uncertainty and recent pay cuts in the public sector as a result of the financial crisis in Greece.

3-II.7 Financing of the Program

The program is financed through student tuition fees.

3-II.8 International Orientation and Recognition of the Program

The program targets executives and civil servants in the Greek public sector, hence all attendees are Greek. The academic staff teaching in the program has extensive track records of international research and professional collaborations in the areas of public policy and management, including ambassadorships to OECD (Prof. S. Lioukas, the program's director) and leadership of research projects for international funding bodies.

Program 5: MA in Heritage Management

3-II.1 Title: MA in Heritage Management

Greek title: Διαχείριση Πολιτιστικής Κληρονομιάς

3-II.2 Participating Departments

The MA in Heritage Management (<http://www.heritage.aueb.gr/>) was inaugurated in 2011 [OJHR 2215/4-10-2011] and marks a unique collaboration between AUEB and the University of Kent in the UK (School of European Culture and Language). The participating departments from AUEB are:

1. Management Science and Technology (Department managing the program – *Επισπεύδον τμήμα*)
2. Marketing and Communication

3-II.3 Fit of the program of study to departmental and societal needs

The MA in Heritage Management addresses a pragmatic need for highly educated managers of archaeological sites, with financial, managerial and administrative skills in heritage management. At present, both in Greece and abroad, archaeological sites often stay unexploited after excavation, and may even be left to decay. Graduates of this program can contribute to appropriate management and preservation of such archaeological sites, ensuring best practice and integration with the local communities. Beyond showcasing cultural heritage, heritage management can contribute to education and growth. For Greece, one of the countries with the greatest number of monuments of cultural heritage according to UNESCO, the potential impact of this program is therefore far-reaching. By exploiting cultural heritage more effectively and developing relevant know-how in culture heritage management, Greece can become one of the most important centers of excellence for the management of archaeological sites and museums worldwide.

AUEB and DMST contribute in the program subjects such as Human Resources Management, Tourism Marketing, Strategic Planning, and Finance for Cultural organizations. No other MA in the English language teaches these key areas with specific reference to the special needs of archaeology.

To ensure relevance, the academic staff of the program meet annually to review course content. Additional external evaluation is ensured by the appointment of an external examiner by the University of Kent and input from the program's international Advisory Council. Following the recent (May 2013) graduation of the first student cohort (16 students), the program will establish an alumni association, in order to ensure feedback and networking with its graduates but also in order to follow their career progression.

Current and prospective students can get information about the structure and content of the program through its website (available through both the AUEB and University of Kent web pages). Much of the instruction is done on-site, so that students gain hands-on experience and understand the issues at stake. Students have the opportunity to work on actual projects in Greece and abroad. The study location is ideal for offering access to nearby archaeological sites (Eleusina, as well as Athens, Ancient Korinthos, Nemea, Theva etc.). A facebook group has also been set up to promote the program and facilitate networking among students, staff and alumni.

3-II.4 Structure, organization and cohesion of the Program

The MA in Heritage Management is an intensive, interdisciplinary postgraduate program which uniquely combines the worlds of archaeology and business and is taught in Athens at Eleusina, an area of world-class archaeological significance. It focuses on teaching the skills required for the management of heritage sites across the world and how to effectively work with archaeologists, architects, conservators, marketing and education specialists while fundraising and supervising specific projects. The program's duration is eighteen months; 9 months for taught modules and exams (September to May) and 7 for the dissertation (May to December). The program sets off with two pre-session introductory modules on archaeology and management. Incoming students with a background in archaeology take the introduction to management course (offered by AUEB), whereas those with a background in management will take the introduction to archaeology (offered by the University of Kent). Incoming students with no academic background in either area have to follow both introductory courses. The main part of the program consists of four core modules, three of which are offered by AUEB; one (30-credit) or two (15-credit) optional modules; and either a supervised dissertation or a collaborative study project, which is practice-based and makes a practical contribution towards a real problem in the context of heritage management (Tables 11-29 and 11-30). Thus, about 70% of offered modules are core modules, whereas 30% optional. A lot of emphasis is placed on practical work, fieldtrips and workshops.

While the course structure information is available on the website of the participating universities, detailed course information and student handbooks are uploaded using the moodle software available the University of Kent.

In addition to the standard course evaluation procedures followed by AUEB (see section on Teaching), the University of Kent uses EvaSys module evaluation to survey students and gain feedback on courses and teaching. Online module evaluation surveys are setup by School administrators. Students successfully completing the program gain a dual degree award from both AUEB and Kent.

3-II.5 Examination system

Students are assessed through a combination of exams, coursework and oral presentations. Double courses (such as Site Conservation I-II) have a higher load than single courses (such as Project Management). A single course typically has an oral examination and an exam, or an oral examination and an essay, or an essay and an exam. A double course may have all three elements. All courses are designed for inclusive learning and assessment (i.e., allowing students with different abilities or backgrounds to learn and get assessed more effectively). According to the Gazette and Program Handbook all students speak with the program's academic director before deciding upon their topic and contacting supervisors. Dissertations are reviewed and marked by the supervisor, a second internal examiner and the external examiner.

The University of Kent appoints an external examiner to review and comment on all student work that has already been assessed by University of Kent/Associate College academic staff. At the end of each academic year an examiners' meeting is held. Staff from University of Kent and AUEB faculty teaching on the program meet and decide upon students' final marks.

3-II.6 Student Selection

Entry requirements include a bachelor's degree, diploma or equivalent in any field with a grade of 'very good', an upper second class honours degree, a GPA of above 65% or equivalent. Non-native speakers of English must have a minimum standard of proficiency in written and spoken English before enrolling on the program. Following enrolment and in order to continue with the course, students need to successfully pass one or two of the pre-sessional modules. The entry requirements are available on the program's website. The current acceptance rate is about 50%. All applications are reviewed and candidates are notified of the outcome; the candidates that meet the Program's requirements are then interviewed by the academic Director. A letter of acceptance is sent only when the program's committee agrees upon the students' suitability to participate in the Program.

3-II.7 Financing of the Program

The program is financed through student tuition fees. Furthermore, the program is supported by prominent international and Greek bodies and philanthropists, including the Fulbright Foundation, the Bodossaki foundation and others, offering scholarships to selected candidates. Part of the budget covers the remuneration and travel expenses of part-time lecturers for the courses offered by Kent, to ensure the program attracts the best teachers.

3-II.8 International Orientation and Recognition of the Program

This dual degree is the result of an innovative for Greek standards inter-university international collaboration. It is also the first program globally that brings together an archaeology department with a business school, aiming at an interdisciplinary, specialized postgraduate level study in Cultural Heritage Management. It is noteworthy that the University of Kent was ranked 4th in the UK for archaeology and 8th in the UK for classics in the National Student Survey 2011. All courses in the program are taught in the English language. There is participation of international students (12 out of 34 in two years). Out of the 10 academic staff teaching in the program, two are from the UK and more than 6 visiting professors have been invited from abroad. The program offers the students links to both Greek and UK academic institutions and access to their resources. In its two years of operation, the program has attracted students of many nationalities (including British, American, Tynisian, Danish, Croatian, Cypriot, Russian, Canadian etc.). Furthermore, the Advisory Council has international participation from the International Center for the Study of the Preservation and Restoration of Cultural Property –ICCROM, Cambridge University, Stanford University, University College London, as well as three Greek universities (Aristotle University of Thessaloniki, National Technical University of Athens, and Panteion University) in addition to AUEB.

A critical element for the local potential and global relevance of the program is provided by the Initiative for Heritage Conservancy, an innovative education and research project. Students of the program have taken part in a conference organized under this initiative looking at Climate Change and its impact on the management of archaeological sites. They also participated in a series of seminars on 'Greek, European Union and International Framework of Protection for Cultural Property', looking into the use of digital media and methods for better preservation of cultural heritage. The students of the program also attended the IEMA Tourism Summer School 2012.

3-III. Program of Doctoral Studies

The Doctoral Program of DMST is committed to fostering and cultivating high impact academic research. It is very well subscribed, with 72 PhD degrees awarded in twelve years. The Program reflects the academic orientation of the department; doctoral research is usually conducted within the context of the department's research laboratories (cf. section 5.1). PhD students are supported in:

- ◆ producing high quality basic and applied research
- ◆ publishing in well recognized international scientific journals
- ◆ participating in widely recognized international conferences

3-III.1 Fit of the PhD Program to the departmental vision and community

The essence of DMST's doctoral studies program is to prepare future academic teachers and researchers for careers both internationally and in Greece. The department closely monitors the career development of its doctoral graduates and maintains close links with them, through personal contacts and ongoing research collaborations. To-date, there have been **34 appointments of PhD graduates in tenure-track academic positions**, internationally (15) and in Greece (19). The international academic appointments of DMST PhD graduates are in: University of Bath (UK), University of Essex (UK) [2], University of East Anglia (UK) [2], University of Stirling (UK), Leeds University (UK), Liverpool John Moores University (UK), Southampton University (UK), Stevens Institute of Technology (USA), Utrecht University (The Netherlands), EADA Business School (Spain), University of Manchester (UK), Aston University (UK), and Copenhagen Business School (Denmark). Further, 12 graduates hold/held adjunct faculty or post-doctoral appointments internationally (6) and in Greece (6).

The cumulative research and development expertise of DMST staff and their active participation in projects in their respective fields of expertise spawns opportunities for doctoral students in the department. In many cases, doctoral research projects are embedded in wider national, EU and international research and development programs; often they are also part of government or private sector projects commissioned to DMST staff (usually because they encompass some degree of innovation, technical and/or managerial challenges). Thus, doctoral students engage in research work that addresses the needs of society and the national economy.

Information on the PhD program (including structure, requirements and procedures) is available mainly through the department's website. To promote broad dissemination and visibility of academic research and doctoral research output in DMST, the department has produced two volumes of abstracts of PhD theses in English (2006; 2013). These volumes were produced at the time of the two PhD graduation ceremonies of the department, and distinguished by the award of **two Honorary PhD degrees to Professor Amadeo Odoni, MIT (2006) and Professor Denise Rousseau, Carnegie Mellon University (2013)**.

Positions to pursue a PhD degree in DMST are subject to approval by the Special Purpose General Assembly of the department (ΓΣΕΣ) and publicly announced in the AUEB's website and through printed and electronic press media. Candidates require at least a first and a postgraduate degree, two letters of reference and a statement of purpose.

The program is monitored by the Doctoral Program Committee. Representatives of the committee sit in PhD proposal presentations and seminars and confer with doctoral students and members of staff on a regular basis to ensure quality in the program. The committee is also responsible for supervising the end-of-first-year proposal presentations of doctoral students and for reviewing and revising the research methodology seminar offered (see also the Sections 3-III.2 and 3-III.3 below).

In many cases, students finance their doctoral studies through their participation in national, EU and international funded research programs – a critical point, considering the lack of institutionalized university-level funding for doctoral studies. On occasion, the pursuit of a doctoral degree for a DMST student is funded via private sector projects, usually involving some consultancy work. In line with AUEB's internal regulation concerning doctoral studies, PhD students in DMST are expected to assist in teaching activities (e.g., teaching classes, supervising individual and group study projects); such assistance is seen as an integral part of a doctoral student's preparation for an academic career.

3-III.2 Structure of the PhD Program

Currently, there is no compulsory taught element in the doctoral study program. However, the department runs a semester-long course on research methodology (12 3-hour sessions) covering both qualitative and quantitative research methods and providing coaching on use of bibliographical sources, technology-based research techniques (e.g., Internet research, statistical packages, qualitative analysis software), and on academic writing practice (See Table 3-III.1 below). In addition, as 2013-14 and full semester course on Organizational Theory will be offered. Further, students are encouraged to attend doctoral level taught programs in other departments, mainly in other Universities according to the requirements of their topic of

study. All students are also expected to participate in the research seminars organized by the research laboratories in the department, where they present their own work-in-progress and are exposed to the research work of peers and faculty working in related research areas (see Section 3-III.5).

Table 3-III.1. PhD Research methodology course outline

Topic	Faculty
What is a PhD?	G. Giaglis
Structure of a PhD Thesis	N. Pouloudi
Managing time and other resources in the PhD process	K. Pramadari
Methodological Approaches and Choices	A. Poulymenakou
Hypotheses construction and testing	A. Vrechopoulos
Psychometrics and scale development	I. Nikolaou
Introduction to Structural Equation Modeling (SEM)	P. Vlachos (Visiting)
Advanced SEM	I. Spanos
IT tools for research	D. Spinellis
The Case Study as Research Method	A. Poulymenakou
Qualitative research analysis	E. Soderquist
Publishing Research	N. Pouloudi

3-III.3 PhD examination procedures

Following entry to the doctoral program, students are given 12-18 months to prepare, submit and present a comprehensive research project proposal to a three-member committee. This committee is formed by the supervisor and two other faculty members with research experience in the relevant area; a representative of the department's PhD Program Committee is also in attendance. Upon approval of the proposal, these three staff members typically form the *advisory committee* for this student; a decision ratified by the Special Purpose General Assembly of the department (ΓΣΕΣ).

PhDs are awarded following the submission of a written dissertation and an oral presentation (public defense) to a seven member examiners' board (the three members of the advisory committee plus four internal or external examiners). At least three members of the examiners' board must be at full professor level. The constitution of the examiners' board is usually proposed by the main supervisor and approved by the Special Purpose General Assembly of the department (ΓΣΕΣ). Following the oral presentation a PhD, the examiners' board compiles an examiners' report addressing both the written dissertation and the oral defense by the student. The examiners' report addresses issues of rigor, innovation, and contribution of the research conducted and recommends (or not) the award of the doctoral degree. The Special Purpose General Assembly of the department (ΓΣΕΣ) approves the award of doctoral degrees on the basis of such reports. These procedures are defined in Greek legislation.

3-III.4 Selection of PhD candidates

New positions to pursue a PhD degree in DMST are proposed by faculty members, subject to approval by the Special Purpose General Assembly of the department (ΓΣΕΣ). They are publicized in an open call twice per year, through the department's and AUEB's websites, and in printed and electronic press media. Candidatures require at least a first and a postgraduate degree, two letters of reference, a detailed CV and a statement of purpose. In addition, the candidates should be proficient in English and available to study full-time. Selection of candidates is on a competitive basis. A three member staff committee, chaired by the member of staff proposing the PhD topic, selects candidates on the basis of relevance of academic profile, academic and professional achievements to-date and motivation. The recommendation is ratified by the Special Purpose General Assembly of the department (ΓΣΕΣ). The acceptance rate to the doctoral program is approximately 30% (see Table 11-31).

3-III.5 Research seminars and presentations

Currently, there is no organized department-wide research seminar in DMST. However, all research laboratories in the department run regular (weekly or bimonthly) research seminars attended by faculty and students working in related research areas. PhD students are expected to give at least one presentation per year on their research progress. In addition to PhD students, research seminars are given by members of staff as well as guest speakers from industry or academia, both Greek and international. A list of international faculty that have given research seminars can be found in Section 5.

3-III.6 International orientation of the Doctoral Study Program

One of the key aspects of the international dimension of the DMST doctoral program is the participation of international faculty in the PhD final examination process (in 14 of the 72 examinations to-date, i.e., 20%). A list of international faculty that have served as PhD examiners is provided in the Table below:

Table 3-III.2. International faculty on DMST PhD exams

<i>Professor George Constantinides, University of Chicago Booth School of Business, USA</i>
<i>Professor Pavlos Dimitratos, University of Glasgow, UK</i>
<i>Dr. George Dotsis, University of Essex, UK</i>
<i>Assistant Professor Constantinos Kostopoulos, EADA Business School, Spain</i>
<i>Dr. Dimitris Kyritsis, School of Engineering, Swiss Federal Institute of Technology in Lausanne (EPFL), Switzerland</i>
<i>Professor Pitu Mirchandani, University of Arizona, USA</i>
<i>Professor Amedeo Odoni, Massachusetts Institute of Technology, USA</i>
<i>Professor David Peel, Lancaster University Management School, UK</i>
<i>Dr. Dimitris Psychogios, University of Manchester, UK</i>
<i>Assistant Professor Panagiotis Repoussis, Stevens Institute of Technology, USA</i>
<i>Professor Thomas L. Saaty, University of Pittsburgh, USA</i>
<i>Associate Professor Aristeides Theotokis, University of Leeds, UK</i>
<i>Professor Haridimos Tsoukas, Warwick Business School, UK</i>
<i>Professor Hans van der Heijden, School of Management, University of Surrey, UK</i>
<i>Dr. Maria Vassalou, former Associate Professor Columbia University, European Finance Association President</i>

DMST strongly affirms and supports the international exposure and networking of its doctoral research program. **Most of DMST's PhD students opt to write up their dissertation in English**, since this was formally endorsed as an option in Hellenic legislation (2007). Furthermore, the majority of doctoral students, in the course of their study, are expected to (and do achieve) the following:

- ◆ Presentation of their work in at least one international conference – usually the number is much higher. A stipendium from the department is available for doctoral students to this end.
- ◆ Participation in international doctoral consortia/doctoral student meetings, including the: European Doctoral Programs Association in Management and Business Administration (EDAMBA); Global Alliance in Management Education (CEMS); European Conference on Information Systems; Mediterranean Conference on Information Systems; Alpine Seminars on Information Systems (ALPIS).
- ◆ Publication of research in at least one international peer-reviewed journal

In several cases PhD advisory committees and advisory boards include international faculty members. International collaboration and exchanges of research students are mainly cultivated in the context of international R&D projects (typically funded by the EU). Participation of foreign students in the PhD study program is extremely limited. Currently there are international PhD students from four countries (Albania, Bulgaria, Cyprus, and India).

While DMST faculty are extremely well-connected internationally through prior professional engagements and current international project participation, opportunities for mobility (incoming and outgoing) of research students and staff are very limited due to a general lack of funding at all levels (departmental, university, Ministry of Education, General Secretariat of Research). Currently, the only concrete funding gateway for such mobility is provided through the Erasmus program, but it is severely underutilized. Possible explanations for this include the level of funding provided and formal program requirements.

International recognition of the PhD program is manifest in a series of awards received by DMST PhD students and graduates. Details are provided in the following table.

Table 3-III.3. PhD student awards and recognition

PhD Student(s)	Award	Institution/Event
Dimitris Brachos	Highly Commended Award for Doctoral Research 2008	Emerald Publishing Group & the European Foundation for Management Development
Dimitris Brachos & Constantinos Kostopoulos	Highly Commended Paper Award for the paper on 'Knowledge Effectiveness, Social Context and Innovation' (with K.E. Soderquist and G. Prastacos)	2008 Emerald Publishing Group, Literati Network Awards for Excellence
Maria Kechagia	Barclays capital prize for best competition entry by a female contestant	2011 Algorithmic Trading Competition, UCL UK
Panagiotis Kourouthanassis	Best paper award in the student competition for research in the retailing sector, entitled "Pervasive retail as a means of enhancing consumers' shopping	2003 ECR Europe Awards, Berlin

	experience"	
Ilias Lymberopoulos	Best paper award for the paper " <i>Collaborative, trusted and privacy aware e/m-services</i> " (with G. Lekakos)	12th IFIP Conference on e-Business, e-Services, e-Society (I3E), 2013
Dimitrios Mitropoulos & Vassilios Karakoidas	Highly Commended Paper Award for the paper on Countering code injection attacks: A unified approach, in <i>Information Management and Computer Security</i> , 19(3):177-194, 2011 (with P. Louridas and D. Spinellis).	2012 Emerald Publishing Group, Literati Network Awards for Excellence
Aristeidis Theotokis	Best paper award in the student competition for research in the retailing sector, entitled "Value creation through in-store retail services: involving innovative customers in new service design".	2007 ECR Europe Awards, Milan
Aristeidis Theotokis & Pavlos Vlachos	Best paper award with the paper titled "The Moderating Role of Customer-Technology Contact on Attitude Towards Technology-based Services" (with K. Pramataris)	16th European Conference on Information Systems (ECIS), Galway, Ireland, 2008
Maria Tomprou	2nd Prize of the 2010 EDAMBA Thesis Competition	European Doctoral Programs Association in Management and Business Administration (EDAMBA)
Leda Vassalou	2004 "European Award Competition for the Best PhD Thesis on Board and HR Management"	European Institute for Advanced Studies in Management (EIASM)
Pavlos Vlachos	Best paper award in the student competition for research in the retailing sector, entitled "Linear and Non-Linear Trust Determinants in Grocery Retailing".	2006 ECR Europe Awards, Stockholm
Vassilis Vlachos	Highly Commended Paper Award for the paper on "A Proactive Malware Identification System based on the Computer Hygiene Principles", in <i>Information Management and Computer Security</i> , 15(4):295-312, 2007 (with D. Spinellis)	2008 Emerald Publishing Group, Literati Network Awards for Excellence

4. Teaching

4.1 Effectiveness of teaching staff

DMST has been the first department in AUEB and one of the first in Greece to practice comprehensive teacher evaluation of all undergraduate courses. To this end, and up to 2012 a 14-scale proprietary teacher evaluation instrument had been in use, addressing both quality of teaching and course quality. Since 2012, a university-wide standard instrument has been adopted (see Table 11-32) and the teacher evaluation procedure is run centrally by the Quality Assurance Unit (MOΔIII). This follows recent legislative reform, whereby teaching evaluation has become compulsory for all undergraduate and postgraduate courses in the Hellenic university system.

Questionnaires are distributed and collected by the department's administrative staff in weeks 9-11 of each semester to all courses. Only one evaluation session is conducted for each course, without prior notice to the teacher. Data is processed by the QA Unit and reported to the AUEB's Internal Assessment Group (comprising two staff members from each department), the Head of Department and the member of staff concerned (after examination results have been formally announced for the course).

A similar process is followed in all postgraduate programs of study with the exception that the process is not managed by the QA Unit but by the academic managing committee of each program. The results of the teaching evaluation procedure are not available to the students at any level of study. Recent law stipulates that teaching evaluation results are taken into consideration in staff promotion decisions. Beyond that, procedures instituted by the QA Unit stipulate that unfavorable evaluation results should be discussed between the Head of Department and the member of staff concerned in order to decide upon appropriate corrective action.

Excellence in teaching performance is recognized and publicly acknowledged in the department. Annual best teacher awards are instituted both for the undergraduate and for the postgraduate study programs. The awards are presented during the annual "Management Science and Technology National Student Conference" to ensure teaching excellence recognition is shared with the student community.

Minimum teaching loads of academic staff in the Hellenic university system are set by law to 6 teaching hours per week per semester. In DMST, all members of staff meet this requirement. All but two members of staff teach in one or more of the department's postgraduate programs (see Table 11-33). In addition, as noted in Section 3-III.2, eight members of staff participate in the PhD research methodology course.

The legal framework covering doctoral study in the Hellenic tertiary education system stipulates that doctoral students are required to provide teaching assistance to their department on an as needed basis. Approximately 30% of current DMST PhD students are involved in supplementary undergraduate teaching, including tutorials, laboratory exercises and supervision of individual or group projects. Additionally, in DMST, undergraduate and postgraduate written examinations are invigilated exclusively by doctoral students. Given the frequency of examination periods (3 normal and two extra-ordinary), this translates to a minimum of 60 hours of invigilation duty per student per year.

4.2 Quality and effectiveness of teaching

Study for the DMST first degree sets off with a set of preparatory courses on Mathematics, Statistics and Business. In addition to lectures all students participate in a business game simulation, targeted to create a sense of the challenges lying ahead. In the main program, teaching is primarily based on lectures, complemented with tutorials and lab sessions for all technology and quantitative method courses. Many courses partially embody the case study method, as well as video and role play-based learning. Invited presentations mainly by professionals feature regularly in the majority of the specialization courses. Revisions, amendments and updates of course content and teaching methods are primarily the responsibility of course teachers (the legal framework stipulates university teacher autonomy in this respect). Nevertheless, structural revisions of the DMST curriculum (cf. Section 3-I) have led to respective updates of course content and methods and, as noted in Section 3-I.2, the department's Academic Curriculum committee and the research groups facilitate coordination of course content across the study program.

The average graduation grade in DMST is **7.38** out of 10 (Table 11-11). The majority (62%) of students graduate with a general point average between 7 and 8.4, while 1% graduates with an 'Excellent' degree (above 8.5). Detailed data on student participation in exams and success rates *per course* are provided in Tables 11-6 and 11-9 for the academic year 2011-12. In the Hellenic university system, students are entitled to an unlimited number of examination re-sits for a course. **Until recently there was no maximum set length of study for undergraduate programs in Hellenic universities.** Recent legal reform has limited the maximum length of study to $N+N/2$ years (where N = normal length of study in years). Therefore, currently, the maximum length of study in DMST undergraduate study program is set to 6 years.

Since the beginning of DMST operation, and up to 2012, 1110 first (undergraduate) degrees have been awarded. About half of DMST graduates (508 students) have completed their study within the minimum 4-

year duration (cf. Table 4.1). The median duration of study is about 4,5 years. Detailed data on length of study for the undergraduate program is available in Table 11-10.

Table 4.1 Actual undergraduate study duration

Actual duration of study	Number of students	Percentage
4 years	508	45,8%
5 years	393	35,4%
6 years	111	10,0%
7-10 years	98	8,8%
Total degrees awarded	1110	100,0%

The average graduation grade in the postgraduate programs ranges from **7.6 to 8** out of 10 (see Tables 11-16, 11-20, 11-24 and 11-28 for the different programs). Detailed data on success rates *per course*, for all the postgraduate courses are provided in Tables 11-14 (MBA International), 11-18 (Executive MBA), 11-22a & b (MSc HR Management), 11-26 (MSc in Public Policy Management) and 11-30 (MA in Heritage Management). In the postgraduate programs, one re-sit per course is allowed; more than one failure in course examinations typically means a student fails the study program overall. Students are expected to (and do) finish a postgraduate program of study in maximum 2N months, where N is the typical length of study in months.

4.3 Organization and implementation of teaching

Teaching schedules for the undergraduate program are publicized in AUEB's central website while for the postgraduate programs they are posted on the respective program websites. Teaching schedules are adhered to very faithfully in actual practice. Any lecture cancellations are typically rescheduled; in the postgraduate programs in particular, teaching hours budgeted per course are 100% fulfilled under all circumstances. In the undergraduate program there is a leeway to missing up to 10% of total teaching hours planned for each course, due to unforeseen circumstances. In the Hellenic university system undergraduate courses are required to contain a minimum of four lecture hours (45 minutes) per week, for 13 weeks per semester. This legal obligation creates often severe difficulties in meeting substantial objectives with respect to teaching for two reasons. First, most courses, particularly in the last two years of study would be better served through less lecturing and more time allowed for private study and coursework. Second, AUEB's building infrastructures (in terms of teaching rooms) barely meet demand, leading to extended hours of teaching schedules (9am to 9pm).

All undergraduate and postgraduate courses have course descriptions outlining learning objectives and anticipated learning outcomes. Learning achievement is measured primarily via course assessment methods (exams, assignments, laboratory work etc.). Course content and materials are made available to students in both the undergraduate and postgraduate programs via the web (<http://eduportal.dmst.aueb.gr> for the undergraduate program and dedicated sites each postgraduate program, e.g., <http://i-mba.dmst.aueb.gr>). As noted in Section 8, course materials, over the course of the next academic year (2013-14), will gradually migrate to a new Learning Management System (Moodle), enabling extended functionality in the use of teaching resources and achievement of learning outcomes. Changes to course content and teaching schedules are announced through the respective electronic notice boards for each program. The uses of multiple assessment methods (e.g., written exams, oral presentations, coursework) help ensure that different learning objectives are effectively measured.

Out of the 11 introductory/basic knowledge courses taught in semesters 1 and 2 of the undergraduate program, 2 are taught by associate and full professor level members of staff. Staff is assigned to courses that match their academic background. Yet, on exceptional occasions staff have been to teach courses beyond their central realm of expertise due to lack of funds to solicit appropriate occasional teaching services, coupled by extra-ordinary delays in new staff appointments introduced by the Ministry of Education.

4.4 Educational materials

In the Hellenic university system it is compulsory that the teachers recommend for their course at least two textbooks in the Greek language. Students select and obtain one of them free of charge. Hence, there is an implicit assumption that the recommended textbooks contain most, if not all, of the course's content. In DMST, the nature and content of the curriculum have required extensive additions to this policy. Students are always supplied with additional materials in the forms of teaching presentations and notes, exercises, case studies, research papers available through the library. Therefore, all undergraduate and postgraduate courses typically use multiple bibliographical resources. All supplementary teaching materials are made available online through eduportal, the department's educational content delivery system. English language textbooks and other course materials are also used extensively. Teachers may make changes to the

recommended textbooks at the start of each every academic year. All textbook recommendations need to be approved by the department's general assembly.

4.5 Teaching Support Infrastructures

Teaching rooms are shared amongst all AUEB's undergraduate and postgraduate programs. DMST's undergraduate program of study is housed in AUEB's central building infrastructures. These serve all undergraduate programs and barely meet demand in terms of required teaching slots as well as student numbers, leading to unreasonably long hours of teaching schedules (9am to 9pm). Typically DMST is allocated 2-3 teaching rooms daily in the morning shift (9am to 3pm) and 2-3 in the evening shift (3pm to 9pm). Seating capacity is approximately 150, 150, 120 seats respectively. Due to staff restrictions in AUEB's central administration the timetabling of the undergraduate program of studies is carried out by a member of DMST's academic staff. Room shortages, scheduling conflicts and multiple staff teaching commitments often result in timetables that present big gaps between lectures for students of a particular semester. The postgraduate programs face similar difficulties, but to a lesser extent. In general, teaching rooms made available for DMST's undergraduate and postgraduate courses are spread in 5 separate buildings (maximum distance of 700 meters). All teaching rooms are equipped with audio-visual and communications infrastructure (wifi, data projectors, OHP projects, VCR and microphones). AUEB staff makes extensive use of all these facilities in their teaching. There is consensus among them, that while the available equipment is generally sufficient for their teaching requirements, its maintenance is often problematic.

In contrast to teaching rooms, DMST has the exclusive use of three teaching laboratories, collectively known as *eloi*, with 30, 30 and 18 seats respectively, to support the undergraduate program of study. One laboratory is open 9 am - 9 pm and two 9 am - 5 pm (Monday to Friday) during semester time. Approximately half of the available opening times are taken up by laboratory-based teaching for courses in the undergraduate programs. Students make extensive use of the three department labs throughout their opening hours. There are 5 technical staff supporting these labs. Two are employed under contracts that allow them to provide supplementary technical training to students, while the other 3 are not entitled to provide any service teaching at all, despite their qualifications. Given that more than 15 courses in the undergraduate program of study require lab sessions and related student support, the number of technical staff is clearly inadequate. Yet, due to a total freeze in hiring there is no solution to this problem for the foreseeable future and doctoral students are enlisted to fill in the gaps.

The labs were originally equipped with the latest hardware and software at the time of opening. Since then, they have undergone one major hardware and software update six years ago. Currently, a survey for update requirements is underway; securing funding to implement these updates seems very difficult in the current situation of public finances.

Each of the department's postgraduate programs has one educational lab for the exclusive use of students in the program. The capacity of these labs varies from 6 to 22 seats depending on the program. Technical lab support for all postgraduate labs is provided by doctoral students.

No study/work rooms are available for undergraduates in AUEB in general and DMST in particular. The only available study space for the entire AUEB population of undergraduates (8000 approximately) is provided in the library (150 seats). Further details on the availability and use of the departmental and university infrastructure are provided in Section 8.

4.6 ICT use in teaching

Ninety percent of teaching presentations are made with digital presentation media. Teachers carry their own laptops to teaching rooms (a process that introduces a standard 5 to 7 minute set-up time overhead). Use of the internet via wifi is also fairly common during teaching. Further, educational materials are available via a custom-made content delivery system, *Eduportal*. Eduportal (eduportal.dmst.aueb.gr) was developed internally in 2003, fashioned after the leading practice of the time (MIT OpenCourseWare) and will be gradually superseded by an up-to date learning management platform in the following academic year (see Section 8).

Finally, undergraduate teaching is supported by digital interactive instructional content through e-learning. In this vein, 6 sets of interactive on-line case studies have been developed by DMST faculty in collaboration with postgraduate and doctoral students on the following topics: Management of IS; e-Commerce; HR Management; Total Quality Management; Digital Marketing and Business Strategy.

Over 15 different software packages and platforms are used in laboratory teaching for undergraduate courses (more details in section 8). A pilot application for online teacher evaluations has been developed internally and used for DMST faculty teaching evaluations but it has been abandoned due to the homogenization of the evaluation's process by AUEB's central QA Unit. E-mail and teacher posts in the department's electronic bulletin boards are the standard methods of communication between students and teachers in the department.

4.7 Student/staff ratios and communication

In the *undergraduate program*, the student/staff ratio was 38:1 (880/23) in 2011-2012. This figure approaches 50:1 in 2012-2013 due to staff secondments (1), long-term leaves of absence (3) and more resignations (1) to follow from a spate of 4 in the previous two years. This figure is well above standard international practice (at least for research-oriented institutions as is the case with AUEB). Staff-to-student ratios are not expected to fall, due to a universal freeze on regular academic staff appointments and a total cut of funds for appointing adjunct faculty.

In the *postgraduate programs*, the student/staff ratio for DMST staff was 17:1 (383/23) in 2011-2012.

In the PhD programs, the student/staff ratio in 2011-2012 is 3:1 (69/23). (Note faculty on research leave typically retain PhD supervision duties, whereas, according to the national legislation, staff at the Lecturer rank are not entitled to act as main PhD student supervisors). There is an upper limit of 5 PhD students per member of staff according to AUEB's internal regulation.

Teaching group size varies from over 140 for compulsory courses in the undergraduate program to 20-50 for electives and 25-40 for postgraduate courses. Students are not divided to smaller groups for classes, tutorials and seminars but only for lab session due to seating capacity restrictions.

All DMST staff have at least two hours per week of office hours during semester time. Office hours are publicized via eduportal, the department's site and the secretariat's notice board. While these hours are generally kept, DMST staff largely practice an open door policy and are happy to see students outside office hours if at all possible. Additional office hours are typically held by teaching staff prior to coursework deadlines, to meet increasing student demand for assistance. Likewise, DMST Faculty in the Erasmus committee has extended office hours during the period of applications to the exchange program (February-March). Apart from typical tutorial contact, students make extensive use of office hours to seek advice on postgraduate study and employment opportunities and options and to request reference letters.

4.8 Linking research with teaching

Multiple schemes are in operation in DMST to promote student exposure to and familiarization with academic research:

- In the course 'Contemporary Issues & Trends on Management and Technology' (second semester in the undergraduate program of study), students are introduced to the basics of library and literature research, case studies, surveys and essay writing.
- The final year project, an optional semester-long unit, comprises a major piece of research work often linked to research programs currently underway in the department.
- Research apprenticeship posts (short-term, 2-3 months) are often available to final year undergraduate students via the department's research laboratories; these often involve participation in actual projects that are under way.
- Academic papers are used extensively as teaching materials in third and fourth year of study courses.

4.9 National, international and broader teaching partnerships

All active teaching partnerships in the undergraduate program are coordinated through the Erasmus/Lifelong Learning student exchange program (see Section 3-I.4 and Section 4.10).

Several collaborations and partnerships are in place for the benefit of postgraduate students also. The department runs the **MA in Heritage Management**, in collaboration with the University of Kent (UK) (cf. Section 3-II.5). In the past, the department, through the MSc in Decision Sciences (predecessor of MBA International) program has also participated in the **MSc in Global eManagement (GeM)**, an international network of business schools sharing a common curriculum in e-Business at the masters degree level. Members of the GEM network were: AUEB, Copenhagen Business School, Erasmus University/Rotterdam School of Management, Georgia State University, Norwegian School of Economics and Business Administration, University of Cologne, Reykjavik University and the University of Denver. More recently, MBA International has organized a series of **study trips** to China and India in collaboration with Chinese and Indian universities and maintains a series of exchange agreements (see Section 3-II.8). Similarly, the MSc in Human Resource Management is part of the CRANET consortium and organizes an annual international study visit (see Section 3-II.8 for the respective program). Furthermore, in 2005, postgraduate students have collaborated through **joint "virtual" projects** with students from the University of Bath, while undergraduate students have collaborated on a voluntary basis with students from Pennsylvania State University (2010).

The department organizes annually workshops on entrepreneurship in the context of the '**ennovation student competition**' on Digital Entrepreneurship, Innovation & e-Business (<http://www.ennovation.gr/>). These are run in 10-15 major Greek cities, in collaboration with the International Hellenic University,

University of Nicosia, Aristotle University of Thessaloniki, University of Macedonia, University of Thessaly, National and Kapodistrian University of Athens, National Technical University of Athens, University of Piraeus, Ionian University, University of Crete, University of Ioannina, Democritus University of Thrace, Technical University of Crete, University of the Aegean, TEI of Athens and the Center of Voluntary Managers in Greece (*Κέντρο Εθελοντών Μάνατζερ Ελλάδας – KEMEA*). On average 300 university students participate each year in the innovation contest by proposing innovative business ideas (see also Section 6).

Finally, DMST staff is very active in a number of additional educational activities, engaging with a number of organizations and associations:

- *in academia* – e.g., Hellenic Open University (EAI); International Hellenic University;
- *in industry* – e.g., Hellenic Federation of Enterprises (ΣΕΒ), Athens Chamber of Commerce & Industry (ΕΒΕΑ); Hellenic Association of Sales Executives (Ινστιτούτο Πωλήσεων);
- *in government* – e.g., Hellenic Ministry of Public Reform and e-Government; National School of Public Administration & Local Government (ΕΣΔΔΑ); and
- *in volunteer and non-government organizations* – e.g., AIESEC Greece; Hellenic Management Association (ΕΕΔΕ); Hellenic Retail Business Association; Center of Voluntary Managers in Greece (KEMEA); Foundation for Youth and Lifelong Learning; Loft2Work; Equal Society.

Table 11-34 provides a more detailed account of indicative such educational activities. To avoid overlaps, education activities and collaborations that involve staff mobility (within Greece or abroad) are presented in the section on staff and student mobility that follows.

4.10 Staff and student mobility

Mobility of students and staff is a core aspect of academic life in DMST, according to a two-pronged strategy:

- (i) Prepare students for international careers and/or further study abroad and
- (ii) Maintain and cultivate further DMST faculty's international academic networks

(1) Faculty mobility

Most DMST faculty have visited academic institutions in Greece and abroad as visiting professors, for ad-hoc teaching engagements, invited talks, quality assurance of undergraduate and postgraduate programs, promotion and appointments committees, research project meetings and to participate in MSc and PhD examination committees. Indicative top institutions visited by DMST faculty include CERN, the École Polytechnique Fédérale de Lausanne (EPFL, Switzerland), EDHEC Business School (France), Fraunhofer Focus (Germany), Imperial College (UK), the London School of Economics and Political Science (UK), the Stevens Institute of Technology (USA), University of International Business and Economics (UIBE, Beijing, China), and others. DMST staff have also been part of the national strategy for high education reform in Algeria, Morocco and Tunisia, as part of the FEFEDI project in the context of the Tempus research program framework. Staff preparing for a sabbatical leave in international academic institutions is required to submit a detailed action plan for their stay abroad. Upon return, they are required to submit a sabbatical report on their activities and achievements whilst abroad. Action plans and sabbatical reports are approved by the department's General Assembly. Table 11-35 presents further details on recent faculty mobility, within Greece and abroad. While staff mobility in DMST is encouraged and facilitated by approving related leaves of absence, there is no other mechanism (e.g., financial support or waving teaching loads) to further promote these.

In Greece, DMST staff, particularly at the Professor and Associate Professor levels, frequently participate in promotions committees in other Greek universities (Aristotle University of Thessaloniki, Ionian University, National Technical University of Athens, University of the Aegean, University of Macedonia University of Piraeus and others).

In addition to activities detailed above, bilateral agreements with 9 European Institutions for teaching staff mobility are active within the framework of the Erasmus L.L.P. Program: University College London, Department of Management Science & Innovation (U.K.); Groupe Esc Troyes (France); Université d'Auvergne Clermont-Ferrand (France); Université François Rabelais (France); HTW Chur – University of Applied Sciences (Switzerland); University of Jyväskylä (Finland); University of Vaasa (Finland); Aabo Akademi University (Finland); University of Nicosia (Cyprus). It should be noted that Erasmus staff mobility agreements are currently severely underutilized, both for incoming and outgoing staff, even though it is regularly advertised at the department's General Assembly. A possible explanation is the low level of funding provided.

DMST is also host to numerous visitors from prestigious institutions abroad. In addition to Professor Amadeo Odoni and Professor Denise Rousseau who received honorary doctorates from the department

(Section 3-III), several other colleagues from abroad have participated in PhD examinations in the department (see Table 3-III.2 in Section 3-III.6) or presented guest lectures to DMST undergraduate students (a detailed list was provided in Section 3-I.4). An extensive list of visiting professors and guest speakers, from academia and industry, both from Greece and abroad, take part in the MBA International courses (See Table 11-36 for details). The invited talks and courses contribute to the unique selling points of the MBA International program, as they serve the thematic (e.g., entrepreneurship, finance, e-business) and the regional (e.g., Balkans, Russia, Eastern Mediterranean) interests of participants. The collaboration with academic visitors from the USA and India, in addition to faculty based in Europe, reinforces the international orientation of the program and the department. Additional selected research visits to DMST are listed in the table below.

Table 4.2 Research Visitors to DMST

Faculty	Institution	Details of academic/research activity
Prof Denise Rousseau (Former President of the Academy of Management)	Carnegie Mellon University, USA	Keynote address DMST PhD Graduation Ceremony, 7 March 2013. The Redesign of the MBA Curriculum. Plenary speaker on Psychological contracts, evidence-based management and the redesign of HR training. DMST & HR Professional Open Round Table [8 March 2013]
Prof Angelika Kokkinaki (Vice Dean)	University of Nicosia, Cyprus	Guest lecture on Information Systems Project Management in the course Analysis & Design of Information Systems Research seminar to the ISTLab and ELTRUN research groups
Prof. Dr. Artur Lugmyar	University of Tampere, Finland	Guest lecture on Interactive Television content creation, 2008
Professor Manos Tentzeris	Georgia Institute of Technology, USA	Guest lecture on "Inkjet-Printed Nanotechnology-enabled RFID " at the ELTRUN research seminar (2010, 2011)
Professor Michael Tsiros	University of Miami, USA	Guest lecture on "The Effect of Expiration Dates and Perceived Risks on Purchasing Behavior" at the ELTRUN research seminar
Professor Hans van der Heijden	University of Surrey, UK	Guest lecture on "User Acceptance of Hedonic Information Systems" at the ELTRUN research seminar

Finally, in the last five years the department hosted 60 faculty from other Greek universities, who served as external examiners for DMST doctoral students (see Table 11-37 for a detailed list). Faculty from Greek universities is also invited in all DMST staff promotions committees, in accordance with national legislation requirements. Increasingly, faculty from universities from remote locations participates in such activities through videoconferencing.

(2) Student mobility

DMST is privileged in terms of enjoying top level support from the central AUEB European Educational Mobility Program Office. The university is a member of the Erasmus program since 1989 – among the first in Greece. AUEB has the largest international student mobility program in Greece in comparison to its size with 190 universities and more that 4000 incoming and outgoing students to-date. The Head of the International Relations department (in charge of the program), Mrs Katerina Galanaki, is an active member of student mobility programs in the EU for the past 25 years. She is also the ECTS/DS National Contact Point for Greece and EU Bologna Expert. Nevertheless, the international relations department is plagued by chronic understaffing as is the case with many other central administration facilities in AUEB.

The intense involvement with international and European student exchange programs is evident also on the student front. AUEB is host active local committees of AIESEC, AEGEE and the Erasmus Student Network (ESN). The ESN Athens AUEB is a non-for-profit, non-political student organisation founded by outgoing Erasmus students of the Athens University of Economics and Business. Its mission is to foster student mobility in Higher Education under the principle of Students Helping Students through the organisation of welcome events for the incoming students and providing assistance in practical matters

Information Days for the Erasmus program are organized both centrally in AUEB and by the Department in order to provide interested students with all the necessary information concerning course selection, approval of study program, credit transfer as well as information on the cost of living and accommodation facilities abroad. Detailed information on available exchange posts, the ECTS User Guide, the Erasmus Extended University Charter, deadlines, selection criteria, application forms, and so on is provided both by the Erasmus / International Relations office and site (<http://www.aueb.gr/pages/erasmus/index.php>), as well as the department's secretariat and site <http://www.dmst.aueb.gr/index.php/el/undergraduate/erasmus>).

A welcome day is organised by the Erasmus/International Relations office for the incoming Erasmus students at the beginning of the winter and spring semesters. Further the office is co-organizing an Erasmus Introduction Week in collaboration with ESN Athens AUEB. During their stay in Athens incoming Erasmus students are supported by the Erasmus/International Relations office helpdesk and the Department's Secretariat concerning all practical, administrative and educational matters (for example, preparation of the incoming students' study program, registration, accommodation, Greek language courses, student and

sports facilities, health facilities, social integration matters, counselling etc). in addition to ESN, the office and secretariat are assisted by the Stay In Athens Association, a platform providing support for accommodation matters to incoming Erasmus students. As noted earlier, more than 70 courses in the English language is offered to the incoming Erasmus students by all AUEB Departments, 14 of which are offered by DMST.

Participation in the ERASMUS exchange program (for both staff and students) is financially supported from the Greek State's Scholarship Foundation (*IKY*). The outgoing students who have obtained 30 ECTS credits during their Erasmus study period abroad are provided by a stipend funded by the AUEB's Research Centre.

As a result of intensive internal promotion, 168 students of the Department have attended courses in European universities within the framework of the Erasmus Program over the last five years (see Section 3-I.4 for a list of partner institutions). Conversely, DMST hosted 135 students from partner institutions in the same period (see Table 11-12 for details). As noted in Section 3-I.4, students take advantage of the Erasmus program also to participate in a placement in a company abroad. Students greatly value these mobility opportunities and are invariably enthusiastic about their exchange experience.

In addition to promoting undergraduate student exchange programs, the department hosts an annual event on postgraduate studies abroad, to inform students on available programs of study in the UK, France, Scandinavia and the US organized by members of staff with prior academic work experience in universities in these countries. Relevant documentation is also provided in the department's web site. Students continuing in postgraduate and doctoral studies abroad are recognized in the departmental newsletters.

Table 11-38 presents indicative visits of doctoral, postgraduate and undergraduate student mobility beyond the Erasmus program. These include research and teaching visits (PhD students), student exchanges and study trips (postgraduate students) and participation in seminars (undergraduate students). Additionally, most doctoral students take part in international conferences or workshops in the context of research projects; thus, their international mobility and exposure is substantial.

Finally, the department hosts visits of students from abroad, through exchange programs beyond Erasmus (particularly in the context of student exchanges and study trips of the MBA International program – cf. Section 3-II.8), but also for seminars and collaboration in the context of EU-funded research projects (see Table 11-39 for indicative such activities).

5. Research

5.1 Promoting Research in DMST

DMST's *research policy and implementation* are geared towards academic excellence. Strategic research objectives have been articulated in DMST's founding documentation, and provide ever since the basis for internal evaluations of the department's progress on the academic research front.

The policy comprises five key objectives:

- *Publish high quality/high impact research*, in internationally recognized research outlets.
- *Foster and nurture innovative research initiatives* demonstrating high academic value and potential for future development.
- *Maintain an active international presence* through staff members' academic citizenship and research collaborations.
- *Cultivate a doctoral research culture* aiming at high quality research through mentorship, and access to international collaborative research and development projects.
- Invest in the *academic development of members of staff*, to full professor level.

Research implementation is significantly supported by the **six research laboratories** that currently operate in the Department. Their mission is to organize and promote academic research and engage in related dissemination activities. In this context, DMST research labs host and support doctoral students in their studies, design and develop specialist teaching for undergraduate and postgraduate programs, organize research dissemination activities and events, and promote collaborations with the public and private sectors as well as with civic society organizations. The labs operate under the provisions of Π.Δ. 159/1984 (Α' 53) legal act.

(1) Management Science Laboratory (MSL)

(<http://www.msl.aueb.gr/>)

Director: Professor Christos Tarantilis

The Management Science Laboratory (MSL) was founded in 2000 following AUEB Senate decision in order to promote research in the general area of Management Science. Its operation was established in 2001 (OJHR 181/7-8-01). MSL is now a leading **ISO-certified** (ISO 9001:2008) research center in Europe, conducting research and advisory work in the areas of quantitative analysis, modeling and optimization methods, operations and supply chain management, transportation and logistics, financial engineering, business transformation and strategy, innovation and knowledge management, entrepreneurship, and business analytics.

MSL's mission is to produce world-class research output, and to advance research and outreach efforts for management improvement in today's technological, dynamically evolving and global business environment. MSL's main goals are to:

- Advance the state-of-the art in management science research, tackling issues from a perspective of global change, information technology advances and dynamically evolving business models.
- Maintain a corporate development and technology transfer program enabling companies operating in the new business environment to tap into a unique reservoir of expertise in management.
- Advance the interaction of AUEB faculty, researchers and students with world-renowned institutions, scholars and business managers, thus ensuring research accuracy and relevance.
- Support the educational mission of AUEB's Department of Management Science & Technology by infusing its research results, conceptual frameworks, methodologies and tools into the classroom.

MSL consists of four research units that operate as independent but interconnected entities:

1. InnKnow - Innovation and Knowledge Management Unit

Scientific Coordinator: Associate Professor Klas-Eric Soderquist

InnKnow engages in research activities in the areas of innovation and knowledge management, management of organizational change, human resources management, entrepreneurship, and research & technology management.

2. OpeR - Operations Management and ERP Systems Unit

Scientific Coordinator: Professor George Ioannou

OpER tackles operational problems of modern companies that run global supply chains in today's fast-paced business world, and uses Operations Research methods coupled with Information Technology tools and systems to provide effective and efficient solutions to all facets of enterprise process optimization.

3. FRC - Financial Engineering Research Center

Scientific Coordinator: Professor Apostolos Refenes

FRC explores problems in financial engineering and risk management. Its research is extended in a broad set of financial areas such as: portfolio selection and optimization, factor models for equity investment, volatility models and derivative pricing, mergers, acquisitions and corporate control, transaction surveillance and fraud detection, structured products, financial leasing and energy markets finance.

4. ORDES - Operations Research and Decision Systems Unit

Scientific Coordinator: Professor Christos Tarantilis

ORDES performs basic and applied research in the field of algorithm design and development for solving complex problems arising in Decision Systems with varying dimensions and time horizons. The focus is on mathematical modeling, computational intelligence and optimization methodologies tailored to specific practical applications such as logistics and transportation, customer service, manpower planning and yield/revenue management.

(2) Laboratory of Electronic Commerce and Electronic Business – ELTRUN

www.eltrun.gr

Director: Professor George Doukidis

ELTRUN was founded in 2000 by AUEB Senate decision (OJHR 181/7-8-01) in order to promote research in the field of e-business. Is the larger University Research Centre for Electronic Business among European Business Schools, currently has 25 members, and a proven track record of more than a 100 successfully completed R&D projects. The lab is **ISO certified** (EN ISO 9001:2008). It is composed of the following research groups which work independently, but with strong integration:

1. IMES - Interactive Marketing and Electronic Services Research Group

Scientific Coordinator: Assistant Professor Adam Vrechopoulos

IMES research focuses on electronic retailing (e-Tailing) & digital marketing; electronic customer relationship management (e-CRM); HCI & user/consumer behavior; personalization methods and techniques; online marketing research; marketing in interactive media (TV, mobile telephony); efficient consumer response and demand management technologies and practices.

2. SCORE - Supply and Demand Chain Management, Collaboration and Electronic services Research Group

Scientific Coordinator: Assistant Professor Katerina Pramataris

SCORE research focuses on: electronic services and e-business, focusing on business-to-business (B2B) commerce and electronic procurement; interorganizational information systems and applications, including interoperability issues and new information infrastructures; collaborative practices in supply chain and demand management, focusing on the retail sector; the application of RFID technology in the supply chain, especially for supporting inventory management, traceability and innovative consumer services.

3. IML - Intelligent Media Lab Research Group

Scientific Coordinator: Assistant Professor George Lekakos

IML research focuses on: digital interactive television technologies and applications; machine learning algorithms for personalization; adaptive and adaptable hypermedia systems; recommender systems and applications in marketing communication; user-centric interaction and interface design; human factors in user modeling; emerging interactive media and cross-media applications.

4. ADOPT - Algorithms and Discrete Optimization Research Group

Scientific Coordinator: Lecturer Yiannis Mourtos

ADOPT research focuses on: integration of integer programming and constraint programming methods, especially with respect to multiple all different predicates and stable matching problems; integer programming and combinatorial optimization, especially on multi-index assignment problems; applications of information systems in warehousing and transport; productivity analysis for heterogeneous technologies and meta-technologies.

5. EBISE - E-Business Innovation, Strategy and Entrepreneurship

Scientific Coordinator: Prof. Georgios Doukidis

EBISE research focuses on innovation and entrepreneurship, information systems strategy, IT and e-business strategy, and digital innovation.

(3) Information Systems Technology Laboratory – ISTLab

<http://istlab.dmst.aueb.gr>

Director: Professor Diomidis Spinellis

The Information Systems Technology Laboratory - ISTLab was founded in 2003 (AUEB Senate decision 6-3-03), aiming to explore, research, create, formulate, and integrate engineering and management practices to increase the effectiveness of the information systems and their realization and adoption process. To reach this goal lab members follow a number of interrelated research paths in the following topic areas: *Software* - programming languages, software engineering tools, and open source software; *Management of computing information systems* - security and protection; *Social, organizational and political aspects of ICTs* - virtual communities, electronic collaboration, inter-organizational networks, e-government, digital entrepreneurship; *Information systems*: analysis, development and adoption; *Design, management and evaluation of enterprise technologies* - e-Learning, knowledge management, and enterprise resource planning systems; *Mobile, Wireless, and Sensor-based Computing* - Applications and Services, Business Models; *Pervasive and Ubiquitous Information Systems* - Design, Analysis, and Technology Acceptance.

ISTLab's federated structure consists of the following research groups:

1. IRIS - Interdisciplinary Research on the Information Society Research Group

Scientific Coordinator: Associate Professor Nancy Pouloudi

The IRIS research group focuses on the study of interorganizational systems, that is, systems that link together different groups of people or organizations, using innovative information and communication technologies (ICTs). Interorganizational systems have evolved to include complex e-business and e-government stakeholder networks as well as wireless and mobile communications linking together organizations and individuals. IRIS adopts such a broad view of interorganizational systems as complex, socio-technical systems and employs an interdisciplinary approach to study the processes, context and stakeholder responses concerning contemporary ICT adoption.

2. OIS - Organizational Information Systems Research Group

Scientific Coordinator: Associate Professor Angeliki Poulymenakou

The OIS research group focuses on the rapidly changing business, technological, and societal environments that are forcing public and private organizations to re-evaluate radically their policies, strategy, processes and structures, within a context of increasing need for digital networking and cooperation arrangements. Although Information Technology (IT) is often emphasized as an important enabler for such transformations, there is a great propensity to overplay the role of IT and underplay the role of context in this restructuring. Research in ISTLab OIS aims to redress and critically discuss this balance. Technology focus areas: e-learning and knowledge management, e-government and public reform, digital entrepreneurship, dynamic organizational networks, virtuality and massive online communities.

3. SENSE - Software Engineering and Security Research Group

Scientific Coordinator: Professor Diomidis Spinellis

Software-intensive products and services permeate the fabric of modern life. The way we build software has profound implications on our society, the environment, the economy, and our everyday lives. Software artifacts are today the most complex systems we engineer. The efficient and correct construction of software is not an option, but an imperative. The ISTLab - SENSE (Software Engineering and Security) group aims to change the way software is developed, deployed, maintained, and used.

4. WRC - Wireless Research Center Research Group

Scientific Coordinator: Professor George Giaglis

The mission of ISTLab/WRC is to promote research on mobile and wireless business through its participation in leading-edge and innovative research projects as well as the production of high-quality research results. The members of ISTLab/WRC pursue basic and applied interdisciplinary research on a multiplicity of dimensions defining the world of mobile and wireless business. Since 2009, WRC perceives the field of social network analytics to be of significant research potential; driven by the proliferation of digital social media such as facebook and twitter, has since grown to encompass research on cutting edge research issues and challenges on this area such as data mining, social network and sentiment analysis.

5. CUBE - Center of Studies on Business Intelligence Research Group

Scientific Coordinator: Assistant Professor Damianos Chatziantoniou

CUBE aims to conduct world-class research and organize educational activities on challenging and cutting-edge data-related areas, with an emphasis on data analysis. Research focuses on data warehousing, multi-dimensional analysis; decision support and OLAP; data mining and knowledge discovery in databases; data

stream management systems; management of RFID data sets; data models, query languages and optimization.

(4) Laboratory of Strategy and Entrepreneurship – ESTE

<http://este.dmst.aueb.gr>

Director: Professor Spyridon Lioukas

The Laboratory of Strategy and Entrepreneurship - ESTE was created in 2003 (AUEB Senate decision 6-11-2003). It aspires to be a centre of excellence devoted to the promotion of academic, applied and policy research in the fields of strategy, international business, entrepreneurship, innovation and governance. It focuses on issues such as strategy formulation and implementation, competitive advantage, sustainability, strategic change and business transformation, innovation and competitiveness, business internationalization, entrepreneurship and business development, corporate reputation and governance, the impact of business conditions and regulations, strategic leadership. In all these areas it follows an interdisciplinary approach and attempts to integrate local and international perspectives.

Its main purposes are: to create sustainable pathways for high quality research in the above areas, by offering a framework for development to new researchers; to provide, through partnering and consulting, knowledge and expertise to enterprises and organizations; to make an input in policy research and debate, collaborating with public bodies and organizations and with other research.

The research conducted by the members of the Laboratory extends beyond private sector organizations to include also public sector and non-profit organizations, with an emphasis on the role of innovation and internationalization. It adopts a multidisciplinary and integrative approach, thus allowing for the fruitful co-existence and cooperation of scientists from diverse academic backgrounds.

In addition to its theoretical (conceptual) and empirical research, the Laboratory develops practical cases reflecting real-life practices. Topics such as strategy, entrepreneurship, governmental policies, the regulatory framework of governance, play a significant role in the effectiveness and competitiveness of companies, organizations and ultimately of countries. The public debate on such issues as competitiveness, reforms and the creation of appropriate conditions for sustainable growth, has intensified. The particularities of the Greek business and governmental environment make the search of appropriate strategies, policies and ways of intervention and guidance, imperative. The Laboratory aspires to contribute to this search.

(5) Transportation Systems and Logistics Laboratory – TRANSLOG

<http://www.trans.aueb.gr>

Director: Professor Konstantinos Zografos

The TRANsportation Systems and LOGistics Laboratory (TRANSLOG) was founded in 1996. The major thrust of TRANSLOG's research activities is focused on applications of Management Science methods and Information Systems technologies on transportation systems and logistics. TRANSLOG's research philosophy is based on the recognition of the interdisciplinary character of the contemporary Transportation & Logistical problems. TRANSLOG uses a systemic approach in developing its research activities and seeks to continually improve the quality of its research by promoting constantly the implementation of Total Quality Management concepts in the organization of its research, educational and training activities.

The laboratory's research interests include the organization, planning, development and operation of: i) air transport and air traffic management systems, ii) logistical and supply chain management systems, iii) emergency response logistics, iv) freight transportation, v) public transportation and provision of information for transportation and tourism, vi) project and program management, vii) Corporate Social Responsibility and supply chain management, and viii) organizational and communication aspects of supply chain management.

The laboratory employs interdisciplinary research teams involving University Faculty, Ph.D. students, and affiliated scientists and is co-operating with a number of universities and research centers in USA and Europe. The laboratory is equipped with state-of-the-art computational equipment and software tools. In addition TRANSLOG has developed extensive data bases related to: i) transportation demand, ii) transport infrastructure characteristics, and iii) legislation related to the provision of transportation services in Greece. Besides its research activities the laboratory is involved in the educational activities of MBA International (Specialization on Transportation Systems and Supply Chain Management) and the Management Science & Technology Undergraduate Program by providing support to a number of courses related to Transportation, Supply Chain Management, and Project Management. Furthermore, the laboratory provides its support to MBA students working on their Field Study Projects and to Ph.D. students conducting their dissertations on subjects related to Transportation Systems and Supply Chain Management. Research projects carried out in the lab have received a number of **prestigious awards and distinctions** (cf. section 5.7).

(6) Centre for Research in Organizational Behavior & Leadership - CROB-L

<http://crob.dmst.aueb.gr>

Director: Professor Dimitrios Bourantas

CROB-L's mission is the execution of research in Organizational Behavior, Leadership and Organizational Psychology, the widest possible distribution of research findings and the understanding of the importance of research in the field of Organizational Behavior and Human Resources Management both in Greece and abroad. Part of the Athens University of Economics and Business, which has always been on the forefront of education and research in Greece, CROB-L has been created with the ambition to promote Organizational Behavior, Psychology and Leadership both academically and professionally. At the same time, CROB strives to bring together experienced faculty with promising young researchers.

The goals of CROB-L are:

- The collaboration with research centers and academic institutions in Greece and abroad, provided that the scientific objectives are compatible with those of the Laboratory.
- The organization of conferences, seminars, congresses, lectures, as well as the publication and dissemination of research outcomes.
- The support of undergraduate teaching activities (e.g. courses in Organizational Behavior and Psychology, Leadership, Human Resource Management, Personal Skills Development, etc.) but also postgraduate programs (MSc in HRM, International MBA, Executive MBA)
- The support of PhD candidates to successfully complete their studies
- The support of AUEB's departments through the diffusion of its research results, conceptual frameworks, methodologies and tools into the classroom.
- The cooperation with Public agents, Organizations and Institutes, in order to resolve problems, suggest solutions and issues related to the aims and the objectives of the Research Laboratory.

Wide *dissemination of research* produced by faculty and research staff is considered an important facet of the department's academic identity. Information on staff and students' research and broader academic activities, is widely circulated via the annual 'DMST newsletter' (published in Greek and circulated in electronic and print formats). News areas covered include the following: Publications; distinctions and awards; editorships and reviewerships; research projects and research labs activities; organization of conferences, events and workshops; postgraduate programs' news. Thirteen DMST newsletters have been published to date. They can be found at: <http://www.dmst.aueb.gr/index.php/el/department/newsletters>

The department's site has a section dedicated to faculty and doctoral research (<http://www.dmst.aueb.gr/index.php/en/researchen>), while the web sites of the six research labs presented earlier provide extensive up-to-date information on research projects, publications and events involving their members. Two printed volumes with extended abstracts of dissertations of PhDs awarded in the department have been published to date. The second volume, (in Greek, 'Ακαδημαϊκή Αριστεία του Τμήματος Διοικητικής Επιστήμης και Τεχνολογίας') was issued in March 2013.

Beyond the provision of information on research activities, more engaging forms of research dissemination *in the department* include (i) the *regular research seminars* organized by the six research labs, (ii) the *public PhD proposal presentation sessions*, that are mandatory for all doctoral candidates at the end of their first year of studies, and (iii) the *public PhD defense presentations* that constitute part of the PhD examination process (in accordance also with regulatory requirements concerning PhD awards in the Hellenic university system).

External research dissemination activities in the *international academic community* are effectuated via publications (journals, books, conference papers); the organization of thematic events; the participation in collaborative R&D international projects; and staff membership in international academic bodies (details in Tables 5.1, 11-42, 11-47, 11-48). Further than the scientific communities' contexts, DMST is also very active in *promulgating research results in the local and national societal contexts* via multiple means: numerous articles and interviews in specialist professional press as well as general news media in Greece; academic representation in professional associations; co-organization of and contribution to joint industry-academia conferences, events, and initiatives (such as innovation competitions, see section 6); and through academic consultation provided to industrial associations (e.g. Confederation of Hellenic Enterprises, Hellenic Management Association, Federation of Hellenic ICT Enterprises, ECR Hellas, Hellenic Mobile Cluster, Association of Greek Sales Executives). Details are provided in Tables 11-49 to 11-51 and in section 6 where relations with external stakeholders are discussed more extensively.

There are *no institutionalized incentives for the active engagement of faculty in high quality research*. Nevertheless, a culture favoring research as a key aspect of academic working life is shared by all faculty, as

manifest in the intensity of their research engagements. While sufficient participation in teaching and administration tasks are necessary conditions for keeping an academic appointment in DMST, the priority of maintaining an active research profile and a good research track record is explicitly communicated to members of staff during academic development and evaluation sessions; appointment and promotions criteria include high impact publications as an important decision factor.

Available research funding opportunities from national, international, and private sources are publicized centrally through AUEB's research center web site (<http://rc.aueb.gr/>) in an easy to use format and enriched with search and indexing services.

DMST faculty has limited options for financial support for academic research beyond the participation in competitive R&D programs; hence, these serve as surrogates for basic research funding. Limited funds are available to faculty through AUEB's central budget for travel related to conference participation, provided that interested parties present a paper or chair a session. These are limited to a maximum of two conferences per year with a cap of 800 to 1000 euro per conference and exclude conference registration fees due to legal restrictions. In the past five years, limited research funding has been made available from AUEB's surplus revenue from postgraduate program fees and funded research projects, on a competitive basis, to all members of academic staff. Concerning doctoral research scholarships, some limited funding (1-2 posts per year, 500 euro per month) are provisioned in the budgets of the Masters programs managed by the department.

5.2 Research programs and projects

DMST members of staff are active in securing research funding from European, national and (limited) private sources. In the period 2007-13 funding has been obtained for **22** projects from EU sources, **60** projects from national research funds, and **90** projects from other sources (including AUEB's basic research funding scheme). Research project funding thus secured during this period, led by DMST faculty, and involving research staff, amount to **14.5 million euro**.

A selective list of research projects is provided in Table 11-41.

Apart from faculty, DMST research staff comprises doctoral students, a limited number of post-docs, and postgraduate students on occasion. DMST has also instituted a *research apprenticeship scheme for undergraduate students* in the context of projects carried out in the department's research labs.

Post-doctoral researchers and external research collaborators join faculty in funded research projects. In recent years, such individuals include: Dr. Angeliki Karagiannaki, Dr. Cleopatra Bardaki, Dr. Pavlos Eiridakis, Dr. Ioannis Giotis, Dr. Emmanouil Zachariadis (all DMST postdoctoral researchers); Dr. Yannis Marinakis, Lecturer at Technical University of Crete; Dr. Dimitris Papakiriakopoulos, Lecturer at TEI Athens; Assistant Professor Panagiotis Repoussis, Stevens College USA; Associate Professor Aris Theotokis, Leeds University; Dr. Maria Tomprou, Postdoctoral Fellow, Carnegie Mellon University.

5.3 Research Infrastructures

AUEB, located in the center of the city of Athens, does not have a university campus. Consequently, space, including space to host research activities is generally limited. Nevertheless, 5 out of 6 research labs of the department have been assigned rooms for exclusive lab use. A total of 40 seats are currently available in DMST research labs.

The nature of research carried out in the department does not require specialist equipment as a rule. Exceptions include the need for a *usability testing lab* as a large number of projects concern the development of systems prototypes and would benefit from the capability to perform professional level usability evaluation. Space is still a challenge for the newest (est. 2003) lab, ISTLab, as the university has not assigned a room to host its researchers due to bureaucratic reasons related to the Ministry of Education (Publication of the OJHR (ΦΕΚ) for this lab is pending for the past 10 years!).

The research labs space is extensively utilized both by doctoral students and by other research associates (post docs, under and post graduates working in projects), as well as by faculty.

Research equipment required in DMST largely amounts to hardware and software. The department has benefited from the initial funding received for its establishment in 2000 and at that time available infrastructures and technologies were state-of-the-art. Since then, the Greek state has not offered funding for the updating and upgrading these resources, thus leaving the research infrastructure in a state warranting urgently funding for updates and upgrades. Unfortunately, external research funding secured by faculty cannot serve as a surrogate for state funding in this area, as most funding programs relevant to DMST academic specializations do not have funding provisions for infrastructure.

5.4 Research publications by DMST staff

In DMST's publication strategy, primacy is given to papers appearing in high impact journals; in addition, research dissemination materializes through the production of books and edited volumes of research papers, and the sustained presence through publications in top peer-reviewed international conferences in faculty's respective academic disciplines.

In the period 2007-2013, DMST staff published: **27** books and edited volumes, **282** articles in international refereed journals, **219** refereed conference articles, **74** book chapters, and **116** other publications. A detailed list of publications is maintained on the departmental website (<http://www.dmst.aueb.gr/index.php/en/researchen/publicationsen>). They have also delivered over 60 presentations in conferences and other scientific and professional events (cf. Table 11-42). These figures suggest an extremely active faculty in terms of research output numbers; yet, quality is a key concern for DMST research. In order to maintain high research quality, a combination of indicators is under close and continuous monitoring. These include, apart from journal quality and number of citations, international and local peer reviews regarding the innovation and significance of research produced.

While it is impractical in the context of this report to provide full details on cumulative DMST research output due to its volume, Table 5.1 provides a list of exemplar publications for DMST staff.

Table 5.1 DMST staff publications (selection)

<p>Akrivou K, Bourantas D, Mo S, Papalois E (2011). The sound of silence – a space for morality? The role of solitude for ethical decision making. <i>Journal of Business Ethics</i> 102 (1), 119-133.</p> <p>Androutsellis-Theotokis S, Spinellis D (2004). A survey of peer-to-peer content distribution technologies. <i>ACM Computing Surveys</i>, 36(4), 335–371.</p> <p>Androutsopoulos KN, Zografos KG (2008). Solving the k-shortest path problem with time windows in a time varying network. <i>Operations Research Letters</i> 36, 692-695.</p> <p>Androutsopoulos KN, Zografos KG (2009). Solving the multi-criteria time dependent routing and scheduling problem in a multimodal fixed scheduled network. <i>European Journal of Operational Research</i> 192(1), 18-28.</p> <p>Androutsopoulos KN, Zografos KG (2010). Solving the bicriterion routing and scheduling problem for hazardous materials distribution. <i>Transportation Research Part C</i> 18 (5), 713-726.</p> <p>Bardaki C, Kourouthanassis P, Pramataris K (2011). Modeling the information quality of moving objects. <i>Journal of Strategic Information Systems</i> 20(3), 268-282.</p> <p>Chatziantoniou D, Pramataris K, Sotiropoulos Y (2011). Supporting real-time supply chain decisions based on RFID data streams. <i>Journal of Systems and Software</i> 84, 700–710.</p> <p>Chatziantoniou D, Anagnostopoulos A. (2008). A session-oriented approach in modeling hierarchies of streams. <i>Journal of Software: Practice & Experience</i> 38(1), 95-115.</p> <p>Daskalakis G, Psychoyios D, Markellos RN (2009). Modeling CO₂ emission allowance prices and derivatives: Evidence from the European trading scheme. <i>Journal of Banking and Finance</i> 33(7), 1230-1241.</p> <p>Dimitratos P, Lioukas S, Ibeh K, Wheeler C (2010). Governance mechanisms of SME international partner management. <i>British Journal of Management</i> 21(3), 754-771</p> <p>Dimitratos P, Voudouris I, Plakoyiannaki E, Nakos G (2012). International entrepreneurial culture: Toward a comprehensive opportunity-based operationalization of international entrepreneurship. <i>International Business Review</i> 21(4), 708-721.</p> <p>Dimitratos P, Lioukas S, Ross D, Young S (2009). The multinational enterprise and subsidiary evolution: Scotland since 1945. <i>Business History</i> 51(3), 401-425.</p> <p>Doukidis GI, Pramataris KC, Lekakos G (2008). OR and the Management of Electronic Services. <i>European Journal of Operational Research</i> 187(3), 1297-1309.</p> <p>Eirinakis P, Magos D, Mourtos I, Miliotis P (2012): Finding all stable pairs and solutions to the (many-to-many) stable matching problem. <i>INFORMS Journal on Computing</i> 24, 245-259.</p> <p>Galanaki E, Bourantas D, Papalexandris N (2008). A decision model for outsourcing training functions: Distinguishing between generic and firm-job-specific training content. <i>The International Journal of Human Resource Management</i> 19(12), 2332-2351.</p> <p>Giaglis GM, Spinellis D (2012). Division of effort, productivity, quality and relationships in FLOSS virtual teams: Evidence from the FreeBSD project. <i>Journal of Universal Computer Science</i> 18, 2625-2645.</p> <p>Ioannou G, Dimitriou S (2012). Lead time estimation in MRP/ERP for make-to-order manufacturing systems. <i>International Journal of Production Economics</i> 138(2), 551–563.</p> <p>Kostopoulos K, Papalexandris A, Papachroni M, Ioannou G (2011). Absorptive capacity, innovation, and financial performance. <i>Journal of Business Research</i> 64(12), 1335–1343.</p> <p>Kostopoulos KC, Spanos YE, Prastacos GP (2013). Structure and Function of Team Learning Emergence: A multilevel empirical validation. <i>Journal of Management</i> 39(6), 1430-1461.</p> <p>Kourouthanassis PE, Giaglis GM, Karaiskos DC (2010). Delineating ‘pervasiveness’ in pervasive information systems: A taxonomical framework and design implications. <i>Journal of Information Technology</i> 25, 273-287</p> <p>Koutroumpis P, Lekatsas A, Giaglis GM, Kourouthanassis P (2011). Between a rock and a hard place: Recession and telecoms taxation. <i>Telecommunications Policy</i> 35, 681-688.</p> <p>Kritikos M, Ioannou G (2010). The balanced cargo vehicle routing problem with time windows. <i>International Journal of Production Economics</i> 123(1), 42-51.</p> <p>Kritikos M, Ioannou G (2013). The heterogeneous fleet vehicle routing problem with overloads and time windows, <i>International Journal of Production Economics</i> 144, 68-75.</p> <p>Kritikos M, Markellos R, Prastacos G (2010). 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5.5 Research impact

There are multiple indicators suggesting wide academic recognition for DMST faculty, and high impact of the research they produce. Cumulative data for the recent period show that they have been holding a total of **62 editorial board positions** and provided **reviews for 114 academic journals**, delivered **246 invited talks** to conferences and other international academic events, served in the **program committees** of **235** international and **69** national conferences, and attracted **6737 citations** in the ISI Web of Science citation reports, and 219 other references to published research. Details in Tables 11-40, and 11-43 to 11-45.

Faculty in DMST have **hosted** and **chaired** important **international conferences**, including the following:

- 20th International Federation for Information Processing - IFIP joint WG 8.2 & 9.4 Conference on "Organizational Information Systems in the Context of Globalization", Athens, 2003 (A. Poulymenakou)
- 6th ETHICOMP Conference on Ethical & Social Issues of Information and Communication Technologies, Syros Island, Greece, 2004 (N. Pouloudi)
- 3rd International Federation for Information Processing - IFIP WG 9.5 Conference on "Images of Virtuality", Athens, 2009 (A. Poulymenakou)
- 4th Mediterranean Conference on Information Systems, Athens, 2009 (G. Doukidis, N. Pouloudi, A. Poulymenakou, K. Pramataris)
- 5th International Conference on Mobile Business, Athens, 2010 (G. Giaglis)
- ODYSSEUS 2012, 5th International Workshop on Freight Transportation and Logistics, Mykonos Island, Greece, 2012 (Ch. Tarantilis)
- 16th International Federation for Information Processing - IFIP WG8.3 Conference on Decision Support Systems, Athens, 2012 (G. Doukidis and Y. Mourtos)
- 12th International Federation for Information Processing - IFIP WG 6.11 Conference on "e-Business, e-Services, e-Society", Athens, 2013 (G. Doukidis)

DMST faculty has been invited as external PhD thesis examiners, and for research presentations on many occasions, internationally and locally (details in section 4, Table 11-35).

5.6 Research collaborations

International academic collaborations are an essential element of DMST's research strategy (cf. Section 5.1). Faculty fully endorse this strategic objective, particularly since most of the research carried out in the department is *multidisciplinary* in terms of reference disciplines, *collaborative* in terms of the design of programs providing funding for it, and *requires access to empirical contexts beyond Greece*. Two key

characteristics of DMST's international research collaborations profile are the *quality of institutions involved* (e.g. MIT, Princeton University, Imperial College London, Cambridge University, CERN, EPFL Lausanne, London School of Economics), and the *substance and scope* of collaborative activities (e.g. series of joint publications, or a succession of R&D projects in a particular area).

Details of international as well as national collaborations in the department are provided in Table 11-47.

5.7 Research Awards

DMST faculty has an impressive track record of **38 awards** for best papers in journals and conferences and other prizes for scientific work and academic contribution.

Among the most notable are the following:

- President's medal, British OR Society, 2005 (K. Zografos)
- Franz Edelman Finalist Award for Achievement in Operations Research and Management Science, 2005 (K. Zografos)
- European Case Clearing House Award, 2009, for the best European teaching case study (G. Doukidis and K. Pramadari, in collaboration with T. Evgeniou, INSEAD)

One member of staff holds 2 **patents**. A more significant indicator of impact is the number of joint industry-academia research initiatives in DMST.

Details for all the above are provided in Tables 11-46 and 11-48.

5.8 Student participation in research

On average, 20 undergraduate and 15 postgraduate students per year are involved in research assistantships in DMST R&D projects. The majority of PhD students are involved in funded research projects. Moreover, postgraduate and research students participate extensively in collaboration projects with industry, government, cultural and civic society organizations. Such involvement is mutually beneficial, in creating opportunities for research-in-practice for students (and staff) on the one hand, and exposing societal actors in research-led innovation on the other. Presently, more than 10 postdoctoral researchers are affiliated with the department. DMST also operates a *research apprenticeship scheme for undergraduate students* in the context of projects carried out in the department's research labs.

6. Collaboration with societal, cultural and industrial (SCI) institutions

6.1 DMST collaborations with SCI institutions

Strong links with industry and industrial collective bodies (associations of enterprises, sectoral representatives, industry research institutes, associations of professionals), collaboration with government and civic society agencies, as well as sustainable joint activities with other educational and cultural establishments are an essential element of DMST activities. DMST faculty maintains durable international and national links in their domains of expertise, both in academia but also in the industrial and professional contexts. The intensity and the mutually beneficial results of such collaborative activities are manifest in the following:

- The *volume of collaborative R&D projects involving industrial partners and associations* successfully completed or currently under way in the department. Many long-term academic and industrial links with the department have been forged in this context. Tables 11-40, 11-41, 11-46, 11-47, 11-49 and 11-51 provide relevant details.
- *Spin-offs from joint industry-academia activities* such as the formation of associations on emerging cutting edge technologies and practices (e.g. the RFID in Europe Association) (cf. tables mentioned above).
- The *extent of participation of DMST faculty as academic members in the boards of industrial and professional associations* and as key contributors in industry led initiatives (cf. tables mentioned above).
- *Innovative initiatives* bridging the gap between the management and technology fields on the one hand, and humanities disciplines on the other. The collaboration with the University of Kent in the MA in Cultural Heritage Management (Section 3.II) and research projects such as one with the Museum of Cycladic Art, Athens, are relevant cases.
- *The sustained cooperation with enterprises in the student internship program.* Major Hellenic enterprises and non-profit organizations that are **offering internship posts to DMST students for more than five years** include the following: Ericsson Hellas SA, ERNST & YOUNG, INTRACOM, KPMG Advisors, Newsphone Hellas, Oracle Hellas, Planning Consulting, PriceWaterhouseCoopers, Singularlogic SA, SPACE HELLAS, TOYOTA Hellas, Velti AE, Athens International Airport, National Bank of Greece, Plasio Computers, Eurobank, Be eBusiness, Snaider Electric, Johnson&Johnson Hellas, L'Oreal Greece, BMW Hellas, SAP HELLAS S.A, Colgate Palmolive Hellas, Kraft Foods Europe Services, All Things Web, ICAP Group, Zara Hellas, Inditex Group, TITAN Cements, Marks and Spencer Marinopoulos, KiNNO Consultants, Knowledge and innovation consultants, APIVITA, ATTIKA, INTERAMERICAN, Macro Cash&Carry, Psychoyios Editions and others.

Publicity for these collaborations is extensive through DMST's site, the web sites of the research labs (Section 5.1), publicity activities of SCI partners, and the annual departmental newsletter.

6.2 Initiatives for the development of collaboration with SCI institutions

Collaboration with industry, government, industrial and professional associations, other universities and cultural agencies in Greece and internationally, are forged and sustained through faculty's own initiatives in the context of their research and teaching engagements (i.e. invited speakers, academic mentorship in the internship program).

Industrial, societal, government as well as cultural agencies sustain an active interest in collaborating with the department. This is manifest in repeat requests for undergraduate and postgraduate internships (cf. 6.1), and a number of initiatives whose initial success has turned them into regular annual events (e.g. innovation competition (cf. below), Business IT Excellence Awards, Executive Seminars in collaboration with the Hellenic Sales Institute). More details in Table 11-49.

High professional standards are set for the services provided by DMST to industry, government and other agencies. To this end, two out of six of DMST's research laboratories (MSL and ELTRUN) are ISO certified for the following services: seminars and other life long learning training activities, evaluation of e-commerce sites (ELTRUN), research consultancy, organization and academic mentorship of innovation competitions (ELTRUN), project development and project management.

The recent revamping of AUEB's central Entrepreneurship and Innovation Unit has provided a fertile ground for the development of **innovative initiatives** for the cultivation of **entrepreneurship and innovation competencies, targeted primarily for Greece's youth**. Two significant initiatives are presented hereafter.

Youth Entrepreneurship Summer program (YES)

Crossing the traditional target ages for University education, the Department of Management Science and Technology (DMST) of the Athens University of Economics and Business (AUEB) has recently launched the innovative Youth Entrepreneurship Summer program (YES).

The program has duration of 2 weeks and is targeted at students finishing High School, just before they submit their University applications. It provides them with the opportunity to explore their entrepreneurial interests and talents and be inspired and encouraged to consider entrepreneurship as a career choice. YES Program aims at assisting young people to understand the value of entrepreneurship and its contribution to wealth creation, and at exposing them to the opportunities associated with entrepreneurship.

Through lectures, delivered by AUEB's faculty and prominent entrepreneurs, team work, business games, company visits and other activities, participants explore and apply economic and entrepreneurship concepts and acquire real world business skills (team building, leadership development, financial management etc). They also learn how to set goals and recognize real world opportunities, while working on their own ideas for starting business and developing their own business plan.

The program has been very successful, and has been met with enthusiasm from students, schoolteachers, and parents, as well as companies who sponsored scholarships to students who were selected to attend the program. Further information on the program is available at www.yes.aueb.gr

Ennovation competition (www.ennovation.eu)

Ennovation is an international student competition in the area of digital innovation and entrepreneurship. The competition is organized for 6 consecutive years. Each year a number of events and seminars on business planning and entrepreneurship are organized in many different Universities across the country. The competition is currently supported on a voluntary basis by a network of 16 Universities and various industrial and professional associations, such as the Center of Volunteer Managers Greece (KEMEA), Federation of Hellenic ICT Enterprises (ΣΕΠΕ), and HAMAC (Hellenic Association of Mobile Application Companies). Each year about 300 students in about 100 teams from more than 40 Universities participate in the competition.

6.3 Departmental activities to sustain and grow collaboration with SCI institutions

Beyond scholarly publications, most DMST staff publishes relevant work in the specialist professional printed and electronic press outlets. An indicative list of such recent publications is provided table 11-51. In the same vein, the ELTRUN research lab publishes the HERMES newsletter that is distributed to a mailing list of 5000 industrial partners and alumni. One member of faculty (D. Bourantas) has an exceptional record in media and press articles and interviews (over 300) in the past 10 years.

Organization of and participation in presentations, workshops, panel discussions, round tables etc, are also frequent modes of dissemination for DMST teaching, research and other activities in industrial and other societal contexts. An indicative list of such activities is provided in table 11-51.

The department fully supports and participates as per case requires, in events organized by the (very active) DMST alumni association (<http://alumni.dmst.aueb.gr>) as well as the alumni associations of the MBA International and MSc HRM programs. Maintaining close contacts with alumni communities has multiplier effects both for the department and for its graduates. One indicative (and significant) mode of exploitation of close and sustained contacts with DMST graduates is through the internship programs (under/post graduate) where DMST graduates often act as the professional mentors of students during their internships.

A number of private funded collaboration projects involving DMST faculty and research labs, have also been initiated with the support of DMST graduates in senior professional positions. Perhaps the most prominent and promising ground for collaboration though, is with ex-doctoral students of the department. A list of such collaboration activities is provided in Table 11-52.

6.4 Linking the collaboration with SCI institutions with the educational process

The presence of professional speakers in DMST taught programs is considered an important aspect of the educational process. The department maintains a very wide network of liaisons to such individuals, as manifest in the guest speaker list for the MBA International Program provided in Table 11-53. Student visits to organizations relevant to their course of study feature also in the training programs. We provide three such examples below.

Student visit / Institution visited
Electronic Crime Prevention Agency, Hellenic Police Force. Site visit and attendance of a presentation by E. Sfakianakis, Chief Officer of the Agency (2012, A. Poulymenakou).
Daily visit to the following organizations in the form of "In the shadow of an Entrepreneur" as part of the YES Program (Youth Entrepreneurship Summer School): Daily Secret, Hellas Direct, PameDiakopes, Travelplanet24, Workable, Warply, Skroutz, Corallia, People Per Hour (2013, K. Pramataris)
Yearly site visit to the central warehouse of a large organization in the context of the "Demand and Supply Management" course, (2008-2012, K. Pramataris)

6.5 Departmental contribution to local, regional and national growth

DMST is very active in engaging with the local community and in providing service through the participation of its members of staff in associations and other collective agents that promote knowledge, best practice and developmental initiatives in the Hellenic context and beyond. Details the table that follows

Faculty	(a)Representation in local & regional organizations and development agencies (b)Participation in the design of socio-economic development policies and programs
Doukidis D.	Vice President of the Greek e-Commerce Association (2012-now)
	Hellenic ECR Retail Association, Member of the Board
	President, Hellenic Chapter of the Association for Information Systems (HeAIS) (2009-2012)
Giaglis G.	ΔΟΑΤΑΠ Board membership (2010-now)
	Member of the Committee for MP and Political Party Auditing, Hellenic Parliament (September 2012 - now)
Kritikos E.	Hellenic Mathematical Society, Secretary General (2013)
Lioukas S.	Hellenic Republic Asset Development Fund, Member of council of Experts (2011-2013)
Pouloudi A.	Secretary, Hellenic Chapter of the Association for Information Systems (HeAIS) (2009-now)
Poulymenakou, A.	Member of the Board, Hellenic Chapter of the Association for Information Systems (HeAIS) (2009-now)
Pramatari K.	Member of the Management Board of ECR Hellas (2009-now)
Spinellis D.	General Secretary for Information Systems, Hellenic Ministry of Finance (2009-2011)
Lekakos G.	Member of the Technical Advisory Committee, Ministry of Public Reform and E-Government (2011, 2012)
	Member of the E-invoicing Committee, Ministry of Finance, 2010-2013
	Member of the e-invoicing Committee of the Hellenic Federation of Enterprises
Tarantilis C.	Hellenic (Greek) Operational Research Society, Special Secretary, (2003-2005)
	Hellenic (Greek) Operational Research Society, Member of the Board of Directors, (2001-2005)
	Information Society SA, Member of the Board of Directors, (2004-2009)

Horizontal collaborations of DMST with schools and departments of similar or complementary academic interests are extensive and sustained over time. Indicative recent activities are listed below.

DMST Horizontal Collaborations (a)University School/Department (b) Local, regional, national, or international agency (c) National and International Networks of Collaboration	Details of collaboration activity(ies)
Athens Stock Exchange	Corporate Governance – venue for International MBA students [S. Lioukas]
Business in the community (NGO) & Corporate social responsibility Institute	CRI – Corporate Responsibility Index Awards, 2009 S. Lioukas and E. Soderquist in the awards panel
CSR	European CSR prizes, Evaluator of proposals S. Lioukas
Equal Society – Society of Equal opportunities (NGO)	tuition scholarship for IMBA 2012-2013, in the context of Equal Society's program "Study with Scholarship"
Foundation for Economic and Industrial Research (IOBE) (innovation experts)	Lab of Strategy, S. Lioukas and I. Voudouri involved in the study
International Hellenic University	Collaboration within the framework of the Smartaueb project: A project aimed to measure the energy consumption in AUEB's Building
National Technical University of Athens	Collaboration in the entrepreneurship programs, S. Lioukas
Qualitynet	BRAVO awards S. Lioukas
United Nations Global Compact (Corporate social responsibility)	MBA International Program is a member (since 2006)
University of Cambridge – Judge Business School	Collaboration with S. Zigliopoulos in research (S. Lioukas) and in teaching (Int. MBA), S. Lioukas
University of Glasgow	Collaboration with Prof. P. Dimitratos in research, Strategy Lab, S. Lioukas
University of Macedonia	Collaboration with Mr. Christos Georgiadis and his research team, within the frames of the WMDSS project, a project aimed to measure the level of adoption of mobile data services at a global level.
KEMEA (ex top managers, involved in mentoring)	Mentoring of student teams for entrepreneurial initiatives, collaboration with Unit for Innovation & Entrepreneurship and with S. Lioukas S. Lioukas

Lekakos G.	Aegean Startups e-business contest, 2011 (Organized by the University of Aegean)
	Proposal evaluator, SEV-Eurobank Innovation competitions (2011, 2012)
	Proposal evaluator, innovation competitions (since 2008)

7. Academic development

The academic development strategy of the department unfolds in the following directions:

1. *Learning and teaching support* for students and members of staff, including: teacher evaluation by students for all courses and programs, initiatives to promote active student participation, a growing array of related e-services, student research assistantships and pastoral services.
2. *Upgrades in study curricula* of under- and post-graduate degrees, to keep in line with academic developments in related disciplines and subjects. The major update of the undergraduate curriculum (to take effect in 2013-14) is a case in point.
3. *Actions to promote employability and career development* of DMST graduates, including personal skills development courses at under- and post-graduate levels.
4. *Active PhD student mentorship*, with regular research seminars organized by the six research labs, and taught courses at the doctoral level (currently two, with more under development), a formal thesis proposal defense at the end of the first year of studies, and annual PhD progress reviews.
5. *An academic staff review and mentorship program* targeted to encourage the production of high quality publications, the pursuit of international collaborations and the acknowledgement of international academic service.

The multiple avenues through which the strategy is implemented have been presented extensively in the earlier sections of the report. The department continuously manages and monitors the related activities through the relevant staff committees (cf. Section 2), that report to the departmental meetings. The committees are charged with reviewing the implementation of each strategic goal of the department but also with developing and introducing improvements to current strategies and processes. The recommendations of the DMST committees are subsequently discussed and approved at departmental level (General Assembly). Furthermore, the department has instituted in the last three years an annual meeting of academic staff, alongside the DMST student conference, with aspects of departmental strategy being the only item on the agenda.

Monitoring and reviewing DMST's development is qualitative, as well as quantitative. It is noteworthy that the department has instituted significant monitoring mechanisms such as teaching evaluation by students since its establishment, well before these became the norm for Hellenic universities through HQAA. Other critical performance metrics under regular monitoring are mean time to graduation and employment of DMST graduates through a related survey, as noted in section 3-I.1). Finally, concerning staff development and promotions, the bar is set higher than the norm (as stipulated by law as well as custom in the Hellenic university system). For example, publications of academic staff are monitored in terms of impact, rather than just quantity.

The strategy of DMST and its measurable outcomes are publicized widely, as the department aspires to achieve high visibility of its performance. Major outlets include the departmental brochure and annual newsletter, the website, presentation of DMST's profile in public events, and the student conference. The recent 2013 PhD graduation ceremony was accompanied by the publication of a volume detailing areas of DMST academic excellence, while the present evaluation report will also be used as a communication vehicle of department strategy to all interested stakeholders.

Academic staff are active in all stages of academic development (strategy, implementation, monitoring and reviewing, publicizing) through their participation in the departmental committees, by providing input on relevant activities and by disseminating results to their professional networks. Students and alumni are equally active agents of department strategy, not only by providing feedback on current activities, but also by maintaining an active online presence in social media, where departmental activities are publicized. The DMST academic strategy and vision feature typically in the opening remarks made by faculty in all important public events sponsored by the department, including the student conference and postgraduate interest groups (e.g., the MBA International Energy Club).

A critical success factor for the realization of DMST strategy is the quality of academic staff. With this in mind, members of the department have over the years used their networks in Greek and international academic institutions and international events (conferences, workshops, collaborative research projects) to identify ideal candidates to staff the department. At times of financial crisis and shrinking academic salaries, this activity is no longer effective for attracting top-level scholars. Conversely, several members of DMST staff have recently resigned to take up professorial posts abroad. Within this context, DMST presently strives to expand the number of prominent academic visitors. This is achieved by organizing invited lectures (at undergraduate and postgraduate level) and invited research seminars, as well as through joint research projects and publications. These activities are typically funded by grants available through the research labs of the department.

An innovative academic development practice (by Greek standards and at the time of its adoption) in the department is the annual review of all academic staff at the Lecturer, Assistant Professor and Associate

Professor levels. This process is led by the senior Professors working in the different research areas of the department and constitutes a mentoring mechanism that follows similar good practice of leading institutions abroad. This mentoring provides constructive feedback and contributes to the academic development of staff. In the same vein, DMST monitors the progress of doctoral students, who annually report on their progress to a three-member supervisory committee. The intent of this process is to familiarize doctoral students with reporting, so that they can also present their work in international fora and doctoral consortia, to network and receive feedback from peers and academics internationally, as well as to encourage them to prepare their research work for publication in conferences, journals and other suitable academic publication outlets.

DMST is equally interested in attracting top-level students at both undergraduate and postgraduate level. The mechanisms through which postgraduate students are recruited have been presented in detail in section 3-II. At the undergraduate level, the department has less control on the numbers of student intake, as this is set centrally by the Ministry of Education. The department annually sets an appropriate (for its resources as well as in relation to demand) level of incoming students, but is legally bound to accept more (cf. Section 2.2). Table 11-3 reports the number of incoming students per year, and per and type of intake. The majority of students come to the department through the 'Pan-Hellenic Exams', while a small percentage of incoming students belong to 'special categories' (children of expatriate Hellenic citizens, individuals with severe illnesses that cannot take part in the Pan-Hellenic Exams). DMST accepts a very small number of students who already hold a first degree in another subject. These candidates have to sit qualification exams in three subjects: mathematics, computing, and management. The department does not accept transfers from other study programs in Greece, as the law requires a degree of similarity that is currently nonexistent.

A demanding program of study requires high potential students as a key ingredient for its successful implementation. DMST faculty subscribe unanimously to this view and hence are all engaged fully in attracting such candidates. Specifically, targeted promotional material (an information pack for media and press) and activities (presentations to High Schools and institutes for supplementary tuition (*Φροντιστήρια*) are complemented by participation in open days organized at University level. The materials are available at the department's website, which has a dedicated section for interested incoming students (<http://www.dmst.aueb.gr/index.php/el/department/students>). An innovative process adopted by the department is a helpdesk (call line) operated by faculty, every year, at the time when students fill in their university application forms (typically end of June to mid July). The department also exploits all high-visibility public events directed to students, such as the e-innovation contest (cf. Section 6), the YES summer school (cf. Section 6) and the annual student conference (cf. Section 8.2). Efforts to attract top level students are considered successful, as the department consistently scores very high in incoming student preferences. In the last eight years, it invariably ranks second in preference among AUEB departments (following Accounting and Finance), third nationally among all Economics and Business studies departments and third nationally among all Computing and Software Engineering departments (tables 11-4a and 11-4b).

8. Administrative Services and Infrastructures

8.1 Effectiveness of administrative and technical services

Undergraduate studies in DMST are supported by (i) a dedicated Secretariat, and (ii) a network of three labs for the exclusive use of the department's undergraduate students (collectively known as ELOI). *Postgraduate study programs* have each their own secretariat and educational lab. *Doctoral secretarial support* is provided by the MBA International office. Work space for doctoral students is provided in the six research labs of the department. Furthermore, students at all levels have access to a number of central university services including the Library, the Student Club (Φοιτητική Λέσχη), the Department of International Relations and European Educational Programs (ERASMUS), and the Employment and Career Office (Δομή Απασχόλησης και Σταδιοδρομίας (ΔΑΣΤΑ) και Γραφείο Διασύνδεσης).

Administrative and technical support services in DMST (secretariats and ELOI labs) are in regular and close collaboration with various units of the university's central administration, including the Central Procurement Office (Επιμελητεία), the Division of Financial Affairs, the Division of Educational Affairs, the Central IT Division, the Office of Technical Services and Support, the Senate Secretariat, the International & Public Relations Office, the Student Club (Department of Student Affairs), the Network Operations Center, the Library, the Special Account for Research Funds (Ειδικός Λογαριασμός Κονδυλίων Έρευνας – ΕΛΚΕ), and the secretariats of other under- and post-graduate programs in the university. Of these services, central nodes for the dissemination of information are the Network Operations Center who maintains faculty and student mailing lists for mass intra-university e-mail communications, and the Senate Secretariat who is responsible for the content published in the university's web site.

The **Secretariat of the Department** employs 6 administrative employees; all hold university degrees, while two also hold postgraduate titles. The Secretariat operates daily from 08:00 to 16:00. The on-site student service desk is operated by two employees, for two hours, three times per week; faculty is being served at all working hours. The Secretariat also offers support to students and staff via telephone and email. AUEB has recently deployed a central student e-service infrastructure (e-grammateia.aueb.gr) to manage standardized student queries and applications, such as course selection and registration, access to transcripts of records, and online applications for documents and certificates. The Secretariat is also responsible for the conduct of the student teaching evaluations and all HR matters of faculty (leaves, appointments, promotions, etc). Faculty administrative support for teaching is **not available** in the department or AUEB in general. In a survey conducted in 2008, DMST scored **top amongst AUEB departments in terms of overall satisfaction of first-year students** (score of 5,35 out of 7, while the average for all departments was measured at 4,74 out of 7).

Administrative support for the postgraduate and PhD programs is provided separately. Each postgraduate program has a dedicated secretariat, employing eleven administrative staff in total: 5 for MBA International, 2 for Executive MBA, 2 for MSc in HR Management, 1 for MSc Public Policy & Management and 1 for Heritage Management respectively. Two part-time equivalent administrative employees are responsible for providing secretarial support for the doctoral program.

While students and academic staff are satisfied with the level of departmental administrative and technical infrastructure support, it must be noted that teaching (and examination) hours extend from 08:00 to 21:00. As a result, there is no administrative or technical infrastructure support during evening classes and exams. Furthermore, technical infrastructure support is split between the department's own resources (the ELOI labs) and AUEB central units, including the Central Computer Center, the Network Operations Center, and the Central Administrative department.

The nature of work of the Secretariat is largely dictated by the existing higher education legislature. A large part of it is bureaucratic and introduces unnecessary workloads (e.g. compulsory paper-based record keeping for almost all types of communication). The resulting burden on the daily operations of the Secretariat entails costs and delays to attending to more significant duties. It also creates demand for physical space to keep paper records, including student records despite the existence of a fully functional electronic student records system throughout AUEB. Even so, the university's student electronic record system at least allows students to access their records and to submit applications electronically, thus speeding up access to information and response time for student enquiries.

The collaboration of DMST's administrative services with the university's central administration is smooth and effective, as AUEB is relatively small in size, with all undergraduate facilities and central administrative services located in the main university building. At the time of writing this report, the implications of the (compulsory, according to recent law) establishment of three Schools in AUEB's governance structure are not clear. The legal framework mandating this change is uneven and at places unclear, thus there are concerns that the implementation of this reform may add an extra layer of bureaucracy and unwarranted complexity.

The **undergraduate educational labs of the department (ELOIs)** employ 5 members of staff in total. All are university graduates, and three have postgraduate degrees. Rigidities in employment legislation (all support staff appointments are managed by the ministry) have resulted in meaningless inconsistencies in the employment status of these personnel. Two of them have the appropriate job status, i.e. Special Technical Teaching Personnel (Ειδικό Τεχνικό και Εκπαιδευτικό Προσωπικό - ΕΤΕΠ), while the remaining three are officially appointed as 'Administrative Employees', despite their specialist role and qualifications. These discrepancies in employment status introduce unnecessary difficulties in assigning ELOI staff duties: only two out of five are officially allowed to provide laboratory based student teaching; given the extensive use of laboratories for undergraduate hands-on technical sessions, ELOI staff is clearly insufficient to meet curriculum demands.

ELOIs are housed in three rooms and provide a total of 78 workstation seats. Via remote access, up to 2 additional students may use each workstation, thus up to 234 students may be served simultaneously. ELOI lab rooms are open to undergraduate students from 9am to 8pm during semester time, with a member of ELOI staff in attendance at all times, in each room, to provide user support. Students use the labs for coursework requiring specialist software, or to attend lab classes. The use of lab rooms is monitored continuously: they operate on average at 60%-70% of capacity per month. A reservation system is available for faculty to organize lab based teaching according to their courses' requirements (typically 2-hour weekly sessions in groups according to lab capacity). The labs are also used for coursework presentations, online exercises and supervised online tests and final examinations.

In terms of technical infrastructure, 30 PC workstations are Pentium IV Dual Core, running at 3.0 GHz, with 1GB RAM and 80 GB hard disk, 30 PC workstations are Pentium IV running at 2.4 GHz, with 512MB RAM and 80 GB hard disk, and 18 workstations are Pentium IV, running at 3.0 GHz, with 512MB RAM and 80 GB hard disk. The workstations use the Windows 2000 Pro, and Windows Server 2000/2003 operating systems. The server operating systems were selected so as to provide remote desktop accessibility for students. Due to this configuration, students become familiar with server-based OS environment capabilities. The labs infrastructure includes also 3 laser printers, 3 inkjet printers and 3 scanners, one of each in each lab room. Workstations are networked, with dedicated windows domain controllers, which are part of the Microsoft Active Directory Services. The entire infrastructure relies on 10 physical servers located in 3 separate locations dating from 2002 to 2010, and hosting a total of 30 virtual servers. The servers' operating systems range from Windows 2003, hosting the Active Directory, to a variety of Linux and other UNIX environments hosting all internet and intranet applications and student services. The servers are supported by Uninterruptible Power Supplies (UPS). A Braille Terminal & Printer (ALVA Satellite 544 Traveller) is available for students with visual impairment. Teaching visual equipment in the labs comprises 3 interactive whiteboards (TeamBoard, eBeam & LMA Interactor).

ELOI is also equipped with specialized infrastructure to support state-of-the-art fields of study, such as Ubiquitous Computing, Mobile Communications, Software Usability and Digital & Interactive TV. Besides the use made in research and teaching, these facilities support student-led initiatives, such as DMST media (www.dmstmedia.gr), a student TV and radio station on the Web. Indicative specialist equipment includes:

- ◆ Robotics Hardware & SDK (Lego Mindstorms)
- ◆ Programmable Robots with WLAN, Voice Recognition & SDK (SONY AIBO ERS-7)
- ◆ Programmable Microcomputer (Parallax)
- ◆ Single Board Computer & SDK
- ◆ Embedded Ethernet Device (Egnite Ethernet Device)
- ◆ RFID Readers & RF-tags
- ◆ Smart Dust Micro Sensors Hardware Kit & SDK
- ◆ Embedded Computer (Lantronix)
- ◆ Interactive TV Set-top-box and SDK (Interact-TV Telly M1200)

DMST has an active Microsoft DreamSpark™ subscription (<https://www.dreamspark.com/institution/subscription.aspx>) providing all students and faculty with a wide range of applications free of charge for academic use. The software available through this institutional subscription service (managed by ELOI) includes specialized packages used in student assignments in information technology courses. The department is also a member of the SAP University Alliances Program™ (<http://scn.sap.com/community/uac>). Finally, teaching and research culture in DMST is Free and Open Source Software (FOSS) friendly. An indicative list of software (commercial, bespoke, and FOSS) used for teaching and research purposes and maintained by ELOI is provided below.

Adobe Creative Suite 3
Argo UML
Aris 6

Eclipse
Eviews
Expert Choice

Netbeans
Palisade @Risk & Precision Tree
PDF Creator

Apache/MySQL/PHP environment	Extend	Simul8	
CourseLab	Logware	Specisoft	
Business Plan	Microsoft SQL Server	TransCAD	
Bloodshed C++	Microsoft Dynamics Navision	Unix Tools	
BlueJ	Microsoft Project	Visual Studio	VMWare

ELOI plays a central role in the educational activities of DMST; more than half of the courses in the undergraduate curriculum require lab tuition and practice. These are presented in the following Table.

Table 8.1. DMST courses supported by laboratory sessions

1 st year of study:	2 nd year of study:
Preparatory labs in Informatics Mathematics I Introduction to Computer Science Programming I Quantitative Methods in Economics & Business I	Decision Making Quantitative Methods in Economics & Business II Database Management Systems Programming II Analysis and Design of Information Systems Networks, Algorithms and Data Structures
3 rd year of study:	4 th year of study:
Project Management Information Systems Implementation & Architecture Electronic Commerce & Web Applications Digital Content Management and Human-Computer Interaction Supply Chain Management Analysis and Modeling of Business Process & Systems Advanced Topics in Software Engineering	Stochastic Modeling & Simulation Enterprise Resource Planning Systems Analysis and Planning of Distribution and Transportation Systems e-Learning and Knowledge Management

ELOI is also responsible for the department's web site (www.dmst.aueb.gr) and the maintenance of all its online content. The DMST site has been redesigned in 2012, under the leadership of faculty specializing in software engineering and usability. Students and staff have commented favorably on the new design, content and services (new service groupings have been designed to improve ease of access).

One *distinctive* aspect of the role of the educational laboratory (ELOI) in DMST is that its *staff contribute pro-actively* (under the scientific co-ordination of faculty with relevant expertise) in the design, development, deployment and maintenance of **innovative technology-based practices in teaching and learning**. Important online services, offered to students and staff, include the following:

Custom-built Learning Management System: Built on Open Source technologies, in 2003, and based on best international academic practice at that time (MIT OpenCourseWare), the EDUPORTAL platform (eduportal.dmst.aueb.gr), allowed faculty to manage teaching content online and students to have a single interface for access to all teaching materials in the DMST study curriculum. For each undergraduate course, the platform provided space for (a) a detailed course description, (b) lecture, tutorials and lab presentation slides organized in sessions, (c) teacher announcements, (d) additional educational resources such as research papers, professional materials and news, and (e) contact details for teaching staff. Following a decade of successful operation, EDUPORTAL will be replaced in 2013-14 by a bespoke application based on the Moodle™ LMS platform (edu.dmst.aueb.gr). The main reason for the upgrade is the need to *integrate* learning content delivery with a large number of student and faculty e-services some of which are currently provided via a number of separate bespoke applications developed by ELOI staff (see below).

On-line examination platform: A database application for online tests with automatic marking and randomization of questions presented to each examinee. It has been developed by DMST PhD students in open source technologies. Online examinations using this system take place in the ELOI labs, under invigilation, and students are immediately informed of their mark.

Thematic knowledge portals (portals.dmst.aueb.gr): 15 thematic portals have been developed by ELOI staff, with academic content contributions from all faculty and research students, to bring together academic and professional knowledge on the main scientific areas underlying DMST's study program. The content of the portals complements the teaching materials available on EDUPORTAL.

On-line Interactive Case Studies (e-learning.dmst.aueb.gr): Case based teaching is a widespread practice in the department. Technology support for this instructional method is provided through a set of interactive case studies developed by DMST doctoral students researching in the area of e-learning design, on the basis of materials provided by faculty teaching the respective courses in the department, and under the supervision of faculty with e-learning expertise. Each on-line interactive case study comprises a long and detailed narrative of an authentic organizational situation, relevant academic references available in indexed form, and custom built self-assessment questions and tests with automatic feedback for the student. Such

case studies are currently available for: Business Strategy, Digital Marketing, HR Management, and the Quality Management, Information systems Management, and Electronic Commerce courses. More such on-line resources are currently under development.

On-line Coursework Submission: a bespoke application developed by ELOI staff, allowing (i) students (individually or in groups) to submit coursework assigned to undergraduate courses (within fixed deadlines, where appropriate) and (ii) teachers to download these submissions. This system will be replaced by a more comprehensive service provided by the new LMS powered by the Moodle platform. The new service will also support on-line marking and student feedback.

Java Randomized Personal Exercise Builder (Jarpeb): An open source software application, developed by Prof D. Spinellis, which is generating programming exercises for the Java programming language, with automated marking capabilities.

On-line Noticeboard: All course-related, lab and secretariat announcements, as well as other departmental news and forthcoming event calls for participation are publicized to students via a bespoke electronic notice board application interfaced with the departmental website. RSS feeds, Facebook, Twitter, Google+, Mobile phone interfaces are also available.

@dmst email accounts: ELOI maintains a dedicated, web enabled mail server (@dmst.aueb.gr) for DMST students; they may keep these accounts even after graduation.

On-line Job advertisements: A bespoke application for information on job openings posted on-line by faculty and DMST alumni.

Live streaming of conferences and events: Live webcasts of DMST conferences and events.

'dmst mobile' service (<https://m.dmst.aueb.gr/>): Increasingly, student mobile phones become the device of choice for access to departmental and university resources. A bespoke application for mobile phone access of DMST e-services has been developed by ELOI staff and launched in June 2013.

In addition to the facilities offered locally, AUEB's Network Operations Center offers remote access via a Virtual Private Network (VPN) to all university members so that they can make use of facilities (e.g. library resources) through third party networks outside the AUEB domain. A list of on-line resources and services available to the DMST academic community is provided in the next table.

Table 8.2. Online resources and services available to the DMST academic community

	Purpose	Name and links	Description
Maintained by ELOI	Administrative support	Departmental website www.dmst.aueb.gr	All information and services relevant to DMST
	Student support	My dmst my.dmst.aueb.gr Mobile dmst m.dmst.aueb.gr	Web and mobile portals to all student services* (e.g., electronic board of announcements, DMST news, links to teaching and knowledge portals, and other departmental and university resources, including calendar, timetables, electronic coursework submission, e-secretariat and others)
	Faculty support	Faculty portal faculty.dmst.aueb.gr	Portal to all services relevant to faculty* (e.g., links to teaching resources, online help, course and exam schedules, departmental news and other university services)
	Teaching and learning support (a)	Eduportal eduportal.dmst.aueb.gr Moodle (currently under development) edu.dmst.aueb.gr	Online undergraduate and doctoral course support* (including access to teaching materials) To replace Eduportal and other bespoke applications in 2013-14 offering a range of additional e-services
	Teaching and learning support (b)	E-learning portal e-learning.dmst.aueb.gr	Interactive case study material supporting different study fields*
	Teaching and learning support (c)	Knowledge portals portals.dmst.aueb.gr	Useful links (research and news) related to different DMST study areas
	Student-led activities	DMST Media www.dmstmedia.gr	An integrated web media platform run by and addressed to the student community
	Alumni-led activities	DMST Alumni alumni.dmst.aueb.gr	Portal to information and services for DMST alumni*

Managed by postgraduate secretariats	Administrative and teaching support for postgraduate programs	MBA International www.imba.aueb.gr Executive MBA www.executivemba.aueb.gr Human Resource Management www.hrm.aueb.gr Public Policy & Management ppm.aueb.gr Heritage Management www.heritage.aueb.gr	All information and services relevant to the respective postgraduate programs
Managed by AUEB's NOC	University-wide services	AUEB website www.aueb.gr	Information of interest to the academic community of AUEB (e.g., links to all departments and all programs, staff directory, library, Erasmus/LLP, Student Club, webmail, news and events and other services – cf. Section 8.4)

(*) Some services are restricted to eligible DMST members

The *effectiveness* of technical services and infrastructures available to the DMST community is a function of appropriateness and sufficiency of its staff (very appropriate, very insufficient, see comments earlier in this section), available funding for maintaining and upgrading equipment and software used (currently the situation is dire, as equipment is aging and funds are insufficient for renovations required) and autonomy in strategic decision making and in managing laboratory staff and resources (at present autonomy levels are adequate, there is however widespread uncertainty about the future due to structural changes at the AUEB level).

ELOI's personnel have both technical skills to ensure the smooth operation of equipment and teaching skills to support lab teaching and respond to student queries. They are responsible for troubleshooting, smooth operation and maintenance of the lab infrastructure. Furthermore, they run a series of introductory lab seminars to first year students, to help ensure all students have a minimum set of essential skills.

Regarding the status of ELOI's equipment, although the 10 departmental servers all still functional, 9 of them and 2 of the 4 UPS systems are nearly 10 years old and bear a substantial risk of failure, with possible significant impact to IS and educational services provided by the Department. Sixty of the 78 workstations are less than 6 years old and therefore there are very few instances of downtime. Conversely, the 3 printers (serving 1000 students!) are older than 10 years, and despite maintenance, they are approaching the end of their useful life.

Serving students is a priority; the effectiveness of ELOI labs operation is monitored continuously and is reflected in the intensity of use of the three labs. In the winter semester 2012-13, monthly usage of students physically present in the lab rooms averaged 60-70% (lower usage coincides with holiday and exam periods) while 79% of students who enrolled to DMST courses in that semester (687 out of the 892 students on record) logged on to ELOI facilities. On occasion, workstation use (including remote desktop access) exceeds 90% and at times exceeds capacity. This occurs on average 2-3 days per month, usually when scheduling of lab sessions becomes very dense. In such instances, ELOIs extend opening hours to cater for excessive demand (details in the Table below).

**Table 8.3 DMST educational laboratories (ELOI) use metrics
(September 2012 – February 2013)**

Month	Workstation use (% of total workstations)	Unique student logons to the ELOI domain (% of students enrolled)	Workstation use >= 90% (of total workstations, in days/month)	Workstation capacity overflow (in days/month)
September 2012	8%	27%	0	0
October 2012	60%	58%	3	2
November 2012	69%	56%	3	3
December 2012	56%	45%	4	0
January 2013	35%	46%	2	1
February 2013	18%	44%	0	0

8.2 Student care services

Each first year student is assigned a personal tutor among DMST faculty. Each faculty member is thus allocated 6-8 tutees. The role of tutors is to provide guidance to students on academic matters, including choice of elective courses and career options. In the Hellenic university system there are no provisions for students with mitigating circumstances, other than allowing students with learning disabilities to be examined orally instead of in writing. Thus, unlike the practice in other European countries such as the UK, tutors have no responsibility for recording or acting on mitigating circumstances. Nonetheless, counseling service is available through the University for students who wish to benefit from it. Tutors also contact tutees who seem to be falling behind in their studies (e.g. failing multiple exams in the first year of study) to provide advice and support.

It is worth noting that DMST was the first department at AUEB, and among the first in the country, to introduce student tutoring. Students typically approach faculty to seek advice on study or career matters. As DMST faculty hold regular office hours and are available to offer guidance to all students, it is normal for students to seek advice from faculty members on academic matters, without using their personal tutor as a first point of contact. To date, very few undergraduate students take advantage of the existing tutoring scheme.

The department –and the university– do not offer specific support to students who work full-time or part-time. At undergraduate level, no possibility of part-time study is available at present. Because of the financial crisis, an increasing number of students seek part-time employment alongside their studies. While there is a perception that part-time employment interferes with student course attendance and study performance, as class attendance is not compulsory, there is no formal means to monitor actual reasons for absenteeism and to identify trends in this area.

Similarly, there is limited support to students who underperform, other than that provided in the tutoring process, although faculty are willing to meet and help students who take the initiative to seek help. In 2012, the Ministry of Education introduced a law entitling students who have completed four years of study but have not yet fulfilled their degree requirements to sit additional exam periods at the end of each semester (‘πτυχιακή εξεταστική’). Thereby, students in this category may sit exams of spring semester courses at the end of the winter semester and vice versa. This has obviously created an administrative and scheduling overload to the university and the department, and despite the effort involved on behalf of the teachers in setting extra exam papers for all courses, in 2012-13, there was minimal student participation (typically 0 to 5 students).

To support excellent students, the University offers scholarships based on income criteria for outstanding academic performance. These scholarships are supported by the Georgios Chalkiopoulos foundation. Top 5 students in each academic year receive scholarships (about 1500 euros) from the Greek State Scholarship Foundation (IKY).

A welcome ceremony for first year students is organized by the department, where academic, administrative and social activities of university life at AUEB are introduced. As noted above, first year students are also assigned a personal tutor whom they may consult throughout their studies at AUEB. Incoming students receive a USB stick with information on the university and the department, a DMST email account and access to university services. Furthermore, two weeks before the start of the academic year, first year students attend preliminary courses in Mathematics and Information Technology and they also participate in a Business Game. Induction sessions to the use of computing facilities and a variety of ICT skills are also provided by ELOI staff. The department is currently considering integrating these sessions with the curriculum of first year courses, in order to better demonstrate their relevance to the study material and enhance the development of student transferable skills.

DMST students are very active academic citizens. The most prominent voluntary extra-curricular activity is the organization of the Management Science & Technology Student Conference annually. The conference attracts hundreds of attendees across higher education institutions in Greece and abroad. DMST students have also representation in multiple social activities of the Student Club (sport and cultural activities), student political party representation and exchange programs. Besides the Erasmus/LLP, the latter include active participation in AIESEC, an international student association, where DMST student hold leading roles in the AUEB local committee but also internationally (e.g., <http://www.dmst.aueb.gr/index.php/en/homeen/24-currentsnewsen/224-aiasecpresidenten>). DMST students have also set up DMST Media (<http://www.dmstmedia.gr>), an integrated platform of information and communication media addressing all members of the student and academic community, that includes web radio, web TV and an e-magazine, entitled ‘Passenger’. Upon graduation, an active alumni association (<http://alumni.dmst.aueb.gr>) assists DMST graduates with access to employment opportunities, career advancement and networking activities. Several students also actively participate in political parties and groups. Until recently, student parties had proportional representation at departmental and university (Senate) level according to their electoral percentage among student voters. Recent legislation drastically reduced the number of student representatives to one in each decision making body. Student parties have strongly opposed this change,

boycotting student participation altogether and on occasion boycotting departmental, Senate and Council meetings.

8.3 Infrastructures used by the department

The University Library (<http://www.lib.aueb.gr/>) is well equipped in terms of both online and printed materials. It holds a substantial collection of books in the fields of Economics and Management. The University Library also provides access to OECD publications and is host to the European Documentation Centre collection, a complete collection of official EU information and documentation. The donation for the creation of the center was received with the mediation of Institute Ideologikon and the sponsoring of foundation Onassis. Academic staff of all departments can recommend the purchase of additional research monographs and textbooks, depending on the available annual budget of the library. Additional requests are supported through inter-library loans. The subscription to electronic journals, which is critical for access to timely scientific output, largely relies on the smooth operation of the network of libraries of Hellenic academic institutions (Heal-link, <http://www.heal-link.gr/>) (the University library has discontinued the purchase of printed versions where an electronic subscription is available) that is funded by the Ministry of Education and other online databases (e.g., EBSCO A-to-Z, JSTOR). Heal-link offers extensive coverage of the subjects taught and researched in DMST. However, its availability in the last two academic years has been erratic, due to delays in subscription payments by the Ministry. Two of the major publishers (Elsevier and Springer) have very recently (June 2013) announced their intention to downgrade the Heal-link consortium access to “trial status” leading to interruptions of access to articles on ScienceDirect (from 2013 and beyond), as well as Scopus.

DMST members make extensive use of the ICT infrastructure of ELOI facilities (see earlier sections), as well as those provided by AUEB’s central administration (in particular the Network Operation Center, NOC). Specifically, all DMST members benefit from access to AUEB’s wireless internet service, e-mail service and website; the latter provides links to all online university services, including the library and webmail. Students use mostly the ICT facilities provided by ELOI but they also have access to the shared resource of AUEB’s IT labs. Some of the lab sessions on specialized mathematical software (e.g., Mathematica) take place in these labs. Students also use them when ELOI facilities are overbooked. Overall, the combined capacity of ELOI and AUEB IT facilities covers student demand. Faculty is also entitled to book and use the videoconferencing facilities of the university. Demand for this service is steadily increasing, as staff appointment committees, PhD examination boards and inter-university research collaborators meet virtually. AUEB has a central printing and photocopying unit that is extensively used by faculty, primarily to support teaching activities. AUEB is also a member of the Authentication Authorization Infrastructure (AAI) of the Greek Research and Technology Network (EΔET, www.grnet.gr), a state-owned company, operating under the auspices of the Greek Ministry of Education - General Secretariat for Research and Technology. GRNET’s mission is to provide high-quality infrastructure and services to the academic, research and educational community of Greece, and to disseminate ICT to the general public. The most important services available through AAI is the free data storage on “Pithos” (pithos.grnet.gr) and the Microsoft DreamSpark service, allowing free use of Microsoft software by students.

Office space at AUEB is limited. Most DMST faculty does not share offices with colleagues, but for their office space is occasionally used to host overflow PhD students they advise. The ICT equipment used by DMST faculty is normally paid for by funding available through research projects. **There is no common room available for staff use and there are no study rooms or break-out rooms available for students. In view of the extent of group work expected of DMST students, this is a serious disadvantage.** It is also noteworthy that in the main teaching rooms chairs are nailed to the floor (to minimize theft and damage), making lecture room set-up rigid and unsuitable for group work during class time.

The office space available for the secretariat of the department is inadequate (less than 30m²), as there is not enough room to accommodate staff and the numerous files (e.g., student and faculty records, applications, minutes) the department is required to keep paper records of. It is located in the ground floor in the main building of AUEB (Antoniadou Wing). The secretariat and most teaching rooms are accessible to disabled students.

A limited number of rooms is available to accommodate meetings in the main building, as all available rooms are used to cover teaching needs 9am-9pm. Teaching rooms in all buildings are used to full capacity for undergraduate, postgraduate and exchange students’ teaching. Moreover, teaching rooms and offices of DMST faculty are dispersed among 10 different university buildings. An additional restriction is that most AUEB buildings are locked at 9.30pm and on weekends, which several faculty members find inconvenient.

8.4 ICT use in departmental activities (other than teaching and research)

Most departmental activities are supported by extensive use of ICTs. These serve faculty, students, administrative and laboratory staff, who all use ICTs on a daily basis. Some of the available online services are provided by ELOI (Section 8.1), some by AUEB’s Network Operation Center and some use a national infrastructure provided by the Greek Research and Technology Network (EΔET, www.grnet.gr).

Indicative departmental activities supported by ICTs include:

- ◆ *intranet and internet use* (wired and wireless); all DMST participate to gain access to web services, updates (e.g., announcements, timetable schedules, news and events), teaching materials and information on procedures (e.g., for participation in the Erasmus program or for internships)
- ◆ *management of student records*, including applications and registrations at e-grammateia.aueb.gr (used by students and administrators)
- ◆ *e-mail*; all DMST members have an AUEB email account – the webmail interface was updated in early 2013 – whereas @dmst email addresses are available for students, even after their graduation
- ◆ *software development*; specialized applications have been developed by interested DMST members (ELOI staff, faculty, research students) to facilitate educational or administrative processes
- ◆ *small scale printing services* under quota in all ELOI lab rooms are available to students
- ◆ *student and alumni initiatives* (e.g., DMST student conference, job openings, DMST media, alumni website, used by students and alumni)
- ◆ *teleconferencing* is increasingly used by faculty participating in appointment committees, doctoral thesis exams and research collaborations with colleagues in other institutions
- ◆ *research and teaching documentation*, including departmental evaluation reports is available in AUEB’s QA unit (MOΔIII) for use by administrators and faculty.

The central repository of online information is the departmental website, which offers access to all other information systems supporting DMST members. Thus, online content is constantly updated, typically on a daily basis, as new announcements, course materials, events and news items are added. Teaching content updates are the responsibility of faculty. Otherwise, new content and announcements can be suggested from any DMST member; the updates are moderated by ELOI, who is responsible for content maintenance of the website in both the Greek and the English language. The CVs of DMST faculty members are available at the departmental and university web sites, with detailed information on research activities publicized in the research groups of the department. Eight faculty members also maintain personal web pages or blogs. ELOI also monitors site visits. The following table presents the number of unique visitors and total pageviews for the main web pages maintained by ELOI.

Table 8.4 Website visits (September 2012 – February 2013, Winter semester 2012-13)

Hostname	Visits	Pageviews
my.dmst.aueb.gr	90,422	120,612
www.dmst.aueb.gr	85,987	154,680
dmst.aueb.gr	6,411	9,902
faculty.dmst.aueb.gr	1,217	1,419
e-learning.dmst.aueb.gr	225	419

The following report from Google Analytics shows that dmst.aueb.gr had 66,627 unique visitors, which generated 735,338 pageviews in the academic year 2012-2013. The web page was visited 326,792 times in total. For several days, the number of visits exceeded 1500 visitors.

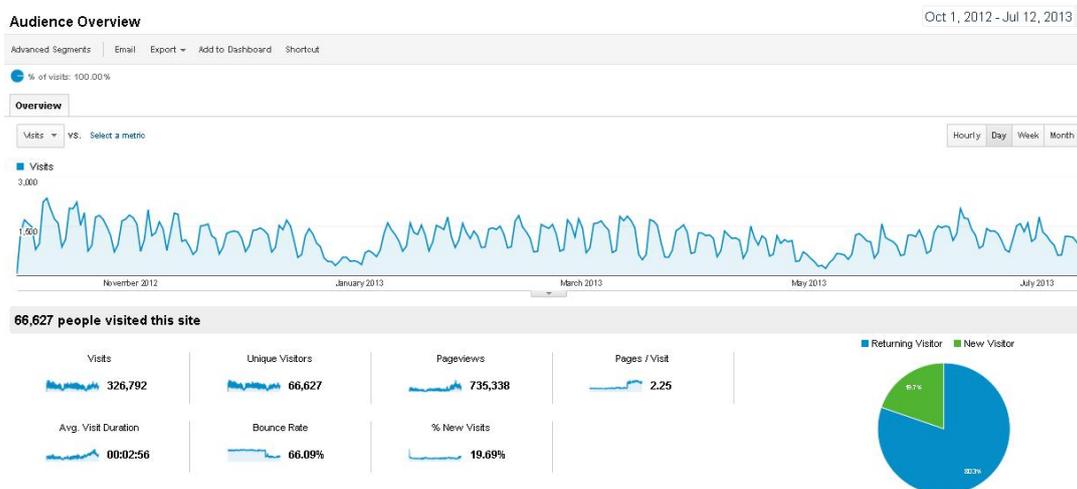


Figure 8.1 Academic Period 2012-2013 Audience Overview Report, Source: Google Analytics

The most popular sites are the main web site and the student portal my.dmst.aueb.gr, which account for more than 80% of page visits (see figure below).



Figure 8.2 Visits by hostname

8.5 Transparency and effectiveness in the use of infrastructure and equipment

The network and telephone infrastructure of the department and the university are available to the administrative, lab and teaching staff of the university, on-site and remotely. AUEB network and telephone services are effectively served by central university services, whereas DMST facilities are coordinated by ELOI staff, in collaboration with faculty members. Students have access to the ICT infrastructure of the department and the university, both on-site and remotely, as noted in earlier sections. As noted in the earlier sections, the facilities are widely used during semester time, with demand for access to ELOI workstations exceeding supply on occasion.

To ensure smooth operation and rational use of DMST resources, the allocation of ELOI space for teaching and course support purposes is coordinated by ELOI staff, so that teaching requirements are met, while at least one lab room remains available to all students. The activities and use of ELOI resources are continuously monitored, using appropriate metrics where possible, to ensure rational use and spot potential problems in time. Use of resources, outstanding infrastructure requirements and related issues are routinely discussed in the Teaching Labs and Technical Infrastructure committee of the department. The committee reports to the departmental General Assembly, who makes final decisions on procedures as well as on the allocation of available funds, as discussed in the next section.

8.6 Transparency and effectiveness in the use of financial resources

The department's finances are organized as follows:

1. Salaries and wages for all personnel categories are covered by the central AUEB budget according to government directions regarding Hellenic University finances.
2. All other expense categories (e.g. lab equipment, scholarships, funding for research and research travel, MROs) are covered by funds made available annually by AUEB's Special Purpose Research Funds Account (EAKE). The level of this funding is calculated on the basis of net revenue from the department's postgraduate programs.

The department does not have discretion over these decisions but has discretion in the management of financial resources in the second category of expenses. The management of these funds follows a transparent process as a budget is presented and approved by the Special General Assembly of the department, who decide on the allocation of these resources to different budget items. This makes the process transparent to all members of the department.

In line with its strategy, the department strives to make funds available, to the extent that this is possible, to promote research (e.g., partial funding of conference participation for doctoral students, partial contribution to the expenses of visiting faculty), visibility (e.g., expenses related to graduation ceremonies) and recognition of lifetime contribution (e.g., publication of a volume in Quantitative Methods in Finance In Honor of Prof. Andreas Kintis, Professor Emeritus, former AUEB Rector).

9. Conclusions

The aim of this internal evaluation report has been to provide an accurate, detailed and up-to-date profile of academic activities and achievements of the Department of Management Science and Technology of the Athens University of Economics and Business. It is an extensive revision and update to the 2008 internal evaluation report, sent at the time to HQAA, which includes the activities and achievements of the department in the last five years, so that the department can be evaluated on the basis of current data. The structure and content of this report adhere faithfully to detailed guidelines provided by HQAA.

The main features of DMST as presented in this report are summarized below

1. A *unique* (in the Hellenic higher education system) *undergraduate degree program*, combining three key academic disciplines: Management Science & Operational Research, Information Technology and Systems, and Organization & Management studies.
2. An undergraduate *student corpus of exceptional quality*, as reflected *inter alia*, in very high performance rankings in university entry examinations.
3. Twenty three members of *academic staff of outstanding pedigree*; half have doctorates from the top 20 universities worldwide, one fourth have held academic appointments in the same league (e.g. Columbia University, London Business School, London School of Economics, Virginia Polytechnic Institute and State University, Wharton Business School) and all have strong and sustained international presence and recognition.
4. A *carefully planned and executed undergraduate study curriculum* balancing theory and practice (including technology practice in a network of three modern laboratories for undergraduate students), firmly anchored on *research-led teaching* and culminating in a *compulsory* three month long final year internship.
5. *Exceptional* (for Greek academic faculty standards) *per capita rates* of academic publications, involvement in international research and development projects, and PhD supervision.
6. An *institutionalized basis for academic research* in the context of 6 research laboratories currently operating in the department.
7. Five *highly acclaimed graduate programs* (two with international accreditation), with a total annual intake of 250 students.
8. *International and national recognition* of the quality of DMST under-, post-graduate and doctoral degrees, as manifest in (i) graduate recruitment rates in industry, (ii) student admissions to top international masters and PhD programs (Harvard University, Columbia University, UCLA, University of Michigan, Duke University, University of Cambridge, University of Oxford, London School of Economics, Imperial College London), and (iii) appointments of DMST PhD graduates to academic posts internationally (13/72) and nationally (19/72).

While DMST achievements to date give ground for reasonable confidence in the quality of work carried out in the department, several challenges and opportunities for improvement are also present in the current situation; key issues in this area are singled out hereafter.

- a. The balance of teaching in the undergraduate program across an admittedly broad range of scientific disciplines and subjects warrants constant attention in order to secure that breadth does not take precedence over depth in particular subjects. The result is an intensive study program, which places high demands on teachers and students alike.
- b. Academic research is spread across an unusually wide (for a single department) selection of disciplines and epistemologies, thus creating challenges in the construction and communication of the department's collective academic identity.
- c. Planning and resourcing decisions are often faced with important dilemmas regarding academic priorities.

10. Plans for Improvement

DMST staff is confident that the department has the potential to grow, capitalize on its achievements, and move forward to develop further high quality research and teaching, as well as meaningful and mutually beneficial relationships in the local, national and international contexts. However, it is precisely in these contexts that most of the obstacles to DMST's development reside. Hereafter, we present the department's plans to mitigate existing difficulties as these arise internally, within the AUEB environment, and at the level of the Hellenic Ministry of Education. The later, according to past *and* present law, has decision making powers over most of the strategic issues concerning current and planned courses of action of the department and the university.

A. Internal Improvements, Short-term

- *Locate and secure financial resources* to provide continuing support for academic research; the main targets are doctoral scholarships and funding for basic research in the six research labs of the department.
- *Continue the development of innovative interventions* in teaching practice and student learning, i.e. Digital platforms and e-services for faculty and students, methods to promote active student participation, involvement of undergraduates in research via research assistantships.
- *Expand the list of courses offered in English* (currently in the ERASMUS program) and link them with the undergraduate study curriculum.
- *Develop new and innovative postgraduate programs*, in collaboration with leading institutions in cutting-edge fields of academic and industrial interest.
- *Strengthen ties with industry and professional bodies* to maintain high rates of graduate recruitment, e.g. through research collaborations and broader dissemination of research output. Activities sponsored by the MBA International program are a case in point.
- *Extend contacts with secondary education* teachers, advisory bodies and students to promote the DMST study program and degrees. DMST has already an established network of contacts in this area – the task at hand is to support network expansion and externalities.
- *Cultivate local horizontal collaborations* with faculty and researchers in the three other departments of the newly founded AUEB Business School (Departments of Marketing and Communications, Accounting and Finance, and Business Administration). Initiatives in this direction include co-supervision of PhD students, joint research projects, and courses offered in these departments' under- and post-graduate programs.
- *Sustain and further develop international collaborations* with distinguished international universities and research centers in the areas of DMST academic interests. A key means for achieving this target is the continuing involvement in joint research proposals for competitive R&D projects funded by the EU.
- Institute and promote a *Center for New Entrepreneurship and Digital Innovation*, in collaboration with AUEB central (*MOKE – Μονάδα Καινοτομίας και Επιχειρηματικότητας*).

B. Internal Improvements, Medium-term

- Reinforce the capacity to *produce high quality/high impact academic research* in the department.
- *Attract and recruit high quality faculty* in the department's academic disciplines. Given the current freeze to new appointments due to financial difficulties of the Hellenic state, the possibility of inter-university staff transfers is under examination.
- *Maintain good performance levels* against important KPIs, i.e. mean time for graduation, student satisfaction, research output.
- *Place the DMST degree in the lead position* for top choice in student university applications, for the Economics, Management and Technology fields. Currently, the DMST degree is in the second and third positions respectively nation-wide (see Tables 11-4a and 11-4b).

C. AUEB level Improvements

- *Improve work environment conditions* for staff and students. Promote attention to work-life balance of academic staff.

- Secure *more (and more appropriate) space* for research and teaching activities, and demand vigorously the development of a university campus.
- Claim *funding for new researchers*.
- *Re-negotiate DMST funding levels* from surplus revenue accrued from tuition fees for the postgraduate programs managed by the department.

D. Hellenic Ministry of Education level

- Make the case for *uninterrupted funding for doctoral studies* to reduce uncertainty and improve planning for the DMST doctoral program. In the past five years there have been only two opportunities to apply for such funding to relevant funding bodies, i.e. the General Secretariat for Research and Technology, and the Hellenic Ministry of Education.
- Request *re-instatement of government budget provisions* for appointment of new members of staff (currently frozen).
- Demand more attention to and *higher prioritization in addressing AUEB's lack of campus problem*. Currently the university is the *only* one in Athens without a campus.
- Capitalize on the evaluation of Hellenic universities and departments managed by HQAA, and *request the institution of funding levels according to performance rankings*. Currently there is no indication on behalf of the Ministry on how the evaluation results will inform policy, and in particular funding policy decisions.
- *Resolve arcane inefficiencies and allow academic discretion and flexibility* in the design of new, and the revamping of existing post-graduate programs. Currently, any change to a program's curriculum (even to a single course) needs to be approved by the Ministry and may only take effect after the publication of an official Ministerial Act (a type of legal act).
- *Allow faculty discretion over academic sources of income*. Currently the legal framework does not permit extra income for members of staff (e.g. research pay, postgraduate teaching stipends) above the level of their monthly state pay (calculated on a strict monthly basis with no carry over allowed, even within the same fiscal year).

The internal evaluation procedure has provided the department with a unique opportunity to take stock of its first 13 years of operation, and to articulate clearly its vision, plans and specific initiatives for the immediate and longer-term future. At the time of writing, the future for Hellenic academia looks rather uncertain and, arguably, bleak; sweeping changes in governance and resourcing policies in the Hellenic higher education system and its institutions, are often incongruent (there have been three major amendments to related legislation in the past three years) and seem justified not so much by a need to move forward into the future, but by circumstance as mandated by the austerity program implemented by the Hellenic state to meet the demands of the country's international lenders. These conditions notwithstanding, the collective spirit of DMST faculty, support staff and students remains optimistic, attentive to the quality of academic work, and geared towards meaningful innovation in a context of global diversity.

11. Annex of Tables

Table 11-1. Departmental staff profile: appointments, promotions and retention

		2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003
Professors	Total	9	9	9	9	7	7	7	7	7	7
	Promotions	1	-	-	2	-	-	-	-	-	-
	New appointments	-	-	-	-	-	-	-	-	-	-
	Resignations	1	-	-	-	-	-	-	-	-	-
Associate Professors	Total	6	6	6	5	5	4	2	2	-	1
	Promotions	1	-	-	2	1	2	-	2	-	-
	New appointments	-	-	-	1	1	-	-	-	-	-
	Resignations	-	-	-	-	-	-	-	-	-	-
Assistant Professors	Total	8	8	9	9	6	5	7	8	7	6
	Promotions	1	-	-	4	-	-	-	1	-	-
	New appointments	-	-	1	-	2	2	-	-	1	2
	Resignations	1	-	1	-	1	-	-	-	-	-
Lecturers	Total	2	2	1	2	6	5	5	5	6	2
	New appointments	1	1	-	-	1	-	-	-	-	-
Adjunct teaching staff *	Total	14	8	13	12	18	28	21	28	23	23
Lab Personnel: teaching and technical support	Total	5	5	5	5	5	5	5	4	2	1
Administrative staff at Secretariat	Total	6	6	6	6	6	6	6	6	6	6

* Refers to the number of teaching contracts per semester.

Table 11-2. Number and distribution of students, total student population

	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003
Undergraduate	880	803	747	849	827	803	775	716	650	516
Postgraduate	383	385	351	324	326	327	432	449	402	345
PhD	69	62	61	69	60	62	62	52	54	41
Total	1379	1252	1161	1244	1215	1194	1269	1217	1106	902

Notes:

1. Of the 880 undergraduate students (2011-12), 308 (35%) have exceeded the minimum 4-year length of study.
2. Slight discrepancies in the number of students in the information system may be observed at times; these are due to students taking leave of absence, or special categories of students (e.g., expatriates) that register in DMST at a later date.

Table 11-3. Student intake for the DMST undergraduate program of study

	2011-2012	2010-2011	2009-2010	2008- 2009	2007- 2008	2006- 2007	2005- 2006	2004- 2005	2003- 2004	2002- 2003
Entry exams (*)	143	136	137	137	160	154	156	151	154	162
Transfers	-	-	-	-	-	-	-	-	-	-
University graduates	6	1	0	0	0	0	1	0	3	0
Special categories (**)	9	7	15	14	13	16	24	26	20	23
Total	158	144	152	151	173	170	181	177	177	185

(*) Greek and foreign students

(**) Special categories = Expatriates and Applicants granted entry exam exemption due to illness or hardship (N. 3794/09)

Table 11-4a. Hellenic University Entry Exams - Top 10 Departments, Economics and Management

Top 10 Departments in Universities of Economics	2011		2010		2009		2008		2007	
	2011 base points	Difference from DMST	2010 base points	Difference from DMST	2009 base points	Difference from DMST	2008 base points	Difference from DMST	2007 base points	Difference from DMST
Accounting & Finance, AUEB	17844	242	18635	208	18536	105	18474	209	18565	237
Accounting & Finance, Univ. of Macedonia	17836	234	18505	78	18358	-73	18208	-57	18261	-67
DMST, AUEB	17602		18427		18431		18265		18328	
Business Admin., AUEB	17181	-421	18161	-266	18158	-273	17941	-324	18058	-270
Banking & Finance, Piraeus	16852	-750	17847	-580	17783	-648	17645	-620	17881	-447
Economics, AUEB	16794	-808	17822	-605	17779	-652	17616	-649	17798	-530
Maritime Studies, Piraeus	16670	-932	17394	-1033	17113	-1318				
Economics, Univ. of Macedonia	16468	-1134	17254	-1173	17346	-1085	17244	-1021	17260	
Marketing & Comm., AUEB	16290	-1312	17581	-846	17653	-778	17687	-578	18065	-263
Business Admin., Piraeus	15987	-1615	17293	-1134	17286	-1145	17258	-1007	17490	-838

Table 11-4b. Hellenic University Entry Exams - Top 10 Departments, Informatics & Telecoms

Top 10 Departments of technological specialization (informatics & telecoms)	2011		2010		2009		2008		2007	
	2011 base points	Difference from DMST	2010 base points	Difference from DMST	2009 base points	Difference from DMST	2008 base points	Difference from DMST	2007 base points	Difference from DMST
Electrical Engineering & Computer Engineering, NTUA	18917	1315	19234	807	19306	875	19089	824	18980	652
Electrical Engineering & Computer Engineering, Thessaloniki	18333	731	18842	415	19004	573	18566	301	18610	282
DMST, AUEB	17602		18427		18431		18265		18328	
Electrical Engineering & Computer Engineering, Patras	17535	-67	18622	195	18652	221	18110	-155	18306	-22
Informatics & Telecoms, Athens	16684	-918	17822	-605	17787	-644	17351	-914	17794	-534
Informatics, Thessaloniki	16340	-1262	17757	-670	17578	-853	17099	-1166	17132	
Computer Engineering & Informatics, Patras	15666	-1936	17623	-804	17506	-925	17124	-1141	17656	-672
Informatics, AUEB	15263	-2339	17217	-1210	17035	-1396	16687	-1578	17321	-1007
Electrical Engineering & Computer Engineering, TU Crete	15250	-2352	17333	-1094	17142	-1289	16615	-1650	17484	-844
Applied Informatics, Univ. of Macedonia	15217	-2385	17088	-1339	16907	-1524	16894	-1371	17195	

Table 11-5a. Course List for the First degree (Ptyhio) in Management Science and Technology (Academic Year 2011-2012)

(Note: Web links to detailed course descriptions are provided in the Table 11-5b that follows, with updated course details as revised in the 2013 curriculum)

Course	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Introduction to Management	I. Spanos	Compulsory	Yes	26
Marketing	S. Dimitriadis (Dept. of M&C)	Compulsory	Yes	26
Information and Telecommunication Systems	G. Giaglis	Compulsory	Yes	26
Microeconomic Analysis for Decision Making	P. Prodromidis (Adjunct)	Compulsory	Yes	26
Mathematics for Management science I	E. Kritikos	Compulsory	Yes	26
Contemporary Issues and Trends in Management and Technology	I. Voudouri	Elective	Yes	26
Mathematics II	E. Kritikos	Compulsory	Yes	26
Statistics for Management Science	R. Markellos	Compulsory	Yes	26
Accounting	E. Demirakos (Dept. of Acc&Fin)	Compulsory	Yes	26
Macroeconomic Analysis and Business Environment	P. Prodromidis (Adjunct)	Compulsory	Yes	26
Information and Telecommunication Technologies	D. Chatziantoniou & I. Mourtos	Compulsory	Yes	26
Decision Making	P. Repousis (Adjunct)	Compulsory	Yes	26
Financial Management	R. Markellos	Compulsory	Yes	26
Organizational Behaviour and Leadership	D. Bourantas	Compulsory	Yes	26
Design & Implementation of Information Systems - Java Programming	G. Lekakos	Compulsory	Yes	26
Information Systems and Databases	D. Chatziantoniou	Compulsory	Yes	26
Mathematical Programming	I. Mourtos	Compulsory	Yes	26
Quantitative Methods in Finance	A. Refenes	Compulsory	Yes	26
Human Resources Management	D. Bourantas	Compulsory	Yes	26
Analysis & Design of Information Systems	N. Pouloudi	Compulsory	Yes	26
Computer Networks and Internet in Business	K. Psounis	Compulsory	Yes	26
Project Management	K. Zografos	Compulsory	Yes	26
Management Science In Practice I	Ch. Tarantilis	Compulsory	Yes	26
Management and Information Technology	G. Doukidis	Compulsory	Yes	26
Work and Organizational Psychology	I. Nikolaou	Compulsory	Yes	26
Internet Technologies and Applications	K. Pramataris	Compulsory	Yes	26
Quality Management	E. Soderquist	Elective	Yes	26
Simulation and Decision Support Systems	G. Giaglis	Compulsory for the specializations “Quantitative Methods for Economics & Management” & “Management of Information Systems & E-Business”	Yes	26
Production and Operations Management	G. Ioannou	Compulsory for the specializations “Quantitative	Yes	26

Course	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
		Methods for Economics & Management”, “Management Science”, “Strategy & Human Resources” & “Supply Chain & Sales”		
Electronic Commerce	G. Doukidis & K. Pramadari	Compulsory for the specializations “Supply Chain & Sales” & “Management of Information Systems & E-Business”	Yes	26
Management Science in Practice II	Ch. Tarantilis	Compulsory for the specialization “Quantitative Methods for Economics & Management”	Yes	26
Digital Content and Communications	G. Lekakos	Compulsory for the specialization “Management of Information Systems & E-Business”	Yes	26
Supply Chain Management	K. Zografos	Compulsory for the specializations “Management Science” & “Supply Chain & Sales”	Yes	26
Business Process Analysis and Modelling	A. Poulymenakou	Compulsory for the specialization “Strategy and Human Resources”	Yes	26
Advanced Topics in Software Engineering	K. Psounis	Compulsory for the specialization “Management of Information Systems & E-Business”	Yes	26
Financial Statement Analysis	G. Siougle (Dept. of Acc&Fin)	Elective	Yes	26
Digital Marketing	A. Vrechopoulos	Elective	Yes	26
Business Strategy	S. Lioukas & I. Voudouri	Compulsory	Yes	26
Management in International Business	D. Manolopoulos (Dept. of Bus.Adm.)	Compulsory for the specialization “Strategy & Human Resources”	Yes	26
Financial Engineering	A. Refenes & S. Xanthopoulos (Adjunct)	Compulsory for the specializations “Quantitative Methods for Economics & Management” & “Management Science”	Yes	26
Enterprise Resource Planning Systems	G. Ioannou	Compulsory for the specialization “Management of Information Systems & E-Business”	Yes	26
Analysis and Planning of Distribution and Transportation Systems	K. Zografos	Compulsory for the specialization “Supply Chain & Sales”	Yes	26
Sales Management	A. Vrechopoulos	Compulsory for the specialization “Supply Chain & Sales”	Yes	26
Information Resource Management	N. Pouloudi	Compulsory for the specialization “Management of Information Systems & E-Business”	Yes	26
Strategy Implementation	S. Lioukas	Compulsory for the specializations “Strategy & Human Resources” & “Management Science”	Yes	26
Personal Skills Development	I. Nikolaou	Compulsory for the specializations “Strategy & Human Resources” & “Management Science”	Yes	26
Managing the Extended Enterprise	E. Soderquist & A. Poulymenakou	Compulsory for the specialization “Strategy & Human Resources”	Yes	26
Networks and Combinational Optimization	P. Miliotis & I. Mourtos	Compulsory for the specializations “Quantitative Methods for Economics & Management” & “Supply Chain & Sales”	Yes	26

Table 11-5b. Course List for the First degree (Ptyhio) in Management Science and Technology (As revised for the Academic Year 2013-2014)

Course	Webpage http://www.dmst.aueb.gr/index.php/en/undergraduateen/ followed by:	Information & Study Guide page	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Mathematics I	programen/courses/299-8101	26	Emmanuel Kritikos	Compulsory	Yes	26
Introduction to Management	programen/courses/300-8103	26	Ioannis Spanos	Compulsory	Yes	26
Introduction to Computer Science	programen/courses/301-8105	26	Georgios Giaglis	Compulsory	Yes	26
Introduction to Marketing	programen/courses/302-8107	26-27	Adam Vrechopoulos	Compulsory	Yes	26
Microeconomic Analysis	programen/courses/303-8109	27	To be announced	Compulsory	Yes	26
Mathematics II	programen/courses/304-8102	27	Emmanuel Kritikos	Compulsory	Yes	26
Quantitative Methods in Economics & Business (I)	programen/courses/348-8160	27	To be announced	Compulsory	Yes	26
Programming I	programen/courses/306-8106	27-28	Gerorgios Lekakos	Compulsory	Yes	26
Accounting	programen/courses/307-8108	28	Efthimios Demirakos (Dept. of Acc&Fin)	Compulsory	Yes	26
Macroeconomic Analysis	programen/courses/308-8110	28	To be announced	Compulsory	Yes	26
Contemporary Issues and Trends in Management and Technology	programen/courses/309-8112	28	Irini Voudouri	Elective	Yes	26
Decision Making	programen/courses/310-8111	28-29	Emmanuel Kritikos	Compulsory	Yes	26
Quantitative Methods in Economics & Business (II)	programen/courses/311-8165	29	Nikolaos Demiris (Dept. of Statistics)	Compulsory	Yes	26
Organizational Behaviour and Leadership	programen/courses/305-8115	29	Dimitrios Bourantas	Compulsory	Yes	26
Database Management Systems	programen/courses/312-8117	29	Damianos Chatziantoniou	Compulsory	Yes	26
Programming II	programen/courses/313-8119	30	Diomidis Spinellis & Georgios Lekakos	Compulsory	Yes	26
Mathematical Programming	programen/courses/314-8116	30	Ioannis Mourtos	Compulsory	Yes	26

Course	Webpage http://www.dmst.aueb.gr/index.php/en/undergraduateen/ followed by:	Information & Study Guide page	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Financial Management	programen/courses/315-8113	30	Andrianos Tsekrekos (Dept. of Acc&Fin)	Compulsory	Yes	26
Human Resource Management	programen/courses/399-8114	31	Dimitrios Bourantas	Compulsory	Yes	26
Analysis & Design of Information Systems	programen/courses/327-8126	31	Athanasia Pouloudi	Compulsory	Yes	26
Networks, Algorithms and Data Structures	programen/courses/317-8162	31	Georgios Giaglis	Compulsory	Yes	26
Project Management	programen/courses/318-8121	32	Konstantinos Androutsopoulos	Compulsory	Yes	26
Optimization Methods in Management Science	programen/courses/319-8123	32	Christos Tarantilis	Compulsory	Yes	26
Management and Information Technology	programen/courses/320-8125	32-33	Georgios Doukidis	Compulsory	Yes	26
Work and Organizational Psychology	programen/courses/321-8127	33	Ioannis Nikolaou	Compulsory	Yes	26
Information Systems Implementation and Architecture	programen/courses/322-8129	33	Katerina Pramataris	Compulsory	Yes	26
Business Strategy	programen/courses/323-8142	33	Spyridon Lioukas & Irina Voudouri	Compulsory	Yes	26
Topics in Operations Research and Decision Systems	programen/courses/324-8144	33-34	Christos Tarantilis	Compulsory for the streams "Operations Research & Management Science" and "Operations & Supply Chain Management"	Yes	26
Production and Operations Management	programen/courses/325-8134	34	George Ioannou	Compulsory for the streams "Operations Research & Management Science" and "Operations & Supply Chain Management"	Yes	26
Digital Content Management and Human-Computer Interaction	programen/courses/326-8152	34-35	Georgios Lekakos	Compulsory for the stream "Information Systems & Technologies"	Yes	26
Analysis and Modelling of Business Processes and Systems	programen/courses/327-8126	35	Angeliki Poulymenakou	Compulsory for the stream "Information Systems & Technologies"	Yes	26

Course	Webpage http://www.dmst.aueb.gr/index.php/en/undergraduateen/ followed by:	Information & Study Guide page	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Advance Topics in Software Engineering	programen/courses/328-8138	35	Diomidis Spinellis	Compulsory for the stream "Information Systems & Technologies"	Yes	26
Quality Management	programen/courses/329-8130	36	Eric Soderquist	Compulsory for the stream "Strategy & Human Resource Management"	Yes	26
Advance Topics in Organisational Behaviour and Human Resource Management	programen/courses/330-8136	36	Ioannis Nikolaou	Compulsory for the stream "Strategy & Human Resource Management"	Yes	26
Supply Chain Management	programen/courses/331-8132	36-37	Konstantinos Androutsopoulos	Compulsory for the stream "Operations & Supply Chain Management"	Yes	26
Electronic Commerce and Internet Applications	programen/courses/332-8146	38	Katerina Pramadari	Compulsory for the stream "Electronic Business, Innovation & Entrepreneurship"	Yes	26
Digital Marketing	programen/courses/334-8150	38	Adam Vrechopoulos	Compulsory for the stream "Electronic Business, Innovation & Entrepreneurship"	Yes	26
Entrepreneurship	programen/courses/335-8154	39	Irini Voudouri	Compulsory	Yes	26
Combinational Optimization	programen/courses/336-8143	39-40	Ioannis Mourtos	Compulsory for the stream "Operations Research & Management Science"	Yes	26
Financial Engineering	programen/courses/337-8163	40	To be announced	Compulsory for the stream "Operations Research & Management Science"	Yes	26
Information Resource Management	programen/courses/338-8139	40	Athanasia Pouloudi	Compulsory for the stream "Information Systems & Technologies"	Yes	26
Personal Skills Development	programen/courses/340-8135	41	Ioannis Nikolaou	Compulsory for the stream "Strategy & Human Resource Management"	Yes	26

Course	Webpage http://www.dmst.aueb.gr/index.php/en/undergraduateen/ followed by:	Information & Study Guide page	Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
E-learning and Knowledge Management	programen/courses/341-8151	41	Angeliki Poulymenakou & Eric Soderquist	Compulsory for the stream "Strategy & Human Resource Management"	Yes	26
Advanced Topics in Strategy and Innovation	programen/courses/342-8169	41-42	Spyridon Lioukas & Ioannis Spanos	Compulsory for the stream "Electronic Business, Innovation & Entrepreneurship"	Yes	26
Enterprise Resource Planning Systems	programen/courses/343-8159	42	George Ioannou	Compulsory for the stream "Operations & Supply Chain Management"	Yes	26
Portfolio Analysis & Management	programen/courses/344-7135	43	Georgios Leledakis (Dept. of Acc&Fin)	Compulsory for the stream "Electronic Business, Innovation & Entrepreneurship"	Yes	26
Stochastic Modelling and Simulation	programen/courses/345-8167	39	Ioannis Mourtos & Georgios Lekakos	Compulsory for the stream "Operations Research & Management Science"	Yes	26
Analysis and Planning of Distribution and Transportation Systems	programen/courses/347-8133	42	Konstantinos Androutsopoulos	Compulsory for the stream "Operations & Supply Chain Management"	Yes	26
Strategies for Decision Making and Problem Solving	programen/courses/398-8171	44	Christos Tarantilis	Elective	Yes	26
Digital Entrepreneurship	programen/courses/296-8164	44	Georgios Doukidis	Compulsory for the stream "Electronic Business, Innovation & Entrepreneurship"	Yes	26
Final Year Project (Fall or Spring semester)	programen/courses/404-8149	9	All DMST faculty	Elective	N/A	N/A
Internship Project (Fall or Spring semester)	practiceen	15-17	Georgios Doukidis & Spyridon Lioukas	Compulsory	N/A	N/A

Table 11-6. Course Content and Attendance Details for the First degree (Ptyhio) in Management Science and Technology (Academic Year 2011-2012)

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development (SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Introduction to Management	Yes	52	6	BK	Compulsory	Yes	208	163	165
Marketing	Yes	52	6	BK	Compulsory	Yes	258	210	156
Information and Telecommunication Systems	Yes	52	6	BK	Compulsory	Yes	228	189	137
Microeconomic Environment Of the Firm	Yes	52	6	BK	Compulsory	Yes	207	184	83
Mathematics for Management science I	Yes	52	6	BK	Compulsory	No	237	152	136
Contemporary Issues and Trends in Management and Technology	Yes	52	6	GK/SD	Elective	Yes	137	73	73
Mathematics II	Yes	52	6	BK	Compulsory	No	352	241	138
Statistics for Management Science	Yes	52	6	BK	Compulsory	No	390	356	173
Accounting	Yes	52	6	BK	Compulsory	Yes	315	253	147
Macroeconomic Analysis and Business Environment	Yes	52	6	BK	Compulsory	Yes	303	196	87
Information and Telecommunication Technologies	Yes	52	6	SA	Compulsory	No	312	210	142
Decision Making	Yes	52	6	BK	Compulsory	No	554	438	254

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Financial Management	Yes	52	6	SA	Compulsory	No	346	201	120
Organizational Behaviour and Leadership	Yes	52	6	BK	Compulsory	Yes	332	311	194
Design & Implementation of Information Systems - Java Programming	Yes	52	6	SA	Compulsory	No	274	147	87
Information Systems and Databases	Yes	52	6	SA	Compulsory	No	259	179	140
Mathematical Programming	Yes	52	6	BK	Compulsory	Yes	379	239	146
Quantitative Methods in Finance	Yes	52	6	BK	Compulsory		320	219	125
Human Resources Management	Yes	52	6	BK	Compulsory	Yes	364	314	175
Analysis & Design of Information Systems	Yes	52	6	SA/SD	Compulsory	No	242	164	141
Computer Networks and Internet in Business	Yes	52	6	SA	Compulsory	Yes	340	257	161
Project Management	Yes	52	6	SA	Compulsory	No	374	242	124
Management Science In Practice I	Yes	52	6	SA	Compulsory	No	291	217	158
Management and Information Technology	Yes	52	6	SA	Compulsory	Yes	365	220	125

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Work and Organizational Psychology	Yes	52	6	BK	Compulsory	Yes	262	186	144
Internet Technologies and Applications	Yes	52	6	SA	Compulsory	Yes	267	188	125
Quality Management	Yes	52	6	SA	Elective	No	167	86	73
Simulation and Decision Support Systems	Yes	52	6	SA	Compulsory for both the specializations "Quantitative Methods for Economics & Management" and "Management of Information Systems & E-Business"		23	8	8
Production and Operations Management	Yes	52	6	SA	Compulsory for the specializations "Quantitative Methods for Economics & Management", "Management Science", "Strategy & Human Resources" and "Supply Chain & Sales"	No	289	236	112

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Electronic Commerce	Yes	52	6	SA	Compulsory for both the specializations "Supply Chain & Sales" and "Management of Information Systems & E-Business"	Yes	138	68	60
Management Science in Practice II	Yes	52	6	SA	Compulsory for the specialization "Quantitative Methods for Economics & Management"	No	135	98	59
Digital content and Communication	Yes	52	6	SA	Compulsory for the specialization "Management of Information Systems & E-Business"		59	35	35
Supply Chain Management	Yes	52	6	SA	Compulsory for both the specializations "Management Science" and "Supply Chain & Sales"	No	73	38	24

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Business Process Analysis and Modelling	Yes	52	6	SA/SD	Compulsory for both the specializations "Strategy and Human Resources" & "Management of Information Systems & E-Business"	Yes	177	122	78
Advance Topics in Software Technology	Yes	52	6	SA	Compulsory for the specialization "Management of Information Systems & E-Business"	No	71	23	22
Financial Statement Analysis	Yes	52	6	SA	Elective		47	11	8
Digital Marketing	Yes	52	6	SA	Elective	Yes	74	17	16
Business Strategy	Yes	52	6	BK	Compulsory	Yes	225	153	120
Management in International Business	Yes	52	6	SA	Compulsory for the specialization "Strategy & Human Resources"	Yes	90	49	44
Financial Engineering	Yes	52	6	SA	Compulsory for both the specializations "Quantitative Methods for Economics & Management" and "Management Science"		109	88	62

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Enterprise Resource Planning Systems	Yes	52	6	SA	Compulsory for the specialization "Management of Information Systems & E-Business"	No	101	56	50
Analysis and Planning of Distribution and Transport Systems	Yes	52	6	SA	Compulsory for the specialization "Supply Chain & Sales"	No	32	20	14
Sales Management	Yes	52	6	SA	Compulsory for the specialization "Supply Chain & Sales"	Yes	88	50	39
Information Resource Management	Yes	52	6	SA	Compulsory for the specialization "Management of Information Systems & E-Business"	Yes	35	8	7
Strategy Implementation	Yes	52	6	SA/SD	Compulsory for both the specializations "Strategy & Human Resources" and "Management Science"	No	115	72	50
Personal Skills Development	Yes	52	6	SD	Compulsory for both the specializations "Strategy & Human Resources" and "Management Science"	Yes	157	86	84

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Managing the Extended Enterprise	Yes	52	6	SA	Compulsory for the specialization "Strategy & Human Resources"	No	85	45	40
Networks and Combinational Optimization	Yes	52	6	SA	Compulsory for both the specializations "Quantitative Methods for Economics & Management" and "Supply Chain & Sales"	Yes	194	87	67
Data Management and Business Intelligence	Yes	52	6	SA	Compulsory for the specialization "Management of Information Systems & E-Business"	No	60	20	17
Procurement and Demand Management	Yes	52	6	SA	Elective	Yes	51	23	15
Transformation and Innovation	No	52	6	SA	Compulsory for the specialization "Strategy & Human Resources"	Yes	204	124	99
Stochastic Models of Operational Research	Yes	52	6	SA	Compulsory for the specialization "Quantitative Methods for Economics & Management"	Yes	84	63	49

Course	Multiple Bibliographical Sources	Total Lecture Hours (13 weeks)	ECTS Credits	Basic Knowledge (BK); General Knowledge (GK); Scientific Area (SA); Skills Development SK)	Compulsory (C) Elective(E) Specialization Compulsory (SC)	Adequacy of Available Educational Resources: Yes/No	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Investment Analysis	Yes	52	6	SA	Compulsory for the specialization "Quantitative Methods for Economics & Management"	Yes	85	63	47
Entrepreneurship	Yes	52	6	BK	Compulsory	Yes	339	242	160
Final Year Project (Fall semester)	Yes	52	6	SA/SK	Elective	Yes	29	7	6
Final Year Project (Spring semester)	Yes	52	6	SA/SK	Elective	Yes	44	15	15
Internship Project (Fall semester)	Yes	52	18	SK	Compulsory	N/A	47	42	42
Internship Project (Spring semester)	Yes	52	18	SK	Compulsory	N/A	92	87	87

Table 11-7. Courses offered by other AUEB departments to DMST

Autumn Semester	
Course	Department
Financial Accounting I	Accounting and Finance
Business Finance	Accounting and Finance
International Economic Relations	Business Administration
Commercial Law I (Institutional Issues in Business Administration)	Business Administration
Management of International Business	Business Administration
Sales organization	Marketing and Communication
Consumer Behavior	Marketing and Communication
Sales and Direct Marketing	Marketing and Communication
Computer Programming with C++	Informatics
Wireless Networks and Mobile Communications	Informatics
Statistical Decision Theory	Statistics
Statistical Quality Control	Statistics
Computational Statistics	Statistics
Investment Evaluation	Economics

Spring Semester	
Course	Department
Cost Accounting	Accounting and Finance
Financial Accounting II	Accounting and Finance
Capital Markets	Accounting and Finance
Financial Business Analysis & Evaluation	Accounting and Finance
Online Accounting Information Systems	Accounting and Finance
Structures and problems of the Greek economy	Business Administration
Business Economics II (Efficiency Management)	Business Administration
Marketing of Hi-Tech Products	Business Administration
Strategic Marketing	Marketing and Communication
Marketing Research	Marketing and Communication
Advertising	Marketing and Communication
Marketing Decision Models	Marketing and Communication
Negotiations and Conflict Resolution	Marketing and Communication
Business Communication Strategy	Marketing and Communication
Introduction to Communication	Marketing and Communication
Operating Systems	Informatics
Knowledge extraction from databases and the web	Informatics
Algorithms	Informatics
Variance analysis and experimental design	Statistics
Game Theory and Uncertainty	Economics

Table 11-8. Courses offered by DMST to other AUEB departments

Course	Department
Networks and Combinatorial Optimization	Informatics
Business Administration and Technology	Marketing and Communication, Business Administration
Project Management	Marketing and Communication, Accounting and Finance, Business Administration
Business Process analysis and modeling	Accounting and Finance
Internet technologies and applications	Marketing and Communication
Supply Chain Management	Marketing and Communication, Statistics
Production and Operations Management	Marketing and Communication, Statistics
Information resource Management	Business Administration
Digital Content and Communications	Business Administration
Entrepreneurship	Statistics, Accounting and Finance, Marketing and Communication, Statistics
Management Science in Practice I	Marketing and Communication
E-Commerce	Accounting and Finance
Decision Making	Marketing and Communication, Accounting and Finance
Mathematics II	Marketing and Communication
Information and telecommunication technologies	Business Administration
Mathematical Programming	Informatics
Information Systems and Databases	Marketing and Communication
Implementation of Information Systems (Java programming)	Business Administration
Analysis and Design of Information systems	Marketing and Communication
Enterprise resource planning systems	Business Administration
All teaching methodology and practice courses (see Table 11-8)	All departments

Table 11-9. Teaching methodology and practice specialization program – course details for the academic year 2011-12 (two semesters of study)

Course	Faculty	Multiple Bibliographical Sources	Total Hours	ECTS Credits	Total Number of Students Registered	Total Number of Students taken the Exam	Total Number of Students passed the Exam
Introduction to Pedagogical patterns	V.Mprinia	Yes	52	6	316	208	127
General and evolutionary psychology	M.Giosaphat, S.Tantaros & A.Ralli	Yes	52	6	244	140	131
Teaching assessment and evaluation	V.Mprinia, E.Kritikos	Yes	52	6	155	63	39
Teaching methodology-teaching methods in economics	D.Gritzalis & V.Mprinia	Yes	52	6	194	143	116
Organization and management of education and educational institutions	D. Bourantas & V.Mprinia	Yes	52	6	274	198	125
Quality mgt in teaching and education	M.Zavlanos	Yes	52	6	93	41	32
Introduction to teaching methodology –curriculum design	V.Mprinia	Yes	52	6	133	53	47
Introduction to teaching methodology –pedagogical application in education	V. Mprinia	Yes	52	6	194	143	116
Teaching practice I	V. Mprinia, E. Nikandrou, L. Paanayiotopoulou, E. Rigopoulou, E.Galanaki	N/A	52	6	162	94	94
Teaching practice II	V. Mprinia, E. Nikandrou, L. Paanayiotopoulou, E. Rigopoulou, E.Galanaki	N/A	52	6	104	104	76

Table 11-10. Student graduations and duration of study for the DMST undergraduate program

Entry Year	Duration of Undergraduate Program (years)								Total graduates	Not graduated yet
	K*	K+1	K+2	K+3	K+4	K+5	K+6			
2000-2001	69	55	10	3	2	0	0	139	15	
2001-2002	68	50	12	10	3	1	5	149	26	
2002-2003	77	44	25	13	2	3	0	164	14	
2003-2004	80	43	18	6	9	3	0	159	13	
2004-2005	54	52	7	22	4	3	0	142	27	
2005-2006	45	57	19	9	0	0	0	130	30	
2006-2007	41	44	20	0	0	0	0	105	53	
2007-2008	39	48	0	0	0	0	0	87	85	
2008-2009	35	0	0	0	0	0	0	35	111	
2009-2010	0	0	0	0	0	0	0	0	149	
2010-2011	0	0	0	0	0	0	0	0	137	
2011-2012	0	0	0	0	0	0	0	0	150	
Total	508	393	111	63	20	10	5	1110	810	

(*) K is the minimum duration of studies for the undergraduate program (i.e., 4 years)

Table 11-11. Distribution of Grades and Degree Grade Point Average for DMST's Undergraduate Program

Graduation Year	Distribution of Grades(*) (%)				Degree Grade Point Average (Total Number of Graduates per Year)
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2001-2002	-	-	-	-	-
2002-2003	-	-	-	-	-
2003-2004	0	8	55	6	7,66 (69)
2004-2005	0	40	80	6	7,3 (126)
2005-2006	0	44	82	13	7,36 (139)
2006-2007	1	42	88	10	7,41 (141)
2007-2008	0	38	82	15	7,44 (135)
2008-2009	0	42	62	9	7,35 (113)
2009-2010	0	36	84	14	7,30 (134)
2010-2011	1	23	76	22	7,08 (122)
2011-2012	0	30	75	12	7,55 (117)
Total	2	303	684	107	7,38 (1096)

(*) Degree Classification:

5.0 – 6.4: 'Good'

6.5 – 8.4: 'Very Good'

8.5 – 10: 'Excellent'

Table 11-12. Participation in the ERASMUS Lifelong Learning Academic Exchange Program

	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003	Total
DMST students attending courses at other Universities	54	31	22	29	32	22	31	18	29	10	2	260
Students from other Universities attending DMST courses	22	17	25	43	28	24	21	16	19	5	-	166
Members of Academic Staff visiting DMST (Erasmus Teaching Staff Mobility)		1										1
Members of Academic Staff of DMST visiting other Universities (Erasmus Teaching Staff Mobility)												-
DMST students participating in the Erasmus placement period abroad	7 (up to May 2013)	5	7	5	n/a	24						

Table 11-13. Course List for the MBA International (Academic Year 2011-2012)

Course	Web pages	Department Faculty & Adjunct Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Data, Models and Decisions	http://www.imba.aueb.gr/node/68	P. Prastacos	C	Yes	7
Organizational Behavior & HRM	http://www.imba.aueb.gr/node/62	N. Papalexandri & S. Rohnen (Full Time) / I. Nikolaou (Part Time)	C	Yes	7
Personal Skills Development	http://www.imba.aueb.gr/node/109	H.Musicas / I. Nikolaou / K.Kostopoulos	C	Yes	7
Accounting & Financial Reporting	http://www.imba.aueb.gr/node/66	G. Ballas	C	Yes	7
Information Systems Management	http://www.imba.aueb.gr/node/69	G.Doukidis & A. Poulymenakou (Full Time) / G. Doukidis & G. Giaglis (Part Time)	C	Yes	7
International Business	http://www.imba.aueb.gr/node/106	P. Dimitratos (Full Time) / R. Wright (Part Time)	C	Yes	7
Greek, Language and Culture	http://www.imba.aueb.gr/node/99	Balaska (Only for International students)	C	Yes	7
Business Strategy	http://www.imba.aueb.gr/node/72	Papalexandris (Full Time) / S. Lioukas (Part Time)	C	Yes	7
Corporate Finance	http://www.imba.aueb.gr/node/65	S. Kumar Rai (Full Time) / G. Leledakis (Part Time)	C	Yes	7
Entrepreneurship and Business Planning	http://www.imba.aueb.gr/node/81	E. Soderquist & A. Constantinou (Full Time) / I.Voudouri (Part Time)	C	Yes	7
Business Ethics and Corporate Governance	http://www.imba.aueb.gr/node/73	S. Lioukas & S. Zyglidopoulos	C	Yes	7
Managerial Economics	http://www.imba.aueb.gr/node/63	G.Genakos (Full Time)/N. Vettas	C	Yes	7
Marketing Management	http://www.imba.aueb.gr/node/67	S. Dimitriades / G. Avlonitis	C	Yes	7
Financial Management	http://www.imba.aueb.gr/node/64	C, Giannikos	C	Yes	7
Geopolitics and Business	http://www.imba.aueb.gr/node/79	R. Singh	E	Yes	5
Investment Analysis	http://www.imba.aueb.gr/node/92	E. Kavussanos	E	Yes	7
Global Supply Chain Management	http://www.imba.aueb.gr/node/105	K. Zografos	E	Yes	7
Operations Management	http://www.imba.aueb.gr/node/70	G. Ioannou	E	Yes	7
Managerial Accounting	http://www.imba.aueb.gr/node/75	D. Gikas	E	Yes	7
Market Research	http://www.imba.aueb.gr/node/83	V.Stathakopoulos	E	Yes	7

Course	Web pages	Department Faculty & Adjunct Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Profitability and the Economy	http://www.imba.aueb.gr/node/76	Skouras	E	Yes	5
Strategic Decision Making	http://www.imba.aueb.gr/node/77	G.Prastacos & G. Skintzi	E	Yes	5
The Econometrics of Financial Markets	http://www.imba.aueb.gr/node/93	C, Giannikos	E	Yes	7
Financial Markets and the Economy	http://www.imba.aueb.gr/node/94	A.Refenes	E	Yes	7
ERP Systems	http://www.imba.aueb.gr/node/104	G. Ioannou	E	Yes	5
E-Commerce and Inter-organizational Networks	http://www.imba.aueb.gr/node/101	K. Pramataris & N. Pouloudi	E	Yes	7
Innovation and Creativity and the Management of Technology	http://www.imba.aueb.gr/node/86	E. Soderquist & D. Manolopoulos	E	Yes	7
Consumer Behavior	http://www.imba.aueb.gr/node/84	G. Siomkos	E	Yes	7
Digital Marketing & CRM	http://www.imba.aueb.gr/node/102	A.Vrehopoulos & S. Dimitriades	E	Yes	5
Doing Business in the Balkans and the Black Sea Region	http://www.imba.aueb.gr/node/89	X. Voudouroglou	E	Yes	7
Financial Risk Management	http://www.imba.aueb.gr/node/96	D. Georgoutsos	E	Yes	7
Futures Options and other Derivatives	http://www.imba.aueb.gr/node/95	D. Psychogios	E	Yes	7
Management of Change	http://www.imba.aueb.gr/node/74	M. Vakola & A. Papalexandris	E	Yes	5
Establishing and Sustaining an Effective Managerial Interaction	http://www.imba.aueb.gr/node/98	C.Vlachoutsikos	E	Yes	7
B-to-B Marketing	http://www.imba.aueb.gr/node/85	S. Dimitriades	E	Yes	5
International Marketing	http://www.imba.aueb.gr/node/107	A.Bhatnagar	E	Yes	5
Investing Across Cultures: The case of Eastern Mediterranean	http://www.imba.aueb.gr/node/90	S.Sikiarides	E	Yes	7
Knowledge Management	http://www.imba.aueb.gr/node/80	I.Wooler	E	Yes	5
Managing a Family Owned Business	http://www.imba.aueb.gr/node/88	G.Vozikis	E	Yes	5
Mergers and Acquisitions	http://www.imba.aueb.gr/node/98	T.Syriopoulos	E	Yes	5
Project Finance	http://www.imba.aueb.gr/node/97	D.Psychogios	E	Yes	5

Course	Web pages	Department Faculty & Adjunct Faculty	Compulsory / Elective	Evaluation by Students (Yes / No)	Lectures
Strategic Business Partnerships	http://www.imba.aueb.gr/node/87	N.Vonortas	E	Yes	5
E-Business Technologies and Systems	http://www.imba.aueb.gr/node/103	D.Chatziantoniou	E	Yes	7
International Management and Negotiations	http://www.imba.aueb.gr/node/108	C.Nassar & P.Mourdoukoutas	E	Yes	7
Service Operations Management	http://www.imba.aueb.gr/node/71	C.Tarantilis	E	Yes	5
Frontline of Business Management	http://www.imba.aueb.gr/node/111	E.Carayannis	E	Yes	5
Developing and Financing a new Venture	http://www.imba.aueb.gr/node/82	R. Shailendrai & A.Constantinou	E	Yes	5

Table 11-14. Course Content and Attendance Details for the MBA International (Academic Year 2011-2012)

Course	Multiple Bibliographical Sources	Total Hours	Credits	Basic Knowledge(BK),General Knowledge(GK),Scientific Area(SA),Skills Development (SK)	Compulsory (C), Elective(E), Specialization Compulsory (SC)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Data, Models and Decisions	Y	28	2	BK	C	95	95	95
Organizational Behavior & HRM	Y	28	2	BK	C	95	95	95
Personal Skills Development	Y	28	2	SK	C	95	95	95
Accounting & Financial Reporting	Y	28	2	BK	C	95	95	95
Information Systems Management	Y	28	2	BK	C	95	95	95
International Business	Y	28	2	BK	C	93	93	93
Greek, Language and Culture	Y	15	1	BK	C (only for international students)	5 (Full Time International students)	5	5
Business Strategy	Y	28	2	BK	C	93	93	93
Corporate Finance	Y	28	2	BK	C	95	95	95
Entrepreneurship and Business Planning	Y	28	2	BK	C	95	95	95
Business Ethics and Corporate Governance	Y	28	2	BK	C	93	93	93
Managerial Economics	Y	28	2	BK	C	93	93	93
Marketing Management	Y	28	2	BK	C	95	95	95
Financial Management	Y	28	2	BK	C	95	95	95
Geopolitics and Business	Y	15	1	SA	SC	31	31	31
Investment Analysis	Y	28	2	SA	SC	33	33	33
Global Supply Chain Management	Y	28	2	SA	SC	28	28	28
Operations Management	Y	28	2	SA	SC	38	38	38
Managerial Accounting	Y	28	2	GK	E	21	21	21
Market Research	Y	28	2	SA	SC	32	32	32
Profitability and the Economy	Y	15	1	GK	E	10	10	10

Course	Multiple Bibliographical Sources	Total Hours	Credits	Basic Knowledge(BK),General Knowledge(GK),Scientific Area(SA),Skills Development (SK)	Compulsory (C), Elective(E), Specialization Compulsory (SC)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Strategic Decision Making	Y	15	1	GK	E	12	12	12
The Econometrics of Financial Markets	Y	28	2	SA	SC	32	32	32
Financial Markets and the Economy	Y	28	2	SA	SC	56	56	56
ERP Systems	Y	15	1	GK	E	11	11	11
E-Commerce and Inter-organizational Networks	Y	28	2	SA	SC	29	29	29
Innovation and Creativity and the Management of Technology	Y	28	2	SA	SC	40	40	40
Consumer Behavior	Y	28	2	SA	SC	24	24	24
Digital Marketing & CRM	Y	15	1	SA	SC	15	15	15
Doing Business in the Balkans and the Black Sea Region	Y	28	2	SA	SC	39	39	39
Financial Risk Management	Y	28	2	SA	SC	23	23	23
Futures Options and other Derivatives	Y	28	2	SA	SC	20	20	20
Management of Change	Y	15	1	GK	E	21	21	21
Establishing and Sustaining an Effective Managerial Interaction	Y	28	2	GK	E	23	23	23
B-to-B Marketing	Y	15	1	SA	SC	14	14	14
International Marketing	Y	15	1	SA	SC	24	24	24
Investing Across Cultures: The case of Eastern Mediterranean	Y	28	2	SA	SC	18	18	18
Knowledge Management	Y	15	1	GK	E	37	37	37
Managing a Family Owned Business	Y	15	1	SA	SC	10	10	10
Mergers and Acquisitions	Y	15	1	SA	SC	22	22	22
Project Finance	Y	15	1	SA	SC	24	24	24

Course	Multiple Bibliographical Sources	Total Hours	Credits	Basic Knowledge(BK),General Knowledge(GK),Scientific Area(SA),Skills Development (SK)	Compulsory (C), Elective(E), Specialization Compulsory (SC)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Strategic Business Partnerships	Y	15	1	SA	SC	19	19	19
E-Business Technologies and Systems	Y	28	2	SA	SC	13	13	13
International Management and Negotiations	Y	28	2	SA	SC	52	52	52
Service Operations Management	Y	15	1	GK	E	11	11	11
Frontline of Business Management	Y	15	1	GK	E	4	4	4
Developing and Financing a new Venture	Y	28	2	GK	SC	27	27	27

Table 11-15. Number and distribution of applications and graduates of the MBA International program (full and part-time cohorts)

	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003
Applications (a+b)	178	222	218	229	225	220	200	240	250	300
(a) DMST Graduates	2	15	10	7	4	10	N/A	N/A	N/A	N/A
(b) Graduates of other Departments	176	207	208	222	221	210	N/A	N/A	N/A	N/A
Offers	113	135	134	122	124	127	N/A	N/A	N/A	N/A
Entries	94	102	112	101	108	104	184	197	206	210
Graduates	98	104	98	100	97	118	173	192	194	199
Foreign students	7	17	13	17	20	14	N/A	N/A	N/A	N/A

Table 11-16. Distribution of grades and Degree Grade Point Average of MBA International's Graduates

Postgraduate Course:	«MBA International»				
Graduation Year	Distribution of grades (%)				Degree Grade Point Average
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2007-2008	0,00%	2,33%	87,21%	10,47%	7,83
2008-2009	0,00%	7,07%	72,73%	20,20%	7,94
2009-2010	0,00%	7,29%	69,79%	22,92%	7,83
2010-2011	0,00%	6,67%	64,76%	28,57%	7,88
2011-2012	0,00%	4,08%	73,47%	22,45%	7,91
Total	0,0%	5,6%	73,1%	21,3%	

Table 11-17. Course List for the Executive MBA (Academic Year 2011-2012)

Course	Website	Page in Study Guide	Faculty	Compulsory (C) or Elective(E)	Lectures (L), Exercises (E), Labs (Lb)	Evaluation by Students (Yes / No)
Management & Leadership Skills	www.executivemba.aueb.gr	5	Bourantas	C	L	Yes
Economics for Executives	www.executivemba.aueb.gr	5	Filippopoulos	C	L	Yes
Quantitative Methods	www.executivemba.aueb.gr	5	Prastacos	C	L	Yes
Marketing	www.executivemba.aueb.gr	5	Avlonitis	C	L	Yes
Organisational Behaviour	www.executivemba.aueb.gr	5	Bourantas	C	L	Yes
Financial Accounting	www.executivemba.aueb.gr	5	Caramanis	C	L	Yes
Financial Management	www.executivemba.aueb.gr	5	Karathanassis	C	L, E	Yes
Management Information Systems	www.executivemba.aueb.gr	5	Doukidis, Poulymenakou	C	L	Yes
Production Operations Management	www.executivemba.aueb.gr	5	Ioannou	C	L	Yes
Business Strategy	www.executivemba.aueb.gr	5	Papadakis	C	L	Yes
Financial Analysis	www.executivemba.aueb.gr	7	Kasimatis	E	L	Yes
Market Research	www.executivemba.aueb.gr	7	Stathakopoulos	E	L	Yes
Creative Decision-Making	www.executivemba.aueb.gr	7	Tarantilis	E	L	Yes
Managerial Accounting	www.executivemba.aueb.gr	7	Venieris	E	L	Yes
E-Commerce	www.executivemba.aueb.gr	7	Doukidis, Pramatari	E	L, Lb	Yes
Innovation Management	www.executivemba.aueb.gr	7	Soderquist	E	L	Yes
Project Management	www.executivemba.aueb.gr	7	Zografos	E	L, E	Yes
Sales Management	www.executivemba.aueb.gr	7	Avlonitis, Stathakopoulos	E	L	Yes
Advertising & Business Communication	www.executivemba.aueb.gr	7	Panigyrakis	E	L	Yes
Money & Capital Markets	www.executivemba.aueb.gr	7	Spyrou	E	L	Yes
Logistics	www.executivemba.aueb.gr	7	Zografos	E	L	Yes
Human Resource Management Systems	www.executivemba.aueb.gr	7	Bourantas	E	L	Yes
Organisational Development & Change Management	www.executivemba.aueb.gr	7	Bourantas	E	L	Yes
Portfolio Management	www.executivemba.aueb.gr	7	Artikis	E	L	Yes
Conflict Management	www.executivemba.aueb.gr	7	Nikolopoulos	E	L	Yes
Service Management	www.executivemba.aueb.gr	7	Tarantilis	E	L	Yes

Table 11-18. Course Content and Attendance Details for the Executive MBA (Academic Year 2011-2012)

Course	Hours per week	Credits	Multiple bibliographical sources	Compulsory (C) Elective(E)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Management & Leadership Skills	3	21	Yes	C	38	38	38
Economics for Executives	3	21	Yes	C	38	38	38
Quantitative Methods	3	21	Yes	C	38	38	38
Marketing	3	21	Yes	C	38	38	38
Organizational Behavior	3	21	Yes	C	38	38	38
Financial Accounting	3	21	Yes	C	38	38	38
Financial Management	3	21	Yes	C	38	38	38
Mangt. Information Systems	3	21	Yes	C	38	38	38
Production Operations Mangt.	3	21	Yes	C	38	38	38
Business Strategy	3	21	Yes	C	38	38	38
Financial Analysis	3	18	Yes	E	34	34	34
Market Research	3	18	Yes	E	8	8	8
Creative Decision-Making	3	18	Yes	E	33	33	33
Managerial Accounting	3	18	Yes	E	16	16	16
E-Commerce	3	18	Yes	E	32	32	32
Innovation Management	3	18	Yes	E	19	19	19
Project Management	3	18	Yes	E	26	26	26
Sales Management	3	18	Yes	E	11	11	11
Advertising & Business Communication	3	18	Yes	E	19	19	19
Money & Capital Markets	3	18	Yes	E	22	22	22
Logistics	3	18	Yes	E	16	16	16
Human Resource Mangt Systems	3	18	Yes	E	35	35	35
Organizational Development & Change Management	3	18	Yes	E	30	30	30
Portfolio Management	3	18	Yes	E	7	7	7
Conflict Management	3	18	Yes	E	22	22	22

Table 11-19. Number and distribution of applications and graduates of the Executive MBA program

	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006
Applications (a+b)	186	231	164	178	162	178	199
Offers	40	40	40	40	40	40	45
Entries	35	40	36	35	32	32	45
Graduates	35	37	29	37	37	49	41
Foreign students	0	0	0	0	0	0	0

Table 11-20. Distribution of grades and Degree Grade Point Average of Executive MBA Graduates

Postgraduate Course:		Executive MBA			
Graduation Year	Distribution of grades (%)				Degree Grade Point Average
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2005 - 2006	0%	4%	76%	20%	7,5
2006 - 2007	0%	0%	78%	22%	7,6
2007 - 2008	0%	3%	69%	28%	7,6
2008 - 2009	0%	9%	48%	42%	7,6
2009 - 2010	0%	3%	66%	31%	7,5
2010 - 2011	0%	0%	85%	15%	7,7
2011-2012	0%	0%	80%	20%	7,8
Total	0%	3%	72%	25%	7,6

Table 11-21a. Course List for the MSc in Human Resource Management (Academic Year 2011-2012, Full-time)

Course	Website	Page in Study Guide	Faculty	Compulsory (C) or Elective(E)	Lectures (L), Exercises (E), Labs (Lb)	Evaluation by Students (Yes / No)
Principles of Human Resource Management	http://www.hrm.aueb.gr/default.asp?id=4010015&lcid=1032	4	L. Panagiotopoulou	C	(L)	Yes
Business Strategy	http://www.hrm.aueb.gr/default.asp?id=4010019&lcid=1032	4	I. Spanos	C	(L)	Yes
Labor Economics	http://www.hrm.aueb.gr/default.asp?id=4010021&lcid=1032	4	V. Patsouratis	C	(L)	Yes
Accounting	http://www.hrm.aueb.gr/default.asp?id=3007010&lcid=1032	4	G. Karathanasis	C	(L)	Yes
Organizational Psychology	http://www.hrm.aueb.gr/default.asp?id=4010025&lcid=1032	5	E. Nikandrou	C	(L)	Yes
Organizational Behavior	http://www.hrm.aueb.gr/default.asp?id=4010027&lcid=1032	5	E. Nikandrou	C	(L)	Yes
Labor law	http://www.hrm.aueb.gr/default.asp?id=4010029&lcid=1032	5	I. Lixouriotis	C	(L)	Yes
Employee Relations	http://www.hrm.aueb.gr/default.asp?id=4010032&lcid=1032	5	A. Nikolopoulos	C	(L)	Yes
Human Resource Planning & Recruitment	http://www.hrm.aueb.gr/default.asp?id=4010034&lcid=1032	5	L. Panagiotopoulou	C	(L)	Yes
Employee Selection	http://www.hrm.aueb.gr/default.asp?id=4010035&lcid=1032	5	I. Nikolaou	C	(L)	Yes
Training & Development	http://www.hrm.aueb.gr/default.asp?id=4010036&lcid=1032	6	E. Nikandrou	C	(L)	Yes
Performance Management	http://www.hrm.aueb.gr/default.asp?id=4010037&lcid=1032	6	I. Nikolaou & A. Papalexandris	C	(L)	Yes
Reward Management	http://www.hrm.aueb.gr/default.asp?id=4010038&lcid=1032	6	M. Zeler (ext.)	C	(L)	Yes
Change Management	http://www.hrm.aueb.gr/default.asp?id=4010039&lcid=1032	6	M. Vakola	C	(L)	Yes
Internal Communication	http://www.hrm.aueb.gr/default.asp?id=4010040&lcid=1032	6	E. Nikandrou	C	(L)	Yes
Human Resource Information Systems	http://www.hrm.aueb.gr/default.asp?id=4010041&lcid=1032	7	A. Poulymenakou	C	(L)	Yes
Research Methodology	http://www.hrm.aueb.gr/default.asp?id=4010042&lcid=1032	7	E. Apospori, I. Nikolaou, I. Halikias	C	(L)	Yes
Conflict Management & Negotiations	http://www.hrm.aueb.gr/default.asp?id=4010043&lcid=1032	7	A. Nikolopoulos	C	(L)	Yes
Public Relations & Crisis Management	http://www.hrm.aueb.gr/default.asp?id=4010044&lcid=1032	7	D. Lymberopoulos	C	(L)	Yes
Human Resource Management Simulation	http://www.hrm.aueb.gr/default.asp?id=4010045&lcid=1032	7	E. Galanaki	C	(L)	Yes
Dissertation	http://www.hrm.aueb.gr/default.asp?id=3007012&lcid=1032	9		C	(L)	Yes

Table 11-21b. Course List for the MSc in Human Resource Management (Academic Year 2011-2012,Part-time)

Course	Website	Page in Study Guide	Faculty	Compulsory (C) or Elective(E)	Lectures (L)	Evaluation by Students (Yes / No)
Principles of Human Resource Manag't	http://www.hrm.aueb.gr/default.asp?id=4019016&lcid=1032	4	N. Papalexandri	C	(L)	Yes
Business Strategy	http://www.hrm.aueb.gr/default.asp?id=4019020&lcid=1032	4	S. Lioukas	C	(L)	Yes
Labor Economics	http://www.hrm.aueb.gr/default.asp?id=4019022&lcid=1032	4	V. Patsouratis	C	(L)	Yes
Financial Management	http://www.hrm.aueb.gr/default.asp?id=4019024&lcid=1032	4	G. Karathanasis	C	(L)	Yes
Organizational Psychology	http://www.hrm.aueb.gr/default.asp?id=4019026&lcid=1032	5	M. Vakola, D. Bourantas	C	(L)	Yes
Organizational Behavior	http://www.hrm.aueb.gr/default.asp?id=4019028&lcid=1032	5	M. Vakola, D. Bourantas	C	(L)	Yes
Labor law	http://www.hrm.aueb.gr/default.asp?id=4019030&lcid=1032	5	I. Lixouriotis	C	(L)	Yes
Employee Relations	http://www.hrm.aueb.gr/default.asp?id=4019031&lcid=1032	5	A. Nikolopoulos	C	(L)	Yes
Human Resource Planning & Recruitment	http://www.hrm.aueb.gr/default.asp?id=4019033&lcid=1032	5	L. Panagiotopoulou	C	(L)	Yes
Employee Selection	http://www.hrm.aueb.gr/default.asp?id=4019046&lcid=1032	5	I. Nikolaou	C	(L)	Yes
Training & Development	http://www.hrm.aueb.gr/default.asp?id=4019047&lcid=1032	6	E. Nikandrou	C	(L)	Yes
Performance Management	http://www.hrm.aueb.gr/default.asp?id=4019048&lcid=1032	6	I. Nikolaou & A. Papalexandris	C	(L)	Yes
Reward Management	http://www.hrm.aueb.gr/default.asp?id=4019049&lcid=1032	6	M. Zeler (ext.)	C	(L)	Yes
Change Management	http://www.hrm.aueb.gr/default.asp?id=4019050&lcid=1032	6	M. Vakola	C	(L)	Yes
Internal Communication & Corporate Social Responsibility	http://www.hrm.aueb.gr/default.asp?id=4019051&lcid=1032	6	E. Apospori	C	(L)	Yes
Human Resource Information Systems	http://www.hrm.aueb.gr/default.asp?id=4019052&lcid=1032	7	A. Poulymenakou	C	(L)	Yes
Research Methodology	http://www.hrm.aueb.gr/default.asp?id=4019053&lcid=1032	7	I. Halikias	C	(L)	Yes
Conflict Management & Negotiations	http://www.hrm.aueb.gr/default.asp?id=4019054&lcid=1032	7	A. Nikolopoulos	C	(L)	Yes
Public Relations & Crisis Management	http://www.hrm.aueb.gr/default.asp?id=4019055&lcid=1032	7	D. Lymberopoulos	C	(L)	Yes
Human Resource Manag't Simulation	http://www.hrm.aueb.gr/default.asp?id=4019056&lcid=1032	7	E. Galanaki	C	(L)	Yes

Table 11-22a. Course Content and Attendance Details for the MSc in Human Resource Management (Academic Year 2011-2012, Full-time)

Course	Hours per week	Credits	Multiple bibliographical sources	Compulsory (C) Elective(E)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Principles of Human Resource Management	3	4	Yes	C	30	30	30
Business Strategy	3	4	Yes	C	30	30	30
Labor Economics	3	4	Yes	C	30	30	30
Accounting	3	4	Yes	C	30	30	30
Organisational Psychology	3	4	Yes	C	30	30	30
Organisational Behaviour	3	4	Yes	C	30	30	30
Labor law	3	4	Yes	C	30	30	30
Employee Relations	3	4	Yes	C	30	30	30
Human Resource Planning & Recruitment	3	4	Yes	C	30	30	30
Employee Selection	3	4	Yes	C	30	30	30
Training & Development	3	4	Yes	C	30	30	30
Performance Management	3	4	Yes	C	30	30	30
Reward Management	3	4	Yes	C	30	30	30
Change Management	3	4	Yes	C	30	30	30
Internal Communication	3	4	Yes	C	30	30	30
Human Resource Information Systems	3	4	Yes	C	30	30	30
Research Methodology	3	4	Yes	C	30	30	30
Conflict Management & Negotiations	3	4	Yes	C	30	30	30
Public Relations & Crisis Management	3	4	Yes	C	30	30	30
Human Resource Management Simulation	3	2	Yes	C	30	30	30

Table 11-22b. Course Content and Attendance Details for the MSc in Human Resource Management (Academic Year 2011-2012, Part-time)

Course	Hours per week	Credits	Multiple bibliographical sources	Compulsory (C) Elective(E)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Principles of Human Resource Manag't	4	4	Yes	C	41	41	41
Business Strategy	4	4	Yes	C	41	41	41
Labor Economics	4	4	Yes	C	41	41	41
Financial Management	4	4	Yes	C	41	41	41
Organizational Psychology	4	4	Yes	C	41	41	41
Organizational Behavior	4	4	Yes	C	41	41	41
Labor law	4	4	Yes	C	41	41	41
Employee Relations	4	4	Yes	C	41	41	41
Human Resource Planning & Recruitment	4	4	Yes	C	41	41	41
Employee Selection	4	4	Yes	C	39	38	38
Training & Development	4	4	Yes	C	41	41	41
Performance Management	4	4	Yes	C	39	39	39
Reward Management	4	4	Yes	C	39	39	39
Change Management	4	4	Yes	C	39	39	39
Internal Communication & Corporate Social Responsibility	4	4	Yes	C	39	39	39
Human Resource Information Systems	4	4	Yes	C	39	39	39
Research Methodology	4	4	Yes	C	39	39	39
Conflict Management & Negotiations	4	4	Yes	C	39	39	39
Public Relations & Crisis Management	4	4	Yes	C	39	39	39
Human Resource Manag't Simulation	4	2	Yes	C	39	39	39

Table 11-23. Number and distribution of applications and graduates of the MSc in Human Resource Management program (full and part-time cohorts)

Full-time cohort	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007
Applications	121	108	142	88	82	150
Offers	25	31	32	28	22	26
Entries	23	30	32	28	22	26
Graduates	25	23	32	24	22	25
Foreign students	0	0	0	2	1	0

Part-time cohort	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007
Applications	125	191	155	192	135	142
Offers	40	41	41	41	42	41
Entries	38	41	41	41	42	41
Graduates	42	41	38	38	39	36
Foreign students	0	0	0	1	0	0

Table 11-24. Distribution of grades and Degree Grade Point Average of MSc in Human Resource Management Graduates (full and part-time cohorts)

Postgraduate Course: MSc in Human Resource Management (Full-time cohort)					
Graduation Year	Distribution of grades (%)				Degree Grade Point Average
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2007 - 2008	0	0	90.9	9.09	8.07
2008 - 2009	0	4.17	79.2	16.7	8.07
2009 - 2010	0	6.25	78.1	15.6	7.95
2010 - 2011	0	0	91.36	8.7	7.83
2011-2012	0	8	72	20	8.02
Total	0	3.97	81.7	14.3	8.0

Postgraduate Course: MSc in Human Resource Management (Part-time cohort)					
Graduation Year	Distribution of grades (%)				Degree Grade Point Average
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2007 - 2008	0	0	94.9	5.13	7.9
2008 - 2009	0	0	60.5	39.5	8.1
2009 - 2010	0	0	78.9	21.1	8.1
2010 - 2011	0	0	80.5	19.5	7.6
2011-2012	0	7.14	73.8	19	7.8
Total	0	1.52	77.8	20.7	7.9

Table 11-25. Course List for the MSc in Public Policy and Management (Academic Year 2011-2012)

Course	Website	Faculty	Compulsory (C), Elective(E), Specialization Compulsory (SC)	Lectures (L), Exercises (E), Labs (Lb)	Evaluation by Students (Yes / No)
Markets & Economic Policy	http://ppm.aueb.gr/docs/ppm_program.pdf	A. Xepapadeas, A. Filippopoulos	C	L	Yes
Governance, Institutions & Public Policies	http://ppm.aueb.gr/docs/ppm_program.pdf	S. Mplavoukos, G. Pagoulatos	C	L	Yes
Policy Analysis & Evaluation	http://ppm.aueb.gr/docs/ppm_program.pdf	A. Xepapadeas	C	L	Yes
Quantitative Methods for Public Sector	http://ppm.aueb.gr/docs/ppm_program.pdf	I. Halikias, I. Mpilias	C	L	Yes
Service Management	http://ppm.aueb.gr/docs/ppm_program.pdf	Ch. Tarantilis	C	L	Yes
Budget & Public Management	http://ppm.aueb.gr/docs/ppm_program.pdf	G. Venieris, S. Koen	C	L	Yes
Strategic Management for Public Services & Organisations	http://ppm.aueb.gr/docs/ppm_program.pdf	S. Lioukas	C	L	Yes
Information Systems & E-Government	http://ppm.aueb.gr/docs/ppm_program.pdf	G. Doukidis, G. Lekakos	C	L	Yes
Regulatory Policies & Markets	http://ppm.aueb.gr/docs/ppm_program.pdf	N. Vettas, I. Katsoulakos	E & SC	L	Yes
Special Topics of Public Finance and Taxation Policy	http://ppm.aueb.gr/docs/ppm_program.pdf	I. Loizides	E & SC	L	Yes
European Integration & Public Policies	http://ppm.aueb.gr/docs/ppm_program.pdf	D. Mpourantonis, M. Tsinisizelis	E & SC	L	Yes
Reform and Change Management	http://ppm.aueb.gr/docs/ppm_program.pdf	D. Papoulias	E & SC	L	Yes
Human Resource Management	http://ppm.aueb.gr/docs/ppm_program.pdf	N. Papalexandri, N. Constantopoulos	E & SC	L	Yes

Course	Website	Faculty	Compulsory (C), Elective(E), Specialization Compulsory (SC)	Lectures (L), Exercises (E), Labs (Lb)	Evaluation by Students (Yes / No)
Public Sector Decision-Making Processes	http://ppm.aueb.gr/docs/ppm_program.pdf	G. Prastacos	E & SC	L	Yes
Public Sector Entrepreneurship & Innovation	http://ppm.aueb.gr/docs/ppm_program.pdf	I. Spanos, E. Voudouri	E	L	Yes
Project Management	http://ppm.aueb.gr/docs/ppm_program.pdf	K. Zografos	E	L	Yes
Public Private Partnership	http://ppm.aueb.gr/docs/ppm_program.pdf	G. Sapountzoglou	E	L	Yes
Citizen Relations, Communication	http://ppm.aueb.gr/docs/ppm_program.pdf	F. Kokkinaki	E	L	Yes
Leadership & Responsibility	http://ppm.aueb.gr/docs/ppm_program.pdf	John Antonakis	E	L	Yes
Public Sector Ethics and Corruption	http://ppm.aueb.gr/docs/ppm_program.pdf	Stelios Zyglidopoulos	E	L	Yes
Public Sector Auditing	http://ppm.aueb.gr/docs/ppm_program.pdf	K. Karamanis	E	L	Yes
Public Law for Management	http://ppm.aueb.gr/docs/ppm_program.pdf	E. Koutsimpou	E	L	Yes
Real Estate Development	http://ppm.aueb.gr/docs/ppm_program.pdf	P. Vlamis	E	L	Yes
European Union Institutions & Law	http://ppm.aueb.gr/docs/ppm_program.pdf	A. Pliakos	E	L	Yes

Table 11-26. Course Content and Attendance Details for the MSc in Public Policy and Management (Academic Year 2011-2012)

Course	Hours per week	Credits	Compulsory (C)/Elective(E)	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Markets & Economic Policy	4	10	C	43	43	43
Governance, Institutions & Public Policies	4	10	C	43	43	43
Policy Analysis & Evaluation	4	10	C	43	43	43
Quantitative Methods for Public Sector	4	10	C	43	43	43
Service Management	4	10	C	43	43	43
Budget & Public Management	4	10	C	43	43	43
Strategic Management for Public Services & Organizations	4	10	C	43	43	43
Information Systems & E-Government	4	10	C	43	43	43
Regulatory Policies & Markets	4	10	E & SC	14	14	14
Special Topics of Public Finance and Taxation Policy	4	10	E & SC	16	16	16
European Integration & Public Policies	4	10	E & SC	28	28	28
Reform and Change Management	4	10	E & SC	40	40	40
Human Resource Management	4	10	E & SC	36	36	36
Public Sector Decision-Making Processes	4	10	E & SC	35	35	35
Public Sector Entrepreneurship & Innovation	4	10	E	25	25	25
Project Management	4	10	E	21	21	21
Public Private Partnership	4	10	E	26	26	26
Citizen Relations, Communication	4	10	E	21	21	21
Leadership & Responsibility	4	5	E	35	35	35
Public Sector Ethics and Corruption	4	5	E	32	32	32
Public Sector Auditing	4	5	E	28	28	28
Public Law for Management	4	5	E	28	28	28
Real Estate Development	4	5	E	17	17	17
European Union Institutions & Law	4	5	E	13	13	13

Table 11-27. Number and distribution of applications and graduates of the MSc in Public Policy and Management program

	2011-2012	2010-2011
Applications (a+b)	95	155
(a) DMST Graduates	1	0
(b) Graduates of other Departments	94	155
Offers	43	43
Entries	43	43
Graduates	35	-
Foreign students	0	0

Table 11-28. Distribution of grades and Degree Grade Point Average of MSc in Public Policy and Management Graduates

Postgraduate Course: MSc in Public Policy and Management					
Graduation Year	Distribution of grades (%)				Degree Grade Point Average
	5.0-5.9	6.0-6.9	7.0-8.4	8.5-10.0	
2011-2012	0	0	65.7	34.3	8.09
Total	0	0	65.7	34.3	8.09

Table 11-29. Course List for the MA in Heritage Management (Academic Year 2011-2012)

Course	Website	Faculty	Compulsory (C)/ Elective (E)	Lectures	Exercises or Labs	Evaluation by Students (Yes / No)
Archaeological Site Management and Planning I	http://www.heritage.aueb.gr/	E. Kyriakidis	C	Yes	Yes	Yes
Archaeological Site Management and Planning II-III	http://www.heritage.aueb.gr/	E. Kyriakidis	C	Yes	Yes	Yes
Finance for Cultural Organisations	http://www.heritage.aueb.gr/	D. Psychogios	C	Yes	Yes	Yes
Human Resources Management and Strategic Planning	http://www.heritage.aueb.gr/	L. Panagiotopoulou & A. Papalexandris	C	Yes	Yes	Yes
Tourism Marketing and the Promotion of Heritage	http://www.heritage.aueb.gr/	P. Papastathopoulou & G. Zouni	C	Yes	Yes	Yes
Architectural Planning and Visitor Management	http://www.heritage.aueb.gr/	V. Ganiatsas	E	Yes	Yes	Yes
Project Management	http://www.heritage.aueb.gr/	P. Repoussis	E	Yes	Yes	Yes
Archaeology and Education	http://www.heritage.aueb.gr/	M. Corbishley	E	Yes	Yes	Yes
Public Archaeology	http://www.heritage.aueb.gr/	P. Pantzou	E	Yes	Yes	Yes

Table 11-30. Course Content and Attendance Details for the MA in Heritage Management (Academic Year 2011-2012)

Course	Hours per week	Credits	Multiple bibliographical sources	Total Number of Students Registered	Total Number of Students Examined	Total Number of Students who Passed
Archaeological Site Management and Planning I	2	15	Yes	16	16	16
Archaeological Site Management and Planning II-III	4	30	Yes	16	16	16
Finance for Cultural Organisations	2	15	Yes	16	16	16
Human Resources Management and Strategic Planning	2	15	Yes	16	16	16
Tourism Marketing and the Promotion of Heritage	2	15	Yes	16	16	16
Architectural Planning and Visitor Management	2	15	Yes	6	6	6
Project Management	2	15	Yes	9	9	9
Archaeology and Education	2	15	Yes	10	10	10
Public Archaeology	2	15	Yes	7	7	7

Table 11-31. Number and distribution of applications and graduates of the PhD Study Program

	2011 - 2012	2010 - 2011	2009 - 2010	2008 - 2009	2007 - 2008	2006 - 2007	2005 - 2006	2004- 2005	2003- 2004	2002- 2003
Applications (a+b)	54	33	53	37	13	38	26	61	64	17
(a) DMST Graduates	10	6	12	15	3	7	1	1	0	0
(b) Graduates of other Departments	44	27	41	22	10	31	25	60	64	17
Offers	63	41	34	65	47	52	23	38	35	7
Entries	11	12	4	17	9	7	16	11	15	22
Graduates (*)	2	8	8	10	11	5	6	2	9	1
Average duration of studies	7	5	6	5	5	5,5	4,5	5	3	3

(*) The number of graduates corresponds to students awarded a PhD degree in the respective academic year. A further 10 PhD students graduated till March 2013 (total of 72 graduates).

Table 11-32. Course evaluation template (provided by the AUEB Quality Assurance Unit – in Greek)

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ	ΤΜΗΜΑ ΔΙΟΙΚΗΤΙΚΗΣ ΕΠΙΣΤΗΜΗΣ & ΤΕΧΝΟΛΟΓΙΑΣ											
ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ												
ΑΞΙΟΛΟΓΗΣΗΣ ΜΑΘΗΜΑΤΟΣ / ΔΙΔΑΣΚΑΛΙΑΣ ΑΠΟ ΤΟΥΣ ΦΟΙΤΗΤΕΣ												
DET	Μάθημα: (Συμπληρώστε τον τίτλο του μαθήματος)	Ημερ/νία: __/__/2013										
ΟΔΗΓΙΕΣ												
<p>1. Η ανώνυμη, αλλά αντικειμενική και αμερόληπτη, αξιολόγηση της εμπειρίας σας στο μάθημα αυτό θα βοηθήσει στην καλύτερη μελλοντική του οργάνωση και ποιότητα διδασκαλίας.</p> <p>2. Παρακαλείσθε να συμπληρώσετε όλες τις ενότητες:</p> <ul style="list-style-type: none"> • Ενότητες Α-Ε: <i>Μαυρίστε (●)</i> πλήρως τον κύκλο που περιέχει τον αριθμό που εκφράζει τη βαθμολογία σας. Συμβουλευτείτε την επεξήγηση της Κλίμακας στο 3. παρακάτω. Μη επιλογή σημαίνει <i>δεν ξέρω / δεν απαντώ</i>. • Ενότητα ΣΤ: Διατυπώστε τις απόψεις σας με ελεύθερο κείμενο. <p>3. Επεξήγηση βαθμολογικής κλίμακας:</p> <table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td style="width: 20%;">Διαφωνώ απόλυτα</td> <td style="width: 20%;">Διαφωνώ</td> <td style="width: 20%;">Ούτε διαφωνώ/ ούτε συμφωνώ</td> <td style="width: 20%;">Συμφωνώ</td> <td style="width: 20%;">Συμφωνώ απόλυτα</td> </tr> <tr> <td>①</td> <td>②</td> <td>③</td> <td>④</td> <td>⑤</td> </tr> </table>			Διαφωνώ απόλυτα	Διαφωνώ	Ούτε διαφωνώ/ ούτε συμφωνώ	Συμφωνώ	Συμφωνώ απόλυτα	①	②	③	④	⑤
Διαφωνώ απόλυτα	Διαφωνώ	Ούτε διαφωνώ/ ούτε συμφωνώ	Συμφωνώ	Συμφωνώ απόλυτα								
①	②	③	④	⑤								
A. Το μάθημα												
1. Οι στόχοι του μαθήματος ήταν σαφείς.		① ② ③ ④ ⑤										
2. Η ύλη που καλύφθηκε ανταποκρινόταν στους στόχους του μαθήματος.		① ② ③ ④ ⑤										
3. Οι ασκήσεις και οι εργασίες βοήθησαν στην καλύτερη κατανόηση της ύλης.		① ② ③ ④ ⑤										
4. Οι διαφάνειες/ σημειώσεις του μαθήματος βοήθησαν στην κατανόηση της ύλης.		① ② ③ ④ ⑤										
5. Το κύριο βιβλίο(α) ή/και οι σημειώσεις ήταν ικανοποιητικό(ά).		① ② ③ ④ ⑤										
6. Το περιεχόμενο του μαθήματος δεν επικαλύπτεται με άλλα μαθήματα του προγράμματος.		① ② ③ ④ ⑤										
7. Το επίπεδο δυσκολίας του μαθήματος ήταν κατάλληλο για προπτυχιακό πρόγραμμα.		① ② ③ ④ ⑤										
8. Τα φροντιστήρια και εργαστήρια βοήθησαν στην καλύτερη κατανόηση της ύλης.		① ② ③ ④ ⑤										
9. Ο φόρτος εργασίας ήταν ο κατάλληλος για την επίτευξη των στόχων του μαθήματος.		① ② ③ ④ ⑤										
10. Τα κριτήρια βαθμολόγησης ήταν δίκαια.		① ② ③ ④ ⑤										
11. Η γνώση που αποκτήσατε από την παρακολούθηση του μαθήματος ήταν σημαντική.		① ② ③ ④ ⑤										
12. Συνολικά, το μάθημα ήταν καλό.		① ② ③ ④ ⑤										
B. Ο διδάσκων ΟΝΟΜΑ:.....												
13. Οργανώνει καλά την παρουσίαση της ύλης στα μαθήματα.		① ② ③ ④ ⑤										
14. Διεγείρει το ενδιαφέρον για το αντικείμενο του μαθήματος.		① ② ③ ④ ⑤										
15. Αναλύει και παρουσιάζει τις έννοιες με τρόπο κατανοητό και μεταδοτικό.		① ② ③ ④ ⑤										
16. Ενθαρρύνει τους φοιτητές να συμμετέχουν και να διατυπώνουν ερωτήσεις.		① ② ③ ④ ⑤										
17. Είναι συνεπής στις υποχρεώσεις του.		① ② ③ ④ ⑤										
18. Απαντά στις ερωτήσεις των φοιτητών με σαφήνεια και πληρότητα.		① ② ③ ④ ⑤										
19. Είναι προσιτός στους φοιτητές.		① ② ③ ④ ⑤										
20. Συνολικά, ο διδάσκων ήταν καλός.		① ② ③ ④ ⑤										
Γ. Ο βοηθός ΚΩΔΙΚΟΣ¹: ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨												
21. Συνέβαλε στην καλύτερη κατανόηση της ύλης.		① ② ③ ④ ⑤										
22. Συνολικά, ο βοηθός ήταν καλός.		① ② ③ ④ ⑤										
Γ. Ο βοηθός Β (αν υπάρχει) ΚΩΔΙΚΟΣ: ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨												
23. Συνέβαλε στην καλύτερη κατανόηση της ύλης.		① ② ③ ④ ⑤										
24. Συνολικά, ο βοηθός ήταν καλός.		① ② ③ ④ ⑤										

¹ Σύμφωνα με την κωδικοποίηση που σας δίνεται.

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ

ΤΜΗΜΑ ΔΙΟΙΚΗΤΙΚΗΣ ΕΠΙΣΤΗΜΗΣ & ΤΕΧΝΟΛΟΓΙΑΣ

Δ. Εκπαιδευτικές υποδομές (σε σχέση με το μάθημα):

25. Οι αίθουσες διδασκαλίας ήταν κατάλληλες και επαρκείς.	①	②	③	④	⑤
26. Οι εργαστηριακές υποδομές ήταν κατάλληλες και επαρκείς.	①	②	③	④	⑤
27. Το υλικό της βιβλιοθήκης ήταν επαρκές.	①	②	③	④	⑤
28. Η ηλεκτρονική υποστήριξη του μαθήματος (e-Class κτλ.) ήταν κατάλληλη και επαρκής.	①	②	③	④	⑤
29. Τα εκπαιδευτικά βοηθήματα χορηγήθηκαν εγκαίρως (συγγράμματα, σημειώσεις, πρόσθετη βιβλιογραφία).	①	②	③	④	⑤

Ε. Πληροφορίες Φοιτητή: Άνδρας/Γυναίκα ① ②

30. Σχηματίστε τα τελευταία δύο ψηφία (Δεκαετία – Έτος) της χρονολογίας εισαγωγής σας στο Τμήμα. (π.χ. αν το έτος εισαγωγής είναι το 2011 μαυρίστε στην πρώτη σειρά το «1» και στη δεύτερη σειρά το «1»)

Δεκαετία: ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Έτος: ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

ΣΤ. Η σχέση σας με το μάθημα:

31. Είχα τις απαιτούμενες γνώσεις για να παρακολουθήσω το συγκεκριμένο μάθημα.	①	②	③	④	⑤
32. Παρακολουθούσα τις διαλέξεις και τα φροντιστήρια του μαθήματος σε ποσοστό: 1= < 20%, 2= 20%-40%, 3= 40%-60%, 4= 60%-80%, 5= 80% - 100%	①	②	③	④	⑤
33. Εκτός ωρών διδασκαλίας και φροντιστηρίου, αφιέρωνα για εργασίες/ασκήσεις και μελέτη του μαθήματος την εβδομάδα: 1= <1 ώρα, 2= 2 ώρες, 3= 3 ώρες, 4= 4 ώρες, 5= >5 ώρες	①	②	③	④	⑤
34. Συμμετείχα ενεργά στο μάθημα (συζήτηση στην τάξη, εργασίες, ασκήσεις, κτλ.).	①	②	③	④	⑤
35. Το αντικείμενο του μαθήματος με ενδιαφέρει.	①	②	③	④	⑤

36. Επιλέξτε τους αριθμούς των θεματικών κύκλων που σκοπεύετε να κατοχυρώσετε με τις σπουδές σας

1. Διοικητική των Επιχειρήσεων	2. Πληροφ. Συστ. & Ηλεκτρ. Επιχειραιν	3. Στρατηγική & Ανθρ. Πόροι	①	②	③	④	⑤	⑥
4. Εφοδιαστική Αλυσίδα & Παμήσεις	5. Ποσοτικές Μέθοδοι στα Οικονομικά & Διοίκηση							

Ζ. Επιπλέον Σχόλια: Για παράδειγμα, μπορείτε να αναφερθείτε σε λόγους που σας οδήγησαν να δώσετε συγκεκριμένους βαθμούς στις προηγούμενες ενότητες ή να κάνετε συγκεκριμένες συστάσεις για τη βελτίωση του μαθήματος ή/και της αξιολόγησης.

Table 11-33. Faculty teaching in DMST's postgraduate courses (2011-12 and 2012-13 data)

Faculty	Postgraduate Program	Course(s)
Bourantas, Dimitris	Executive MBA Executive MBA Executive MBA Executive MBA MSc in Human Resource, Management, <i>Part-time</i> MSc in Human Resource, Management, <i>Part-time</i>	Management & Leadership Skills Organizational Behavior Human Resource Management Systems Organizational Development & Change Management Organizational Psychology (with M. Vakola) Organizational Behavior
Chatziantoniou, Damianos	MBA International (joint <i>Full-time & Part-time</i> class)	eSystems & Technologies
Doukidis Georgios	International MBA, <i>Full-time</i> International MBA, <i>Part - time</i> Executive MBA Executive MBA MBA in Telecoms MSc in Public Policy and Management	Management of Information Systems (with A. Poulymenakou) Information Systems Management (with G. Giaglis) Management of Information Systems (with A. Poulymenakou) E-Commerce (with K. Pramatari) E-Commerce: E-Business, Mobile Business (with G. Giaglis) Information Systems and E-Government (with G. Lekakos)
Giaglis, George	MBA International, <i>Part-time</i> MBA Telecoms	Management of Information Systems (with G. Doukidis) (core) e-commerce (with G. Doukidis) (core)
Ioannou, George	MBA International MBA International MBA International MSc in Marketing and Communication with New Technologies Executive MBA Program	Enterprise Resource Planning Systems (elective) Production and Operations Management (elective) Strategic Inventory Control and Warehousing (elective) Marketing Information Systems Production and Operations Management
Kritikos, Manolis	MBA Full-time	Operations Research
Lekakos, George	MSc in Public Policy and Management MSc in Statistics	Information Systems and e-Government (with G. Doukidis) Management of Information Systems
Lioukas, Spyridon	MBA International, Full-Time MBA International, Full-Time MBA International, Part-Time MSc in Human Resource Management MSc in Public Policy & Management Athens MBA	Business Strategy Ethics & Corporate Governance (Half - course, on corporate governance) Ethics & Corporate Governance (Half - course, on corporate governance) Business Strategy Strategy for Public Organizations Business Strategy
Mourtos, Ioannis	MSc in Public Policy and Management	Public Sector Decision-Making Processes
Nikolaou, Ioannis	MSc in Human Resource, Management, <i>Full-time</i> MSc in Human Resource, Management, <i>Part-time</i>	Employee Selection (Core) Performance Management & Appraisal with Alex. Papalexandris (core) Employee Selection (Core) Performance Management & Appraisal with Alex. Papalexandris (core)

	MSc in Human Resource, Management, <i>Part-time</i> MBA International, <i>Part-time</i> MBA International (joint <i>Full-time & Part-time</i> class)	Advanced Topics in Organizational Behavior and HRM with Dr. Ioannis Tsaousis (elective) Organizational Behavior and Human Resources Management (core) Personal Skills Development with Dr. Konstantinos Kostopoulos and Dr. Helene Chanut-Musikas (core)
Poulymenakou, Angeliki	MBA International, <i>Full-time</i> MSc in Human Resource, Management, <i>Full-time</i> MSc in Human Resource, Management, <i>Part-time</i> Executive MBA	Management of Information Systems (with G. Doukidis) (core) Human Resource Information Systems (core) Human Resource Information Systems (core) Management of Information Systems (with G. Doukidis) (core)
Pouloudi, Nancy	MBA International (joint <i>Full-time & Part-time</i> class)	Electronic Commerce and Interorganizational Networks (with K. Pramadari) (elective)
Pramadari, Katerina	MBA International (joint <i>Full-time & Part-time</i> class) Executive MBA	Electronic Commerce and Interorganizational Networks (with N. Pouloudi) (elective) Electronic Commerce (with G. Doukidis) (elective)
Prastacos, Gregory	MBA International MBA International Executive MBA	Data, Models and Decisions Strategic Decision Making (with G. Skintzi) Quantitative Methods
Soderquist, Eric	MBA International MBA International Executive MBA	Entrepreneurship and Business Planning Innovation and Creativity and the Management of Technology (with D. Manolopoulos) Innovation Management
Spanos, Yiannis	MSc in Human Resource, Management, <i>Full-time</i> MSc in Public Policy and Management	Strategic Management (core) Entrepreneurship and Innovation in the Public sector (with I. Voudouris) (core)
Tarantilis, Christos	MBA International (joint <i>Full-time & Part-time</i> class) MBA Executive MBA Executive MBA Executive MBA in Telecoms, AUEB MSc in Public Policy and Management	Service Operations Management (elective) Service Management (elective) Decision Making (elective) Quantitative Methods (core) Management Science (elective) Service Management (core)
Voudouris, Irini	MBA International, <i>Part-time</i> Master in Public Policy and Management	Entrepreneurship and Business Planning (core) Entrepreneurship and Innovation in the Public Sector (with Y. Spanos) (elective)
Vrechopoulos, Adam	MBA International (joint <i>Full-time & Part-time</i> class) MSc in Services Management, <i>Full-time</i> MSc in Service Management, <i>Part-time</i> MSc in Marketing and Communication with New Technologies, <i>Part Time</i>	Digital Marketing and CRM (with S. Dimitriadis) (elective) Special Topics of Mass Media and Entertainment (core for specialization) Digital Marketing and Electronic Business (elective) Electronic Commerce and Marketing (with S. Dimitriadis) (elective)
Zografos, Konstantinos	MBA International Executive MBA Master in Public Policy & Public Management	Global Supply Chain Management (elective) Project Management Project Management

Table 11-34. Indicative educational collaboration initiatives

Faculty	Institution	Content of the initiative
Doukidis, Georgios	Association of Sales Executives	Design and implementation of Executive Education Program (300 hours) for Sales Executives (with Prof. G. Avlonitis) in collaboration with the Association of Sales Executives in Greece (2009-2010-2011)
	Greek eCommerce Association (GRECA)	Vice-President of the Board; ELTRUN / GRECA organize 6 Executive eCommerce Seminars per year
	Hellenic International University, Thessaloniki	Teaching collaboration in the MSc on I.C.T.
Giaglis, George	Hellenic Open University	Academic Director, MSc in Engineering of Pervasive Computing Systems (SDY51) (2010-2011; 2011-2012)
	Hellenic Open University	Instructor, BSc in Information Technology (2008-2009; 2009-2010; 2010-2011; 2011-2012; 2012-2013)
Ioannou George	Hellenic Anticancer Society	Seminar on “Introduction to Health Information Systems” to Medical Doctors, Clinical Facilities Personnel (30 hours, 1999).
	National School of Public Administration & Local Government (ΕΣΑΔΑ)	Associate Member of the National Scientific Committee (2003)
Lekakos, George	Hellenic Open University	Adjunct Faculty (since 2007) in the Postgraduate Program “Graphical Arts – Multimedia”, teaching the course “Informatics-Multimedia”
	University of the Aegean	Two seminars on e-commerce applications design, Lesvos Island [forthcoming July 2013]
	Hellenic Federation of Enterprises (ΣΕΒ)	Seminar on e-invoicing (2012)
Nikolaou, Ioannis	Hellenic Open University	Adjunct Faculty (tutor) in the undergraduate Program ‘Management of Enterprises and Organizations’. Module: Introduction to Management (group of 30 students) [2005-2011]
	Centre of research in Organizational Behavior & Leadership (CROB-L) & Loft2Work	Seminars to unemployed people on job search skills development (2013)
	Centre of research in Organizational Behavior & Leadership (CROB-L) & Equal Society	Seminars to unemployed people on job search skills development (2013-today)
	AIESEC Greece	Member of the Board of Advisors (2011-2012)
	Athens Chamber of Commerce & Industry (ΕΒΕΑ)	Seminars on organizational behaviour topics to ΕΒΕΑ members (2009)
Poulymenakou, Angeliki	Hellenic-American Educational Foundation	Design and implementation of Educational Comics in teaching and learning in K12 and Junior High School grades. 16-hours theory and laboratory training (4 groups) [Jan-Apr 2013]
	Hellenic Ministry of Public Reform and e-Government	3-hour seminar to high level Ministry officials on Human Resource ERP Systems: Best practices for the public sector. [Feb 2012]
Pramatari, Katerina	KEMEL (Centre of Voluntary Managers, Greece) and 16 other Greek Universities	Series of Seminars on Business Planning, Digital Innovation and Entrepreneurship in the course of the Ennovation Student Competition
Prastacos, Gregory	General Confederation of Greek Workers & Athens Chamber of Commerce & Industry (ΕΒΕΑ)	Organization of a series of pro bono seminars on business development, to assist companies and individuals in better facing the current economic crisis (2009)
Spanos, Yiannis	Hellenic Open University	Adjunct Faculty (since 2004): Course: Management of Organizations (average 30 students per year). This course is part of the Management degree.
Tarantilis, Christos	Foundation for Youth and Lifelong Learning	14-hour seminar to high level officials on Decision Making [May 2013]
Voudouris, Irini	Hellenic Open University	Adjunct Faculty (tutor) in the undergraduate Program ‘Management of Enterprises and Organizations’. Module: Introduction to Management (group of 30 students) [2008-today]
Vrechopoulos, Adam	Hellenic Management Association (ΕΕΔΕ)	Seminar on “IT Usage in Strategic Planning” - joint program of the Hellenic Management Association and the Research Center of AUEB [2011]
	Hellenic Retail Business Association	Seminar on “Electronic Customer Relationship Management” [2008]
	Hellenic Open University	Module: DEO 33 Marketing II [compulsory] – Business Administration Undergraduate Course, Social Science School [From Academic Year 2008-2009 to 2012-2013]

Table 11-35. Faculty mobility – Indicative recent activities (in Greece and abroad)

Faculty	Institution	Details of academic/research activity
Doukidis, Georgios	International Hellenic University, Thessaloniki	ICT Management course in the MSc in Information and Communication Technology Systems [Dec 2011]
	International Hellenic University, Thessaloniki	ICT Management course in the MSc in Information and Communication Technology Systems (with N. Pouloudi) (15 hours) [Dec 2012; Dec 2013]
	International Hellenic University, Thessaloniki	E-Commerce and E-Government in the MSc in Information and Communication Technology Systems (with K. Pramadari) [Jau 2011; Jan 2012; May 2013]
	University of Nicosia, Cyprus	Keynote speaker in workshops on Digital Entrepreneurship [2012, 2013]
Giaglis, George	Aarhus University, Dept. of Economics, Denmark	Visiting Professor Online Social Network Analytics Course [July-Aug 2013]
	International Hellenic University, Thessaloniki	Visiting Professor, MSc in Information and Communication Technology (ICT) Systems [2010-11; 2011-12]
	University of Cyprus	Visiting Professor, Master in Business Administration (MBA) [2008-2009; 2009-2010; 2010-2011]
	External PhD thesis examiner	Politecnico di Milano, February 2011; Brunel University, April 2012
Ioannou, George	Aristotle University of Thessaloniki, School of Mechanical Engineering	Invited talk
	Technical University of Crete, Department of Production Engineering and Management	Invited talk
	HAS Den Bosch University of Applied Sciences, Netherlands	Invited talk
Kritikos, Manolis	National and Kapodistrian University of Athens	Information Systems and Decision Making in Education [October 2011-January 2012],[October 2012-January 2013]
Lekakos, George	Fraunhofer Focus, Berlin, Germany	Invited talk on Interactive Advertising Models, Euroitv 2012 conference
	University of Tampere, Finland	Research Co-operation and visiting lectures (within the context of the European Project Enthroner), 2007
	University of Nicosia	External evaluator of the MBA program
	University of Cyprus	Visiting lecturer, Academic Year 2006-7
	External PhD thesis examiner	University of Brighton, 2010
Mourtos, Ioannis	External PhD thesis examiner	Katholieke Universiteit Leuven (KUL), June 2013
Pouloudi, Nancy	International Hellenic University, Thessaloniki, Greece	ICT Management course in the MSc in Information and Communication Technology Systems (with G. Doukidis) (15 hours) [Dec 2012; Dec 2013]
	EDHEC Business School, Lille, France	Two 1.30-hour guest lectures on Information Systems Security and Ethical Issues and on Global Information Systems Management in the Master in Management Grande Ecole program [Feb 2013]
	IAE de Tours, Université François-Rabelais, France	Research Seminar to PhD students on 'How to publish in English' [Jan-Feb 2011]
	External PhD thesis examiner	Democritus University of Thrace. Faculty of Engineering. Department of Production and Management Engineering, 2010; University of Bath, UK, 2009; De Montford University, UK, 2007
Poulymenakou, Angeliki	University of International Business and Economics (UIBE), Beijing, China	Keynote Speaker on Leveraging Young Entrepreneurship through Digital Innovation: Creating Opportunities in the context of the Hellenic Crisis [13 May 2013]
	London School of Economics, Department of Management, UK	Invited speaker on 'Qualitative Research in Information Systems in the Age of Big Data'. Information Systems and Innovation Group, Social Study of Information Technology – Open Research Forum (SSIT-ORF) [25 Apr 2013]

	London School of Economics, Department of Management, UK	Visiting Senior Fellow, Information Systems and Innovation Group [Feb 2009- Feb 2011]
	External PhD thesis examiner	University of Piraeus, 2010
Pramatari, Katerina	International Hellenic University, Thessaloniki	E-Commerce Systems and Protocols (with G. Doukidis) (15 hours) [May 21013; June 2013]
	CERN, Geneva, Switzerland	ATLAB annual meeting and EDUSAFE ITN project meeting [Feb 2013]
	EPFL, Lausanne, Switzerland	Plenary project meeting of the e-SAVE European research project, co-funded by the European Commission (FP7) [Oct 2012]
	Technical University Dortmund, Germany	Project meeting of the e-SAVE European research project, co-funded by the European Commission (FP7) [Sept 2012]
	Saarland University, Saarbrücken, Germany	Invited Talk on "Innovative Retail Services" in the course of the PhD Colloquium organized by the Innovative Retail Lab [Nov 2011]
	External PhD thesis examiner	Cambridge University, Centre for Distributed Automation and Control, Manufacturing and Management Division, Department of Engineering, UK, 2009
Prastacos, Gregory	Annual Meeting of UNICA Universities	Keynote Speaker, "Developing an Observatory for Operational Excellence of Universities", Paris, 6 November 2009
	Stevens Institute of Technology	Dean of the Wesley J. Howe School of Technology Management (2012-2013, while on leave from AUEB)
Soderquist, Eric	Higher Colleges of Technology, Dubai, UAE	Visiting Faculty (2012-2013, while on leave from AUEB)
Spinellis, Diomidis	Imperial College London. Department of Computing. LSDS – Large-Scale Distributed Systems Group.	Invited talk, Farewell to disks: Efficient processing of obstinate data. October 2011.
	Université Paris Diderot. IRILL – Center for Research and Innovation on Free Software. Paris, France.	Invited talk, Farewell to disks: Efficient processing of obstinate data. March 2011.
	Department of Informatics, Aristotle University of Thessaloniki Greece.	Farewell to disks: Efficient processing of obstinate data. Distinguished Lecturer Series "Leon the Mathematician". March 2011.
	University of Southern California. Department of Computer Science. Los Angeles, CA.	Invited talk, Beyond four kernels: A platform for software engineering research. June 2009.
	Universidad Rey Juan Carlos, Madrid, Spain, Departamento de Sistemas Telemáticos y Computación	Invited talk, Evaluating the quality of open source software. October 2008.
	Aristotle University of Thessaloniki, Department of Informatics.	Invited talk, The Antikythera Mechanism on the OLPC. June 2007.
Tarantilis, Christos	International Hellenic University, Thessaloniki	Operations Management course in the Executive MBA program (core) [2011]
	National Technical University of Athens, School of Chemical Engineering, Greece	Member of the PhD Committee
	International Hellenic University, Thessaloniki	Supply Chain Management course in the Executive MBA program (elective) [2009]
Voudouris, Irini	BSEC, Istanbul, Turkey	Invited Speaker on "Emerging out the economic crisis and strategies of entrepreneurship improvement and SME sector development in the Black Sea Economic Cooperation region: Greek national study". Workshop on entrepreneurship and SME development in the BSEC region in the time of emerging from the economic crisis [21-22 July 2011]
	FEFEDI Project (Tempus) (Part of the national strategy for high education reform in Algeria, Morocco and Tunisia)	Responsible for the Quality Control of the Master in Entrepreneurship and International Development in IHEC Sfax & IHEC Sousse, Tunisia [May 2012]; UM8M45, Guelma & LIDEE, Annaba, Algeria [Oct 2012]; UMV, Rabat & ESCA, Casablanca, Morocco [Nov 2012]
Vrechopoulos, Adam	National and Kapodistrian University of Athens	Member of a MSc Thesis Examination Committee – Faculty of Communication and Mass Media Studies [2009]

	University of Peloponnese	Member of a PhD Advisory and Examination Committee, Dept. of Computer Science & Technology [2006–12]
	Aristotle University of Thessaloniki	Member of a PhD Advisory Committee – Dept. of Journalism and Mass Media Communication [2013–today]
	University of Piraeus	Member of a PhD Examination Committee – Dept. of Business Administration [2012]
Zografos,	EPFL, Lausanne, Switzerland	Visiting Professorship [May–June 2012]
Konstantinos	Lancaster University, UK	Chair Professor, Department of Management Science [2012–2013, while on leave from AUEB]

Table 11-36. Visiting Faculty and Guest Speakers in the MBA International Program

Speaker	Academic/ Industry	Institution	Country	Details of academic/research activity
Adamopoulos Nikos	I	Logistics Supervisor - <i>Visit to plaisio</i>	Greece	Guest Speaker for the course Operations Management
Adrianopoulos Stamatis	I	Executive Consultant- Planning SA	Greece	Guest Speaker for the course Financial Markets & the Economy
Andreas Constantinou	I	Director & Founder, VisionMobile Ltd.	Greece	Visiting Professor for the course Entrepreneurship and Business Development, core course and for the course Developing and Financing a New Venture, elective course
Aravani Eleni	I	Consumer Research manager- Creta Farm S.A	Greece	Guest Speaker for the course Consumer Behavior
Arun Kumar Jain	A	Professor of Strategic Management, Indian Institute of Management	India	Visiting Professor for the course Business Strategy, core course
Balaska Alik	A	Professor	Greece	Visiting Professor for the course Greek Language and Culture for the International students
Beck Martha	A	Professor of Philosophy- University of Lyon	USA	Guest Speaker for the course Entrepreneurship & Business Planning
Carayannis Elias G.	A	Professor of Science, Technology, Innovation and Entrepreneurship at George Washington University	USA	Visiting Professor for the course Frontline of Business and Management, elective course
Chatziioanidis, I.	A	Lecturer of Mathematical Finance, Sir John Cass Business School, City University	UK	Visiting Professor for the course Fixed Income Portfolio, elective course
Chionis Dionysios	A	Professor of Economics at Democritus University of Thrace	Greece	Guest Speaker for the course Financial Markets & the Economy
Clark Bruce		Author of the book "Twice a Stranger"	Ireland	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Dale Adrian	I	Managing Partner Creatifica Associates Limited	UK	Visiting Professor for the course Knowledge Management, elective course
David Samuel	I	Group Treasurer at Marfin Investment Group	Greece	Guest Speaker for the course Financial Markets & the Economy
Evdemon Artemis	I	Start-Up Entrepreneur in Turkey	Turkey	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Georgalou Maria	I	Group CFO, Vivartia Group	Greece	Guest Speaker for the course Establishing & Sustaining Effective Managerial Interaction
Giannikos Christos	A	Professor of Finance Economics & Finance, the Bert Wasserman Department of Economics and Finance, Zicklin School of Business, Baruch College and at the Economics Department, Graduate Center, The City University of New York,	USA	Visiting Professor for the course Financial Management, core course and for the course The Econometrics of Financial Markets, elective course
Helen Chanut Musikas	A	Affiliate Professor at HEC Paris	France	Visiting Professor for the course Personal Skills Development, course
James Pappas	A	Associate Professor in Oklahoma State University, USA	USA	Visiting Professor for the course Business Strategy, core course
Kamtsios Chris	I	Dragon Capital Kiev	Russia	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region

Karagiannis Thanassis	I	Associate, RREEF/DB	Greece	Guest Speaker for the course Corporate Finance
Kataras Konstantinos		Writer		Guest Speaker for the course Business Ethics and corporate Governance
Komoundouros Markos	I	Corporate Finance Advisor, Vector Partners	Greece	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Kostika Eleftheria	I	Senior Trader, Bank of Greece	Greece	Guest Speaker for the course Corporate Finance
Koukouli Anna	I	Client Service Director- MRB Hellas	Greece	Guest Speaker for the course Consumer Behavior
Kumar K.	A	Professor in India Institute of Management	India	Visiting Professor for the course Corporate Entrepreneurship and Venturing, elective course
Kypreos Tony	I	Springboard Incubators		Guest Speaker for the course Entrepreneurship & Business Planning
Levis Salvator	I	Principal 7L Capital Partners	Greece	Guest Speaker for the course Establishing & Sustaining Effective Managerial Interaction
Levis Salvator	I	Principal 7L Capital Partners	Greece	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region
Lipovats Anatonis	I	Manager / Entrepreneur, Pharmaceuticals		Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Mahajan Seema,	A	Associate Dean of Entrepreneurship and Family Business and Associate Professor of Marketing at the Narsee Monjee Institute of Management Studies (NMIMS), Mumbai	India	Visiting Professor for the course Doing Business in India, elective course
Maros Konstantinos	I	CEO Positive Energy	Greece	Guest Speaker for the course Personal Skills Development
Mashitsev Yuri	I	Russia Partners Moscow	Russia	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region
Mathios George	I	CEO, DIGEA S.A	Greece	Guest Speaker for the course Consumer Behavior
Mayacos Haridimos	I	Start-Up Entrepreneur in Turkey	Turkey	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Mertzanis Charilaos	I	Capital Market Commission	Greece	Guest Speaker for the course Business Ethics and corporate Governance
Millas Iraklis		Author of the book “Dos & Don’ts”	Greece	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Mourdoukoutas Panos	A	Professor of Economics, Long Island University	USA	Visiting Professor for the course Business Management in Diverse International Environments, elective course and for the course International Management and Negotiations
Mylonas Pavlos	I	Chief Economist, National Bank of Greece	Greece	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Nanopoulos Constantinos	A	Ecole de Management Strasbourg	France	Visiting Professor for the course Strategic Decision Making, elective course
Nassar Claude	A	Euromed Marseille Ecole de management	France	Visiting Professor for the course International Negotiations and International Management and Negotiations, elective course
Nirianakis Kostas	I	Emporiki Bank	Greece	Guest Speaker for the course Futures Options & Other Derivatives
Palandjian Onic	I	Director at Capital Connect Ventures	Greece	Guest Speaker for the course Entrepreneurial Journey
Palandjian Onic	I	Director at Capital Connect Ventures	Greece	Guest Speaker for the course Developing a Successful Business Plan

Papadopoulos Giannis	I	CEO, Attica Ventures	Greece	Guest Speaker for the course Corporate Finance
Papagerogantas G.			Greece	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region
Papazoglou E.			Greece	Visiting Professor for the course Skills for Governance and Public Citizenship, elective course
Pehlivanidis Yiannis	I	Deputy CEO, Bank of Cyprus	Cyprus	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Petmezas Thanassis	I	General Manager- Cosmo one Hellas Market Site	Greece	Guest Speaker for the courses Information Systems Management and e-Commerce
Petropoulos Costas	I	Chairman of the Board, "Petros Petropoulos AEBE"	Greece	Guest Speaker for the course Establishing & Sustaining Effective Managerial Interaction
Psychogios Dimitris	A	Lecturer, University of Piraeus	Greece	Visiting Professor for the course Futures Options and other Derivatives & Project Finance, elective courses of the Program
Psychoyios George	I	CFO, Prime Ship Management	Greece	Guest Speaker for the course Corporate Finance
Rakesh Singh	I	Director of Durgadevi Saraf Institute of Management Studies, Mumbai	India	Visiting Professor for the course Geopolitics & Business, elective course
Sarayli Murat	I	Chairman, EcoCement / Entrepreneur	Turkey	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Schwarz Thomas	A	Professor of Entrepreneurship Seidman College of Business Grand Valley State University	USA	Visiting Professor for the course Entrepreneurial Journey, elective course
Rai Sh. Kumar	A	Assistant Professor at MDI Institute	India	Visiting Professor for the course Corporate Finance, core course and for the course Developing and Financing a new Venture, elective course
Sikiaridis Simos	I	Sikiaridis Entrepreneurial Applications CROSSACT E.E	USA	Visiting Professor for the course Investing across cultures: The Case of Eastern Mediterranean, elective course
Simcha Ronen	A	Professor Emeritus of International Management and Organizational Psychology at New York University	USA	Visiting Professor for the course Organizational Behaviour and HRM, core course
Škero Vladimir	I	Regional Project Director, NAFTA, Attradius	USA	Guest Speaker for the course Corporate Finance
Smyrnioudis George	I	Partner, E&Y	Greece	Guest Speaker for the course Project Finance
Stathopoulos Nikolaos	I	Senior Partners at BC Partners	Greece	Visiting Professor for the course Financing an Entrepreneurial Venture, elective course
Syriopoulos Theodoros	A	Assistant Professor of Finance, University of the Aegean	Greece	Visiting Professor for the course Mergers and Acquisitions, elective course
Themeli Eleftheria	I	P&G	Greece	Guest Speaker for the course Consumer Behavior
Tsigos Dimitris		Virtual Trip	Greece	Guest Speaker for the course Developing a Successful Business Plan
Tzeis Makis	I	Country Manager	Greece	Guest Speaker for the course Corporate Finance
Vergotis G	I	Plori Capital Bucharest	Hungary	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region
Vidakis Antonis	I	CFA, Manager, E&Y	Greece	Guest Speaker for the course Corporate Finance
Vlachoutsikos Charalampos	A/I	Managing Director, Television Enterprises SA	Greece	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean

Vlachoutsikos, Charalambos	A/I	Special Advisor at the Hellenic Foundation for European and Foreign Policy and Senior Fellow at the International Center for Black Sea Studies	Greece	Visiting Professor for the course Establishing & Sustaining Effective Managerial Interaction, elective course
Vonortas Nikolaos	A	Professor of Economics, George Washington University	USA	Visiting Professor for the course Strategic Business Partnerships, elective course
Voudouroglou, Xenophon	I	Business Consultant operating in the Balkans and the Black Sea region	Greece	Visiting Professor for the course Doing Business in the Balkans and the Black Sea Region, elective course
Vourloumis Panagis	I	former Chairman & CEO of Hellenic Telecommunications Organization SA	Greece	Guest Speaker for the course Establishing & Sustaining Effective Managerial Interaction
Vozikis Georgios	A	Professor of Management, California State University at Fresno	USA	Visiting Professor for the course Establishing & Sustaining Effective Managerial Interaction, elective course
Wooler Ian	I	Knowledge Management Consultant and MBTI® Practitioner	UK	Visiting Professor for the course Knowledge Management, elective course
Wright Richard	A	Chair Professor of International Business at University of Virginia	USA	Visiting Professor for the course International Business, core course
Yotov Peter	I	Eurobank Bulgaria Sofia	Bulgaria	Guest Speaker for the course Doing Business in Balkans and the Black Sea Region
Zeritis Panos	I	Chairman, Thrace Paper Mill Group	Greece	Guest Speaker for the course Investing Across Cultures: the case of Eastern Mediterranean
Ziamou Lila	A	Associate Professor of Marketing, Department of Marketing, Zicklin School of Business, Baruch College, The City University of New York	USA	Visiting Professor for the course Frontline of Business and Management, elective course
Zyglidopoulos Stylianos	A	Lecturer at University of Cambridge	UK	Visiting Professor for the course Business Ethics and Corporate Governance, core course

Table 11-37. Hellenic universities' faculty serving as PhD examiners in DMST (2007-2013)

Faculty	Institution	Faculty (continued)	Institution
Adamidis, Emmanuel	University of Patras	Loukis, Evripidis	University of the Aegean
Asteriou, Dimitrios	Hellenic Open University	Manthou, Vassiliki	University of Macedonia
Bochoris, Georgios	University of Piraeus	Martakos, Drakoulis	University of Athens
Botsaris, Charalambos (*)	University of Central Greece	Meimaris, Michalis	University of Athens
Brisimis, Sofoklis	University of Piraeus	Mentzas, Grigorios	National Technical University of Athens
Darzentas, Ioannis	University of Aegean	Michiotis, Athanasios	Hellenic Open University
Dotsis, Georgios	University of Athens	Minis, Ioannis	University of the Aegean
Emiris, Dimitrios	University of Piraeus	Mikros, Georgios	University of Athens
Fotakis, Dimitrios	National Technical University of Athens	Nikitatos, Nikitas	University of the Aegean
Georgiadis, Panagiotis	University of Athens	Nikolaou, Christos	University of Crete
Georgopoulos, Nikolaos	University of Piraeus	Oikonomou, Giorgios	University of Piraeus
Gkiokas, Dimitrios	University of Athens	Papadopoulos, Chrisoleon	Aristotle University of Thessaloniki
Gouskos, Dimitrios	University of Athens	Paraskeva, Foteini	University of Piraeus
Gritzalis, Stefanos	University of the Aegean	Pavlopoulos, Vasilis	University of Athens
Haritos, Dimitrios	University of Athens	Profillidis, Vasilios	Democritus University of Thrace
Hatzigeorgiou, Alexandros	University of Macedonia	Psaraftis, Harilaos	National Technical University of Athens
Hytiris, Leonidas	University of Piraeus	Psarras, John	National Technical University of Athens
Housos, Efthymios	University of Patras	Psychogios, Dimitris	University of Piraeus
Ioannidis, Stavros	Panteion University	Sari, Aikaterini	University of Western Macedonia
Kainourgios, Dimitrios	University of Athens	Sellis, Timoleon	National Technical University of Athens
Kalogirou, Ioannis	National Technical University of Athens	Sfikopoulos, Thomas	University of Athens
Karlaftis, Matthew	National Technical University of Athens	Siskos, Yiannis (*)	University of Piraeus
Katsikas, Socratis	University of Piraeus (University of the Aegean)	Souliotis, Kyriakos	University of the Peloponnese
Kefis, Vasilios	Panteion University	Stamelos, Ioannis (*)	Aristotle University of Thessaloniki
Kottaridi, Constantina	University of the Peloponnese	Syriopoulos, Constantinos	University of Patras
Kozyris, Nektarios	National Technical University of Athens	Tarampanis, Constantinos	University of Macedonia
Kyriazis, Dimitrios	University of Piraeus	Tatsiopoulos, Ilias	National Technical University of Athens
Kyrtsis, Alexandros-Andreas	University of Athens	Vassilakopoulos, Georgios	University of Piraeus
Lagodimos, Thanos	University of Piraeus	Vlachopoulou, Maro	University of Macedonia
Laios, Lambros	University of Piraeus	Vlamos, Panagiotis	Ionian University

Table 11-38. Indicative DMST student mobility beyond the Erasmus/LLP program

Student/ Study program	Institution	Details
PhD Students		
Maria Kehagia, PhD Candidate, ISTLab/SENSE	TU Delft, Electrical Engineering, Mathematics and Computer Sciences, Software and Computer Technology Department, The Netherlands	One week research visit and seminar on PhD work [May 2012]
Efpraxia Zamani, PhD Candidate, ISTLab/WRC	Aarhus University, Department of Economics, Denmark	Visiting Instructor Online Social Network Analytics Course [July-Aug 2013]
Eleni Zampou, PhD Candidate, ELTRUN	University of Lichtenstein	Research visit with Dr. Stefan Seidel [25-26/10/2012]
Graduate students		
2 students, MBA International	National University of Singapore, Singapore	Exchange program (18/06/2012-28/07/2012)
2 students, MBA International	ENPC, France	Exchange program (April-May 2012)
2 students, MBA International	National University of Singapore	Exchange program (9/5/2011-18/6/2011)
1 of the MBA International program	Politecnico di Milano, Italy	Exchange program (9/5/2011-18/6/2011)
4 students, MBA International	Peking University (Guanghua School of Management), China	Exchange program (2007-2008)
26 students, MBA International	University of International Business and Economics (UIBE) & Sias International University, China	Study trip to China (30/5-9/6/2009)
41 students, MBA International	NMIMS University & MDI, India	Study trip to India (14-22/2/2010)
30 students, MBA International	University of International Business and Economics (UIBE) & Fudan University, China	Study trip to China (19-28/6/2011)
Undergraduate students		
3 undergraduate students	University of California, Berkeley; Stanford University	Selected for Participation in seminars in the context of Y-Educational Trip 2013, following a national competition among economics, business and technology students (http://www.corallia.org/el/events-and-news/press-releases/965-education-trip-2013-.html)

Table 11-39. Indicative Incoming student mobility beyond the Erasmus/LLP program

Student	Institution	Details
Giannikas, Vaggelis, PhD candidate	University of Cambridge	Research Seminar on 'Product Intelligence in Industrial Control: Theory and Practice' invited by the ELTRUN Research Group
2 Graduate Students	NMIMS, India	Attended the Special Entrepreneurship Program (SEP) offered by the MBA International program (May-July 2010)
20 graduate students	Johnson Graduate School of Management, Cornell University	Visit at the MBA International Program in the context of their Study trip to Balkans (2010)
1 Graduate Student	Fudan University (Shanghai), China	MBA International's Exchange Program (2008-2009)
6 Graduate Students	NMIMS, India	Attended the Special Entrepreneurship Program (SEP) offered by the MBA International program (January-March 2008)
3 Graduate Students	EOI, Madrid, Spain	MBA International's Exchange Program (2007-2008)
2 Graduate Students	Peking University (Guanghua School of Management), China	MBA International's Exchange Program (2007-2008)
1 Graduate Student	Kasetsart university (Bangkok), Thailand	MBA International's Exchange Program (2007-2008)
7 undergraduate students (led by Prof Jinseog Yu)	Sookmyung Women's University, Department of Political Science & International Relations, Korea	Presentation on "The financial crisis in Korea in 1997-1998 and the current crisis in Greece" to MBA International Students, 2.7.2012

Table 11-40 Indicative research dissemination activities in DMST

Faculty	Institution/Publication/Event	Details
Chatziantoniou D.	Big Data & Business Analytics Workshop, Athens, April 2013	One-day workshop on various topics of Big Data: Systems, Text Analytics, Predictive Analytics, Data Mining. Invited talks by Oracle, SAS, SAP, IBM and specialists on health analytics, public-sector analytics, speech analytics, etc.
Doukidis G.	ELTRUN Research lab	(a) Annual ELTRUN “e-Commerce in Greece” survey. (b) Annual “Social Media in Greece” survey. (c) Annual conference on “e-Business and Internet Innovation” organised in collaboration with the Hellenic Management Association. (d) Annual conference on “Sales Strategy and Management” organised in collaboration with the Association of Greek Sales Executives. Results announced via www.eltrun.gr , an electronic newsletter, press articles, and media interviews.
Giaglis G.	WiINNOVATE Project (a) Open Day, 29 February 2012, AUEB (b) Wireless Innovation MED Conference, 27 April 2012, Athens	Presentation of the WiINNOVATE results, an R&D project co-financed by the European Regional Development Fund (ERDF) that aimed at measuring role of mobile/wireless technologies in strengthening the innovation capacity of regional authorities in the Mediterranean area.
	3rd INFOCOM Apps Conference, Athens, 6 February 2013	Invited keynote speaker: “20 years of mobile telephony, 20 years of development and evolution”
	Digital Trends 2012 Conference, Athens, 14 December 2012	Invited keynote speaker: “The future of mobile internet”
	1st General Meeting of the Hellenic Association of Mobile Application Developers Cluster (HAMAC), Athens 7 April, 2013	Invited panel speaker: “The potential of mobile applications market in Greece and Europe”
	Steering Committee of the Hellenic Mobile Cluster	Elected as the academia representative in the Steering Committee of the Hellenic Mobile Applications Development Enterprise Cluster
Ioannou G.	www.skai.gr , 2/12/2010	Η ασυνέχεια, η αυτογνωσία & η επιστροφή στα βασικά
Lekakos G.	Interview in “e-life” show, Flash 96.0 Radio, September 2011	“The future of e-payments in Greece”
	2nd E-business World Conference, June 2013	Invited Speaker: “Greek online consumers and e-shops survey”
	7th E-business forum, 2011	Invited speaker: “E-banking services in Greece”
	13th Infocom, Athens, 2011	Invited speaker: “Digital Interactive Television: opportunities and challenges”
	Athens Digital Week, Talk Zone, October 2010	Invited Speaker: “Digital Interactive Television Services”
Pramatari K.	Carbon Footprint Monitoring in the Supply Chain Conference, Brussels, 15 May 2013	Co-organiser and Program chair in the capacity of scientific coordinator of the e-SAVE research project in collaboration with the COFRET research project
	Co-organizer of a joint industry-academia workshop, 2013	“Carbon Footprint Monitoring in the Supply Chain”. Workshop panel speakers included among others, Luca Ruini, Health-Safety-Environment & Energy Director, Barilla S.A., and Dr Klaus Hufschlag, Vice President Carbon Accounting & Controlling, Deutsche Post DHL.

	INFOCOM Green ICT Conference, April 2013	Invited presentation: "Energy Efficiency in the Supply Chain through Collaboration and Advanced Decision Support "
	16th Panellenic Logistics Conference, November 2012	Invited presentation: "Carbon Footprint Monitoring in the Supply Chain"
	ECR Europe Conference, Session "Environmental Sustainability", May 2012	Invited session organizer. The ECR Europe Conference is attended by top executives from the Fast Moving Consumer Goods and Retail Industry
	ECR Europe Conference, May 2012	Presentation of research results on joint industry-academia project on "Shopper Journey: Transforming the in-store shopping experience through advanced analytics and supplier-retailer collaboration"
	Supply Chain Innovation and RFID Technology Workshop, October 2011	Program chair, <i>ex officio</i> as member of the management board of RFID in Europe
	RFID in Europe Conference, Prague, February 2011	"European Survey results on RFID technology adoption"
	ECR Hellas Conference, June 2009	Invited Talk on "RFID Technology in the Supply Chain"
	Member of the Management Board of the RFID in Europe organization, 2009	A joint industry-academia forum to support and promote the adoption of RFID technology in Europe
	Annual RFID in Europe Conferences, Prague 2011, Leuven 2012, London 2013 (jointly with RFID Journal Conference)	Conference Series co-organiser
	Member of the Management Board of ECR Hellas (2009-now)	ECR (Efficient Consumer Response) is an international organization promoting collaboration between retailers and suppliers and best practices in the demand and supply areas of the fast moving consumer goods and retail sectors
	ECR Hellas Conferences in 2011, 2013	Member of the Conference Organising Committee
	ECR Hellas 2009 Conference	Invited Talk on "RFID Technology in the Supply Chain"
	Executive Seminars on Advanced e-Commerce Techniques and Technologies (2012-2013)	Co-organizer (with Prof. Doukidis). This seminar series brings together leading industry experts in advanced e-commerce topics such as online promotion, search engine optimisation, social media management, legal issues in e-commerce, business analytics, etc.
Tarantilis C.	Computational Methods in Management Science Workshop, Athens, June 2008	Applications Stream Chair
	Meritocracy and Performance Evaluation in Organizations and Public Sector Workshop, Hellenic National Youth Council, January 2008	Keynote speaker
Voudouri I.	EURAM 2013: Democratising Management, 26-29 June, Istanbul.	Presentation on "Effects of environmental management systems on green product innovation: The role of green absorptive capacity and stakeholder integration",
	GRONEN Research Conference: "Corporate Sustainability – Off to Pastures New or Back to the Roots?", 26-29 June 2012, France.	Presentation on "Environmental management practices and environmental innovations: Examining the role of "green" absorptive capacity and stakeholder integration capabilities"
	British Academy of Management Conference, 11-13 September 2012, Cardiff University, U.K.	Presentation on "The individual and complementary effects of market knowledge and technological knowledge networks on corporate entrepreneurship",
	IFSAM, 26-29 June 2012, University of Limerick, Ireland.	Presentation on "Do effectuation processes shape the performance output of product diversification in new ventures?"

	BCERC, June 2011, New York USA.	Presentation on “The impact of networks on corporate entrepreneurship: Lost in the Structural Holes”
	BCERC, June 2010, Lausanne, Switzerland.	Presentations on “Labour flexibility and new ventures’ innovation” and “The relationship between innovation and diversification in the case of new ventures: Unidirectional or bidirectional?”
	DIME – AEGIS – LIEE / NTUA Athens 2010 Conference: “The emergence and growth of knowledge Intensive Entrepreneurship in a comparative perspective. Studying various aspects in different contexts”, April 29-30, Athens, Greece.	Presentation on “The Impact of Technological Capability, Entrepreneurial Locus of Control and Political Competence on New Venture Innovation”
	RENT XXIII, Research in Entrepreneurship and Small Business, 19-20 November 2009, Budapest, Hungary.	Presentation on “Effects of functional and numerical flexibility on new ventures innovation”,
	2009 Academy of Management Conference, 9-10 August, Chicago, USA.	Presentation on “Evolving environmental responsiveness. A longitudinal study of corporate environmental strategy”,
	Invited paper in A. Szabó “Emerging entrepreneurship and SME policy development in BSEC after the economic crisis (2012), Konrad-Adenauer-Stiftung, Turkey, pp. 198-216.	Voudouris I. and Deligianni I., “Emerging entrepreneurship and SME policy development in Greece after the economic crisis”
	Workshop on Entrepreneurship and SME Development in the BSEC region in the time of emerging from the economic crisis, BSEC, Istanbul, 21-22 July 2011.	Invited presentation “Emerging out the economic crisis and strategies of entrepreneurship improvement and SME sector development in the Black Sea Economic Cooperation region: Greek national study”
Vrechopoulos A.	Unit of Innovation and Entrepreneurship of the Athens University of Economics and Business, Invited contribution, (2012)	Case study & Business Plan development for Educational purposes
	E-BUSINESS Forum, a joint initiative of Hellenic Ministry of Finance – Information Society Program & Ministry of Development – General Secretariat for Industry and GRNET (2007-2008)	Coordinator of the working group on “Customer Relationship Management through the Use of Information Systems”.
	“Innovation in Information Systems and Electronic Business” – Athens University of Economics and Business, Department of Management Science and Technology. Event in the context of the “EPEAEK Program – Supporting Information Systems Studies”, June 27, 2008	Invited Presentation “Information and Communication Technologies and Digital Marketing: Current and Emerging Research Approaches”
	Special Issue of ELTRUN Lab’s HERMES Newsletter (forthcoming, September 2013)	“Report of the E-volution Awards 2013” (with Doukidis, G. and Lekakos, G.)
	ELTRUN Lab’s HERMES Newsletter Issue 57, August – September 2009	"Virtual Reality Retailing Store Atmosphere Configuration: Initial Results, Research Challenges and Business Opportunities" (with Krasonikolakis, I.)
	ELTRUN Lab’s HERMES Newsletter, Issue No. 49, March – April 2008	“Electronic Customer Relationship Management (eCRM)” (with Kevork, E.)

Table 11-41 Funded Research Projects in DMST – a selective list

20 years of Mobile Telephony in Greece, (private funding), Giaglis G. , (GR)
A Study On The Impact Of Customer Focused Strategies On Financial Performance In The Greek Banking Sector, Ioannou G. , (GR)
Algorithmic and structural aspects of stable matching problems, 2013-2014, Greece-Slovakia Joint Research Projects, Mourtos I. , (GR)
Analyzing And Evaluating The Impact On Innovation Of Publicity Funded Research Programs (Lot 1 - Evaluation Of The Impact Of Projects Of Community FP5 and FP6), Prastacos G.& Spanos Y. , (EU)
Antecedents And Consequences Of Shopper-Store Emotional Attachment: The Moderating Role Of Style Attachments, Vrechopoulos A. (GR)
Collaborative optimization methods for vehicle routing and scheduling problems with product returns, (GR)
Connect & Construct: Building Value Through IT, Androutsopoulos I. , (EU)
Consumer & Shopper Journey: Transforming the Shopping Experience through Advanced Analytics and Supplier-Retailer Collaboration, Joint Industry-Academia project, Efficient Consumer Response (ECR) Consortium Pramatari K.
Consumer Behaviour In Location Based Mobile Services for Entertainment, Vrechopoulos A. (GR)
Cost- Benefit Assessment of Interoperability: the Case of eGovernment Services, Pramatari K. ,(GR)
DEBATE - Development Of The European Business Advisor Training And Exchange, Lioukas S. , (EU)
Development of Template Business Plan and Case Study on Digital Marketing Vrechopoulos A. , (GR)
Document management system through RFID (ΣΕΛΙΔΑ), Mourtos I. , (GR)
DOMINO: Dynamic Organizational Management For Inter-Firm Network Orchestrations, Poulymenakou A. , (EU)
Dynamic Pricing for Perishable Products, Unilever Research Fund, Pramatari K.
EERNV-Energy Efficiency of Road Networks and Vehicles: Measurement, Pricing, Regional and Environmental Effects, Mourtos I. , (GR)
e-Classify – An Intellectual Capital Management System based on the automatic classification of enterprise content, Poulymenakou A. (GR)
Effects Of Functional And Numerical Flexibility On New Ventures Innovation, Voudouri I.
Elevate – An workplace eLearning platform and management system combining knowledge management and web usage mining techniques, Poulymenakou A. (GR)
Embedding Technology in Teaching and Learning in K-18 education: A study based on the innovation capacity of teachers and students (private funding) Poulymenakou A. , (GR)
Emotional Bond of Consumers with Retail Chains and Effects on Financial Performance Metrics, International Commerce Institute (ICI) Vrechopoulos A.
Energy -Aware Enterprise Systems For Low - Carbon Intelligent Operations –ARTISAN, Mourtos I. , (EU)
Enhancing Intermodality Of Content, Personalised Information And Functionality Of WISETRIP Network Of Journey Planning Engines (Enhanced WISETRIP), Zografos K. (EU)
e-SAVE: Energy Efficiency in the Supply Chain through Collaboration, Advanced Decision Support and Automatic Sensing, Pramatari K. , (EU)
Exploring the capabilities of Virtual Worlds in Higher Education: The Exploitation of Collective Imagination on the Development of Learning, Creativity and Innovation Skills, Poulymenakou A. (GR)
FEFEDI, “Filière d’Expertise maghrébine de Formation en Entrepreneuriat et en Développement International”, FEFEDI, Tempus IV, Commission Européenne, Voudouri I. , (EU)
From Graph Theory to Matroids: Algorithms and Applications, Mourtos I. , (GR)
GUIDE: Government User Identity for Europe - Creating a European Standard for Interoperable and Secure Identity Management Architecture for E-government, Pouloudi N. , (EU)
Information Quality Assessment of Object Tracking Systems, Pramatari K. , (GR)
Innovative Services in a Common Airport Environment, Pramatari K. , (GR)
Innovation in Small and Medium Enterprises, IME – ΓΣΕΒΕΕ, Voudouri I. , (GR)
Investigating the Role of Social Information Systems and Technology Contact on Consumer Experience, Pramatari K. , (GR)
Investigating Electronic Servicescape Effects on Consumer Behaviour in the E-Banking Sector: A Customer Relationship Management Approach, Vrechopoulos A. (GR)
IST Framework Program Evaluation and Monitoring, Soderquist K.-E. & Spanos Y. , (EU)

Improving Retail Shoppability through Shopper Insights and Innovative Display Strategies, Joint Industry-Academia Project Pramatari K.
Mediterranean Wireless Innovation – WiNNOVATE, Giaglis G. , (EU)
Mobile Augmented Reality Applications - Design Challenges and User Adoption (MARA), Giaglis G. , (GR)
Mobile Data Services Adoption: Antecedents of Intention to Adopt and Actual Behavior, Giaglis G. , (GR)
MODEL - Multimedia based Open and Dynamic Executives' Learning, Doukidis G. & Poulymenakou A. (EU)
Performance of technology adoption: The impact of technological capabilities and managerial socio-cognitive capacities, Voudouri I. , (GR)
Personalized Multimedia Information Guide at the Museum of Cycladic Art, Giaglis G. , (GR)
Persuasive systems for Digital Behavior Intervention and change, Lekakos G. , (GR)
Planning and scheduling of public transit operations for Trolley Bus In Athens - Piraeus Area, Tarantilis C. , (GR)
Positive Psychological Contract During Recession: Utopia Or Reality?, Nikolaou I. , (EU)
RACE NETWORK RFID: Raising Awareness And Competitiveness on RFID In Europe, Pramatari K. , (EU)
Re-engineering of the General Secretariat for Information Systems services, Doukidis G. & Lekakos G. , (GR)
Resilient Survivors In The Aftermath Of Psychological Contract Violation After Disruptive Organizational Changes, Nikolaou I. , (EU)
RF-Cure Technological Advanced Hospital by Using RFID Technology (2012-2014), Pramatari K. , (GR)
Risk Management and Trading Markets, Refenes A. , (GR)
SERAMIS: Sensor-Enabled Real-World Awareness for Management Information Systems (2013-2015), Pramatari K. , (EU)
Simulating and evaluating the deployment of RFID in supply chain operations (International Collaboration with the Massachusetts Institute of Technology), Doukidis G. , (GR)
SMART- Intelligent Integration Of Supply Chain Processes And Consumer Services Based On Unique Product Identification In A Network Business, Doukidis G. , (EU)
SocioMine – Exploring Herding Behavior and Asymptotic Learning in Electronic Social Media, Giaglis G. , (GR)
SPEKS: Creating Value Through Change: Anthropocentric Approach Bringing Together Social Partners, Enterprises and Knowledge Providers, Pouloudi N. , (EU)
SQO-OSS: Source Quality Observatory For Open Source Software, Spinellis D. , (EU)
STEREO - Software research platform on software quality and engineering, Spinellis D. , (EU)
Study on the Effects of Managed Print Services on Organisations, (private funding), Giaglis G. , (GR)
Study on the Impact of Mobile Telephony in Greece, (private funding), Giaglis G. , (GR)
Study on the Impact of Taxation on the use of Mobile Telecommunications in Greece, (private funding), Giaglis G. , (GR)
Re-engineering of Central Administration of Hellenic Ministry of Health, Bourantas D. , (GR)
Supporting Platform For Airport Decision-Making And Efficiency Analysis Phase 2 (SPADE 2), Zografos K.
Synthesis and Delivery of interoperable services to SMEs (PLUGIN), Lekakos G. , (GR)
The Mobile Telecommunications Sector in the new “Environment” - The role of universal service for broadband access and its financing: a fact based contribution to the debate in the European Union, (private funding), Giaglis G. , (EU/GR)
TRACER – Tracking Vulnerabilities and Improving the security of Legacy Systems and Applications on the Internet, Spinellis D. , (GR)
TrainSEE – Skills Profile based Human Resource Development through e-Training in Information Technologies in South Eastern Europe, Poulymenakou A. (EU)
Utilizing RFID technology and the Internet to support supply chain management and consumer marketing in a collaborative context, Doukidis G. , (GR)

Table 11-42 DMST Faculty Scientific Publications

	A	B	C	D	E	F	G	H	I
2012	6	41	8	24	1	4	14	10	3
2011	4	43	6	32	2	11	5	7	2
2010	3	33	11	26	1	16	10	4	3
2009	4	56	6	51	0	14	10	4	1
2008	5	65	6	45	1	10	11	6	2
2007	5	51	9	44	5	21	11	19	0
2006	7	21	12	65	11	11	16	23	3
2005	8	32	11	52	11	8	13	22	1
2004	7	61	0	31	1	10	12	26	2
2003	5	39	8	34	1	5	13	17	1
Total	54	442	77	404	34	110	115	138	18

Legend:

A Books

B Journal articles

C Non-referred journal articles

D Refereed-conference papers

E Non-refereed-conference papers

F Book chapters

G Other works

H Presentations to refereed conferences that don't publish proceedings

I Presentations to non-refereed conferences that don't publish proceedings

Table 11-43 Recognition of DMST Faculty scientific work

	A	B	C	D	E	F	G	H	I
2012	819	44	0	8	25	8	52	45	0
2011	885	45	0	9	26	7	53	41	0
2010	940	32	0	13	23	3	47	34	1
2009	745	40	0	8	30	3	45	33	0
2008	636	44	0	8	28	3	41	21	0
2007	748	7	4	6	26	3	28	12	0
2006	636	3	7	4	20	3	22	18	0
2005	638	1	4	6	23	3	17	12	1
2004	397	2	7	5	18	2	14	13	0
2003	293	1	6	2	16	2	9	17	0
Total	6737	219	28	69	235	n/a	n/a	246	2

Legend:

A Citations

B Other references

C Book reviews

D Member of Greek conference program committees

E Member of international conference program committees

F Member of Greek journal editorial boards

G Member of international journal editorial boards

H Invited talks

I Patents

Table 11-44 DMST Faculty in Editorial positions

Faculty	Membership in Editorial Boards (2007-13)
Doukidis G.	Business Process Management Journal
	European Journal of Information Systems
	International Journal of Information Systems and eBusiness Management
	International Journal of Mobile Communication
	Journal of Decision Systems
	Journal of Strategic Information Systems
Giaglis G.	Supply Chain Management: An International Journal (Guest Editor, 2007)
	Business Process Management Journal
	International Journal of Information Technology and Web Engineering
	International Journal of Information Technology Education
	International Journal of Mobile Communications
	International Journal of Simulation and Process Modelling
Ioannou G.	Journal of Enterprise Information Management
	Telecommunications Policy
Kritikos M.	Production Planning and Control
	Αστρολάβος
	Αστρολάβος (Director and Chairman of Editorial Board)
	Ευκλείδης Α (Director)
	Ευκλείδης Β (Director)
	Ευκλείδης Γ (Director)
Lekakos G.	Μαθηματική Επιθεώρηση (Director)
	Μικρός Ευκλείδης (Director)
Lekakos G.	Open Ergonomics Journal
	Open Systemics and Cybernetics Journal
Nikolaou I.	Employee Relations
	International Journal of Selection & Assessment
	Journal of Managerial Psychology
	Journal of Personnel Psychology
	Leadership & Organization Development Journal
Pouloudi N.	Review of Work and Organizational Psychology-Revista de Psicología del Trabajo y las Organizaciones (Consulting Editor)
	European Journal of IS
	Health Policy and Technology
	Information and Management
	International Journal of Knowledge and Learning
Poulymenakou A.	IT and People
	Journal of Information, Communication and Ethics in Society
	European Journal of IS (guest editor 2012)
	Information and Management
Prastacos G.	IT and People
	Journal of Strategic Information Systems
	American Journal of Operational Research, Member of Editorial Board, 2011 -
	European Journal of International Management, Member of Editorial Board, Sage, 2005 -
	International Journal of Information Technology & Management
Spinellis D.	Operational Research – An International Journal
	South Asian Business Review
	IEEE Software
Tarantilis C.	Journal in Computer Virology
	Recent Patents on Engineering (Bentham Science)
	Astrolavos
	Computers and Operations Research (Guest Editor, 2008)
	IEEE Intelligent Systems (Guest Editor, 2005)
Vrechopoulos A.	International Journal of Multicriteria Decision Making Journal
	Networks, (Guest Editor, 2014)
	Operational Research- An International Journal
Zografos K.	Electronic Markets - The International Journal
	European Journal of Information Systems
	International Journal of Information Management
	International Journal of Logistics Economics and Globalisation
	Journal of Aerospace Operations (Associate Editor)
Zografos K.	Operational Research - An International Journal
	Simulation Modelling Practice and Theory
	Transportation Research Part C: Emerging Technologies

Table 11-45 Academic journals where DMST faculty contribute as reviewers

Reviewerships (in the 2007-2013 period)	Faculty
ACM Computers in Entertainment	Lekakos G.
ACM Multimedia Systems Journal	Lekakos G.
ACM Transaction on Database Systems	Chatziantoniou D.
ACM Transaction on Knowledge and Data Engineering	Chatziantoniou D.
ACM Transactions on Management Information Systems	Giaglis G.
AI Communications	Lekakos G.
American Journal of Operational Research	Prastacos G.
Annals of Operations Research	Tarantilis C.
Applied Mathematics and Computation	Tarantilis C.
Applied Psychology: An International Review	Nikolaou I.
Behavior and Information Technology	Vrechopoulos A.
Biosystems Engineering	Tarantilis C.
British Journal of Management	Lioukas S.
Business Process Management Journal	Giaglis G.
Communications of the ACM	Giaglis G.
Computers & Industrial Engineering	Tarantilis C.
Computers & Operations Research	Tarantilis C., Kritikos M.
Computers in Industry	Pramatari K.
Constraints	Mourtos I.
Data & Knowledge Engineering, Elsevier	Chatziantoniou D.
Decision Support Systems	Giaglis G.
Discrete Mathematics	Mourtos I.
Electronic Commerce Research	Vrechopoulos A.
Electronic Markets - The International Journal	Giaglis G., Pramataris K., Vrechopoulos A.
Encyclopedia of Information Science and Technology	Giaglis G.
Europe Journal of Industrial Engineering	Tarantilis C.
European Innovation Management	Lioukas S.
European Journal of Combinatorics	Mourtos I.
European Journal of Information Systems	Doukidis G., Giaglis G., Lekakos G., Poulymenakou A., Pramataris K., Vrechopoulos A.,
European Journal of International Management	Prastacos G.
European Journal of Marketing	Vrechopoulos A.
European Journal of Operational Research	Doukidis G., Tarantilis C., Mourtos I., Pramataris K.
European Journal of Work and Organizational Psychology	Nikolaou, I.
European Management Journal	Vrechopoulos A.
Expert Systems with Applications	Kritikos, M.
Human Resource Management	Nikolaou, I.
IEE Proceedings – Software	Giaglis G.
IEEE Internet Computing	Giaglis G.
IEEE Transactions on Transactions on Systems, Man, and Cybernetics	Lekakos G.
Industrial & Corporate Change	Lioukas S.
Industrial Management and Data Systems	Doukidis G.
Industry & Innovation	Lioukas S.
Information and Management	Vrechopoulos A.
Information Systems and e-Business Management	Doukidis G., Lekakos G.
Information Systems Journal	Pouloudi N.
Information & Management	Poulymenakou A.
Interacting with Computers	Giaglis G.
International Journal of Cases on Electronic Commerce	Giaglis G.
International Journal of Electronic Commerce	Giaglis G., Vrechopoulos A., Doukidis G.
International Journal of E-Services and Mobile Applications	Lekakos G., Pramataris K.
International Journal of Flexible Manufacturing Systems	Giaglis G.
International Journal of Human Resource Management	Nikolaou, I.
International Journal of Information Management	Vrechopoulos A.
International Journal of Information Technology & Management	Prastacos G.
International Journal of Information Technology Education	Giaglis G.
International Journal of Integrated Supply Management	Giaglis G.
International Journal of Logistics	Tarantilis C.
International Journal of Mobile Communications	Giaglis G., Pouloudi N., Doukidis G.
International Journal of Mobile Learning and Organization	Giaglis G.
International Journal of Multicriteria Decision Making	Tarantilis C.

International Journal of Operations and Production Management	Pramatari K.
International Journal of Organizational Analysis	Nikolaou I.
International Journal of Production Economics	Tarantilis C., Kritikos M.
International Journal of Retail and Distribution Management	Vrechopoulos A.
International Journal of RF Technologies and Applications	Pramatari K.
International Journal of Simulation and Process Modelling	Giaglis G.
International Review of Retail Distribution and Consumer Research	Vrechopoulos A.
International Small Business Journal	Lioukas S.
International Transactions in Operational Research	Kritikos M.
Journal of Advertising Research	Lekakos, G.
Journal of Applied Social Psychology	Nikolaou, I.
Journal of Banking and Finance	Mourtos I.
Journal of Business Review	Lioukas S.
Journal of Computer Systems, Networks, and Communications	Lekakos, G.
Journal of Decision Systems	Doukidis G.
Journal of Enterprise Information Management	Giaglis G.
Journal of Heuristics	Tarantilis C.
Journal of Information Technology for Development	Pouloudi N.
Journal of Logistics and Information Management	Giaglis G.
Journal of Management History	Prastacos G.
Journal of Manufacturing Technology Management	Doukidis G.
Journal of Organizational Behaviour	Nikolaou, I.
Journal of Organizational Computing and Electronic Commerce	Vrechopoulos A.
Journal of Retailing and Consumer Services	Vrechopoulos A.
Journal of Scheduling	Mourtos I.
Journal of Small Business Management	Lioukas S.
Journal of Strategic Information Systems	Pouloudi N., Doukidis G.
Journal of Systems and Software, Elsevier	Chatziantoniou D.
Journal of the Operational Research Society	Giaglis G., Tarantilis C., Doukidis G., Kritikos M.
Journal of Theoretical and Applied Electronic Commerce Research	Giaglis G.
Management Research News	Nikolaou, I.
Managing Service Quality	Vrechopoulos A.
Mathematical Methods of Operations Research	Mourtos I.
MIS Quarterly	Pouloudi N.
Naval Research Logistics	Tarantilis C.
Operational Research – An International Journal	Prastacos G., Tarantilis C.
Optimization	Mourtos I.
Optimization Letters	Tarantilis C.
RAIRO	Tarantilis C.
SCS Simulation / Transactions	Giaglis G.
Simulation	Giaglis G.
Simulation Modelling Practice and Theory	Giaglis G.
Social Behavior and Personality: An International Journal	Nikolaou I.
South Asian Business Review	Prastacos G.
Supply Chain Management: An International Journal	Giaglis G., Pramatari K., Doukidis G., Tarantilis C.
Telecommunications Policy	Giaglis G.
The Information Society	Poulymenakou A.
Transportation Research Part E	Tarantilis C., Kritikos M.
Transportation Science (INFORMS)	Zografos K., Tarantilis C.
VLDB Journal	Chatziantoniou D.
IT & People	Vrechopoulos A.
Ψυχολογία (“Psychology”)	Nikolaou I.

Table 11-46 Industrial applications and recognition for DMST research

Faculty	Initiative	Details of industrial exploitation
Chatziantoniou D.	Patent, Οργανισμός Βιομηχανικής Ιδιοκτησίας (OBI)	"A Communication Protocol for Bluetooth Devices Using SMS Messages", 2005 (w Dimitris Miharikopoulos)
Chatziantoniou D.	Patent, Οργανισμός Βιομηχανικής Ιδιοκτησίας (OBI)	"An eSystem to Manage Donations for Internet Communities" OBI/GR1007054, 2010
Doukidis G., Pramadari K.	European Case Study Award (2009)	The case study describes the design and organizational implementation of an innovative inter-organizational information system for collaborative ordering in the retail sector.
Doukidis G., Pramadari K.	Unilever S.A., Procter & Gamble S.A., Metro Retail S.A., Greece	Design and organizational implementation of a decision support system for the prevention of 'out-of-shelf' occurrences
Doukidis G., Pramadari K.	Veropoulos S.A., Greece	Development of a data mining algorithm to forecast sales trends in fast moving consumer goods.
Lekakos G.	Piraeus Bank S.A.	Re-design of Bank's Complaints Management System
	Piraeus Bank S.A.	E-invoicing system analysis and specification
Poulymenakou A.	AUEB, Life Long Learning program	Design and Development of AUEB's central e-Learning infrastructures for Life Long Learning programs (2013)
	Hellenic American Educational Foundation	Embedding technology in teaching and learning: a strategy and action plan based on students' and teachers' innovation capacity (2010-2013)
Pramadari K.	Ministry of Development, General Secretariat of Commerce	Development of the web services for the e-prices portal
	Veropoulos Retail Chain, Kraft Europe, Coca-Cola Europe, P&G Innovation Center, Carrefour-Marinopoulos Retail Chain	Adoption of a tool for retail analytics and shopper marketing, mining shopping missions from retail basket data
Spinellis D.	ameso , a complete emulation of the Antikythera mechanism on the Squeak EToys environment. (http://www.dmst.aueb.gr/dds/sw/ameso/)	A prototype base for educational activities on the XO machine of the One Laptop per Child initiative. See also D. Spinellis (2008) The Antikythera mechanism: A computer science perspective. <i>IEEE Computer</i> , 41(5):22–27.
Tarantilis C.	Trolley Bus of Athens – Piraeus Area S.A.	"Planning and scheduling of public transit operations for Trolley Bus In Athens - Piraeus Area S.A."
Voudouris I.	Eurobank EFG	Scientific co-ordination of the "Financial Literacy for Young People", a collaborative project between EFG and AUEB to develop the e-learning portal moneypedia.gr , 2009-2011

Table 11-47 Indicative research collaborations of DMST faculty

Faculty	Research collaborations	Details
Doukidis G. Pramatari K.	Massachusetts Institute of Technology, Cambridge University, Trinity College Dublin, WHU Otto Beishem School of Management	SMART - Intelligent Integration of Supply Chain Processes and Consumer Services based on Unique Product Identification in a Networked Business Environment. Commission of the European Communities, IST FP6 (2006-2009)
	INSEAD, Prof. Th. Evgeniou	Joint case study (ECCH award) and research paper on collaborative store ordering
Giaglis G.	Co-chairing of the 9th International Conference on Mobile Business with Professor Vladimir Zwass, Fairleigh Dickinson University, USA	Giaglis, G.M. and Zwass, V. (Eds.) (2010) Proceedings of the Ninth International Conference on Mobile Business; Ninth Global Mobility Roundtable, IEEE Conference Publishing Services, Athens, Greece, 13-15 June, ISBN: 978-0-7695-4084-9.
	Guest-editing of a special issue on Emerging issues in the International Journal of Technology Marketing, with Professor Irene Tilikidou, TEI of Thessaloniki, Greece.	International Journal of Technology Marketing, special issue on Emerging issues in Internet, Social Media and E-Marketing, 2013, to appear.
	Research Collaboration with Dr Pantelis Koutroumpis, Imperial College London	Koutroumpis, P., Lekatsas, A., Giaglis, G.M. and Kourouthanassis, P. (2011) Between a rock and a hard place: Recession and Telecoms Taxation, Telecommunications Policy, 35, pp. 681-688
	Research Collaboration with Professor I.Minis from the University of the Aegean	Zeimpekis, V., Minis, I., Giaglis, G.M. and Mamasis, K. (forthcoming) Real-time fleet management and rerouting in city logistics, International Journal of Operations Research and Information Systems.
	Self funded Research project: Worlwide Mobile Data Services Study in collaboration with : H. Bouwman, Delft University of Technology, Carlsson Crister Abo, Akademi University Finland; JM Castillo Universidad de Murcia Spain; Walden Pirkko Abo Akademi University Finland	"Factors affecting the adoption of advanced mobile data services: Comparing the Dutch, Finnish and Greek markets, International Journal of Mobile Communications", 8, 4, (2010) pp. 430-450.
	Coordination of a Research project, funded by the European Investment Bank, with Dr Pantelis Koutroumpis, Imperial College London	"The role of universal service for broadband access and its financing: a fact based contribution to the debate in the European Union"
Kritikos M.	Liaison officer, Hellenic Mathematical Society (Dr. Kritikos is serves presently as the Secretary of the Hellenic Mathematical society)	Hellenic Mathematical Society has published the best papers of the DMST Research Student Conference for the years 2010, 2011, and 2012 in special issues of the research journal Astrolavos
Lekakos G.	Founding member of the EuroiTV steering Committee	A European organization that aims to promote research and development in the field of interactive television. Cooperation with several academics including: Pablo Cesar Garcia (CWI, Netherlands), David Geerts (K.U.Leuven, Belgium), J.F. Jensen (Aalborg University, Denmark), Artur Lugmayr (Tampere University, Finland), Judith Masthoff (University of Aberdeen, Scotland), Marianne Obrist (University of Salzburg, Austria), Lyn Pemberton (University of Brighton, England), Celia Quico (Lisbon, Portugal), Hendrik Knoche (EPFL).

	Founding member of the IFIP Working Group (WG) 14.6 on Interactive Television (founded in 2007).	Cooperation with the members of WG 14.6: Pablo Cesar Garcia (CWI, Netherlands), Mike Darnell (Microsoft TV, Mountain View, USA), David Geerts (K.U.Leuven, Belgium), Shang Hsu (National Chiao Tung University, Taiwan), Jens F. Jensen (Aalborg University, Denmark), Artur Lugmayr (Tampere University, Finland), Judith Masthoff (University of Aberdeen, Scotland), Marianne Obrist (University of Salzburg, Austria), Lyn Pemberton (University of Brighton, England), Celia Quico (Lisbon, Portugal), Luiz Fernando Gomes Soares (PUC-RIO, Brazil), Zhang Liping (Dalian University, China).
	H. Knoche, Ecole Polytechnique Fédérale de Lausanne and Teresa Chambel, University of Lisbon, Portugal	Guest co-editors, Springer Multimedia Systems Journal, Special Issue on “Social Recommendation and Delivery Systems for Video and TV Content”, forthcoming, 2013.
Mourtos I.	Research collaboration within two THALES (ΘΑΛΗΣ) Projects: (i) Energy Efficiency of Vehicles and Motorway Networks (ii) Measurement, Pricing, environments and Regional Policies (Hellenic Ministry of Education)	Department of Mathematics, University of Athens; Department of Mathematical and Physical Sciences, Aristotle University of Thessaloniki; Department of Economics, University of Patras; School of Civil Engineering, National Technical University of Athens
	Research collaboration within the ARTISAN project: Energy-aware enterprise systems for low-carbon intelligent (EU-funded, FP7)	Agenzia Nazionale Per Le Nuove Tecnologie L'energia (ENEA), Italy; Fratelli Piacenza S.P.A, Italy; Domina SRL, Italy; Intrasoft International SA, Luxemburg; European Apparel And Textile Confederation, Belgium; Marc Cain GmbH, Germany; Deutsche Institute Fur Textil-Und Faserforschung (DITF), Germany;
	Research collaboration, joint publications	Department of Economics, Katholieke Universiteit Leuven (KUL); Department of Management, London School of Economics (LSE); Institute of Mathematics, Faculty of Science, P.J. Safarik University, Kosice, Slovakia
Nikolaou I.	European Association Small Group Meeting on Selection & Assessment in Europe (23/6/2011)	Open-to-the public event with the participation of Prof. Neil Anderson (Brunel University, UK), Prof. Cornelius Konig (Universität des Saarlandes, Germany), Prof. Fiona Patterson (City University, UK).
	HR Professional, May 2010	Constructing the psychological contract: who, how, when for new hires (w. M.Tomprou)
	HR Professional, May 2011	More money for employee training? How can you prove the benefits? (w. M. Vakola)
	Καθημερινή Newspaper, 13/6/2010	Social Media and the CV of the future
Pouloudi N.	University of Macedonia	Member of the External Evaluators Committee for basic research proposals for internal funding [2009]
Pouloudi N. Poulymenakou A. Pramataris K.	Special issue for the European Journal of Information Systems.	Guest Editors, Special issue on Information Systems in the Mediterranean Region. European J. of Information Systems, 21 (4) 2012.
Poulymenakou A.	London School of Economics, Department of Management, IS & Innovation Group	Research on e-Government adoption in Latin America, and Digital Entrepreneurship in China (2004-now)
	Founding member of the IFIP Working Group (WG) 9.5 on Virtuality (founded in 2007).	Chaired the 2009 international conference for this Group in Athens.
Pramataris K.	Collaboration with faculty members from 16 other Greek Universities on Digital Innovation and	University of Athens, University of Piraeus, University of Thessaly, Ionian University. University of Ioannina, Technical University of Crete, National Technical University of

	Entrepreneurship as part of the Ennovation Competition (2011-)	Athens, University of the Aegean, Aristotle University of Thessaloniki, University of Macedonia, University of Crete, University of Patras, Democritus University of Thrace, TEI of Athens
	Research collaboration with Ass. Prof. Wolfgang Maass, Saarland University, Saarbrücken, Germany	
	Research collaboration with Dr Pat Doody, Research Director (RFID, Internet of Things and Sensors), Institute of Technology, Tralee	Members of the Management Board of the RFID in Europe Association Co-editors of a Special issue for the International Journal of RF-Technologies Research and Applications, 2013
	Research collaboration with	Dr. Dimitris Kiritsis, EPFL, Switzerland; Prof. Antonio Rizzi, University of Parma, Italy; Prof. Duncan McFarlan, University of Cambridge, UK; Prof. Frederic Thiesse, University UNI-WUE, Germany; Prof. Markus Rabe, Technical University Dortmund, Germany; Prof. Sarah Spiekermann, Vienna University of Economics & Business, Austria
	Research Collaboration with Professor Michael Tsiros, University of Miami, USA	Theotokis, A., Pramadari, K., Tsiros, M. (2012) Effects of Expiration Date-Based Pricing on Brand Quality Perceptions. <i>Journal of Retailing</i> . Vol. 88, No. 1, pp. 72-87
	Research in Progress Co-Chair with Prof. Hans van der Heijden	19th European Conference on Information Systems, ECIS 2011
Soderquist E.	International Executive “Seminar Sustaining and Developing Business in Southeast Europe” (in collaboration with G Prastacos)	The Wharton School, Univ. of Pennsylvania, USA.
Spinellis D.	Special issue co-editor for IEEE Software with Jonathan Sprinkle, University of Arizona, Marjan Mernik University of Maribor, Juha-Pekka Tolvanen, MetaCase (2009) and with Arthur Ryman, IBM, and Simon Helsen, SAP (2008)	IEEE Software theme issue on “Domain Specific Modelling”. July/August 2009 IEEE Software theme issue on “Software Development Tools”. September 2008.
	M. Gendreau, Professor of Operations Research and Director of the Centre for Research on Transportation at Université de Montréal	Special Issue co-editing Christos D. Tarantilis, Diomidis Spinellis, and Michel Gendreau. Advanced heuristics in transportation and logistics. <i>IEEE Intelligent Systems</i> , 20(4):16–18, July 2005. Guest Editors' Introduction.
Tarantilis C.	Yannis Marinakis, Lecturer, Technical University of Crete	Research Projects (2012-2013)
	Research Publications	National Technical University of Athens, Prof. Christos Kiranoudis and Associate Prof. Charalambos Sarimveis, Research Publications (2004-2013); Hellenic Institute of Transport, Dr. Maria Boile and Dr. Afroditi Anagnostopoulou, Research Publications (2012-2013); Cambridge University - UK, Dr. Vassii Vassiliadis, Senior Lecturer, Research Publications (2004-2005); Imperial College – UK, Dr. Wolfram Wiesemann, Assistant Professor, Research Publications (2012-2013); University of Southampton – UK, Dr. Tolga Bektas, Senior Lecturer, Research Publications (20012-2013); University of Bath – UK, Dr. Dimitris Paraskevopoulos, Lecturer, Research Publications (2012-2013); Princeton University - USA, Prof. Christodoulos Floudas and Dr. Chrysanthos Gounaris, Research Publications (2010-2013); Stevens Institute of Technology – USA, Dr. Panagiotis Repoussis, Assistant Professor,

		Research Publications (2012-2013)
	Research Publications and Editorials	University of Bologna – Italy, Prof. Roberto Baldacci, Research Publications and Editorials (2012-2013); École Polytechnique de Montréal – Canada, Prof. Michel Gendreau, Research Publications, Editorials (2005-2013)
	M. Gendreau, Professor of Operations Research and Director of the Centre for Research on Transportation at Université de Montréal	Special Issue co-editing Christos D. Tarantilis, Diomidis Spinellis, and Michel Gendreau. Advanced heuristics in transportation and logistics. IEEE Intelligent Systems, 20(4):16–18, July 2005. Guest Editors' Introduction.
Vrechopoulos, A.	International Commerce Institute	Research funded by the ECR Europe International Commerce Institute (ICI) – Unilever Research Grant (2007-2008)
	International Journal of Internet Marketing and Advertising	Guest Editor (with Kopanakis, I.)– Special Issue titled “Information Systems and Marketing”, Vol. 6, No. 3 (2011). Editorial: Vrechopoulos, A. and Kopanakis, I. (2011), Information Systems and Marketing.
	University of Macedonia	Member of the External Evaluators Committee for basic research proposals for internal funding [2011]

Table 11-48 Research awards and international recognition for DMST staff

Faculty	Research Awards and International Recognition details
Doukidis G., Pramatari K.	Winners of the European Case Clearing House (ECCH) 2009 Awards - Knowledge, Information and Communication Systems Management Track, for the case study on “Internet Enabled Collaborative Store Ordering: Veropoulos Spar Retailer” (with T.Evgeniou)
Giaglis G.	Best reviewer award year 2011, Journal of Theoretical and Applied Electronic Commerce Research
	Best paper award: Bina, M., Karaiskos D. and Giaglis, G.M. (2007) Factors Affecting Actual Usage Patterns of Mobile Data Services. In the Proceedings of the 6th Global Mobility Roundtable, Los Angeles, CA, 1-2 June
Lekakos G.	Best paper award: Lympelopoulou I. and Lekakos G. “Analysis of Social Network Dynamics with Models from the Theory of Complex Adaptive Systems”, 12th IFIP Conference on e-Business, e-Services, e-Society "Collaborative, trusted and privacy aware e/m-services" I3E 2013
Nikolaou I.	Elected Member of the European Association of Work & Organizational Psychology (EAWOP) Executive Committee (2013-2015).
Pouloudi N.	AIS Volunteer Spotlight – in recognition of service to the IS community by the Association for Information Systems (March 2009)
	AIS President’s Award, in recognition of the service on the Council of the Association for Information Systems (AIS), as Region 2 (Europe – Middle East – Africa) Representative (2010-2013). Jeju, Korea, AIS Council meeting, 19 June 2013
Pouloudi N., Vrechopoulos A.	Best Paper Award: 10th Management science and Technology Student Conference, Athens, 2013, (with Y.Krasonikolakis)
Poulymenakou A.	Outstanding Paper award, Information Management and Computer Security Journal, 2002
Pramatari, K.	ECIS 2008 Best Paper Award, 16th European Conference on Information Systems (ECIS), Galway, Ireland, June 9-11, 2008 with the paper titled “The Moderating Role of Customer-Technology Contact on Attitude Towards Technology-based Services” with Theotokis A., Vlachos, P. co-authors
Spinellis D.	“Highly Commended Paper” award in Emerald’s “Literary Network Awards for Excellence 2008” for the publication: Vasileios Vlachos and Diomidis Spinellis. A Proactive Malware Identification System based on the Computer
	“Highly Commended Paper” award in Emerald’s Literary Network “Awards for Excellence 2012” for the publication: Dimitris Mitropoulos, Vassilios Karakoidas, Panagiotis Louridas and Diomidis Spinellis. Countering code injection attacks: a unified approach. Information Management and Computer Security, 19(3):177–194, 2011.
	ACM Computing Reviews. Featured Reviewer. August 2006.
	Best refereed paper award for G. Gousios and D. Spinellis, “A comparison of portable dynamic web content technologies for the apache web server”. In Proceedings of the 3rd International System Administration and Networking Conference SANE 2002, pages 103–119, Maastricht, The Netherlands, May 2002.
	Elected Member of the IEEE Computer Society Board of Governors (2013–2015).
	Hygiene Principles. Information Management and Computer Security, 15(4):295–312, 2007.
	Listed in the “Highly Cited Greek Scientists” web site http://www.highlycitedgreekscientists.org/ . The database covers all scientific fields and includes 137 Greek scientists who have published as first or last author at least one scientific work (paper, book, or other) that has received over 1000 citations in the scientific literature, a landmark that, according to the web site, is very difficult to achieve even among excellent scientists.
	Prize at the scientific experiment competition “Wizards of Science 2009” organized on February 14, 15th 2009 by the CAIDA non-profit organization and the Eugenides Foundation for the entry entitled “The Information Train.”
	Software Development Productivity Award in the “Technical Books” category for the book Code Quality: The Open Source Perspective

	(Addison-Wesley, 2006). March 2007.
	Software Development Productivity Award in the “Technical Books” category for the book Code Reading: The Open Source Perspective (Addison-Wesley, 2003). March 2004.
	Winner of the Usenix Association (with assistance of Compaq Research) Open-Source Project contest, 2000.
Tarantilis C.	Prof. Tarantilis’ research proposal “Collaborative Optimization Methods for Vehicle Routing and Scheduling Problems with Product Returns,” which is being funded through the “2011 Basic Research Funding Program” (one-year funding program) of AUEB, received the second highest evaluation score (9.850/10.000) among 64 applications that were submitted by 64 Faculty members of the eight Departments of AUEB. The research proposals were evaluated by international experts.
	The BoneRoute algorithm presented in the paper C2.10 has been distinguished by Cordeau J-F, Laporte G, Savelsbergh MWP, Vigo D (in their review chapter “Vehicle Routing” in the well-respected Handbook in OR & MS, Vol. 14, 2007) as one of the three best performance metaheuristics ever designed for solving the classical version of the Vehicle Routing Problem.
	The paper “Solving the vehicle routing problem with adaptive memory programming methodology” was ranked the 21st most downloaded article on ScienceDirect compared to the papers that have been published in 88 Mathematics journals of ELSEVIER, for the quarter April - June 2008 top25.sciencedirect.com/subject/mathematics/16/archive/18/
	The paper entitled “A Web-based ERP system for business services and supply chain management: Application to real-world process scheduling” was ranked the 11th most downloaded article on ScienceDirect compared to the papers that have been published in 112 Computer Science journals of ELSEVIER, for the quarter April – June 2008 top25.sciencedirect.com/subject/computer-science/7/archive/18/
	The paper entitled “A Web-based ERP system for business services and supply chain management: Application to real-world process scheduling” was the 5th most downloaded article on ScienceDirect among the papers that have been published in 49 Decision Sciences journals of ELSEVIER, for the quarter April – June 2008 top25.sciencedirect.com/subject/decision-sciences/8/archive/18/
	The paper entitled “Dynamic Modeling & Control of Supply Chain Systems: A Review.” was ranked the 2nd most downloaded article for the academic time windows October 2009 - September 2010 and January-December 2011, in reference Computers & Operations Research top25.sciencedirect.com/subject/decision-sciences/8/journal/computers-operationsresearch/03050548/archive/36/
	The paper entitled “Solving the Fleet Size and Mix Vehicle Routing Problem with Time Windows via Adaptive Memory Programming” was ranked the 11th most downloaded article for the quarter July-September 2010, in reference to the international academic journal Transportation Research Part C top25.sciencedirect.com/subject/decision-sciences/8/journal/transportation-research-part-c-emerging-technologies/0968090X/archive/28/
	Two papers are cited in the anniversary article “Fifty Years of Vehicle Routing” by Professor Laporte in the leading journal Transportation Science 43(4), 408–416, 2009.
Tarantilis C., Ioannou G.	The paper “A web-based decision support system for waste lube oils collection and recycling” was ranked the 3rd most downloaded article on ScienceDirect compared to the papers that have been published in 49 Decision Sciences journals, 88 Mathematics journals and 112 Computer Science journals of ELSEVIER, for the quarter January - March 2009 top25.sciencedirect.com/subject/decision-sciences/8/archive/21/
	The paper entitled “A Reactive Variable Neighbourhood Tabu Search for the Heterogeneous Fleet Vehicle Routing Problem with Time Windows” has been distinguished by Professor Fred Glover as one of the most significant contributions in literature of Tabu Search spot.colorado.edu/~glover/tabusearchvignettes.html
Tarantilis C., Ioannou G., Prastacos G.	Best Paper Award, 11th International Conference on Industrial Engineering and Engineering Management, April, Shenyang, China, 2005.
Vrechopoulos A.	“Gold Award” in “Efficient Consumer Response in a Global Economy - Third ECR European Academic Award (ECR Europe Academic Partnership)” - Title of Research Paper: “An Emerging Store Layout for Internet Grocery Retailing” – Barcelona, Spain, April 2002.

	<p>“Remarkable Collaboration in Conducting Joint Research” Award within the context of “The European Institute of Retailing and Services Studies (EIRASS) 13th International Conference on Recent Advances in Retailing and Services Science”, Budapest, Hungary, 9-12 July, 2006.</p> <p>International Commerce Institute (ICI) Research Grant (“Unilever Research Grant”) for supporting the execution of the research project titled “Retailer-Consumer Emotional Attachment: Antecedents, Consequences and the Role of Adult Attachment Styles”, July 2007.</p> <p>Several research papers appear in the SSRN’s Top Ten download list in the relevant scientific areas and in the first 25 positions of academic journals (as also resulted from the downloads).</p>
Voudouri, I.	<p>Deligianni I. and Voudouris I., (2011), “New venture strategies and performance in a catching-up economy: Identifying a strategic typology and trajectory through case studies”, Management Research Review, 34(7) Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012.</p>
Zografos, K.	<p>Winner of the President’s medal, British OR Society, and Franz Edelman Finalist Award for Achievement in Operations Research and Management Science, Institute for Operations Research and Management Science (INFORMS), for the research project “Process Logistics Advanced Technical Optimizer (PLATO)”, 2005.</p> <p>The research projects “Integrated Environmental Monitoring, Forecasting, and Warning Systems in Metropolitan Areas (EMMA)” and “Management of Surface Traffic in European Airports (MANTEA)” have been identified by the European Commission as success stories and have been included in the report of Commissioner Bangemann: Advancing the Information Society: 101 Telematic Applications Success Stories, Office for Official Publications of the European Communities, Luxemburg, 1999.</p>

Table 11-49 Indicative collaborations with societal, cultural, and industrial institutions

Organization(s)	Project/Initiative	Faculty / students involved
Hellenic Chapter of the Association of Information Systems - HeAIS (AIS is the international association of IS academics)	Founding members, Chair, secretary, board members	G. Doukidis, N. Pouloudi, A. Poulymenakou
undisclosed	Industrial mobile application development in the context of doctoral research (2013)	D. Spinellis + 1 PhD student
Hay Group, OMAS, Hellenic Management Association, funded by Hellenic Federation of Enterprises	Developing proactive change management and human resource management skills in Greek companies	I. Nikolaou + 2 PhD students
DMST, International Hellenic University and University of Nicosia (co-organisers) in collaboration with 16 other Universities in Greece. Supported by Federation of Hellenic ICT enterprises (ΣΕΠΕ), Microsoft Hellas Innovation Centre, Eurobank Financial Group, Center of Voluntary Managers in Greece (KEMEA)	Annual <i>ennovation</i> and <i>ennovation junior</i> competitions http://www.ennovation.gr/ Mentorship seminars and roadshows in Athens and the periphery (2008- ongoing)	G. Doukidis, K. Pramadari, G. Lekakos, I. Voudouri + 4 PhD students
ECR Hellas and ECR Europe organizations (series of research projects)	Promotion of Best Practices and supplier-retailer collaboration in the Fast Moving Consumer Goods Industry (2003-ongoing)	G. Doukidis, K. Pramadari (Members of the Management Board)
Hellenic American Educational Foundation	Integration of ICTs in Teaching and Learning (2010-2013)	A. Poulymenakou + 2 PhD students
Hellenic e-Commerce Association (GREKA)	Annual E-volution awards – an annual competition for innovative business plans in e-business (2001-now)	G. Doukidis, G. Lekakos, M. Vrehopoulos + 2 PhD students
Hellenic Mobile Cluster (various ICT companies)	Academic co-ordination (2012-now)	G. Giaglis (elected in the board) + 1 PhD student
Kokkalis Foundation	“Innovation in Greece” - Comparative assessment on the basis of international indicators and Policy recommendations	S. Lioukas, I. Voudouri
Alumil, Alico, Asprophos S.A., Boehringer ING, Nestle, Cosmote, Coca-Cola, Ethniki Insurance, Famar, Diageo, Furlis S.A., Wind, S&B, Apivita, Egnatia Bank, Agricultural Bank, Hellenic Railways, Trade Unions of National Power Organization (ΔΕΗ) and of Hellenic Telecommunications Organization (OTE), Hellenic Ministry of Education, Hellenic Ministry of Health, National Power Organization, Hellenic Telecommunications Organization, Institute of Geological and Mineral Research (IGME), Hellenic Defense Systems S.A. (EBO-PYRKAL), Athens Trolley Busses S.A. (ΗΛΠΙΑΠ)	Consultancy and senior executive education on strategy, organizational management, human resource management, change management and leadership.	D. Bourantas
National Bank of Greece (2011-2013)	Design and implementation of a situational judgment test for assessing employees’ potential	I. Nikolaou + 1 AUEB Faculty + 2 PHD students
National Bank of Greece (2004-2006)	Design & development of the first two organization-wide eLearning programs (2004-2006)	A. Poulymenakou + 1 PhD + 3 postgraduate students
Hellenic Innovation Relay Center National Research Foundation (Εθνικό Ίδρυμα Ερευνών)	2002-2011 Scientific Advisor in issues related to innovation and technology transfer support to Greek SMEs	Y.E. Spanos
Piraeus Bank	Re-design of Bank’ s Complaints Management System	G. Lekakos, G. Doukidis + 2 Phd

		students
Piraeus Bank	E-invoicing system analysis and specification	G. Lekakos, G. Doukidis + 2 Phd students
Project Management Institute (PMI) Hellas, Information Systems Audit and Control Association (ISACA) Hellas, IT service management forum (itSMF) Hellas, AIS Hellenic Chapter, Federation of Hellenic ICT enterprises (ΣΕΠΕ)	Annual Business IT Excellence Awards (2012 – ongoing)	G. Doukidis, A. Poulymenakou + 1 PhD student
Qualitynet Foundation	“BRAVO awards” – competition for awards in the area of corporate social responsibility (CSR)	S. Lioukas
RFID in Europe – a joint industry and academia initiative to promote RFID research and practice in Europe	Yearly co-organization of a European conference, a cross-European industry survey and related research activities (2009-ongoing)	K. Pramadari (Member of the Management Board)+ 1 PhD Student
Greek Federation of Enterprises (ΣΕΒ), Eurobank FG	Annual completion on industrial and business innovation initiatives “Greece Innovates” (2009-now)	S. Lioukas (member of the scientific committee for the awards)
Commission of the European Communities	R&D investments and Structural Changes in Sectors: Quantitative and qualitative analysis and policy recommendations	Y.E. Spanos
	A study of DG-Research to analyze private R&D spending, its antecedents and impacts at the sectoral level of analysis across the European Union.	
	Scale & Scope in R&D: A study of DG-Research to evaluate the scale and scope effects on R&D consortia performance.	
	Inno-Impact: A study for DG-Enterprise to assess the impacts of EU-funded R&D projects on innovation.	Y.E. Spanos/K.E. Soderquist/G.P. Prastacos
	Implore: A study A study for DG-Enterprise to assess the impacts of nationally-funded R&D projects on innovation.	
AUEB’s entrepreneurship & innovation unit in collaboration with various enterprises	Case Studies on Entrepreneurship: development and dissemination events (2007-2012)	S. Lioukas (AUEB institutional coordinator) + 3 faculty
Various leading e-Commerce organizations in Greece	Executive Seminars on e-Commerce with the participation of leading industry experts in their fields including online promotion, social media management, legal issues in e-commerce, google analytics, etc. (2012-ongoing)	G. Doukidis, K. Pramadari, G. Lekakos
Various, including e-business start-ups	Development of case studies on e-commerce	G. Doukidis, K. Pramadari, N. Pouloudi + 2 PhD students

Table 11-50 DMST faculty Publications in Specialist and Professional Outlets

Faculty	Publications in Specialist and Professional Outlets
Bourantas D.	“Why large-scale change fails in business organizations”. Interview to Ch. Damoulianou Καθημερινή Newspaper, 30.9.2007 (in Greek)
Chatziantoniou D.	“Big Data: Concepts, Technologies & Applications” Infocom Magazine, March 2013 (in Greek)
Giaglis G.	The role of new technologies in national development, INFOCOM, October 2011 (in Greek)
	The role of start-ups towards increasing GDP and decreasing unemployment, INFOCOM, May 2013 (in Greek)
Ioannou, G.	Finding new and inventive sources of funding, Logistics & Management 2/2012 (in Greek)
	Flexibility and innovation in practice in executives’ education, Κέρδος, 15/7/2012 (in Greek)
	Creating added value for executives and enterprises, HR Professional, 9/2012 (in Greek)
	Innovation and executives’ e-training, Marketing Week, 9/2012 (in Greek)
	Technology and executives’ training, Κέρδος, 16/9/2012 (in Greek)
	Society and Businesses: Can they align with each other? The role of MBAs, Scientific Marketing, 9/2012 (in Greek)
Lekakos G.	Interactive Digital television: opportunities and challenges, Scientific Marketing, November 2008 (in Greek)
	The benefits of e-invoicing, NetWeek magazine, May 2010 (in Greek)
	The critical challenges of e-invoicing, NetWeek magazine, January 2011 (in Greek)
	“In times of global crises, new leaders emerge”, International Herald Tribune – Kathimerini, 29/10/2010 (in Greek)
	“iMedia: door-to-door advertising in digital television”, Invited full-page article in “Imerisia” newspaper, 29 July, 2001(in Greek)
	“TV Channels claim back younger viewers through Web TV”, Ethnos Newspaper, 6.11.2011 (in Greek)
	“Interactive Digital television: opportunities and challenges”, Scientific Marketing, November 2008 (in Greek)
Nikolaou I.	More money for employee training? How is the benefit proved? HR Professional, 2011 (in Greek)
	Building newcomers’ psychological contract, HR Professional, 2010 (in Greek)
	“Building the psychological contract: who, how, when for new hires (w. M.Tomprou)”, HR Professional, May 2012 (in Greek)
	History and Development of Industrial Work and Organizational Psychology in Greece, The Industrial Psychologist-Society for Industrial and Organizational Psychology- October 2009
Pouloudi, N.	“Second life: The Consumer Behaviour in the World of Avatars”, (and in the electronic version of the magazine). (in Greek) (with Krasonikolakis, I. and Vrechopoulos, A.), Self-Service Magazine, Issue 396, June 30, 2010
Poulymenakou A.	A survey of the use of ERP based HR Information Systems in Greece, HR Professional, 2007 (in Greek)
Pramatari, K.	“The Youth Entrepreneurship Summer School at AUEB”, Kathimerini Newspaper, April 2013 (in Greek)
	“Investment trends in RFID”, Self service magazine, January 2012 (in Greek)
	“ European Survey Results on RFID Technology Adoption”, Logistics and Management magazine, February 2012 (in Greek)
Vrechopoulos, A.	“Who controls electronic store atmosphere customization? Research questions with critical business implications”, Retail Technology Magazine, Issue 43, April – May 2009 (in Greek)
	“Greek Consumers’ Perceptions of Innovative Branded Fast Moving Consumer Goods” (with Mantzarh, E., Koutsiouris, V. and Doukidis, G.), All Pack Magazine, 2008 (in Greek)
	“Research Approaches in eCRM”, Retail Technology Magazine, Issue 36, February – March 2008 (in Greek)
	“Supply Chain and eCRM: Critical Success Factors”, Supply Chain & Logistics Magazine, Issue 15 (in Greek)

Table 11-51 DMST faculty involvement in activities and events with/for/by societal, cultural, and industrial institutions

Faculty	Event/activity (e.g. presentation, workshop, panel discussion, social media, other)
All faculty	DMST annual high-schools roadshow - presentation of DMST's study program, specializations, and employment prospects to final year high-school (Λύκειο) students.
	Prospective student information phone-line (helpdesk) - organized annually during the two-week university entry applications period.
Doukidis G.	Vice-President of the Board, Hellenic eCommerce Association (GRECA). ELTRUN / GRECA organise 6 Executive eCommerce Seminars per year
	Design and implementation of an Executive Education Program (300 hours) for Sales Executives (with Prof. G. Avlonitis) in collaboration with the Association of Sales Executives in Greece (2009-2010-2011)
Lekakos G.	2 nd E-business world conference, June 2013, Invited Speaker
	7 th E-business forum, 2011, Invited speaker
	13 th Infocom 2011, Invited Speaker
	Athens Digital Week, Talk Zone, October 2010, Invited Speaker
Nikolaou I.	6 th International Human Resources Management Conference, Athens, Greece. Organized by the MSc in Human Resources Management, AUEB.
	European Association of Work & Organizational Psychology Small Group Meeting on "Selection and assessment in Europe: Recent Trends and challenges/advances" with Neil Anderson (Brunel University, UK) and Jesus Salgado (Universidad de Santiago de Compostela, Spain) in Athens, Greece.
	5 th International Human Resources Management Conference, Athens, Greece. Organized by the MSc in Human Resources Management, AUEB.
	4 th International Human Resources Management Conference, Athens, Greece. Organized by the MSc in Human Resources Management, AUEB.
Pramatari K.	Workshop "Supporting Entrepreneurship in the Secondary Education", April 2013. Organized at AUEB and attended by more than 200 secondary education teachers in science, economics, and information technology.
	Workshop on "Career Opportunities and Market Developments in e-Commerce", May 2013, addressed to DMST undergraduate students. Six panel participants, founders or top executives, from leading e-commerce organizations.
	Leading panel discussion on energy efficiency in the supply chain with industry top executives and experts: Luca Ruini, Barilla, Health, Safety, Environment & Energy Director; Dr Klaus Hufschlag, Deutsche Post DHL, Vice President Carbon Accounting & Controlling; Prof. Jens Froese, Jacobs University Bremen & Green Efforts Project, Brussels, May 15 2013

Table 11-52 Collaboration with DMST graduates

Name of Graduate	Role and Institution	Type of collaboration
Anagnostopoulou A. (PhD)	Researcher, Hellenic Institute of Transport (HIT)	Research Fellow, ORDeS, Management Science Laboratory (MSL)
Andrikopoulos T. (PhD)	Teaching fellow in the Dept. of Economics University of Birmingham, UK	Research Fellow, FRC, Management Science Laboratory (MSL)
Chorianopoulos K. (PhD)	Ionian University Faculty	Co-operation in EuroITv steering committee and IFIP WG14.6 on interactive television (with G. Lekakos)
Deligianni I. (PhD)	University of Cyprus, Lecturer	Joint research on new business venturing (2011-today) (with S. Lioukas)
Drosos D. (PhD)	University of the Aegean faculty	Annual Ennovation Competition (2010 – to date) (with G. Doukidis and K. Pramadari)
Fameli A. (PhD)	In charge at the quality department of the Hellenic National Organization for the Provision of Healthcare Services (EOPYY)	Research Fellow, InnKnow, Management Science Laboratory (MSL)
Fouskas K. (PhD)	University of Macedonia, Greece, faculty	Annual Ennovation Competition (2010 – to date) (with G. Doukidis and K. Pramadari)
George Dotsis. (PhD)	Lecturer of Finance at the Department of Accounting, Finance and Management, Essex University, UK	Research Fellow, FRC, Management Science Laboratory (MSL)
Karagiannaki A. (PhD)	Ministry of Development, Public Procurement Reform Coordination Unit	Planning and coordination of activities for the implementation of e-procurement and public procurement reform for the Hellenic Public Sector (Mar-June 2013) (with K. Pramadari)
Kostopoulos K. (PhD)	Lecturer in Management, Norwich Business School, University of East Anglia, UK	Research Fellow, InnKnow, Management Science Laboratory (MSL)
Kourouthanassis P. (PhD) Pateli A. (PhD)	Ionian University faculty	Annual e-nnovation Competition (2011 – to date) (with G. Doukidis and K. Pramadari)
Kourtis A. (PhD)	Lecturer in Finance, Norwich Business School, University of East Anglia, UK	Research Fellow, FRC, Management Science Laboratory (MSL)
Makropoulou V. (PhD)	Advisor to the Special Secretary for Public Enterprises and Entities, Ministry of Finance, Greece	Research Fellow, FRC, Management Science Laboratory (MSL)
Mavri M. (PhD)	Assistant Professor, Department of Business Administration, University of the Aegean, Greece	Research Fellow, OPeR, Management Science Laboratory (MSL)
Nikiforou I. (PhD)	HEC Lauzanne, Switzerland, Researcher	Joint research on networks (2013- today) (with S. Lioukas)
Papakyriakopoulos D. (PhD)	Ministry of Public Reform and e-Government, Cabinet office of the Vice-Minister for e-Government	Strategy and Design of the Human Capital Management System for the Hellenic Public Sector (Jan-May 2012) (with A. Poulymenakou)
Paraskevopoulos D.	Lecturer in Operations and Supply	Research Fellow, OPeR, Management Science Laboratory (MSL)

(PhD)	Management, School of Management, University of Bath, UK	
Psychoyios D. (PhD)	Lecturer in Finance & Investments, Department of Industrial Management, University of Piraeus, Greece	Research Fellow, FRC, Management Science Laboratory (MSL)
Repoussis P. (PhD)	Assistant Professor, Stevens Institute of Technology, USA	Senior Research Fellow, ORDeS, Management Science Laboratory (MSL)
Skintzi G. (PhD)	Researcher, Center for Planning and Economic Research (ΕΠΕΑΕΚ)	Research Fellow, OPeR, Management Science Laboratory (MSL)
Skintzi V. (PhD)	Lecturer at the Department of Economics of the University of Peloponnese, Greece	Research Fellow, FRC, Management Science Laboratory (MSL)
Stavropoulou F. (PhD)	Lecturer in Operations Management, Liverpool John Moores University, UK	Research Fellow, ORDeS, Management Science Laboratory (MSL)
Theotokis A. (PhD)	Associate Professor, Leeds University, UK	Collaboration in the course of research projects (2011 - to date) (with K. Pramadari)
Tomprou M. (PhD)	Post Doc researcher, Carnegie Mellon University, USA	Research Fellow, Centre of Research in Organizational Behavior and Leadership (CROB-L)
Vlachos P. (PhD)	ALBA Graduate Business School at the American College of Greece, faculty	Collaboration in the course of research projects (2011 - to date) (with K. Pramadari)
Vlastakis N. (PhD)	Lecturer in Finance, Essex Business School, University of Essex, UK	Research Fellow, FRC, Management Science Laboratory (MSL)

Table 11-53 Professionals as regular/occasional teachers, and/or guest speakers at DMST

Professionals as regular/occasional teachers, and/or guest speakers in DMST	Course, program, and subject details
Alexiou M., Director, TITAN, Head of CSR Greece	CSR trends and prototypes /standards MBA International Program
Antonopoulos F., Head of Digital Innovation ATCOM & Partner Oliveshop.com	Lecture on setting up a global e-business venture MBA International Program, e-Commerce Course Seminar on Setting up and Online Business YES Program (Youth Entrepreneurship Summer School)
Aslanoglou M., Vice President of Regulatory Authority of Energy (RAE)	Lecture on "The deregulation of Greek Energy Market: Moving towards the European Internal Market" (2013) MBA International Program
Gritzalis St., Prof., f. Special Secretary of Public Reform	Information Systems and e-Government Course, Seminar on Systems and Data Security (2011 and 2013) MSc in Public Policy and Administration
Jackson S., European Sustainability Academy	Seminar on "Managing Organisational Change for CSR.How CSR change agents can embed CSR in organisational behaviour" (2011) MBA International Program Executive seminar on "Making Sense of Embedding CSR" (2010) MBA International Program Seminar on "Building sustainable business and competitive advantage through CSR" (2008) MBA International Program
Kapernarakou K., chair, Greek Section, Amnesty International, National Expert/ National Observatory on Violence against Women, & Papadopoulos P., Dr., BoD of European Business Ethics Network, Greece; CSR-Liaison of Amnesty International, Greek Section & Piliouris Y., Campaigner, Greek Section, Amnesty International	Open Seminar by Amnesty International on "Business, Human Rights and Corporate Social Responsibility, Tracing their Relation in Theory and Practice, The Amnesty International example" (2010) MBA International Program
Karapidakis S., Director, Siemens	Siemens Compliance Program with Ethics MBA International Program
Kerrigan K., President & CEO, Small Business & Entrepreneurship Council and Chair, Center for International Private Enterprise (CIPE)	Lecture on "Enabling Entrepreneurship: Best Policies, Practices and Support" (2012) MBA International Program
Kiriakoulis S., Safety/Health & Environment Manager Beiersdorf Southern Europe	Invited talk on "Supply Chain Management in a Mutli-national organization" YES Program (Youth Entrepreneurship Summer School)
Klimaki S.-V. (DMST graduate-TV hostess of SKAI TV)	Work & Organizational Psychology
Kokkalis P., Aephoria.net	Presentation of Aephoria.net, a new program aiming to support start-up businesses and ideas (2013) MBA International Program
Kotsonis E., co-founder sleed.gr	Lecture on monitoring in social media and online promotion MBA International Program, e-Commerce Course
Makriniotis C., General Manager Endeavor Greece	Invited talk on Innovation and Entrepreneurship YES Program (Youth Entrepreneurship Summer School)
Maleganos J., Business and Industry Engagement Program Officer, WWF Hellas	Introduction to WWF Hellas, Presentation of Living Planet Report 2010, "Green Corporate Practice": The Business Case (2011) MBA International Program
Mamalaki A., (HR Director in Titan)	Employee performance and appraisal in Titan MSc in HRM

Maroulakis E., Managerial Adviser - Project Finance Transactions, European Investment Bank	Lecture on "Energy investments, financing tools in Greece of today" (2013) MBA International Program
Mertzanis C., Director, Capital Markets Commission	Trends in Corporate Governance MBA International Program
Methodios Y., Dr, Vice President of KEMEL	Lecture on "HR Management in a High Tech Consulting Company" (2011) in the context of the "Work stories series" of the program MBA International Program
Methodios Y., Ph.D. Former CEO ACCENTURE Greece, Member of the Center of Volunteer Managers Greece	Managing risk in large scale IT projects MIS, Executive MBA
Ministry of Economy and Finance (Special Secretariat)	Seminar on ""Internal Management Control and Internal Audit", designed specifically for managers of Public Organizations (2008) MBA International Program
Mitrou L., Assoc. Prof.	Information Systems and e-Government Course, Seminar on Data Protection (2011, 2012)
Papathanasiou E., (HR Manager in Colgate)	Employee appraisal in Colgate MSc in HRM
Petmezas T., co-founder cosmone.gr	Lecture on online auctions and e-procurement MBA International Program, e-Commerce Course
Polizzotto P., Founder and CEO of EcoMedia	Lecture on "Tackling Climate Change Through Innovative Media Ad Models" (2011) MBA International Program
Prodromidis P., PhD, KEIE	Microeconomic analysis (1st semester), Macroeconomic analysis (2nd semester), undergraduate program, 2009-now
Schuermans S. (Vision Mobile)	MBA in Telecoms, e-commerce course, invited speaker
Theofanous D., Commercial Director QuestOnline SA	Lecture on online promotion and selling e-Commerce, Executive MBA
Tzortzakis P., Vice - Minister of Public Reform	Information Systems and e-Government Course, Seminar on Digital Strategy (2011) MSc in Public Policy and Administration
Vasalakis D., (HR executive in Intracom)	Recruitment and Selection in Intracom MSc in HRM
Vavaroutas K.,(HR Director in Yellow Pages)	HRM practices in Yellow Pages MSc in HRM
Vlachoutsikos C., Special Advisor at the Hellenic Foundation for European and Foreign Policy (ELIAMEP)	Doing Business in the Balkans & Black Sea Region; and Establishing and Sustaining Effective Managerial Interaction (MBA International, 2002)
Young Entrepreneurs Association Hellas	Joint Seminar Session on "Quality as a Competitive Business Advantage" (2010) MBA International Program
Zivas D., co-founder, welovetoys.gr	Lecture on the setup of an e-business venture e-Commerce, Executive MBA