

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

STUDY GUIDE

**Interdisciplinary Postgraduate Program
Public Policy and Public Management**

ATHENS, OCTOBER 2022



PART I: INFORMATION ABOUT THE INSTITUTION

CONTACT DETAILS (Name & Address)

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

Address: 76, Patission Str. GR-10434, Athens

Telephone number: +30-210-8203911

Website: <https://www.aueb.gr> e-mail: webmaster@aub.gr

Facebook: <https://www.facebook.com/auebgreece>

Twitter: <https://twitter.com/aueb>

Linkedin: <https://www.linkedin.com/school/athens-university-of-economics-and-business/mycompany/>

Youtube: <https://www.youtube.com/channel/UCPncunqp3bMuAHHeCikhalg>

Instagram: <https://www.instagram.com/aueb.gr/>

ACADEMIC AUTHORITIES

The rectorate authorities consist of the Rector and the Vice Rectors, as per below:

Rector:

Professor Dimitris Bourantonis

Vice Rectors:

Vice Rector of Academic Affairs and Personnel

Professor Vasilios Vasdekis

Vice Rector of Research and Lifelong Learning

Professor Georgios Lekakos

Vice Rector of Financial Planning and Infrastructure

Professor Konstantinos Drakos

Vice Rector of International Cooperation and Development

Professor Vasilios Papadakis

School of Management

Dean: Associate Professor Angeliki Poulymenakou

Department of Management Science and Technology

Chair: Professor Irini Voudouris

Master in Science in Public Policy and Management

Director: Professor Dimitris Christopoulos

Contact details

Address: 47a Evelpidon Str, GR-113 62, Athens

Telephone number: +30-210-8203685

Email: ms-mst@aub.gr

Website: <https://management.aueb.gr/>

ACADEMIC CALENDAR

- Winter Semester
 - 1st teaching period: 3/10/2022- 25/11/2022
 - 1st exams period: 28/11/2022- 02/12/2022
 - 2nd teaching period: 05/12/2022- 10/2/2023
 - 2nd exams period: 13/2/2023- 17/2/2023
- Christmas Break: 26/12/2022-6/1/2023
- Spring Semester
 - 3rd teaching period: 20/2/2023- 21/4/2023
 - 3rd exams period: 24/4/2023-28/4/2023
 - 4th teaching period: 02/5/2023- 23/06/2023
 - 4th exams period: 26/6/2023-30/6/2023
- Easter Break : 13/4/2023-19/4/2023

Official Holidays:

- October 28 Holiday - The Anniversary of the “No”, 28/10/2022
- The Anniversary of Polytechnio, 17/11/2022
- Epiphany 6/1/2023
- The Three Patron Saints of Education Day 30/1/2023
- Clean Monday 15/3/2023
- Greek Independence Day 25/3/2023
- Labor Day 1/5/2023
- Pentecost Monday 21/6/2023

AUEB’s OPERATIONAL STRUCTURE

The structure and operation of the Institution is defined by current legislation as in force. The Athens University of Economics and Business is under the supervision of the Ministry of Education, Research and Religious Affairs. Its governing bodies include:

The Governing Council
The Senate

The Rector
The Vice-Rectors
The Executive Director

Until the Governing Council assumes its duties, administration is exercised by the University's Rector's Council

AUEB's ACADEMIC STRUCTURE

The Athens University of Economics and Business is structured by academic units of two (2) levels: a) the Schools, and b) the Departments

Each School is structured by at least two (2) Departments, covers a domain of related scientific areas, and ensures the interdisciplinary approach to teaching and research between its departments. The School is responsible for supervising and coordinating the operation of the Departments and the educational and research work produced, in accordance with the Internal Operating Regulations. The bodies of the School, according to Law 4957/2022 (A 141) as applicable are: a) the Dean and b) the Dean's Council

The Department is the University's fundamental academic unit and aims to advance a specific field of science, technology, letters and arts through education and research. The Department consists of all the members of the Teaching & Research Staff (DEP), the members of the Special Education Staff (EEP), the members of the Laboratory Teaching Staff (EDIP) and the members of the Special Technical Laboratory Staff (ETEP).

Bodies of the Department according to Law 4957/2022 (A 141) as applicable are: a) the Assembly, b) the Board of Directors, c) the Head/Chair and d) the Deputy Head/Chair.

The Athens University of Economics and Business consists of three Schools & eight Departments:

1. SCHOOL OF ECONOMIC SCIENCES

Department of International and European Economic Studies

Department of Economics.

2. SCHOOL OF BUSINESS

Department of Management Science and Technology

Department of Business Administration

Department of Accounting and Finance

Department of Marketing and Communication.

3. SCHOOL OF INFORMATION SCIENCE AND TECHNOLOGY

Department of Informatics

Department of Statistics

ADMINISTRATIVE BODIES OF POSTGRADUATE STUDY PROGRAMS

Competent bodies for the organization and operation of the Postgraduate Study Programs are:

- a) the Senate,
- b) the Assembly of the Department,
- c) the Coordinating Committee (CC), and
- d) the Director of the Postgraduate Program.

Especially for inter-departmental, inter-institutional and joint programs, the responsibilities of the Department's Assembly are exercised by the Curriculum Committee.

UNIVERSITY STAFF

The University staff consists of the following categories:

- TEACHING STAFF:

- Teaching & Research Staff (DEP)
- Emeritus Professors
- Visiting Professors
- Special Education Staff (E.E.P.)
- Laboratory Teaching Staff (E.DI.P.)
- Special Technical Laboratory Staff (E.T.E.P.)
- Auxiliary Teaching Staff
- Teaching Fellows
- Scientific Faculty Members
- Adjunct Instructors
- Secondet Teachers

- ADMINISTRATIVE STAFF

SERVICES

The Athens University of Economics and Business provides both administrative and other services (meals, housing, library, sport facilities etc.) aiming at serving both its students and staff. More information on the organization and operation of the University's services can be found on the University's website (<http://www.aueb.gr/en>).

GENERAL DESCRIPTION OF THE UNIVERSITY

The Athens University of Economics and Business (AUEB), as a Higher Educational Institution, is a legal entity governed by public law and supervised by the Ministry of Education, Research and Religious Affairs.

AUEB is, in order of seniority, the third Higher Education Institution of the country and the first in the fields of Economics and Business Administration. Later, the scientific fields of Informatics and Statistics were added. Since its founding, in 1920, AUEB has a rich and noteworthy tradition of significant academic achievements that define the present and create excellent prospects for the future.

The University as a center of excellence, in academic research and teaching, is rated as one of the leading universities in its subject areas in Greece and one of the best internationally. The high level of its staff, the quality in teaching and research, the modern curriculum/courses, but also the high demand of its graduates significantly enhance the University's brand name and reputation, in Greece and abroad.

Detailed information on the study programs is provided in the study guides and departmental websites.

ADMISSION/REGISTRATION PROCEDURE

Chief Regulations of the University (including academic recognition procedures)

The regulations include, for example:

- The University's Internal Operating Regulations
- The Organization of Administrative Services
- The Regulations for the Operation of Postgraduate and Doctoral Study Programs
- The Internal Regulation for conducting postdoctoral research

AUEB'S ECTS COORDINATOR

The University's ECTS Coordinator is the Quality Assurance Chairperson, who ensures the University's compliance with the principles and rules of the European credit accumulation and transfer systems, supervises compliance and implementation and is responsible for the full recognition and transfer of credit units.

PARTII: INFORMATION ON DEGREE PROGRAMMES

A. GENERAL DESCRIPTION

QUALIFICATION AWARDED

The Postgraduate Program awards the MSc in Public Policy & Management.

ADMISSION REQUIREMENTS

The selection criteria for candidates are defined in the notice and include in particular:

- a) Degree (s) grade
- b) University and Department of Origin
- c) Years of completion of undergraduate studies
- d) English Language level
- e) Duration and type of work experience (for part-time program)
- f) Letters of recommendation from faculty members or employers
- g) Individual interview (motivation, organization, cognitive focus, etc.)

h) Holder of a Master's degree

EDUCATIONAL AND PROFESSIONAL GOALS

The Interdepartmental Postgraduate Program entitled Master of Science in Public Policy and Management covers the following fields: a) Public Economic Policy b) Public Management. Provides specialized postgraduate studies to graduates of Greek and recognized foreign universities (DOATAP) in the fields of Public Economics, Politics and Management. The main purpose of the program is to train executives for the better functioning of organizations and services of the wider public sector as well as non-governmental organizations. At the same time, the program makes applied research in the above areas that are also the research domains of the Departments participating in the Interdepartmental Program.

More specifically, the Interdepartmental Program aims at:

1. The training of executives in the fields of applied Public Finance, Politics and Management and the provision of its graduates with the conceptual framework and analytical skills required for a successful career and development in the Public Sector.
2. In the interconnection of the educational process with the needs of the Public Administration, and the national economy.
3. The development of cooperation networks with the respective international scientific community.

ACCESS TO FURTHER STUDIES

It is not possible to continue studies at the Doctoral level.

COURSE STRUCTURE DIAGRAM WITH CREDITS

Obtaining the Master degree requires: a) compulsory attendance of the courses, b) successful examination in courses corresponding to 60 PM, and c) delivery of a diploma thesis corresponding to 30 PM. The total credit of the program is 90.

The syllabus of the courses taught and examined together with the respective credits is defined as follows:

1) Direction "Public Economic Policy"

1st Semester	Π.Μ.
Principles of Economics and Fiscal Policy	5
Public Policy Analysis	5
Quantitative Methods in the Public Sector	5
Evaluation of Projects and Policies	5
Decision Analysis	5
Strategic Management for Public Services and Organizations	5
Sum: 1st Semester	30
2nd Semester	
Information Systems and eGovernment	5
Reforms and Public Management	5
4 elective courses from the list below:	20

<i>Public Finance</i>	5
<i>Circular Economy</i>	5
<i>Financial analysis of Public sector organizations</i>	5
<i>Social Policy</i>	5
<i>European Economic Policy</i>	5
<i>Introduction to Game Theory</i>	5
Sum: 2nd Semester	30
3rd Semester	
Thesis	30
Sum: 3rd Semester	30
TOTAL SUM	90

2) Direction "Public Management"

1st Semester	П.М.
Principles of Economics and Fiscal Policy	5
Public Policy Analysis	5
Quantitative Methods in the Public Sector	5
Evaluation of Projects and Policies	5
Decision Analysis	5
Strategic Management for Public Services and Organizations	5
Sum: 1st Semester	30
2nd Semester	
Information Systems and eGovernment	5
Reforms and Public Management	5
4 elective courses from the list below:	20
<i>Human Resource Management and Leadership</i>	5
<i>Introduction to Operations Research</i>	5
<i>Entrepreneurship and Innovation in the Public Sector</i>	5
<i>Project Management</i>	5
<i>Citizen Relations, Communication</i>	5
<i>Ethics and Corruption in the Public Sector</i>	5
Sum: 2nd Semester	30
3rd Semester	
Thesis	30
Sum: 3rd Semester	30
TOTAL SUM	90

FINAL EXAMINATION

Each semester is divided into two teaching periods. Examinations are held four times in each academic year, in the following months: November, February, April, and June. The schedule of courses / exercises and exams of each semester is prepared and announced at least ten days before the beginning of the semester.

EXAMINATION AND ASSESSMENT REGULATIONS

1. The final evaluation of each course is done either through written exams. By decision of the Curriculum Committee, upon the recommendation of the Coordinating Committee, student assignments can also be included in the final grades.
2. The final grade of each course is determined by the respective teachers. The individual and group assignments of students can be included. Participation in the examination on the specific date announced in accordance with the Program is compulsory.
3. The grading scale is set from zero (0) to ten (10) with grades of the whole or half unit. Passing grades are considered the total grade of 5 and the highest.
4. In the event that a student does not come unjustifiably on the specific examination date of a course, s/he loses the examination period and the course is considered as failed.
5. A student who fails in up to two (2) courses in an examination period is entitled to enroll in the next semester but is obliged to be re-examined in those courses. In the event that in the re-examination period the student does not succeed in these courses, he/she is examined after an application, by a three-member committee of faculty members of the School, which have the same or related subject with the examined course and are defined by the SIC.
6. For the award of the MSc, a promotional degree is required in all postgraduate courses and in the diploma thesis. If this condition is not met within the expected period, the postgraduate student is only entitled to a simple certificate of successful attendance of the courses, where he/she received a promotional degree and the postgraduate student's attendance of the Program is completed.
7. The grades of the courses are announced by the Secretariat of the Postgraduate Program within one (1) month from the completion of the examinations
8. The Curriculum Committee upon the recommendation of the Coordinating Committee may decide to delete postgraduate students if the failed courses exceed two courses of 5 credits (or four courses of 2.5 credits) per academic term.
9. In any case of delete of the postgraduate student, any tuition fees paid shall not reimbursed, unless there are special reasons and the Curriculum Committee shall justifiably decide otherwise upon the proposal by the Coordinating Committee of the MSc.

B. DESCRIPTION OF INDIVIDUAL COURSE UNITS

Course title	Principles of Economics and Fiscal Policy
Course code	m83121p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	1
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	George Economides, Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	The main objective of the Course is to <i>introduce and familiarize students with main principles of economic policy</i> . In particular, this course: <ul style="list-style-type: none"> • Presents how the market economy works.

	<ul style="list-style-type: none"> • Analyses the interaction between markets and government. • Identifies market failures and justifies government intervention. • Identifies policy failures. • Discusses the content of fiscal policy. • Discusses concepts such as public deficit and public debt. • Identifies the limitations imposed on the conduct of fiscal policy in a Monetary Union.
Prerequisites	None
Course contents	<ul style="list-style-type: none"> • The price system and its operation • Demand and elasticity • Production costs and supply • Markets and disequilibrium • Market failures • The role and imperfections of economic policy • Public deficits and public debt • Trade deficits and external debt • Monetary policy and exchange rate regimes • Economic policy and growth • The macroeconomic environment in the EU
Recommended reading	<ul style="list-style-type: none"> • Acocella N. (1994): <i>The Foundations of Economic Policy – Values and Techniques</i>. Cambridge University Press. • Balleisen E.J. and D.A. Moss (2010): <i>Government and Markets – Toward a new theory of regulation</i>. Cambridge University Press • Kaplow L. (2008): <i>The Theory of Taxation and Public Economics</i>. Princeton University Press. • Sloman J. and E. Jones (2017): <i>Essential Economics for Business</i>. Pearson Education Limited. • Tanzi V. (2011): <i>Government versus Markets – The Changing Economic Role of the State</i>. Cambridge University Press. • Lecture notes uploaded to the e-class site of the course.
Teaching methods	Teaching in the class with physical presence and the use of slides.
Assessment methods	Final exam (70%) and a project (30%).
Language of instruction	Greek/English

Course title	Public Policy Analysis
Course code	m83122p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	1

Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Spyros Blavoukos, Associate Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>The course aims at:</p> <ul style="list-style-type: none"> • Increasing the understanding of students on aspects of public policy-making at national and EU level • Strengthening their analytical skills and their capacity to absorb theoretical knowledge on the studying of public policy analysis • Apply theoretical and analytical insights to empirical case-study analysis of public policies. <p>At the end of this module students will be able to:</p> <ul style="list-style-type: none"> • Engage critically with the relevant literature on public policy making • Perform a public policy analysis by using the basic tools available • Understand how and why public policies do not always reflect rational choices • Identify the main actors and their role in public policy-making at the EU level.
Prerequisites	-
Course contents	<p>The structure of the course is the following:</p> <ol style="list-style-type: none"> 1. Basic concepts of Public Policy Analysis <ul style="list-style-type: none"> • Public policy features • Policy outputs - policy outcomes 2. Public policy-making: actors and processes <ul style="list-style-type: none"> • Actors: resources and added value • Institutional framework • Policy-making stages (agenda setting, decision making, implementation, evaluation) 3. Analytical approaches <ul style="list-style-type: none"> • Rational Choice, Incrementalism, 'Garbage bin' • Epistemic communities and policy entrepreneurs 4. Implementation and Evaluation 5. EU Public policy-making <ul style="list-style-type: none"> • Institutional bodies and Interest groups • Adjustment pressures
Recommended reading	<ul style="list-style-type: none"> • Goodin, R.E., M. Moran, and M. Rein (eds.) (2008) <i>The Oxford Handbook of Public Policy</i> (Oxford: Oxford University Press). • Kingdon J. (1995) <i>Agendas, Alternatives and Public Policies. 2nd Ed.</i> (New York: Longman). • Hague, R. και M. Harrop (2005) <i>Συγκριτική Πολιτική και Διακυβέρνηση</i> (Αθήνα: Κριτική) [κεφ. 1, 10, 11, 16, 17].

	<ul style="list-style-type: none"> • Λαδή, Σ. και Β. Νταλάκου (2016) <i>Ανάλυση Δημόσιας Πολιτικής</i> (Αθήνα: Παπαζήσης). • Σπανού, Κ. (επιμ.) (2011) <i>Δημόσιες Πολιτικές στην Ελλάδα: Όψεις και Αντιφάσεις</i> (Αθήνα: Παπαζήσης).
Teaching methods	The course is based on lectures by the instructor, supported by relevant educational material (slides)
Assessment methods	Students are assessed on the basis of: <ul style="list-style-type: none"> • <u>Assignment: Case-Study Analysis (40% of final grade)</u>: Students select a public policy of their own choice as a case-study and perform a short (max 3000 words) analysis structuring it along the lines of the policy-making cycle (initiation, formulation, implementation, evaluation, refeeding). The assignments are evaluated on the basis of their clarity, analytical accuracy, overall depth and sophistication of analysis. They are delivered at the end of the course. • <u>Final examination (60% of final grade)</u>
Language of instruction	Greek/ English

Course title	Quantitative Methods in the Public Sector
Course code	m83125p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester	1
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Ioannis Dendramis, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	Familiarity with basic level statistical methodology that will enable students to interpret and conduct data analysis.
Prerequisites	None
Course contents	We introduce basic concepts of probability theory and statistics: probability distribution of a random variable and basic characteristics (expected value and variance), sampling distribution of statistics (eg sample mean), parameter estimation (eg population mean), confidence intervals, hypothesis testing, and multiple regression. The emphasis is on

	applications of statistics and econometrics. Empirical applications using STATA are presented.
Recommended reading	"Introduction to Econometrics" by J. Stock and M. Watson. chapters 1- 7.
Teaching methods	Lectures
Assessment methods	Final exam
Language of instruction	Greek and English

Course title	Evaluation of Projects and Policies
Course code	m83127p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	1
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Dimitrios Christopoulos Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	The course presents the methods of investment evaluation at the level of firm and national economy, as well as the ways of their application. After the completion of the course the students will be able to conduct financial, economic and social evaluation and as well risk analysis of investment programs in the real economy. Introduction to regulatory impact analysis.
Prerequisites	-
Course contents	The course includes: Basic concepts in investment appraisal; Identification and measurement of cash flows; Compound Interest, present and future value; Investment appraisal criteria; The cost of capital in project appraisal; Risk analysis (Sensitivity analysis, Monte Carlo simulations, Qualitative analysis); Project appraisal at the level of firm and national economy; Feasibility analysis; Financial analysis; Financial efficiency and sustainability; Economic analysis; Accounting prices and conversion factors; Social analysis.

	Lectures with 'PowerPoint presentations' and selective use of the literature according to the progress of the lectures
Recommended reading	<ul style="list-style-type: none"> • <i>European Commission Guide to COST--BENEFIT ANALYSIS of investment projects</i>, European Commission, 2014-2020. • Brigham, E. and Houston J., <i>Fundamentals of Financial Management</i>, 10th edition, (selected chapters). • Brendt, R., <i>Applied Cost--Benefit Analysis</i>, 2nd Edition, 2006, (selected chapters). • OECD, <i>Introductory Handbook for Undertaking Regulatory Impact Analysis (RIA)</i>, 2008
Teaching methods	Lectures and essays
Assessment methods	Essay 25% of the final grade. Final exam 75% of the final grade.
Language of instruction	Greek

Course title	Decision Analysis
Course code	m83126p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	1
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Emmanouil Zachariadis, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<ul style="list-style-type: none"> • Differentiate between states of nature and alternative courses of action • Construct and understand payoff matrices for profit and cost. • Take balanced decisions in the absence of probability information. • Understand the measure of probability for characterizing different state of nature. • Understand how partial information can modify the a priori probability of an event. • Use random variables to express the uncertain future profit. • Construct decision tables for taking effective decisions when the states of natures have a known probability.

	<ul style="list-style-type: none"> • Understand what is the value of additional probability information on the states of nature. • Develop and use the utility curve for taking risk into consideration when decisions are taken.
Prerequisites	-
Course contents	This course provides a quantitative framework for making decisions. It provides the theoretical background for comparing the payoff of different decision alternatives under uncertain states of nature. Simple criteria employed when no probability information on the states of nature are presented. The necessary theoretical background on probability theory is described. The conditional probability is introduced, followed by a brief presentation of random variables. Then, the course demonstrates how probability information can enable balanced and effective decisions. Risk is then taken into consideration by introducing the utility theory.
Recommended reading	<ul style="list-style-type: none"> • Course Notes • Foundations of Decision Analysis, Global Edition. Abbas Ali E. , Howard Ronald A. Pearson Education Limited • Decision Analysis for Managers: A Guide for Better Professional and Personal Decision Making, Charlesworth David, Business Expert Press
Teaching methods	Lectures Examples Course Assignment
Assessment methods	70% Final Exam 30% Course Assignment
Language of instruction	Greek

Course title	Strategic Management for Public Services and Organizations
Course code	m83123p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	1
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Deligianni Ioanna, Assistant Professor

Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>At the end of this module students will be able to:</p> <ul style="list-style-type: none"> Analyze concepts and models necessary for competence in key topics in Strategic Public Management Apply the tools of strategic management analysis to understand, evaluate and redesign if needed the strategy of an organization. Analyze challenges facing governments and public organizations around the world and learn about potential solutions to these challenges as well as obstacles in implementing them. Find alternative strategies for his/her organization.
Prerequisites	There are neither prior specific theoretical nor technical prerequisites for the course.
Course contents	<ul style="list-style-type: none"> Strategy: Concept and approaches. Mission and purposes. Typology of strategies. Strategy combination. Strategic position analysis, tools and methods. Measurement of public value. Alternative strategies, creation and evaluation, selection of a new strategy. Scenarios and their use. Implementation of strategy. Plan, execute, transform guidance. Strategy framework and organization performance. Common Evaluation Framework (CPA). Strategic planning procedures. Strategic processes in practice. The role of the system and the executives.
Recommended reading	For each of the sections, the course will include presentations by the instructors and discussions in the case study database. There will also be presentations of selected case studies from the work of alumni and doctoral students. Executives from the wider public sector will also be invited to present their experience .For each of the sections, teacher slides, notes, case studies and articles will be distributed.
Teaching methods	The teaching methods used involve lectures, case study analysis, guest speakers, polls.
Assessment methods	<p>Course Assessment comprises of three elements.</p> <ul style="list-style-type: none"> Final examination 30% Group assignment 60% (see below) 3) Participation in the class 10%
Language of instruction	Greek/English

Course title	Information Systems and eGovernment
Course code	m83128p
Type of course	Mandatory
Level of course	Postgraduate

Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Georgios Lekakos, Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>This module will analyze the strategic role of Information Systems in public sector management through the automation of administrative processes, the digitalization of data, the provision of new services to citizens, the automation of transactions in businesses, and generally, the creation of a more “open and participatory” governance. Policies of promoting new technologies at a national level will also be analyzed.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> • Understand the basic principles of Information Systems as well as the main dimensions of electronic government. • Manage the organizational, cultural, technological challenges of transforming organizations into a digital mode of operation. • Ability to redesign business operations utilizing technological solutions. • Understanding of the fundamental dimensions of the National Digital Strategy.
Prerequisites	-
Course contents	<ul style="list-style-type: none"> • The importance and the role of Information Systems in organizations • Basic principles of Electronic Government • Exploiting Information Systems for the automation of transactions and processes • Business Process optimization using Information Systems • Interoperability Framework and IS Security • Analysis and evaluation of e-government IS.
Recommended reading	<p>The topics presented in the course are fully covered by the instructor’s notes. Additional reading include:</p> <ul style="list-style-type: none"> • Ι. Αποστολάκης, Ε. Λουκής, Ι. Χάλαρης (2008). Ηλεκτρονική Δημόσια Διοίκηση: Οργάνωση, Τεχνολογία και Εφαρμογές. Εκδόσεις Παπαζήση • Α. Πομπόρτσος (2005). Εισαγωγή στην Ηλεκτρονική Διακυβέρνηση. Εκδόσεις Τζιολα • Γ. Δουκίδης (2011). Καινοτομία, Στρατηγική, Ανάπτυξη και Πληροφοριακά Συστήματα. Εκδόσεις Σιδέρη

Teaching methods	Lectures using powerpoint presentations, case study analysis, practical application using business process re-engineering tools using IS. final project assignments presented by the students.
Assessment methods	Students are assessed on the basis of: <ul style="list-style-type: none"> • Final examination (60% of final grade) • Assignment: (40% of final grade)
Language of instruction	Greek

Course title	Reforms and Public Management
Course code	m83124p
Type of course	Mandatory
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	George Pagoulatos, Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	Understanding reforms and public management in the framework of the institutional-administrative system and the surrounding sociopolitical context. Understanding the factors (internal, state, political, social, economic, institutional, EU and international) that facilitate or constrain reforms. Understanding privatization, public administration at times of crisis, decentralization and multilevel governance. Emphasis on case studies.
Prerequisites	-
Course contents	Public policy and reforms. The content, the context and the reality of reforms. Privatization, public administration at times of crisis, decentralization and multilevel governance. Examination of case studies.
Recommended reading	<ul style="list-style-type: none"> • K. Featherstone & D. Papadimitriou, The Limits of Europeanization: Public Policy and Reforms in Greece, Athens, October 2010 • G. Pagoulatos, "The pendulum of reforms", Kathimerini, 17.5.2009. • G. Pagoulatos, "The Enemy Within: Intragovernmental Politics and

	<p>Organizational Failure in Greek Privatization”, <i>Public Administration</i>, 79/1, 2001, pp.125-146.</p> <ul style="list-style-type: none"> • D. Papoulias, How the Reforms Are Performed, Alexandria 2019. • D. Sotiropoulos, “The paradox of non-reform in a reform-ripe environment: lessons from post-authoritarian Greece”, in S. Kalyvas, G. Pagoulatos and H. Tsoukas (eds) <i>From Stagnation to Forced Adjustment: Reforms in Greece, 1974-2010</i>, Hurst & Co/ Columbia University Press (2011).
Teaching methods	Lectures by the professor and the invited speakers. Presentations by the students. Discussion with the students.
Assessment methods	Final exam (70%) individual presentations and oral participation of the students (30%).
Language of instruction	Greek/English

Course title	Public Finance
Course code	m83132p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	2
Semester/trimester	3
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Evangelos Vassilatos, Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>At the end of this module students will be able to:</p> <ul style="list-style-type: none"> • Learn the basic tools, concepts and models necessary for competence in key topics in Public Economics • Learn about concepts characterizing types, properties, and effects of taxes and describing publicly provided goods and market imperfections • Understand how the government raises revenues through taxation to finance public expenditures and what constitutes a “good’ tax”. • Apply the theory of externalities to evaluate the climate crisis and review contemporary economic and political thinking on environmental policy. • Learn to analyze policy challenges facing governments around the world and learn about potential solutions to these challenges as well as obstacles in implementing them.

	<ul style="list-style-type: none"> • To apply economics to public policy issues, how to make an argument for or against one side in an issue, and how to use empirical tools and evidence to support one's case • Learn a set of perspectives into the economic activities of the government sector that will help them become enlightened participants - engaged citizens, voters, politicians, and/or civil servants - in society
Prerequisites	-
Course contents	This course provides an introduction to modern public economics focusing on the role of the government in the economy. The aim is to provide an understanding of the reasons for government intervention in the economy, analyzing the benefits of possible government policies, and the response of economic agents to the government's actions. The course covers tax policy, public goods and public procurement, environmental protection, size and ways of measurement of the public sector, budget deficits and the interaction between different levels of government. The course will cover central theories and empirical basis for economic policy
Recommended reading	Jonathan Gruber, Public Finance and Public Policy, 5th edition, Macmillan, 2016. Hyman , D., Public Finance : A Contemporary Application of Theory to Policy, 10th Edition, South- Western Cengage Learning, 2010.
Teaching methods	Classroom Lectures
Assessment methods	Working Assignment /Written exams
Language of instruction	Greek/English

Course title	Circular Economy
Course code	m89141p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Anastasios Xepapadeas, Professor

Objective of the course (preferably expressed in terms of learning outcomes and competences)	The transition to a circular economy is one of the biggest challenges in building a sustainable society. This transition requires an interdisciplinary approach, combining socio-economic and environmental analysis. The course follows a systemic approach to circular economics taking into account the economic units involved, incentive structures, and their implications for cyclical alternatives. The best solutions are identified by using feasibility studies of cyclical or semi-cyclical approaches, life cycle assessment and environmental benefit assessment of the alternatives.
Prerequisites	-
Course contents	The course includes: <ul style="list-style-type: none"> • Understanding the concept of circular and semi-circular economy and ecoindustrial parks. • Understand how a circular economy deviates from the current linear model • Evaluation of costs and benefit sin transitioning from linear to circular or semi-circular economies. • Lectures with ‘PowerPoint presentations’ and selective use of the literature according to the progress of the lectures
Recommended reading	<ul style="list-style-type: none"> • Towards a circular economy: business rationale for an Accelerated transition, MacArthur Foundation, 2015. • W. Kip Viscusi, Joel Huber and Jason Bell, Promoting Recycling: Private Values, Social Norms, and Economic Incentives, The American Economic Review , MAY 2011, Vol. 101, No. 3, PAPERS AND PROCEEDINGS OF THE One Hundred Twenty Third Annual Meeting OF THE AMERICAN ECONOMIC ASSOCIATION (MAY 2011), pp. 65-70 • European Commission Guide to COST--BENEFIT ANALYSIS of investment projects, European Commission,2014-2020.
Teaching methods	Lectures and essays
Assessment methods	Essay 25% of the final grade. Final exam 75% of the final grade.
Language of instruction	Greek

Course title	Financial analysis of Public sector organizations
Course code	m83235p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1

Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Christos Tzovas, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>The objective of this course is to present the recent developments in the field of public sector accounting within the context of New Public Management. In addition, special attention is provided to financial analysis of public sector organizations.</p> <p>Alternative methods of presentation of accounting information based on IPSAS, GASB and national standards are presented. Special reference is provided to the preparation, presentation and recording of annual budgets.</p>
Prerequisites	-
Course contents	<p>The following subjects are covered:</p> <ul style="list-style-type: none"> • the public sector environment and how it differs from private sector • alternative accounting bases • existing legal framework and national standards for public sector • GASB, IPSAS • management of financial and physical assets including environmental and heritage considerations • Audit and control in public sector organizations • Cost Accounting in Public sector organizations • preparation, presentation and recording of annual budgets • preparation, presentation and analysis of annual financial statements
Recommended reading	<ul style="list-style-type: none"> • Sandra Kohen and Sotirios Karatzimas, “Public sector analysis: Trends and Practices”, Publications of Athens University of Economics and Business, Athens, 2020 (in Greek) • <i>Additional course materials</i> will be posted on Course’s E-class platform.
Teaching methods	The course is delivered once per week with a 3-hour lecture. Depending on the topic, real world cases are presented and discussed during the class.
Assessment methods	Students are assessed with a written exam at the end of the teaching block. The marking scale ranges from 0 to 10. The minimum passing grade is 5.
Language of instruction	English

Course title	Social Policy
Course code	m83233p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Pantelis Kammas, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	The main objective of the Course is to introduce and familiarize students with social policy. In the first part, the course covers theories of redistribution (between different groups and /or different generations) whereas in the second presents data and practical issues related to the implemented social policy in OECD countries and especially in Greece.
Prerequisites	There are neither prior specific theoretical nor technical prerequisites for the course. However, we strongly recommend students to take the course of Public Economics.
Course contents	In the first part we discuss theories of social justice and we explore the idea and scope of welfare state: why it is important, what it means, how it redistributes income between different groups of agents and how it relates to other policy areas and to broader institutional arrangements. In the second part we present detailed data and we analyze the implemented social policy (i.e. cash benefits and benefits in kind) in OECD countries and especially in Greece. Finally, we place the spotlight on potential «policy failures» and we discuss the above issues from a political economy / public choice perspective so as to understand how the political incentives affect the implemented social policy in practice.
Recommended reading	<ul style="list-style-type: none"> • Nicholas Barr (2012). The Economics of the Welfare State, Oxford University Press (5th edition) • Jonathan Gruber (2019). Public Finance and Public Policy, Worth Publishers; (6th edition) • Agnes Benassy-Quere, Benoit Coeure, Pierre Jacquet, and Jean Pisani-Ferry (2019) Economic Policy: Theory and Practice Oxford University Press (2nd edition) • Ethan Bueno de Mesquita (2016). Political Economy for Public Policy. Princeton University Press
Teaching methods	Lectures

Assessment methods	Final Exams (50%) and Written Assignment/ Presentation (50%)
Language of instruction	Greek

Course title	European Economic Policy
Course code	m83234p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Evangelos Dioikitopoulos, Assistant Professor of Economics
Objective of the course (preferably expressed in terms of learning outcomes and competences)	Upon successful completion of the course, students will be able to use macroeconomic and international macroeconomic tools to analyze EU fiscal and monetary policy issues and increase their understanding of these issues (including developments in economy policies for integration through economic growth, labour and capital mobility). An in-depth study of monetary and fiscal policy allows for a deeper knowledge of European Economics.
Prerequisites	
Course contents	Lecture topics include: <ul style="list-style-type: none"> • The post-war history and the main institutions of Europe. • International interdependence and cooperation • International associations, the architecture and design of European integration • Economic Development and Convergence in the European Union. The current situation in the European Union • Movements of capital, population and products. • Monetary policy and monetary union • Theory of Excellent Monetary Area and its Applications.
Recommended reading	- The Economics of European Integration, Richard Baldwin and Charles

	Wyplosz, 6th Edition, Mc Graw Hill - Economics of Monetary Union, Paul De Grauwe, Oxford University Press, Oxford, UK. ISBN 9780198849544
Teaching methods	Lectures
Assessment methods	Written and/or Oral Exam
Language of instruction	Greek/English

Course title	Introduction to Game Theory
Course code	m89140p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Lambros Pechlivanos, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	This is an introductory course to game theory. Although the course is methodological in nature, there will be an attempt to avoid a rigorous presentation of the material. Emphasis will be given to economic applications like oligopoly competition and entry, bargaining and auctions.
Prerequisites	-
Course contents	General introduction, normal form representation of games and the notion of dominance Nash equilibrium in pure and mixed strategies Extensive form representation of games Backwards induction and subgame perfect equilibrium Bargaining Repeated games Games of incomplete information (Bayesian games) Dynamic games of incomplete information (Signaling games)

Recommended reading	Robert Gibbons (1992) <i>A Primer in Game Theory</i> , Harvester Wheatsheaf: London
Teaching methods	Lectures, Take-home problem sets
Assessment methods	Final Exam
Language of instruction	Greek/English

Course title	Human Resource Management and Leadership
Course code	m83230p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Leda Panayotopoulou, Assistant Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>This course aims at presenting the theoretical framework HRM and leadership in the public sector. After the completion of the course, participants will be able to understand and interpret:</p> <ul style="list-style-type: none"> • The importance and the role of the HR function in the public sector. • HRM practices and current trends. • The importance of leadership for the public sector.
Prerequisites	None
Course contents	<ul style="list-style-type: none"> • HRM IN THE PUBLIC SECTOR: The HRM function in the public sector, the role of the HR department and its interaction with the external organizational environment. • STRATEGIC HRM: Relation between HRM and strategy – Strategic fit of HRM – The link between HRM and organizational performance – HRM models. • HRM PRACTICES and their application in the public sector. • LEADERSHIP & CULTURE: The role of leadership in forming organizational culture in the public sector.

Recommended reading	Below one can find optional bibliography, also the electronic platform of the course provides rich educational material and related articles: <ul style="list-style-type: none"> • Armstrong, M. (2006) A Handbook of Human Resource Management Practice, 10th ed., Kogan Page • Χυτήρης, Λ. (2018) Διοίκηση Ανθρώπινων Πόρων. Εκδόσεις Μπένου, Αθήνα.
Teaching methods	The lectures are enhanced with case studies and examples from practice as well as the application of specific tools. Furthermore, through class presentations and group discussions, students will sharpen their report writing and presentation skills and will develop their problem solving and decision making capabilities in the abovementioned fields.
Assessment methods	The course grade will be based on the following: <ul style="list-style-type: none"> • Group project (accounting for 30% of the total course grade) • Final Exam (accounting for 70% of the total course grade)
Language of instruction	Greek

Course title	Introduction to Operations Research
Course code	m83231p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Emmanouil Kritikos, Associate Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>The main objective of the Course is to <i>introduce and familiarize the student in the methodology of decision making</i>, as well as in the major models used today. The course covers both theoretical and practical implications related to Operations Research.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> • Understand and formulate complex decision-making problems. • Use decision making models to effective decision making. • Implement models in many business functions.

	<ul style="list-style-type: none"> • Use computer technology efficiently to make the best decision.
Prerequisites	There are neither prior specific theoretical nor technical prerequisites for the course.
Course contents	<p>The course consists of eight three-hour lectures. The topics covered in these lectures are the following:</p> <p>Operations Research, the Operations Research approach to problem solving, Linear programming: model formulation, graphical solution and computer solution, Sensitivity analysis in linear programming problems, Linear programming: modeling examples, Integer programming, Integer programming: modeling examples, Transportation, Transshipment, and Assignment problems, Multicriteria decision making and Decision analysis.</p>
Recommended reading	<p>B. W. Taylor III, (2019), Introduction to Management Science, Bernard Pearson Educational Limited</p> <p>N. Balakrishnan, B. Render, P. M. Stair, Jr., (2013), Managerial Decision Modeling with Spreadsheets, Pearson Educational Limited</p> <p>G. L. Nemhauser and L. A. Wolsey, (1999), Integer and Combinatorial Optimization, Wiley- Interscience,</p> <p>W. W. Cooper, L. M. Seiford and K. Tone, (2007), Data Envelopment Analysis, Springer,</p>
Teaching methods	The course consists of eight three-hour lectures.
Assessment methods	<p>The final grade will be based on homework and case studies, class participation and a final exam.</p> <p>The breakdown of the final grade will be approximately as follows:</p> <ul style="list-style-type: none"> • 10 % class participation and homework • 20% case study or a group project (researching and writing a report), in groups two or three students. • 70% final examination.
Language of instruction	Greek/English

Course title	Entrepreneurship and Innovation in the Public Sector
Course code	m83239p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2

Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Yiannis Spanos, Professor Irimi Voudouris, Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	This is a course about innovation, entrepreneurship and the challenges faced by public servants. The main objectives of the course are: a) an analysis of the concepts and challenges of entrepreneurship in the public sector, with emphasis on the recognition of ideas for creating public value and the creation of sustainable business models for their implementation, and b) an understanding of the main concepts, the importance of innovation for the public sector, the particularities of instituting innovation as an enabler of efficiency and effectiveness in the Public sector as well as the role of public policies for Research and Innovation for promoting the competitiveness of the national economy as a whole.
Prerequisites	-
Course contents	Session 1: Understanding the basics of entrepreneurship as they apply to the private, social and public sector. Session 2: The challenges of public entrepreneurship. Session 3: Basic concepts related to the management of Innovation. Session 4: The idiosyncrasies of the Public sector as it connects to innovation. Session 5: The role of public policy for Research and Innovation on national economy competitiveness - The size, composition and the dynamic of government expenditures in Greece and compared with EU. Session 6: Methods, issues and pitfalls related to the implementation of major innovation initiatives in the public sector.
Recommended reading	<ul style="list-style-type: none"> • Alexander Osterwalder, A. & Pigneur, Y., (2010), Business Model Generation, John Wiley & Sons. Paperback: 288 pages, ISBN-10: 0470876417, ISBN-13: 978-0470876411. • Recommended list of scientific articles.
Teaching methods	The course involves a mixture of lectures, case studies, guest speakers and brainstorming sessions.
Assessment methods	The evaluation is based on two components: <ul style="list-style-type: none"> • A team working project, which assesses the ability of students to identify a business idea and build a business model for the creation of public value. • Final written exams. The exam questions will require students to have a comprehensive understanding of the concepts, issues and frameworks developed during the course sessions.
Language of instruction	Greek

Course title	Project Management
Course code	m83236p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Michael Madas, Associate Professor
Objective of the course (preferably expressed in terms of learning outcomes and competences)	Upon completion of the course, students will be able to: i) select, define and evaluate project proposals, ii) schedule optimally the project execution with simultaneous consideration of scope, time, and cost-trade-offs, iii) allocate and manage efficiently resources and costs to different tasks/activities and iv) monitor and control project progress.
Prerequisites	-
Course contents	The course module presents issues regarding the planning, implementation, control and evaluation of projects and programs with emphasis on public sector projects and programs. The module covers the following sections: analysis of a project's life cycle, alternative structures of project organization, selection and evaluation methods (ex-ante and ex-post) of projects and programs, techniques and methods of time scheduling, project cost, analysis of the time-cost trade-offs, resources planning and levelling, as well as techniques for the monitoring and control of projects and programs.
Recommended reading	<ul style="list-style-type: none"> • Kerzner, H.R., "<u>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</u>", 12th Edition, Wiley, 2017. • Larson, E.W. and C.F. Gray, "<u>Project Management: The Managerial Process</u>", 7th Edition, McGraw-Hill/Irwin, 2018. • Project Management Institute (PMI), "<u>A Guide to the Project Management Body of Knowledge (PMBOK® Guide)</u>", 7th Edition, 2021. • Kerzner, H., (επιμέλεια: Στ. Κατσαβούνης), "<u>Διοίκηση Έργων</u>", Εκδόσεις Τζιόλα, 2016. • Larson, E.W. and C.F. Gray (Επιμέλεια: Κ. Κηρυττόπουλος), "<u>Διοίκηση Έργων: Η Διαδικασία Διοίκησης</u>", 7^η Αμερικανική Έκδοση, Εκδόσεις Κλειδάριθμος, 2018.
Teaching methods	The course includes theory, tutorials, as well as laboratory examples through relevant project management software.

Assessment methods	The overall course assessment is based on Final Exam (100%).
Language of instruction	Greek

Course title	Citizen Relations, Communication
Course code	m83237p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Flora Kokkinaki, Professor, AUEB
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>The course aims to highlight the relationship between meeting citizens' needs and improving the performance and image of the public sector. The course focuses on how basic principles and tools of communication and marketing can help organizations set their objectives, concentrate their efforts to meeting the actual needs of citizens and design and implement programs that increase their effectiveness in serving public interest. Upon completion of the course, students should be able to:</p> <ul style="list-style-type: none"> • Understand the basic principles of communication and marketing. • Recognize their potential applications in the public sector. • Be able to select and apply appropriate communication and marketing tools to accomplish the specific goals of an organization and improve its relationship with citizens.
Prerequisites	-
Course contents	<p>Applying the principles of marketing in the Public Sector: Improving the performance of public organizations by harmonizing their activities with the needs of citizens [Analysis of the marketing philosophy and its application in public organizations. Description of relevant concepts and techniques and their use, setting goals, development of strategy. Market Research].</p> <p>Development of an integrated communication strategy: Improving the image of public organizations and promoting their goals through integrated communication programs [Basic principles of communication. The role of</p>

	<p>communication in the context of public administration. Planning communication programs, setting goals, defining audiences (e.g. within the organization, citizens, media), defining strategy, media planning. Crisis communication].</p> <p>Social marketing: Applying the principles of marketing for social causes.</p>
Recommended reading	<p>Kotler, P. & Lee, N. R. Lee. (2007). <i>Marketing in the Public Sector: A Roadmap for Improved Performance</i>. Upper Saddle River, NJ: Pearson.</p> <p>Kotler, P. & Lee, N. R. Lee. (2008). <i>Social Marketing: Influencing Behaviors for Good</i>. Thousand Oaks, CA: Sage.</p> <p>Pasquier, M. & Villeneuve, J.-P. (2017). <i>Marketing Management and Communications in the Public Sector, 2nd edition</i>. New York: Routledge.</p> <p>Proctor, T. (2007). <i>Public Sector Marketing</i>. Harlow, UK: Pearson.</p> <p>Temporal, P. (2015). <i>Branding for the Public Sector: Creating, Building and Managing Brands People Will Value</i>. Chichester, UK: John Wiley and Sons.</p>
Teaching methods	Interactive lectures, analysis of case studies.
Assessment methods	Written exam (70%), course assignment (30%).
Language of instruction	Greek

Course title	Ethics and Corruption in Public Service
Course code	m83138p
Type of course	Elective for Concentration
Level of course	Postgraduate
Year of study	1
Semester/trimester	2
Number of credits allocated (based on the student workload required to achieve the objectives or learning outcomes)	5
Name of lecturer	Giorgos Papagiannakis, Assistant Professor, University of Peloponnese Ioannis Bournakis, Associate Professor, SKEMA Business School, Lille
Objective of the course (preferably expressed in terms of learning outcomes and competences)	<p>At the end of this module students are expected to:</p> <ul style="list-style-type: none"> ✓ Know the basic theoretical approaches with which we can approach an ethical dilemma. ✓ Understand the role of ethics in the organizational level.

	<ul style="list-style-type: none"> ✓ Recognize ethical issues within a business. ✓ Evaluate of individual behaviours within businesses ✓ Understand the causes of corruption as well as the various forms it can take. ✓ Understand why corruption may spread within organizations ✓ Acquire a wide understanding of issues related to the responsibility of organizations.
Prerequisites	
Course contents	The course introduces students to the concepts of business ethics as well as to useful concepts and decision-making tools. The aim of the course is to familiarize students with the identification, critical thinking and resolution of ethical issues they may face in the business environment at the individual, organizational and social levels. The course also deals with issues of corruption, which refers to the abuse of a public position of trust for ones benefit.
Recommended reading	Haski-Leventhal Debbie (Επιμέλεια Κ.Μανασάκης, Γ.Θερίου). 2018. Στρατηγική Εταιρική Κοινωνική Ευθύνη, Εκδόσεις Τζιόλα & Υιοί Α.Ε. Stanwick P & Stanwick S. 2014. Understanding Business Ethics. Sage
Teaching methods	Lectures, discussions Case studies, videos Analysis of current issues with ethical implications
Assessment methods	1. Assignment: 30% 2. Final Exams: 70%
Language of instruction	Greek

PART III: INFORMATION FOR THE STUDENTS

GENERAL INFORMATION FOR THE STUDENTS

Athens University of Economics and Business provides not only high-quality education but also high quality student services. The adoption of the Presidential Decree 387/83 and Law 1404/83 defines the operation, organization and administration of Student Clubs at Universities, which aim at improving the living conditions of the students and enhance their social and intellectual wellbeing through engagement and socialization initiatives.

To fulfill this objective the University ensures the required infrastructure for housing, meals and sports activities through the operation of a student restaurant, reading rooms, library, organization of lectures, concerts, theatrical performances and excursions in Greece and abroad. Further in this context, the University supports the development of international student relations, organizes

foreign language classes, computer/software literacy classes, and courses in modern Greek as a foreign language for foreign students and expatriated Greek students.

Meals

In the main building of the University there is a restaurant where all members of the university community can enjoy meals for free or by paying a minimum fee. Free meals are granted to those who meet special conditions (by contacting the Student Club).

Medical Services, Insurance / Healthcare

Undergraduate, postgraduate and PhD students of the University who have no other medical and hospital care are entitled to full medical and hospital care in the National Health System with coverage of the relevant costs by the National Health Service Provider. The doctor's office is located in the main building and operates on some working days as announced. A psychiatric counseling service also operates at the University, staffed with a physician specializing in the treatment of mental health issues. More information can be found here <https://www.aueb.gr/en/content/health-care>.

Services/Facilities to Students with Special Needs

Athens University of Economics and Business ensures the facilitation of students with special needs for access to the university buildings through ramps, lifts and other equipment. There are also specific exam regulations for students with special needs.

In addition, the Library provides students with visual impairment with aids to access online the proposed reading lists of the courses taught at the University. In this context, the Association of Greek Academic Libraries has developed a multimodal electronic library called AMELIB. Entry to this service requires user authentication as well as username and password. More information can be found on the Library website <https://www.aueb.gr/en/lib/content/users-additional-needs>.

Student Financial Aid – Scholarships and Awards

Athens University of Economics and Business offers scholarships to undergraduate and graduate students in order to support them and to award and encourage excellence. The resources for these scholarships come from the Institution itself or from partnering organizations. More information about scholarships, according to the level of studies, can be found here <https://www.aueb.gr/en/content/scholarships>.

Studies Advisor (fill accordingly)

Library and Study Rooms

The Library & Information Center of the University was established in 1920 and operates on the first and second floor of the University's main building. The AUEB Library is a member of the Hellenic Academic Libraries Association (Heal-LINK), the European Documentation Centers Europe Direct and the Economic Libraries Cooperation Network (DIOB).

Three Documentation Centers operate within the Library:

- The European Documentation Center (KET) since 1992,
- The Organization for Economic Cooperation and Development (OECD) Documentation Center since 1997,
- The Delegation Center of the World Tourism Organization (WHO) hosting publications since 2004.

The Library contributes substantially both to meeting the needs for scientific information of the academic community and to supporting studying and research of students. This objective is achieved through the unified organization of collections and the coordination of the services provided. The Library provides access to:

- Its printed collection of books and scientific journals,
- Course books used in classes,
- Its collection of electronic scientific journals
- Its collection of e-books
- Postgraduate theses and doctoral theses that are produced in Athens University of Economics and Business and deposited in digital form at the PYXIDA institutional repository
- Sectoral studies
- Statistical series by national and international organizations
- Audiovisual material
- Information material (encyclopedias, dictionaries)
- Collection of official government publications of the European Union, the OECD and the WCO
- Databases on the issues adopted by the University
- Printed collections of other academic libraries.

The Library lends all its printed collections, except for magazines and statistical series, in accordance with its internal rules of operation. The Library and Information Center offers reading rooms, computer workstations for visitors, photocopiers and printing machines, and interlibrary loan of books and journal articles from other academic libraries that are members of its network. More information can be found here <https://www.aueb.gr/en/library>.

International Programmes and Information on International Student Mobility

Athens University of Economics and Business is actively involved in the Erasmus+ Program by promoting cooperation with universities, businesses and international organizations of the European Union (EU) as well as in the mobility of students, teaching and administrative staff. Within the framework of this Program, the University collaborates with more than 220 European Institutions on the subjects that its Departments encompass. It is worth mentioning that more than 7,000 students have participated in the "Erasmus" Program to date. Of these, approximately 4,000 AUEB students have attended courses at Associate Universities in Europe and about 3,000 foreign students who have completed a period of study at AUEB ensure accreditation through the Credit Transfer and Accumulation System (ECTS).

Finally, AUEB, adopting the internationalization and extroversion strategy, has been successfully participating in the International Credit Mobility Program with the aim of developing international collaborations in education and research with Partner Universities in countries outside the EU via:

a) student mobility b) short-term teaching staff mobility and c) teaching / administrative staff training mobility. The Program was first implemented in the academic year 2015-2016, and since then a total of 52 students and staff members moved from and to 8 Partner Institutions in countries outside the EU (USA, Canada, Singapore, Russia, South Korea, Armenia). More information can be found in the here <https://www.aueb.gr/en/content/erasmus-programme>

Foreign Language Courses

Knowledge of foreign languages is a necessity in today's educational and professional context. The Student Club offers opportunities of attending foreign language classes. Classes are held in English,

French, German, Spanish, Italian and Russian, and new language seminars are available upon request. More information can be found here <https://www.aueb.gr/en/content/foreign-languages-university-student-club>.

Connections with the Job Market and Entrepreneurship

DASTA AUEB is the University's Employment and Career Unit that plans, coordinates and implements actions related to:

- a) Entrepreneurship and innovation
- b) Connecting students and graduates with the labor market
- c) Connecting the academic community with businesses
- d) Offering internships, and
- e) Supporting dissemination of research output.

DASTA is structured in three units:

- a) the Internship and Career Unit, that focuses on supporting our students and graduates in their professional development. The Unit also offers consulting services to students and graduates regarding work and educational future.
- b) the ACEin Unit (Athens Center for Entrepreneurship and Innovation). Its goal is to support business ventures focused on implementing an innovative idea, develop a sustainable business effort or exploit the results of their research. At the same time, the Unit organizes actions that are part of a wider network between the Unit and the market in specific productive sectors.

More information can be found here <https://www.aueb.gr/en/dasta>

Athletic Activities

Students can participate in individual and team sports activities through the Department of Physical Education, which is staffed by University personnel, as well as a number of part-time instructors specialized in various sports. The University cooperates with the City of Athens Culture, Sports and Youth Organization and uses public and private sports facilities. More information can be found here <https://www.aueb.gr/en/content/athletic-activities>

Cultural Activities

To fulfill its purpose of providing a multidimensional study experience at AUEB, the Student Club organizes various cultural activities, such as theater, traditional dance, choir, photography, cinema, rhetorical club and Model Of United Nations (MUN). More information can be found here <https://www.aueb.gr/en/content/cultural-activities>

Student Organizations and Clubs

Various student organizations and clubs are active within the AUEB community, including AIESEC, Erasmus Club, Investment Club, Entrepreneurship Club ThinkBiz, and other. More information can be found here <https://www.aueb.gr/en/content/student-clubs>

Alumni Network

Adhering to a long tradition of educating future top executives in the economic, social and political life of the country, AUEB is proud of the fact that thousands of its graduates hold leading positions in companies, organizations, research institutes and universities in Greece and abroad. Understanding the importance of developing and strengthening the bond with its graduates, AUEB

created its Alumni Network including a platform where all graduates of the University can register. The main goals of the Network are the connection of the graduates with their colleagues and former fellow students, and diffusion of information about activities, services and events in and around the University that concern them. More information can be found here <https://alumni.aueb.gr/en>

Volunteer Program

AUEB's Volunteer Program was launched in September 2017 and since then has brought more than 450 volunteers to for-impact organizations around Athens, implementing more than 50 volunteer activities. The aim of "AUEB Volunteers" is to give the chance to the members of university's community, i.e. students, faculty and administrative staff, to experience volunteering so as to highlight the value of participation and contribution to society and the university, as well as to sensitize more citizens about crucial social issues. More information can be found here <https://auebvolunteers.gr/english-intro/>

Quality Assurance

Athens University of Economics & Business implements a quality assurance policy in order to continuously improve the quality of its educational programs, research activities and administrative services, and upgrade the academic and administrative processes and the University's overall operations. The Quality Assurance Unit (MODIP) coordinates and supports all related activities including the administration of the University-wide teaching and course evaluation process by students across all programs. More information can be found here <https://aueb.gr/modip>.

Education and Lifelong Learning Center

The Center for Education and Lifelong Learning (KEDIVIM / AUEB) ensures the coordination and interdisciplinary cooperation among all University entities in the development of continuous education programs, which complement and upgrade the skills and competences of the program participants. These programs build on participants earlier formal education, vocational training and professional experience. The aim is to facilitate job market integration, career and personal development. More information can be found here <https://www.aueb.gr/en/content/kedivim-opa>