



MBA Program Specifications

January 2022

PROGRAM SPECIFICATIONS

MBA (online)

1.	Awarding Institution:	Alba Graduate Business School, The American College of Greece
2.	Final Award:	Master in Business Administration (MBA)
3.	Program Concentrations:	<ol style="list-style-type: none"> 1. General (OMBGE) 2. Supply Chain Management (OMBSC) 3. Digital Transformation (OMBDT) 4. Shipping Management (OMBSH)
4.	Accredited by:	The online MBA is accredited by AMBA (Association of MBAs)
5.	Total Credits:	Total of 36 US credits: 90 ACTS units; 180 UK credits The program consists of 12 courses (each course equals to 3 US credits)
6.	Mode of Study:	100% Online, part time (as from March 2022)
7.	Language of Study:	English
8.	Program Delivery:	<p>The delivery of the courses is primarily done asynchronously through our Learning Management System. The content shall be delivered to students over a period of 7 weeks (see below). During this period students will be steered in the study of the chosen course themes through appropriate narratives which are enhanced with media resources and learning activities in order to ensure students' knowledge acquisition. Additionally, every course offers an integrated synchronous delivery component which is divided in 3 x 3 hours synchronous sessions.</p> <div style="text-align: center;"> <p>The diagram illustrates the learning journey over 8 weeks. Weeks 1 through 7 are designated as 'Teaching Weeks' and are linked to 'ASYNCHRONOUS DELIVERY' with a total of 42 active learning hours per course. Week 8 is a 'Final Summative Assessment' and is linked to 'SYNCHRONOUS DELIVERY' with 9 contact hours per course. A red double-headed arrow spans from Week 1 to Week 8, labeled 'SYNCHRONOUS DELIVERY'. A blue double-headed arrow spans from Week 1 to Week 7, labeled 'ASYNCHRONOUS DELIVERY'.</p> </div> <p style="text-align: center;">Figure 1. Learning Journey</p> <p>Every week of online asynchronous delivery follows a certain learning routine/cycle (see below). During this cycle students are presented with the asynchronous content which comprises a curation of academic principles, media resources and learning activities. During each week, students are expected to engage in a co-learning activity by actively participating in a discussion (i.e. peer challenge) related to the week's key concepts. Every week cycle is closed with a graded quiz which enables students to self-assess their knowledge. The "peer challenge" and the</p>

“quiz” components of all seven weeks contribute to students’ final course grade with a total of 20% each.

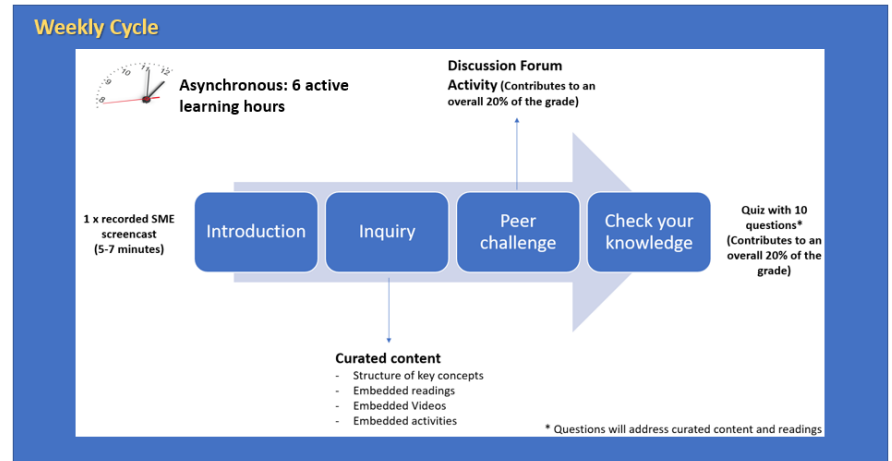


Figure 2. Asynchronous Weekly Cycle

Students learning journey is primarily guided through a carefully designed asynchronous spine as described above. However, one of the program’s innovations is the integration of synchronous delivery in the underlying learning process (see below). More specifically, the program shall implement 3 x 3 hours synchronous sessions at specific time points during each course. During these sessions, students and faculty will engage through an action learning approach to ensure the assimilation and application of course concepts. The delivery mandate of the three synchronous sessions will be prescribed through an appropriate brief at the beginning of every course. Attendance of the synchronous sessions shall be compulsory for all students (Alba’s attendance policy apply).

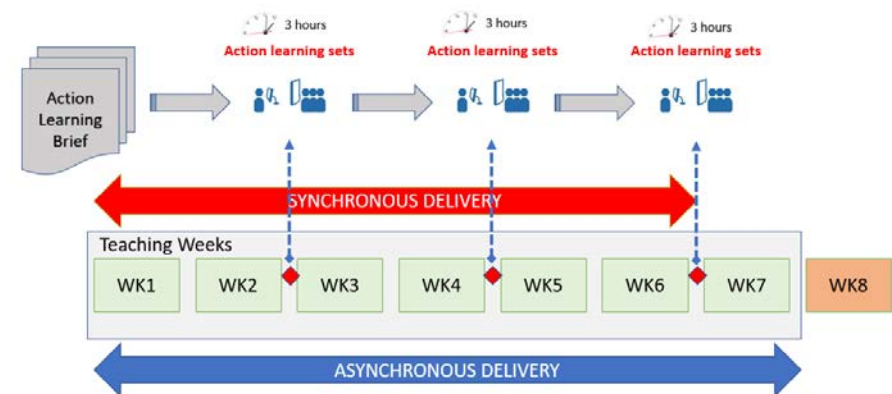


Figure 3. Synchronous Learning Journey

Students shall be assessed in each course through their participation in the weekly “peer challenge” (20%), the weekly “quiz” (20%) and the final assignment at the beginning of week 8 (60%).

9.	Program Length:	The program can be completed within a minimum period of 24 months (standard duration) and maximum by 48 months.
10.	Admissions Criteria:	The minimum qualification for admission to the programs is:

		<ul style="list-style-type: none"> Undergraduate Degree with a GPA of 3.0 or equivalent e.g. Greek TEI graduates: 7, Greek AEI: 6, British Unis: 2-2 <p>*For GPAs between 2.3 (minimum requirement) and up to 2.99, prospect candidates must have at minimum 10 years of work experience or else they must provide a GMAT score of 550 and above.</p> <ul style="list-style-type: none"> Minimum of 3 years of postgraduate relevant work experience. Candidates must be working professionals currently employed or on a career break with the minimum required years of experience. English language certification: TOEFL > 80 or IELTS > 6.5 or Proficiency (Cambridge or Michigan or Michigan State University (MSU)) *Exception: Native English-speakers and Graduates of degrees taught exclusively in English do not need to provide English language certifications. Online statement of purpose, 250 words: “In 250 words please describe how you anticipate that the MBA will contribute to your personal and professional development.”
11.	Program Fees	The total cost of the program is 10,000 euros. Each course taken is individually priced. For a standard 3-credit course the cost is 825 euros and students pay fees per course. An administration graduation fee of 100 euros is paid towards the end of the program.
12.	Recognition of Prior Learning (RPL)	Credit transfers are accepted under conditions as described in the student handbook. The maximum number of transfers allowed is the equivalent of 2 (two) full courses. Students are required to fill up a course transfer form and receive the approval of the Academic Director.
13.	Exit Pathways	Students who, after completing 3/5 of the program, have a CI lower than 2.3, will be dismissed from the program. The minimum requirement in order to graduate is 2.3 . If the CI is below 2.3 upon completion of the program, the student will receive a <i>Certificate of Attendance</i> .
<p>14. Program Description, Aims & Rationale</p> <p>The MBA (online) is currently under review for AMBA accreditation. It is a masters program targeting working professionals who aim to develop or sharpen their business acumen and aspire to take off their career to upper-level management.</p> <p>The program features an unparalleled management curriculum and online pedagogy that is dynamic and adaptive to online students’ learning needs. Predominantly delivered asynchronously, the MBA (online) program cultivates autonomous learning skills and offers the convenience and flexibility required by modern professionals. <u>Finally, the program embeds in its courses a unique action learning approach by offering live sessions that augment cognitive and empirical achievements of students.</u></p> <p>The program is designed to shape a holistic managerial profile of its participants as future leaders. For this purpose, students will build their core managerial competences through</p>		

- eight (8) core business courses
- one (1) course on Business Methods to assist them in coping with critical business problems,
- two (2) concentration courses and
- the Business Project course in which students shall apply and practice their interest in a specified area of concentration.

The successful completion of the program requires the study of all 12 courses and the gathering of 36 US Credits.

In an attempt to offer our students the option of customization, the program features four (4) concentrations that allow students to deepen their knowledge and expertise in certain business functions and industries. The concentrations comprise of areas of neuralgic importance for contemporary organisations. The four (4) concentrations are:

1. **General:** The general program rationale, allows students to choose their preferred two courses out of the other three concentrations and namely 1) Supply Chain Management, 2) Digital Transformation and 3) Shipping, in addition to the core courses.
2. **MBA with Supply Chain Management:** The SCM concentration is made up of two core courses which shall equip participants with the knowledge, methods, and tools to design and evaluate supply chain systems and strategies and understand the essence of procurement and logistics in our contemporary era. Students that complete the concentration successfully will be able to debate, design and evaluate strategic options and change management initiatives vis a vis geopolitical and sector specific changes in the global market environment.
3. **MBA with Digital Transformation:** The Digital Transformation concentration is made up of two core courses which aim to rationalise the disruptions in value creation but also the role of technological change in the economy of intangibles. Students that complete the concentration successfully will be able to make significant contributions both at the macro- (technologies, economics, industry verticals) as well as the enterprise-level (business models, strategies, organizational transformation).
4. **MBA with Shipping Management:** The Shipping Management concentration is made up of two core courses which shall provide participants a deep understanding of the shipping field. Students will gain exposure to the industry's macroeconomic and microeconomic forces, the economic and regulatory environment whilst they will also acquire an insight on the technical foundations and the impact of technology on ships. Real-life case studies are being used throughout the courses, enhancing participants' practical understanding of key shipping concepts and structures.

15. Program Outcomes

The overall aim of the MBA (online) program is to develop change agents capable of realizing their personal leadership potential. With solid theoretical knowledge and practical tools that can be applied to real-world problems these well-rounded professionals will effectively undertake leading business roles.

Upon successful completion of the program students should be able to:

- become subject experts able to evaluate how it is to manage a company end-to-end namely from human capital management to operations and financials.
- through the study of concentrations, develop insights on how certain businesses function (i.e. supply chain), industries (i.e. shipping) and socio-technical trends (i.e. digital transformation) have evolved and shape current corporate reality.

- gain the knowledge, skills, and stimuli for discovering and solving problems in organizations, groups, and their own personal and professional pursuits.
- enact the role of the business leader with confidence and authenticity, through action learning and peer consultations.
- take a sustainable and long-term perspective of business problems, opportunities, and organizational performance; the world is struggling with several interrelated problems and modern business leaders are central change agents for both their organization but also for society at large

More specifically, the program aims to achieve the following Intended Learning Outcomes:

A KNOWLEDGE AND UNDERSTANDING

A1 Identify different theories and concepts for the evaluation of business problems/opportunities across the business organization.

A2 Use appropriate theories and concepts to real world problems/opportunities, link practice to theory.

B INTELLECTUAL SKILLS

B1 Diagnose business problems and uncover business opportunities by critically evaluating business data

B2 Critically review and reflect on the existing literature by focusing on academic, popular business press sources and reports from multi-stakeholder initiatives

C PRACTICAL SKILLS

C1 Critically evaluate which subject-specific skills and tools should be applied in focal real-world situations.

C2 Apply subject-specific skills and tools to real-world problems by making context-specific operational decisions and putting them into action.

D TRANSFERABLE SKILLS

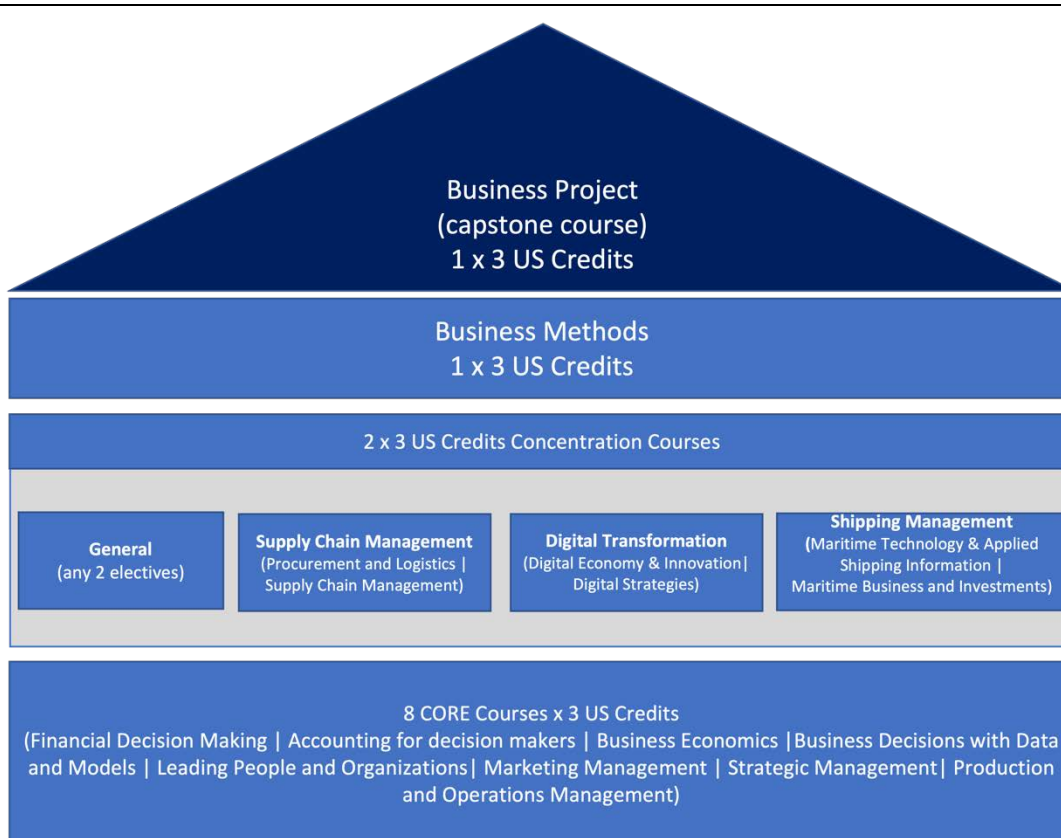
D1 Demonstrate professional behavior and ethical judgment.

D2 Demonstrate creative capabilities, crafting creative work environments, and converting creative ideas into winning innovations.

D3 Exercise team leadership by motivating others; ability to work with others; manage group conflict.

16. Program Structure, Courses and Credits

The current MBA (online) program offers 4 concentrations. Students build their concentration through the 8 core courses (common for all students), the two concentration courses (specific to concentration only; students with the general concentration can study any two concentration courses they wish), the Business Methods course (common for all students) and the Business Project (capstone) course; the latter being in the subject area of the concentration.



The capstone course (Business Project) consolidates the program intended learning outcomes through a group project in which students demonstrate the high-level skills and knowledge required to earn their qualification. The capstone project will be based upon the taught courses from the program of study and draw on the academic knowledge and past experiences in the chosen field. Projects should be relevant with business and management, engineering and technology and social science subjects. Most importantly, working in groups, students should use their capstone projects to conduct meaningful investigations and interventions in their current work context. Students will be equipped with necessary methods and techniques to implement the capstone project through the “Business Methods” course.

The Business Project and the Business Methods courses are always delivered at the very end of the program. The Business Methods course is prerequisite to the Business Project course. Additionally, the two concentration courses also comprise prerequisites to the Business Project course. There are no other prerequisites in the program, but it is expected that students have successfully completed the 8 core courses before they continue with the Business Methods and the Business Project course. Should students have not managed to successfully complete any of the eight core courses, they could upon Academic Directors’ permission be allowed to proceed with the Business Method and the Business Project courses.

All the courses sum up to 150 learning hours of synchronous contact hours, asynchronous active learning hours and independent study time. More specifically, each course offers 9 contact hours of synchronous delivery, 42 hours of active learning delivery (asynchronous) and 99 hours of independent study. Students are expected to work on average 18-22 hours every week in their courses. Given its increased demand for supervision and independent study time the capstone course will offer 21 hours of synchronous delivery and only 10 hours of asynchronous.

Courses are in total 36 US credits. Students who obtain all the credits from the courses above will receive the MBA Degree from Alba Graduate Business School.

Program Title – MBA (online)							
Course Titles	Course codes	Credits (US)	Synchronous Contact Hours	Asynchronous Active Learning Hours	Total Learning Hours	Students Weekly Workload (in hours)	
CORE COURSES							
Leading People and Organizations	OMB 6005	3	9	42	150	18-22	
Marketing Management	OMB 6006	3	9	42	150	18-22	
Business Economics	OMB 6003	3	9	42	150	18-22	
Business Decisions with Data and Models	OMB 6004	3	9	42	150	18-22	
Accounting for Decision Makers	OMB 6002	3	9	42	150	18-22	
Financial Decision Making	OMB 6001	3	9	42	150	18-22	
Production and Operations Management	OMB 6008	3	9	42	150	18-22	
Strategic Management	OMB 6007	3	9	42	150	18-22	
Business Methods	OMB 6015	3	9	42	150	18-22	
CONCENTRATION COURSES							
Supply Chain Management	Procurement and Logistics	OMB 6009	3	9	42	150	18-22
	Supply Chain Management	OMB 6010	3	9	42	150	18-22
Digital Transformation	Digital Economy and Innovation	OMB 6011	3	9	42	150	18-22
	Digital Strategies	OMB 6012	3	9	42	150	18-22
Shipping Management	Maritime Technology and Applied Shipping Information	OMB 6013	3	9	42	150	18-22
	Maritime Business and Investments	OMB 6014	3	9	42	150	18-22
General	Students may choose any two of the above listed concentration courses		9	42	150	18-22	
CAPSTONE COURSE							
Business Project (groupwork)	OMB 6016	3	21	10	150	18-22	

Course Descriptions

Leading People and Organizations – OMB 6005

From the smaller business to the larger organisation in the global economy, companies depend on the motivation and behavior of people with diverse backgrounds and cultural values that have to work together effectively and efficiently. It is the role of managers to plan, organize, direct and control an organization's resources in the manner most effective for it to achieve human, organizational and social objectives in a changing environment. The specific objectives are to develop an awareness of the knowledge and skills that underlie leadership effectiveness while establishing the foundational knowledge about leadership styles, leadership processes, and leadership contexts.

Marketing Management – OMB 6006

This course helps students understand and practice the marketing management process from the perspective of facts-based decision making and not that of sheer opinions-based decision making. Using marketing management and marketing research concepts, tools and easy to use spreadsheet modelling software students will: a) get a hands-on" experience with the process of marketing management and b) focus on the analysis of structured (quantitative) marketing data. The Marketing Engineering for Excel (ME>XL) software add-in and the accompanying case studies (they include datasets) allow students to focus on the complexities and challenges of the marketing management decision-making process without having to directly deal with complex statistical models.

Business Economics – OMB 6003

This course concentrates on the economic foundations of management by developing tools to analyse key issues of the industry (Microeconomics) and general economic environment (Macroeconomics) of a company. The first part, Microeconomics, analyses consumer behavior, producer pricing and production decisions under different market structures. The second part, Macroeconomics, studies the operation of the entire economy, analyzing topics such as the determination of aggregate output, employment, inflation, interest rates, exchange rates and other macro variables.

Business Decisions with Data and Models – OMB 6004

This course aims to enhance business problem modelling and solving skills by integrating concepts and frameworks from Statistics and Decision Science with modern Information Technology. Emphasis is placed on evaluating risks and using the theory of normative decision making to compare decision alternatives under uncertainty. Participants will learn how to structure complex management problems and combine quantitative analysis with judgment and critical thinking. Topics covered include forecasting, decision analysis, Monte-Carlo simulation, and business optimization. It is a practical course that uses case studies and spreadsheets to illustrate how to apply the methodologies introduced.

Accounting for Decision Makers – OMB 6002

This course provides a solid understanding of financial statements that enables managers to analyse them and assess the financial health and performance of the firm. Also provides the management accounting tools for effective decision making on important issues such as pricing, credit policy, budgeting etc.

Financial Decision Making - OMB 6001

This course provides a well-balanced understanding of the underlying theory and its most important practical applications that allows managers to take financial decisions regarding the operating, investing, and financing activities of the firm.

Production and Operations Management – OMB 6008

Production and Operations management can be defined broadly as the process steps that fulfil the production and delivery of "goods", where "goods" include both material products and intangible

services that offer some utility to the end consumer and the overall process subsumes all stages required to transform a product from a rough idea in a brainstorming meeting to the end customer offering. This course focuses on managerial decisions in production and operations and their interrelationships with the other functional areas of the firm. Major areas of study include the design of productive systems, strategic planning, and operations planning and control. Specific topics cover the areas of process and job design, facility planning, capacity planning, distribution planning, inventory management and production planning and control.

Strategic Management – OMB 6007

As the internal and the external environment of firms are in constant flux, managers need to sharpen their strategic skills. Strategy is the set of objectives and policies that set to define how a firm positions itself to gain competitive advantage and increase returns for its owner and stakeholders. Two questions are of importance, then: “What business should we participate in” and “How should we compete?” In answering these questions, the external environment and the internal firm resources and capabilities take a central role. We also examine strategic choices at the business unit, corporate, and network level. Finally, the course examines strategies in different industries and contexts (mature, new economy, global). Through case studies and assignments, participants learn to use tools for analysing, creating, and communicating strategies.

Procurement and Logistics – OMB 6009

Procurement and logistics management finally get the attention due with regards to their role in building and sustaining competitiveness. Participants in this course will receive the theoretical background but most importantly the rationale and best practices followed in the real work environment today.

Supply Chain Management – OMB 6010

Supply chain management comprises of the strategic, regional and global perspective of procurement and logistics operations aiming at formulating new frameworks and perspectives to achieve organizational and sector wide advantages. This course equips participants with the skills to evaluate, design and implement decisions and policies that complement and strengthen the business’ competitive strategy.

Digital Economy and Innovation – OMB 6011

Our world currently experiences the profound effects of the digitalization of the economy which is altering the nature of competition. The digital economy is changing the way we work, consume, and secure our future. At the heart of this course lies the question of how technological change drives the shift to an economy of intangibles. In this realm of unprecedented transformation, the course will develop student’s thinking around the digital economy and how information economics are important to understand in that context. Examples form financial services (i.e. FinTech) and lessons learnt from industry engagement about policy and new rules for competition will signify the learning experience.

Digital Strategies - OMB 6012

Digital transformation comprises a complex phenomenon which is driven by the disruptive potential of digital innovations. It has thus become imperative for firms to understand how technology can be applied optimally for own operations, firm’s workforce and eventually its customers. The course explores different digital strategies that are data-driven (e.g. platform business models, innovation/digital ecosystems, etc.) and compare these with more ‘traditional’ ways of organising economic activity. Students are expected to appreciate the role of data as a strategic asset and establish the key capabilities needed by firms to compete in the digital world.

Maritime Technology and Applied Shipping Information – OMB 6013

This course will provide insight on the impact of technology on ships and how such technology is being quantified for commercial as well as safety purposes. Shipping as a profession is a synthesis of skills and

knowledge from various professions. The technical foundations though ensure the anticipated sustainability that maritime organisations seek. Basic understanding along with the needed vision for candidates is transferred through this course.

Maritime Business and Investments – OMB 6014

Seaborne transportation is a crucial catalyst for world trade and economic growth. Globalization, increased competition and rapid technological changes have resulted in lower transportation costs, making shipping even more relevant and important for today's global economy. The shipping industry however is characterized by its cyclicity and capital intensiveness and as a result, stakeholders need to adopt a prudent and diligent approach. The course exposes the participants to the industry's macroeconomic and microeconomic forces, the economic and regulatory environment whilst it also analyses different capital sources that can be employed by shipping companies in order to diversify their capital structure and maximize shareholders value. Real-life case studies are being used throughout the course, enhancing participants' practical understanding of key shipping and ship-financing concepts and structures.

Business Methods – OMB 6015

Firms nowadays are presented with complex problems which require strong systems and design thinking skills and competences. Moreover, the speed of contemporary business transformations dictates a more active role of the workforce towards enabling and co-creating firms' future. In this environment, employees strive for the skills but also the tools to inquire complex problems and design organisationally desirable solutions. The current course comprises a unique introduction to business inquiry methodologies that would allow our students to prepare and take active role in solving business problems and devising future opportunities.

Business Project – OMB 6016

Working in groups, students will have the opportunity to shed light on a business problem of their choice by deploying the appropriate reality interrogation techniques and problem solving approaches taught in the Business Methods course. The current project will enable students to apply their business functional area knowledge (stemming from the choice of concentration) in an actual business setting and to develop a holistic perspective on business practice, as well as hone their leadership practice and teamwork skills. Students, in their working group, will analyse and provide a solution for a business case and communicate/present their proposed solutions in multiple professional formats i.e. presentation, report, etc.

17. Sequencing of Courses

The program courses will be offered following this sequence:

1. Leading People and Organizations
2. Marketing Management
3. Business Economics
4. Business Decisions with Data and Models
5. Accounting for Decision Makers
6. Financial Decision Making
7. Production and Operations Management
8. Strategic Management
9. Concentration course 1 (Procurement and Logistics, Digital Economy and Innovation, Maritime Technology and Applied Shipping Information)
10. Concentration course 2 (Supply Chain Management, Digital Strategies, Maritime Business and Investments)
11. Business Methods

12. Business Project

18. Academic Regulations: See Student Handbook

Version	Amended by	Revision summary	Date
V1.0 ¹	Alba	Updated into the revised programme specification format.	December 2021
V2.0	Alba	Updated figures	January 2022

¹ Alba Graduate Business School reserves the right to amend, alter, change or repeal any provision of the current program specifications.