



Online MBA Program Specifications

FEBRUARY 2024

PROGRAM SPECIFICATIONS

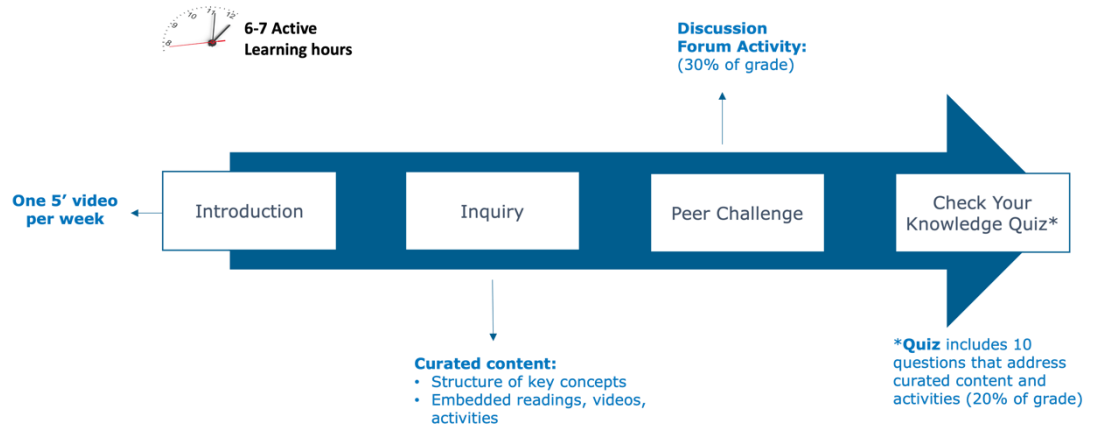
MBA (online)

1.	Awarding Institution:	Alba Graduate Business School, The American College of Greece
2.	Final Award:	Master in Business Administration (MBA)
3.	Program Concentrations:	<p>The Online MBA program allow students to gain a concentration in the following areas, when two courses of the same concentration are studied:</p> <ol style="list-style-type: none"> 1. Supply Chain Management 2. Digital Transformation 3. Shipping Management
4.	Accredited by:	The Alba Online MBA is accredited by AMBA (Association of MBAs)
5.	Total Credits:	<p>Total of 36 US credits: 90 ACTS units; 180 UK credits</p> <p>The program consists of 12 courses (each course equals to 3 US credits)</p>
6.	Mode of Study:	100% Online, part time
7.	Language of Study:	English
8.	Program Delivery:	<p>The delivery of the courses is primarily done asynchronously through our Learning Management System. Content is delivered over a period of 7 weeks (see below), during which students are steered in the study of the chosen course themes through appropriate narratives which are enhanced with media resources and learning activities to ensure knowledge acquisition.</p> <p>Additionally, every course offers an integrated synchronous delivery component which is divided in 3 x 3 hourly live sessions.</p> <p style="text-align: center;">Figure 1. Learning Model</p> <div style="text-align: center;"> <p>The diagram illustrates the learning model over a 9-week period. Weeks 1 through 7 are designated as 'Teaching Weeks'. Above this period, a blue double-headed arrow indicates 'SYNCHRONOUS DELIVERY' with a clock icon and '9 contact hours per course'. Below this period, another blue double-headed arrow indicates 'ASYNCHRONOUS DELIVERY' with a clock icon and '47 active learning hours per course'. The timeline shows boxes for Week 1, Week 2, Week 3, Week 4, Week 5, Week 6, and Week 7. An arrow points from Week 7 to Week 8, which is labeled 'Final Summative Assessment'. A final arrow points to Week 9, labeled 'Period Break (7 days)'.</p> </div> <p>Every week of online asynchronous delivery follows a certain learning routine/cycle (see below in Fig 2). 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 weekly cycle is closed with a 10-question graded quiz which enables students to self-assess their knowledge. The “peer challenge” is a non-compulsory component that contributes by 30% to the students’ final course grade.</p>

The “quiz” is a non-compulsory component that contributes by 20% to the students’ final course grade.

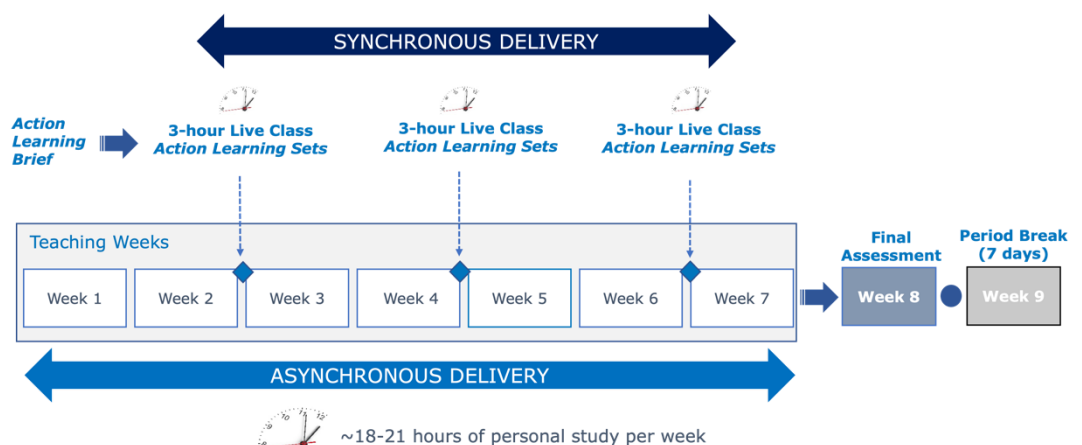
Exceptionally and to allow time for familiarisation with course content and delivery mode particularly for new students, the grading of Week 1 peer challenge and Check Your Knowledge quiz is formative, i.e. does not contribute to the final grade. All other activities from week 2 onwards contribute towards the final course grade.

Figure 2. Asynchronous Weekly Cycle



The students’ learning journey is primarily guided through a carefully designed asynchronous spine as described above in Fig 2. However, one of the program’s innovations is the integration of synchronous content delivery in the underlying learning process (see Fig 3). More specifically, the program offers 3 x 3 hourly live sessions every 2 weeks during each course. During these sessions, students and faculty engage through an action learning approach to ensure the assimilation and application of course concepts. The delivery mandate of the three synchronous sessions is prescribed through an appropriate brief at the beginning of every course. Attendance of the synchronous sessions is compulsory for all students (Alba’s attendance policy apply).

Figure 3. Synchronous Learning Journey



Each course concludes with a final summative assessment at the end of week 8. Students are assessed in each course through their participation in the weekly “peer challenge” (30%), the weekly “quiz” (20%) and the final assessment (either an assignment or an exam) that contributes to 50% of the final grade. After week 8 students have a 7-day period break before the commencement of their next course.

9.	Program Length:	The program can be completed within a minimum period of 28 months (standard duration) and maximum by 48 months.
10.	Admissions Criteria:	<p>The minimum qualification for admission to the programs is:</p> <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 Universities: 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. Either full time and/or part time experience must cumulatively add up to a minimum requirement of 3 years. • English language certification: TOEFL > 100 or IELTS > 6.5 or Proficiency (Cambridge or Michigan or Michigan State University (MSU) or Duolingo English Test (score>125) *Exception: Native English-speakers and Graduates of degrees taught exclusively in English do not need to provide English language certifications. • The contact details of two referees should be provided on the CV, or on the application; of those referees one must be the most recent or current employer. • Three short essays including a statement of purpose of 250 words each.
11.	Program Fees	The total cost of the program is 9,950 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 50 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> .

14. Program Description, Aims & Rationale

The Alba Online MBA is an AMBA accredited program. It is a master's program targeting working professionals who aim to develop or sharpen their business acumen and aspire to take off their career to upper-level management.

The program features an unparalleled management curriculum and online pedagogy that is dynamic and adaptive to online students' learning needs. Predominantly delivered asynchronously, the Alba Online MBA program cultivates autonomous learning skills and offers the convenience and flexibility required by modern professionals. Finally, the program embeds in its courses a unique action learning approach by offering live sessions that augment cognitive and empirical achievements of students.

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:

- 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 are expected to apply their knowledge from the entire program through a gamification approach.

The successful completion of the program requires the study of all 12 courses and the gathering of 36 US Credits. Students who obtain all the credits from the 12 courses will receive the **MBA Degree** from Alba Graduate Business School, regardless of their selected concentration courses.

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 Management, 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 Alba Online MBA 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

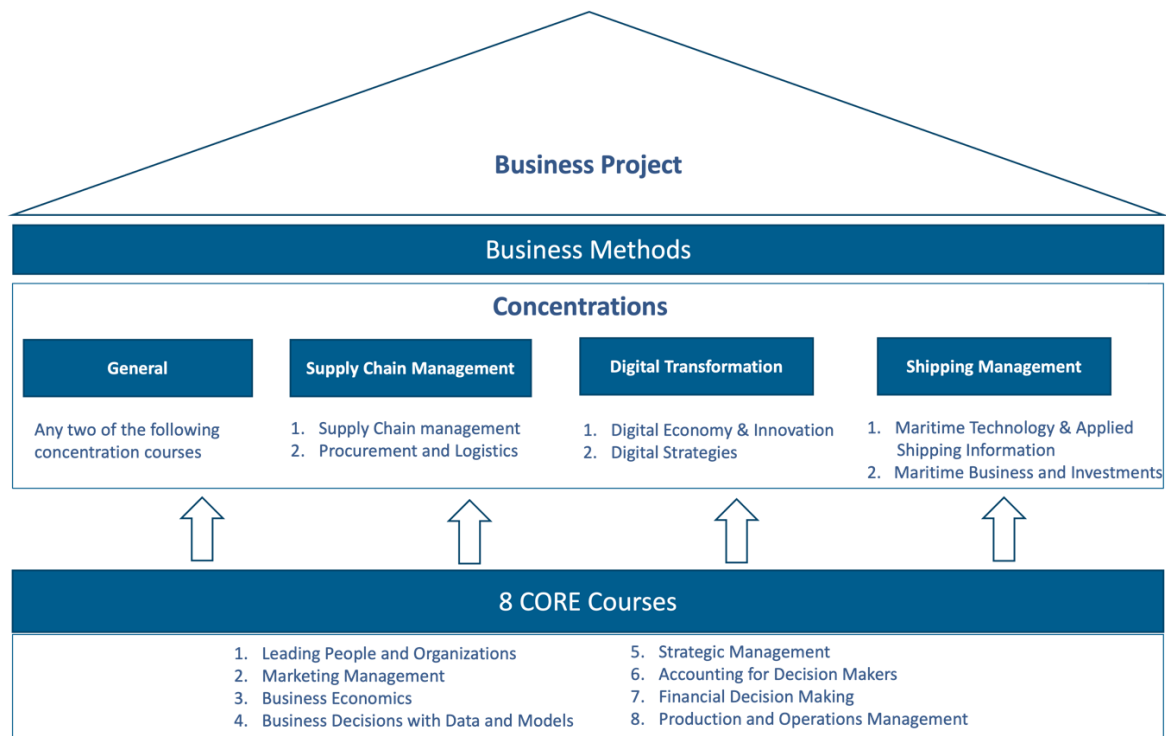
D1 Demonstrate professional behaviour and ethical judgment.

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 Alba Online MBA 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 course.



All the 12 program courses sum up to 168 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, 47 hours of active learning delivery (asynchronous) and 112 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.

The Business Project (capstone) consolidates the program intended learning outcomes through a business game in which students demonstrate the high-level skills and knowledge required to earn their qualification. The capstone project utilises an extensive business game in which students need to apply knowledge and skills gained in all previously taught courses. The Business Project course is always delivered at the very end of the program. All courses are pre-requisites to the Business Project. There is no other pre-requisite for the study of all other courses and students can start the program at any given intake.

Under extenuating/unforeseen circumstances which may prevent students' progression in their studies, academic programs with the approval of the Associate Dean are allowed to offer an "independent study" course. The course should be tailored to the current requirements of the curriculum and the program study schedule. The content of the "independent study" course should be approved jointly by the Academic director of the program and by the instructor assigned to teach the "independent study" course. The "independent study" course adheres to the same course requirements as all other courses.

Program Title – The Alba MBA (online)

<i>Course Titles</i>	<i>Course codes</i>	<i>Credits (US)</i>	<i>Synchronous Contact Hours</i>	<i>Asynchronous Active Learning Hours</i>	<i>Total Learning Hours</i>	<i>Students Weekly Workload (in hours)</i>	
CORE COURSES							
Leading People and Organizations	OMB 6005	3	9	47	168	18-22	
Marketing Management	OMB 6006	3	9	47	168	18-22	
Business Economics	OMB 6003	3	9	47	168	18-22	
Business Decisions with Data and Models	OMB 6004	3	9	47	168	18-22	
Accounting for Decision Makers	OMB 6002	3	9	47	168	18-22	
Financial Decision Making	OMB 6001	3	9	47	168	18-22	
Production and Operations Management	OMB 6008	3	9	47	168	18-22	
Strategic Management	OMB 6007	3	9	47	168	18-22	
Business Methods	OMB 6015	3	9	47	168	18-22	
CONCENTRATION COURSES IN:							
Supply Chain Management	Procurement and Logistics	OMB 6009	3	9	47	168	18-22
	Supply Chain Management	OMB 6010	3	9	47	168	18-22
Digital Transformation	Digital Economy and Innovation	OMB 6011	3	9	47	168	18-22
	Digital Strategies	OMB 6012	3	9	47	168	18-22
Shipping Management	Maritime Technology and Applied Shipping Information	OMB 6013	3	9	47	168	18-22
	Maritime Business and Investments	OMB 6014	3	9	47	168	18-22
CAPSTONE COURSE							
Business Project (groupwork)	OMB 6016	3	21	10	168	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 behaviour 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 behaviour, producer pricing and production decisions under different market structures. The second part, Macroeconomics, studies the operation of the entire economy, analysing 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 introduces students to predictive and prescriptive analytics using tools of decision sciences and statistics. Participants will learn to select key information from a problem formulation, develop mathematical/statistical models, and assess goodness of their solution using Microsoft Excel. Topics covered include forecasting, decision analysis, and business optimization. It is a practical course that uses real world examples to illustrate how to apply quantitative techniques to draw useful managerial insight.

Accounting for Decision Makers – OMB 6002

The course seeks to provide students with a broad introduction to the need for external accounting systems, the principles explicit and implicit within such systems, and the strengths and weaknesses in such systems. The course discusses the concepts and tools needed to understand and apply accounting information in optimizing managerial decisions, corporate planning and control. It focuses on the application of cost management, pricing, customer profitability analysis, budgeting, amongst others, for effective decision making. Key concepts and methods of accounting are discussed by focusing on the reporting of the financial position and financial performance of business organisations, the analysis of the financial statements produced by business organisations and the use of accounting information by management for planning, decision making and control purposes.

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. The course begins with an introduction of the financial landscape. It then examines how corporations create value through capital allocation. Specifically, it focuses on capital budgeting, valuation analysis and financing. Particular emphasis is placed upon the understanding of analytical techniques that provide numerical input to the decision-making process. Finally, the course discusses some key financial functions of MS Excel.

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

The course aims to provide up-to-date knowledge on procurement and logistics in an international context. The course will enable students to examine how procurement and logistics generate value for the organization and customers. Procurement is gradually taking a strategic perspective to design efficient procurement cycles. Procurement represents the activities needed to select critical suppliers and manage a significant amount of the organization’s cost base. Delivering performance with procurement will in turn generate significant value for the firm. Logistics is instrumental for generating superior customer satisfaction. Core logistics operations include warehousing and storage, as well as transportation. Designing efficient warehouses aligned with the firm’s strategy and delivering logistics services exceeding customer expectations will generate lasting value for customers and the organization.

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. The course aims to provide up-to-date knowledge on supply chain management practices in an international context and enable students to discern the evolution of supply chain management and its strategic contributions. Supply chain management is also the study of the production systems and their influence on supply chain strategies, leading to ever more complex global networks. End-to-end supply chain visibility is a challenge that can be overcome thanks to technology. Yet the integration of ever more powerful technological platforms pose challenges of their own. Sustainability principles are increasingly integrated into supply chain decisions. Developed economies rely on supply chains to enable their service economy and deliver more value to their customers.

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 from 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

This course explores the challenges and opportunities arising from digital disruption and transformation, aiming to equip leaders with strategic insights for navigating the digital era. Inspired by Mark Andreessen's dictum that "software is eating the world," the course acknowledges that no industry is immune to technological shifts. It addresses the uncertainties surrounding the implications of these shifts for business models, organizational structures, and managerial practices. The curriculum advances from examining the external technological environment, with a particular focus on digital disruption, to internal organizational responses. Key topics include digital customer experience and IT infrastructure as critical elements of digital transformation. One overarching issue centers on the alignment of technological investments with strategic business priorities. Emphasizing strategic agility, the course concludes with frameworks to sustain long-term innovation as a countermeasure to disruption. The practice of management as we know it is the product of the industrial era adapted for the "knowledge economy". Today's radically different technological paradigm demands a new model of management. Re-discovering management is the ultimate key to effective digital strategies.

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

The course employs a rich curriculum and a gamification approach to learning about sustainability issues, using an interactive and immersive teaching tool in the form of a simulation game. Students will have the opportunity to play the game in groups in several weeks, engage in meaningful discussions and apply skills and strategies they have already developed throughout their MBA studies, which will contribute to long-term success in an ever-changing, dynamic business environment. While playing the game, students will have the opportunity to explore a range of topics, designed to empower them with essential tools and insights for their continuous professional development to be able to lead a sustainable business and address current organisational challenges they may face. Interactive and collaborative learning will allow to reflect on ideas and experiences and contribute to a rich collective experience for all.

17. Sequencing of Courses

The program's courses are not offered in any particular order, as there are no pre-requisites in the learning journey. AGBS announces the courses that will run in each term and invites students for their enrolment on a course-by-course basis until completion of their program credits is achieved.

18. Academic Regulations: See Student Handbook 2023

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
V3.0	Alba	Table on page 7. Admissions requirements.	February 2022
V3.1	Alba	-Total learning hours for each course increased to 168. -Number of weekly active learning hours increased to 7. -Number of independent study hours decreased to 112.	February 2022
V3.2	Alba	Updated section 8. Program Delivery	February 2023
V4	Alba	Updated Sections: 8. Change of grade percentage to 30% for peer challenges and formative week, 9. Program duration increased to 28 months 10. Admissions criteria: increased TOEFL and Duolingo score requirements; requesting 3 essays in application 11. Graduation fee decreased to 50 euros 16. Updated courses descriptions for : Business Project , Business Methods , Business Decisions with Data and Models, Accounting for Decision Makers, Financial Decision Making, Procurement & Logistics, Supply Chain Management, Digital Strategies 17. Sequencing of courses	February 2024

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