



## Message from the Dean

Dear ALBA Family Members and Friends,

It is with great pleasure that I am prefacing the very first issue of The ALBANac, ALBA's quarterly newsletter.

The ALBA community has reached a point where it is composed of a large number of stakeholders (Corporate Members, Members of the Board, Academic Council Members, alumni, students, faculty, staff, partners and friends) who need to be kept in close contact. The newsletter aspires to become the beacon that will light up the activities of all associated groups.

We are proud of the ALBA family members. We look forward to sharing their accomplishments among all of us. We

also have exciting plans for the future that we would like to share with you.



Please feel free to forward any piece of information, comments or advice to us which you think may be of interest to the entire ALBA community.

With my best wishes for a healthy, happy and productive New Year,

Nickolaos G. Travlos  
"The Kitty Kyriacopoulos  
Chair in Finance"  
Dean

## ALBA wins 1st Prize at the prestigious European Business Plan Competition

An ALBA student team achieved an exceptional distinction by winning the 1<sup>st</sup> prize at the prestigious **European Business Plan of the Year Competition (EBPYC) 2003**, held on June 12<sup>th</sup>-13<sup>th</sup> 2003 at the Rotterdam School of Management – Erasmus University (Netherlands). This is a victory that promotes Greece internationally in the best possible way.



More specifically, the "BIOCYCLE Ltd" team, consisting of full-time MBA students, Dimitris Analytis, Irini Athanasopoulou, Costas Georgiou, Diana Fernandez-Costales and Tina Moutzouri, made an outstanding impression at the competition by presenting a solid and innovative business plan for the treatment of agricultural waste. The team proposed the use of a biotechnological method for the transformation of waste into nutrition supplements for humans, and animals.

The team was selected -as every year- at ALBA's internal business plan competition, held in Dr. Theoharakis' Entrepreneurship class. The winning team received a cheque of €4.000.

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### Special points of interest:

- 1st Prize at the European Business Plan Competition
- Prof. Tsoukas takes over as Editor-in-Chief of Organization Studies
- Executive Program by ALBA and Yale
- Best Workplaces Competition 2004
- EFOM Leadership Award to Manolis Perakis, ALBA Alumnus

# Academic Programs

## 4 new Program Classes start!!!

New Classes for the calendar year 2004 have begun for four ALBA Programs: the Professional MBA (PMBA 9), the M.Sc. in Business for Lawyers (LAW 5), the M.Sc. in Strategic Human Resources Management (S-HRM 2) & the ALBA-EFG EUROBANK ERGASIAS MBA in Financial Services (2nd Class).

Let's all welcome them to the ALBA family and wish them to make the most of the ALBA experience!!!

## Invited speakers in ALBA classes! Blending experience with talent!

**September 17<sup>th</sup>, 2003:** 'Capturing Knowledge in Enterprise Infor-

mation Systems' by Mr Panos Iliopoulos, CIO, Kotsovolos Group.

**September 22<sup>nd</sup> & 23<sup>rd</sup>, 2003:** 'Marketing Campaign Management Process: From Campaign to Results' by Mr Stefanos Spyriounis, Business Solutions Specialist, Oracle.

**October 1<sup>st</sup>, 2003:** 'Strategic Enterprise Management at Janssen-Cilag Greece' by Mr Dinos Konstantinidis, Information Management Director, Janssen-Cilag Greece.

**November 5<sup>th</sup>, 2003:** 'Interorganizational Relationship Transformation in a Global Virtual Community' by Dr Christopher J. Ibbott, Director of Infrastructure Supply Chain Management, Vodafone Global Services Limited, UK.

## ALBA Fall 2003 Graduation

The Ceremony took place on October 2<sup>nd</sup> 2003, at the Athens College theatre. The keynote speaker was Mr. Minas Tanes, General Manager, ATHENIAN BREWERY S.A. The Outstanding Faculty Research Award was awarded to Dr Vasilis Theoharakis, Assistant Professor of Marketing & Entrepreneurship. As of this Ceremony, the ALBA Alumni body consists of more than 1000 distinguished individuals.



# Executive Development @ ALBA

## Upcoming Seminars

### *Finance for Non-Financial Managers*

by Dr. Andreas Charitou, Professor of Finance & Accounting, Department of Public & Business Administration, University of Cyprus.  
*February 26-27, 2004*

### *Services Marketing*

by Dr. Michael Tsiros, Assistant Professor of Marketing, University of Miami, USA & The Tassos Papastratos Research Professor in Marketing, ALBA. *March 15-16, 2004*

### *Strategic Management of Services*

by Dr. Antreas Athanasopoulos Professor of Service Operations Management, ALBA, and Dr. Andreas Soteriou Associate Professor of Operations Management, University of Cyprus.  
*March 19-20, 2004*

## *LEADERSHIP and TEAM EFFECTIVENESS: In collaboration with the Yale School of Management*



by

**Victor H. Vroom**, John G. Seale Professor of Organization & Management, Professor of Psychology, Yale University, USA;

**Haridimos Tsoukas**, George D. Mavros Research Professor of Organization & Management, ALBA;

**Olga Epitropaki**, Assistant Professor of Organizational Behavior & Human Resource Management, ALBA.

It is the first time that a Greek Business School cooperates with the Yale School of Management for the creation and delivery of an Executive Development Program. Leadership and Team Effectiveness is a unique workshop designed to help senior managers increase their leadership potential.

*June 2-5, 2004.*

ALBA is proud of this cooperation and invites top executives to participate in this unique learning experience!

The ALBA Executive Development Programs Department has launched its **2004 Schedule !**  
For more information you may visit [www.alba.edu.gr/executive](http://www.alba.edu.gr/executive).

# Professor Haridimos Tsoukas Editor-In-Chief of Organization Studies



On September 1<sup>st</sup> 2003, Dr Haridimos Tsoukas, The George D. Mavros Research Professor of Organization and Management at ALBA, Greece, and Professor of Organization Studies at Warwick Business School, University of Warwick, UK, took over as Editor-in-Chief of *Organization Studies* until August 2008.

*Organization Studies* (OS) is the top academic journal in Europe and one of the most significant journals in the world today, publishing academic papers related to management and organizations. Publishing in OS is very competitive, with the rejection rate currently being as high as 80%. It is the first time that an academic from an educational institution based in Greece becomes Editor of a major international management academic journal. *Organization Studies* is published by the European Group of Organization Studies (EGOS). For further information about *Organization Studies*, you may visit the following web sites: [www.sagepub.co.uk/os](http://www.sagepub.co.uk/os) or [www.egosnet.org](http://www.egosnet.org).

Following his appointment, Professor Tsoukas remarked as follows in his inaugural editorial: "It is a great honour and responsibility to be the Editor-in-Chief of an international academic journal as prestigious as *Organization Studies*. My aim is to ensure that (a) we maintain and further enhance quality by accepting only the very best papers, (b) strongly encourage inter-disciplinary research into organizational and management issues, and (c) make OS the most attractive publishing outlet for the best and most interesting authors worldwide. As well as being open to new ideas and emergent perspectives, and rooted in the social sciences, which have always been the hallmarks of OS, publishing cutting-edge research of a kind that is non-reductionist, that embraces the complexity of organizations, is sensitive to the language-dependent texture of organizational reality, is appreciative of context,

**It is the first time that an academic from an educational institution based in Greece becomes Editor of a major international management academic journal.**

chance and feedback loops, acknowledges the importance of agency and process, and adopts an explicitly comparative perspective, will be the intellectual signature of the journal under my editorship.

Moreover, for the first time in its 24 years of publication OS is going global. I am particularly delighted that two distinguished academics, Raghu Garud, Stern Business School, New York University, USA and Cynthia Hardy, Department of Management, University of Melbourne, Australia will join me as co-editors. The revamped editorial structure includes a new layer of high-profile Senior Editors from all over the world, and several dozens of new Editorial Board members. I am really proud and grateful that some of the most reputable organizational and management scholars worldwide have chosen to affiliate themselves with *Organization Studies*."

**"Moreover, for the first time in its 24 years of publication OS is going global. ... The revamped editorial structure includes a new layer of high-profile Senior Editors from all over the world, and several dozens of new Editorial Board members."**

Finally, the Editorial Office of OS is located at ALBA and is run by a full-time Editorial Officer, Sophia Tzagaraki. We are all excited at ALBA for having OS based here, which reflects the vibrant academic community we have created at ALBA and the emphasis we place on high-quality research.

**OS Editorial Officer: Ms Sophia Tzagaraki,  
E-mail: [osofficer@alba.edu.gr](mailto:osofficer@alba.edu.gr)**

# Applied Research & International Projects (ARIP)



**ALBA Promotes e-Business education in SE Europe !**

Last year, ALBA reached out to 800 SMEs managers from 5 Eastern European countries as part of the ENLARGE project, with funding from the IST Programme of the European Commission. ENLARGE was initiated and led by ALBA, bringing together leading institutions from the region, including the Bulgarian and Romanian Academies of Science, the Universities of Cyprus and Maribor (Slovenia) and the LKAEM Academy of Entrepreneurship (Poland). Participating managers attended training seminars, developed jointly by ALBA, INSEAD and Planet Ernst & Young, providing state of the art knowledge and, local case studies, aiming at promoting wider adoption of e-Business in SMEs across the regions. ([www.enlargenet.org](http://www.enlargenet.org))



The ENLARGE team at the ALBA premises after the successful final review meeting.



**BEST WORKPLACES 2004 COMPETITION**

After the great success of the "Best Workplaces 2003" Competition, ALBA, "VIMA" and "Oeconomikos Tahydromos" in collaboration with the Great Place to Work Europe @ Institute, decided to undertake once again the organization and implementation of the "Best workplaces 2004" competition in Greece.

In October 2003, approximately 10,000 questionnaires were sent to 53 companies in order for employees to assess their workplaces. The average response rate is 60% and, currently, the evaluation process is in progress.



**ALBA - Member of a top Business Schools Network**

The eFactors project was a unique opportunity for top European Business Schools to work closely together, consolidating their research in e-Business models into a unifying framework showing what it means to excel in the networked economy. ALBA took an active part in this process and was responsible for developing a specialized educational curriculum on the factors affecting e-Business strategy development and implementation. Dr. Nikos Mylonopoulos, Assistant Professor of Information Systems is now co-editing a book out of this work. ([www.e-factors.net](http://www.e-factors.net))

The other members of the eFactors network are: Athens University of Economics & Business, University of Surrey (UK), Copenhagen Business School (Denmark), University of Cologne (Germany), Erasmus University (The Netherlands), Norwegian School of Economics & Business Administration (Norway), INSEAD (France), University of Manchester- Institute of Science and Technology (UMIST) (UK), University of Jyväskylä (Finland), INTRACOM (Greece), FHG-FOKUS (Germany), IBERINCO (Spain), Virtual Enterprises Architects BV (The Netherlands), Waterford Institute of Technology (Ireland), and Georgia State University (USA).  
**More information at [www.alba.edu.gr/R&D/](http://www.alba.edu.gr/R&D/)**



**2003 Best Workplaces Competition in Greece Awards Ceremony:** Dr Olga Epitropaki, scientific coordinator of the Greek competition and Assistant Professor of Organizational Behavior & HR Management at ALBA, with Mr. Kim Muller, coordinator of the European competition, Mr. Ulysses Kyriacopoulos, President of the Federation of Greek Industries, and representatives of the winning companies: JANSSEN - CILAG S.A., PIRAEUS DIRECT SERVICES S.A. , NOVABANK S.A., SAP HELLAS S.A, KRAFT FOODS HELLAS S.A., TITAN CEMENT Co S.A., ABBOTT LABORATORIES HELLAS S.A., GENESIS PHARMA A.E., SC JOHNSON & SON HELLAS Ltd, and TROFEKLEKT MASTERFOODS S.A.

# Events



## Past Events

- **1<sup>st</sup> Strategic Enterprise Management Forum** organized by SAP with the scientific coordination of ALBA (November 13<sup>th</sup> 2003)
- **“The Development of Entrepreneurship through Contemporary Technological Capabilities”**: in cooperation with the Federation of Industries of Peloponnese & Western Greece (November 22<sup>nd</sup>, 2003)
- **Learning & Development Forum** organized by BOUSSIAS COMMUNICATIONS (November 5<sup>th</sup> 2003)
- **2<sup>nd</sup> Marketing Directors Forum** organized by BOUSSIAS COMMUNICATIONS in cooperation with ALBA (December 11<sup>th</sup> 2003)

To be updated on ALBA events, visit:  
[www.alba.edu.gr](http://www.alba.edu.gr)

## Upcoming Events

### January 2004

- **Party!!!** ALBA invites you to welcome the New Year at the AKROTIRI Lounge on January 23<sup>rd</sup> 2004 (21:30-22:00). Entrance fee: € 15. For information, you may contact the ALBA CCR Department (tel: 210 8964531-8, e-mail: [Communications@alba.edu.gr](mailto:Communications@alba.edu.gr))
- Lecture by Mr. Ramfos on the occasion of Letter's Day on January 30<sup>th</sup> 2004 at "IONIKO KENTRO", Plaka
- ALBA's first Blood Drive (January 20<sup>th</sup>, 12:00-17:30)

### February 2004

- Event in Ioannina in cooperation with the Liaison Office of the University of Ioannina
- ALBA Open Day

### March 2004

- BEST WORKPLACES 2004 Awards Ceremony
- Event with the Athens Bar Association
- ALBA Open Day

## ALBA wins 1st Prize at the prestigious EBPYC! (Continued)

The following business schools participated in the 2003 competition: ALBA (Greece), SDA BOCCONI (Italy), CEU Business School (Hungary), Cranfield School of Management (UK), EM-Lyon (France), IESE Business School (Spain), Imperial College (UK), INSEAD (France), London Business School (UK), Rotterdam School of Management (Netherlands), and WHU Koblenz (Germany). Prior to this win, ALBA was selected to host the **EBPYC 2004**. Dr Theoharakis was elected Chairman of the Board of the EUROPEAN BUSINESS PLAN OF THE YEAR FOUNDATION. ALBA is the **only Greek institution** that has been invited to participate in the competition. All ALBA participations have been extremely successful; since ALBA started participating in 2001, it is one of the four Business Schools (along with INSEAD, Imperial College and London Business School) that are consistently among the finalists of the competition.



Moreover, **ALBA was invited** and participated at an **international entrepreneurship competition** held in Singapore in the framework of **Global Entrepolis @ Singapore 2003**. Participation to this competition was possible by invitation only, and the fact that ALBA has been invited is a proof of its international recognition as one of the top Business Schools globally. Participants included: Harvard Business School, Wharton /University of Pennsylvania, Stanford University, INSEAD, London Business School, University of California Berkeley, University of Chicago, IESE Business School, National University of Singapore, and Rotterdam School of Management. It is important to note that the organizers covered all expenses for the ALBA team. The ALBA team was represented by two Biocycle's members, Dimitris Analytis and Irini Athanasopoulou. The judges were impressed with the team's proposal and commented that it is "a good business model with high value-added processes".

Let's congratulate the winning team of the **European Business Plan of the Year Competition 2003** for their win at the EBPYC and their impressive participation in Global Entrepolis, their enthusiasm, and commitment to this effort.

# New Knowledge Created at ALBA



“We aspire to be a leading centre of academic excellence in business management in Europe. We are driven by the ambition to contribute to the generation of new knowledge by undertaking state-of-the-art research that is internationally recognized for its quality and is published in the best international academic journals and in books by international publishers” (Excerpt from **ALBA’s Mission**)

## RECENT PAPERS BY ALBA’S FACULTY IN LEADING INTERNATIONAL JOURNALS

**Nickolaos G. Travlos** (with G. Papaioannou, and K.G. Viswanathan), “The Operating Performance of Firms that Switch their Stock Listing”, *Journal of Financial Research*, Winter 2003, Vol.26, Issue4, p.469, 18p.

**Nickolaos G. Travlos** (with J. Doukas and M. Holmen), “Diversification, Ownership and Control of Swedish Corporations”, *European Financial Management*, September 2002, Vol.8, Issue 3, p.281, 34 p.

**Nickolaos G. Travlos** (with J. Dahya and J. McConnel), “The Cadbury Committee, Corporate Performance and Top Management Turnover”, *The Journal of Finance*, 57 (1), pp. 461-83, February 2002

**Haridimos Tsoukas**, “Commentary: Vulnerability, moral responsibility, and reflexive thinking”, *Reflections*, 4, pp. 14-15, 2003

**Haridimos Tsoukas** and **N. Mylonopoulos**, “Technological and Organizational Issues in Knowledge management”, *Knowledge and Process Management*, Vol. 10, No 3, July-Sept. 2003. Special Issue Editorial

**Haridimos Tsoukas** (with E. Antonacopoulou), “Introduction: Time and Reflexivity in Organization Studies”, *Organization Studies*, December 2002, Volume 23, Issue 6, pp. 857-862..

**Haridimos Tsoukas** (with R. Chia), “On organizational becoming: Rethinking organizational change”, *Organization Science*, Sep/Oct2002, Volume 13, Issue 5, p567,16p.

**Haridimos Tsoukas**, “Introduction: Knowledge-based perspectives on organizations: Situated knowledge, novelty and communities of practice”, *Management Learning*, 33, pp. 419-426 , 2002

**Antreas D Athanassopoulos**, (with Gounaris, S. P. & Stathakopoulos, V.), “Antecedents to perceived service quality: an exploratory study in the banking industry.International”. *Journal of Bank Marketing*, 2003, Vol. 21 Issue 4, p168.

**Antreas D. Athanassopoulos**, “Strategic Groups, Frontier Benchmarking and Performance Differences: Evidence from the UK Retail Grocery Industry”. *Journal of Management Studies*, Jun2003, Vol. 40 Issue 4, p921, 33p.

**Theodore Sougiannis** (with Amir, Eli; Lev, Baruch) “Do financial analysts get intangibles?”, *European Accounting Review*, Dec2003, Vol. 12 Issue 4, p. 635, 25p.

**Theodore Sougiannis** (with Oltheten, Elisabeth; Pinteris, George), “Greece in the European Union: policy lessons from two decades of membership”, *Quarterly Review of Economics & Finance*, Dec2003, Vol. 43 Issue 5, p774, 33p.

**Theodore Sougiannis**, (with P. Easton, G. Taylor and P. Shroff), “Using Forecasts of Earnings to Simultaneously Estimate Growth and the Rate of Return on Equity Investment”, *Journal of Accounting Research*, Jun2002, Vol. 40, Issue 3, p657.

**Kostas Axaroglou**, “The Cyclicity of New Product Introductions”, *Journal of Business*, Jan2003, Vol. 76 Issue 1, p29, 20p.

**Kostas Axaroglou** and **V. Theoharakis**, “Diversity in Economics: An Analysis of Journal Quality Perceptions”, *Journal of the European Economics Association*, Vol 1, Issue 6, 2003.

**Drakopoulou-Dodd Sarah** (with Jack, S. & Anderson, A.) “Scottish Entrepreneurial Networks in International Context”, *International Small Business Journal*, Volume 20, Issue 2, 2002.

# New Knowledge Created at ALBA

## RECENT PAPERS BY ALBA'S FACULTY IN LEADING INTERNATIONAL JOURNALS (continued)



**Drakopoulou-Dodd Sarah** (with Patra, E.), "National Differences in Entrepreneurial Networking", *Entrepreneurship and Regional Development*, 2002, Volume 14, Issue 2, pp.117-134.

**Drakopoulou-Dodd Sarah** (with Gotsis G.), "The Economic Thought of the Pauline Canon", *History of Economics Review*, Winter (June), 2002.

**Drakopoulou-Dodd Sarah** "Metaphors and Meaning in the Narratives of Entrepreneurs", *Journal of Business Venturing*, Volume 17, Issue 5, 2002 .

**Olga Epitropaki**, (with C. Clegg, K. Unsworth, and G. Parker), "Implicating trust in the innovation process", *Journal of Occupational and Organizational Psychology*, Dec2002, Vol. 75 Issue 4, p409, 14p.

**Olga Epitropaki**, (with Turner, N., Barling, J., Butcher, V. & Milner, C.), "Transformational Leadership and Moral reasoning", *Journal of Applied Psychology*, 87, 304-311, 2002.

**Olga Epitropaki**, "Transformational Leadership, psychological contract breach and Organizational Identification", *Academy of Management Best Paper Proceedings*, OB, pp. M1-M6, Seattle, 2003.

This paper was selected as **one of the 10 Best Papers (among 600 papers)** submitted in the Organizational Behavior division of the Academy of Management Conference 2003 .

**Nikolaos Mylonopoulos** (with Doukidis, G.J.), "Mobile Business: Technological Pluralism, Social Assimilation and Growth", *International Journal of Electronic Commerce*, 2003, 8, 1, Fall 2003, pp. 5-22.

**Nikolaos Mylonopoulos** and **H. Tsoukas**, "Modelling Organizational Knowledge", *Journal of the Operational Research Society*, Vol. 54, Issue 9, pp.911-, 2003. Part Special Issue Introduction.

**Nikolaos Mylonopoulos**, (with G. Doukidis, A. Vrehopoulos, I. Constantiou, I. Sideris), "The Critical Role of Consumer Behavior Research in Mobile Commerce", *International Journal of Mobile Communications*, 2002.

**Vasilis Theoharakis** (with G. Hooley), "Implementing Relationship Marketing: Organizational Resources Enabling Service Responsiveness", *Industrial Marketing Management*, Vol. 32, Issue 8, pp. 695-702, 2003.

**Vasilis Theoharakis** (with Ballas A.), "Exploring Diversity in Accounting through Faculty Journal Perceptions", *Contemporary Accounting Research*, Vol. 20, Issue 4, pp. 619 - 644, 2003.

**Vasilis Theoharakis** (with Skordia M.), "How Do Statisticians Perceive Statistics Journals", *The American Statistician*, Volume 57, Issue 2, pp. 115 - 125, 2003.

**Vasilis Theoharakis** (with Wong V.), "Marking High-Technology Market Evolution through the Foci of Market Stories: The Case of Local Area Networks" , *Journal of Product Innovation Management*, Vol. 19, Issue 6, pp. 400-411, 2002.

**Vasilis Theoharakis** (with Hirst A.), "Perceptual Differences of Marketing Journals: A Worldwide Perspective", *Marketing Letters*, Vol. 13, Issue 4, pp. 389-402, 2002.

## BOOKS

**Haridimos Tsoukas** and **N. Mylonopoulos**, *Organizations as Knowledge Systems*, Palgrave MacMillan, 2004



**Haridimos Tsoukas** (with C. Knudsen), *The Oxford Handbook of Organization Theory*, Oxford University Press, London, March 2003 (Authors include: Chris Argyris, Bill Starbuck, Karl Weick, Lex Donaldson, Mary Jo Hatch, Dvora Yanow, Joanne Martin, Richard Wedberg, Richard Nielsen, Hugh Willmott, Iain Mangham and others)

**Nikolaos Mylonopoulos**, (with G. Doukidis and N. Pouloudi), *Social and economic transformation in the digital era*, Idea Group Publishing, December 2003.

**Vasilis Theoharakis** (with D. Serpanos), *Enterprise Networking: Multilayer Switching and Applications*, Idea Group Publishing, 2002.

## Experience from our Alumni

**Mr. Manolis Perakis (ALBA MBA 5), Business Excellence Manager at VODAFONE – PANAFON S.A., was awarded the EFQM Leadership Award 2003!**

*1. Mr. Perakis, you won the EFQM Leadership Award for the year 2003. Tell us more about this new EFQM initiative, i.e. awarding individuals for their contribution to Business Excellence.*

Let me start by stating that the EFQM (European Foundation for Quality Management) is a non-profit organization, which was founded in 1989, by the EU and 14 leading companies in Europe

(i.e. Fiat, BT, Volkswagen, Unilever etc.) Its mission is through the use of the EFQM Excellence model, to help companies in Europe to improve their results concerning customers, employees, company and society.

The Leadership award is part of an individual recognition initiative, for individuals who have contributed to the Excellence movement in Europe and have demonstrated personal support for EFQM's mission. I can only assume that the EFQM wanted to



show appreciation regarding both my role as Senior Assessor of the European Quality Award and the initiatives taken within and outside my own organization.

*2. How important is it for an organization to apply the EFQM Excellence Model? What are the advantages entailed?*

The Model is the most concrete management framework I have seen: it summarizes in a simple way the vital few management practices needed to run a company effectively and efficiently. It can be used:

(a) for Self-Assessment: you can compare your company's Ap-

**"Isn't this what ALBA familiarizes students with? Not only through courses like Business Excellence and Quality Management, but also through providing a holistic set of courses, inviting distinguished executives to teach and demanding the best performance."**

proaches and Results with the Model, and identify the major strategic areas for improvement, with exceptional precision

(b) to establish a common and robust management philosophy within your company

(c) to apply for the European Quality Award (if your final score is more than 550 points)

(d) to benchmark and exchange good practices with the other 25,000 companies using it

*3. Did your studies at ALBA help you in any way to become familiar with business excellence issues?*

The underlying concept of Excellence is that "if Leadership formulates properly Policy & Strategy, then People are able to use the Resources of the company effectively, by implementing the designed Processes. If done correctly, this leads to good results regarding People, Customers the Business and Society".

Isn't this what ALBA familiarizes students with? Not only through courses like Business Excellence and Quality Management, but also through providing a holistic set of courses, inviting distinguished executives to teach and demanding the best performance. This way, students share the mentality of Excellence, which is the only way in which the concept can be enhanced and spread.

## The ALBA Insider

### ALBA Administration Team Building Workshop

Since, ALBA values effective teamwork as a key factor for future success, the first ALBA Administration Team Building Workshop was held in September 2003 in Sofiko, Corinth, in cooperation with SUMMIT.

One thing is for sure: This weekend, the ALBA employees mixed business with pleasure!



### ALBA's Employee Football Team

Football teams of the world... be ware!!! ALBA's Employee football team has been created and has shown its capabilities at its first match against the ALBA MBA students' football team... The game's final score was in favor of the ALBA MBA students' team. But do not get disappointed. Let's give the team some time...



## The Voice of the ALBA Alumni Association

The mission of the ALBA Alumni Association is *to promote the interests and achievements of ALBA and its alumni and to provide services and programmes intending to enlighten, empower and advance ALBA's students, faculty, personnel and alumni.* All past and present Boards of Directors of the association have adopted a wider perspective of the aforementioned mission, suggesting that the association *should strive to make a positive impact on the Greek business community and on society in general.*

The ALBA Alumni Association's General Assembly met on Monday March 2<sup>nd</sup>, 2003, in order to elect its new Board of Directors, for a two year term. The Board convened on Thursday March 6<sup>th</sup> to elect its governing body, which stands as follows: Seraphim Voliotis, Chairman,

Sergios Sarafopoulos, Vice-chairman, Stella Mariou, Secretary General, Rania Dedousopoulou, Treasurer, Panos Panagiotidis, Member.

The new Board believes that the combined influence of all ALBA alumni is vast and, accordingly, hopes to incorporate all ALBA alumni within the Alumni Association.

The Association has a potential of 1,000 members; a figure which will increase by about 150+ each academic year. We consider ALBA's alumni to be charismatic individuals, emanating from various academic and professional backgrounds, all with exceptional prospects. The power of such a network is immense and the present Board of Directors hopes to be able to co-ordinate and focus all these abilities towards the achievement of commonly accepted goals.



**ALBA Alumni Association**

Contact the ALBA Alumni Association:

E-mail: [aaa@alba.edu.gr](mailto:aaa@alba.edu.gr)



Online ALBA Alumni Community:

<http://alumni.alba.edu.gr>

**"The ALBA Alumni Association strives to make a positive impact on the Greek business community and on society in general."**

In particular, the Association's activity is directed towards:

- **the improvement of the association's infrastructure and the efficiency of its operation** (Currently working on that aspect),
- **the establishment of co-operation, initially with ALBA and later on with other organizations and associations** (already organized a conference in cooperation with the Athens College Alumni Association, entitled "Education and Society: The Role of the Educators", in May 2003 ),
- **understanding and satisfying our members' needs** (currently at the stage of preparing a questionnaire to serve this action),
- **the provision of incentives to ALBA alumni in order to increase our active membership base,**

- **an open and constructive communication between members** (database update and web site reengineering), **the social interaction between members and the organization of cultural, business and educational events** (already organized a very successful "get together" at a



club downtown Athens, in April, 2003.

More than 120 members were present! In addition an excursion took place in November 2003, where alumni had the chance to meet and have some good time, at Ancient Olympia ),

- **the promotion of life-long learning of our members** (the Alumni Association has already established a series

of seminars with the title "*Learning for Life*" which are aiming to keep the Alumni updated on the latest developments in all management areas. They will be conducted mainly from Alumni, on week-ends and from distinguished ALBA professors.

The first one took place in December the 13<sup>th</sup>, 2003, by Prof. George Hanjinkola, on Project Management with more than 60 participants),



- **the provision of support to ALBA** (already very active in the admission process and other activities), and
- **the provision of career support to our members.**



**ALBA**  
Athens Laboratory of Business Administration

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**NOT-FOR- PROFIT EDUCATIONAL ORGANIZATION OF GRADUATE STUDIES IN BUSINESS ADMINISTRATION**

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