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ALBA's Quarterly Newsletter



## Web Site adopts new ALBA's Identity

Winter 2006

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In accordance with the new corporate identity, ALBA's website has been redesigned to incorporate a new creative layout and colors, while retaining the existing page administration.

In particular, the dominant color of the pages is now blue, while every Academic Program adopts its own, program-specific color. Each page is complemented by a

photo, taken either by ALBA's new brochure, or – in the case of the Academic Programs – by the corresponding photo of its advertising campaign.

The objectives behind the redesign were to align the web pages with ALBA's new corporate image, to support each Program's unique identity and create a more vivid and user-friendly environment for the internet user to get the most out of their relationship with ALBA Graduate Business School.

We sincerely hope you find that the new pages succeed in those objectives and make your interaction both more relaxing and more aesthetically pleasing.

### Inside this issue:

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## Workclimate & Competitiveness Workshop

On November 30, 2005, ALBA co-organized with ESADE Business School a special event with the participation of about 45 HR executives and specialists. Professor Simon L. Dolan from ESADE Business School presented the results of the European Research 'Workclimate and Employment Relations in the E.U within the Dual Context of Quality of Work and Competitiveness: lessons, benchmarks and challenges ahead'.



In addition, Dr. Olga Epitropaki and Mr. Dimitris Ganoudis, from Great Place to Work Institute Hellas, presented the evaluation reports of 44 company benefits from 4.200 employees of companies operating in Greece, according to the findings of the Greek Competition 'Best Workplaces 2005'. The workshop was addressed to HR Managers and CEOs interested in the industrial relations issues. A discussion followed the presentations, giving the opportunity to participants to exchange their opinions and experiences.

For information you may contact the ALBA Applied Research & International Projects Department, tel: 210-8964531, e-mail: appliedresearch@alba.edu.gr

### Special points of interest:

- **Workclimate & Competitiveness Workshop**
- **TITAN Annual Scholarship Program for Students from the Balkans**
- **"Leadership & Team Effectiveness" Seminar**
- **International Manufacturing Strategy Survey**
- **'Leadership through Art': Inaugural event of the Frontiers in Management Series**
- **Diversity Management Survey by ALBA**
- **ALBA Alumni Campaign: "Help us to Help you"**

## Academic Programs

### Team Building in Sofiko, Corinth, for students of the 4 new Program Classes that started in November

New classes for the academic year 2005-2006 have begun for four ALBA Programs: the Professional MBA (P-MBA 11), the MSc in Business for Lawyers (LAW 7), the MSc in Strategic Human Resources Management (S-HRM 4) and the MBA in Shipping (Shipping 1). Since ALBA evaluates effective teamwork as a key factor for future success, the team building field trip for new students was organized once again in Sofiko, Corinth, on January 14-15, 2006, in cooperation

with SUMMIT. Professor Robert Marx, Associate Professor of Management, University of Massachusetts and ALBA Visiting Professor with Formal Affiliation, participated in the trip. Apart from the opportunity it provides to students to get to know each other, this unique experience is the basis on which work groups are formed for ALBA's new students. Let's all welcome our new students and wish them to make the most of the ALBA experience!



Picture from the team building workshop

### TITAN Annual Scholarship Program for Students from the Balkans

CSR has been at the core of Titan's philosophy ever since its early years and had a direct and permanent impact on its performance as a business enterprise, on its labor relations and on community involvement. It is now an explicit core value of Titan Group and one of its governing objectives. Within this context Cementarnica Usje is launching the **Annual Scholarship Program**, which will provide on a continuous basis **two scholarships** to top university students from **FYROM** for graduate studies at ALBA Graduate Business School.

#### Eligibility criteria for the Scholarship Program 2006 – 2007:

- University Degree in Technological, Mechanical, Electrical Engineering and Economy offered in 8-10 semesters for all disciplines;
- Distinguished academic performance (GPA above 8.00);
- Competency in English language (TOEFL, IELTS, Proficiency);
- Age up to 28 years; Completed military obligations for male applicants;
- Two recommendation letters;
- Working experience is not required (2-3 years of work history will be considered favorably);
- Macedonian nationality

Applicants will ***have to submit the complete ALBA application set*** ([www.alba.edu.gr](http://www.alba.edu.gr)) by 15/04/2006. Incomplete applications will not be considered. The complete application set should be submitted latest by 15/04/2006 to the address: Cementarnica "Usje" AD – Skopje, Human Resources Section, "Prvomajska" bb Skopje 1000. **Application fee is free of charge.** For information regarding ALBA applications you may contact Mrs. Theoni Triandafillidou, MBA Program Manager, e-mail: [ttrianda@alba.edu.gr](mailto:ttrianda@alba.edu.gr). Telephone: (+30) 210 896 4531 – 8 (250)

### Guest Speakers at the MSc in Business for Lawyers Investment Banking course



Picture from the lecture on Equity Markets at the MSc in Business for Lawyers Investment Banking course on December 1, 2005

Students of the MSc in Business for Lawyers had the opportunity to meet - and learn from the invaluable experience of - distinguished practitioners in the field of Finance.

More specifically, 3 distinguished executives of Piraeus Sigma Devletoglou Securities & Investment Services were guest speakers at the Investment Banking course:

- George Minardos and Ioannis Arapogou lectured on Equity Markets on December 1, 2005
- Stavros Spiliades lectured on Asset Management on December 8, 2005.

# Executive Development @ ALBA (exed@alba.edu.gr)

VIOHALCO

2nd Class of the Diploma in Management Studies has begun

The Viohalco Group, after a successful commencement of the first class, has taken the initiative to set in motion a second class that will take place in Thessaloniki from February 10th to May 28th, 2006. The faculty which will deliver this program consists of the following professors: A. Charitou, V. Theoharakis, S. Blum, O. Epitropaki, K. Axaroglou and H. Tsoukas.

## ALBA Executive Development Department announces 3 of 6 Open Seminars for the year 2006!

### MARCH

#### Finance for Non-Finance Managers

conducted by Dr. Andreas Charitou, Professor of Finance & Accounting, Department of Public & Business Administration, University of Cyprus

*"Increase your financial proficiency in order to successfully interpret your businesses profitability, efficiency, creditworthiness, and cash flow ability".*

March 9 – 10, 2006 (Deadline for applications: March 2)

### APRIL

#### The Power of Storytelling in Organizations

conducted by Yiannis Gabriel, Professor of Organizational Theory, Royal Holloway University of London, School of Management, U.K

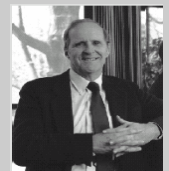
*"Understanding stories and using them with sensitivity and respect for the needs of your organization and its members can greatly enhance your effectiveness as a leader, a coach, a teacher or a manager".*

April 13, 2006 (Deadline for applications: April 7)

### JUNE

#### "Leadership and Team Effectiveness"

conducted by Victor H. Vroom, John G. Searle Professor of Organization and Management & Professor of Psychology, Yale University, USA



"An important feature of this seminar will be the opportunity for participants to work on a set of 30 short cases in advance of the seminar. In each case they will be asked what they would do if they were the leader faced with that situation. Each person's choices are then analyzed by computer where they generate a twelve page, individualized analysis of his or her leadership style. The analysis compares that manager with over 200,000 managers who have worked on the same cases. The report also compares each person with the Vroom model and shows the situational factors to which they give too little or too much attention. Finally the report gives each manager an individualized set of recommendations for improving their effectiveness. In addition to the report, each participant will receive a CD-Rom called Expert System for their later use in applying the model to decisions they make in their own organization."

June 1, 2006 (Deadline for applications May 25)

# Applied Research & International Projects (ARIP)

## International Manufacturing Strategy Survey, (IMSS – IV), 2005

ALBA in cooperation with the IMSS International Network (Business Schools from all over the world) organizes the 1st International Manufacturing Strategy Survey in Greece. Approximately 150 Greek manufacturing companies from several industry sectors have been approached in order to participate in the survey. The aim of the research is to study manufacturing strategies on a global scale and at a national level, and to establish a common database on manufacturing strategies, practices, and results. The research method is a questionnaire survey, performed by an international network of researchers in various countries. In return, a database from the entire worldwide study will be distributed to all contributing researchers and participating firms. The results of the survey will be announced by the summer of 2006.

## EU Workclimate

### 1<sup>st</sup> European Industrial Relations Forum

### ALBA participation in the 1st European Industrial Relations Forum

Barcelona. ESADE. November 10-11<sup>th</sup>, 2005

ESADE Business School along with ALBA, Cranfield University (UK), Erasmus University (The Netherlands), the Great Place to Work Institute Europe (GPTW) and Vlerick Leuven Gent Management School (Belgium), organized the First Pan-European Industrial Relations Forum on Workclimate which was held on the 10th and 11th of November 2005, in Barcelona Spain.

Dr. Olga Epitropaki was the chairperson of the 4th Workshop titled: "How can leaders create excellent work climate?". Workshop participants explored the key factors that help leaders bring the positive energy out of their people. In particular the following questions were investigated:

- Which are the critical competencies of leaders that help them create an excellent work climate?
- Which specific tools and practices do they use in order to create an energizing climate and bring the results?
- What is the role of middle vs. top management in this process? Can we detect a rippling effect in terms of competencies and characteristics that starts from top management and cascades throughout the organizational levels?

The workshop attracted EU HR managers and specialists.



### CAREER GUIDE - New SOCRATES Project for ALBA

In October 2005, a new project was launched by ALBA titled: "CareerGUIDE for Schools - Network for Career Guidance in Schools". The CareerGUIDE for Schools network's main aim is to promote career education and awareness in European schools. The network collaborates with experts in pedagogy, labour market, career guidance, school to work transitions and technology in order to contribute in offering substantial orientation to school children as well as to those who support them in this process. CareerGUIDE for Schools network will develop a Network of Schools across Europe in order to implement the partnership's research results and activities, as well as to use the CareerGUIDE Web Portal. Disseminating the network's results and activities, a virtual career guidance European Community will be formed highlighting the significance of Career Guidance in schools. In addition, support and useful resources will be offered to teachers for implementing Career Guidance in schools and new curriculum guidelines will be developed.

The project consortium consists of: ALBA, ELLINOGERMANIKH AGOGI (EL) (coordinator), University of Athens (EL), Ministry of Education, Information and Educational System Evaluation Department - GIASE (PT), Newman College of Higher Education (UK), INSEAD (FR), University of Potsdam (DE), University Louis Pasteur - Strasbourg I. Laboratory of Educational Sciences (FR), Vytautas Magnus University, Department of Education (LT), Technical University of Sofia (BG), Institute for Future Studies (AT), R&D, Engineering and Manufacturing for Automation and Information Technology (IPA SA) (RO), Kaunas Maironis gymnasium (LT), and Alfa-Omega Communications (EE)

# Events



## Past Events

- **First Pan - European Industrial Relations Forum on Workclimate** : November 10 -11, 2005, Barcelona, Spain
- **13th ALBA General Assembly**: November 16, 2005, at ALBA premises
- **Workclimate and Employment Relations in the E.U. within the dual context of quality of work and competitiveness: Lessons, Benchmarks, and Challenges Ahead**: - November 30, 2005, at ALBA premises
- **4th Marketing Directors Forum**: Organized by BOUSSIAS COMMUNICATIONS with the academic coordination of ALBA on December 1, 2005, Sofitel Athens Airport Hotel.
- **'Life Meanings & the Economy'**: Event on the occasion of the Letters Day, January 30, 2006, at IONIKO Center, Plaka
- **'Marketing Destinations & their Venues'**: International Conference organized with the academic coordination of ALBA on February 9-11, 2006, at the Art Center, at ACS in Halandri, Athens
- **Meet the Architects of Management Excellence Lecture Series**: Speech by Mr. George Korres, on February 9, 2006, at the ALBA premises

## Upcoming Events

- **ALBA Open Day**: on February 22, 2006, at 17:30, at the ALBA premises
- **Students & Alumni Carnival Party**: On February 24, 2006 at Club Restaurant AKROTIRI with the support of SMIRNOFF VODKA
- **Work Relations and Competitiveness: Shaping work in the future**", on the occasion of the 1st Labour Relationships Forum , March 9, 2006, Sofitel Athens Airport
- **'Leadership through Art'**: Inaugural event of the Frontiers in Management Series. on March 15, 2006, at Divani Apollon Palace & Spa.  
Keynote Speeches
  - Peter Feroze, Creative Knowledge, UK- "Drawing out Creativity in Business"
  - Martin Holme, Quest InternationalSpeeches
  - Dr. Alexander Paufler, President & CEO, MERCEDES-BENZ Hellas S.A.
  - Mr. Fotis Sakellarides, Managing Director, JANSSEN-CILAG PHARMACEUTICAL S.A.C.I.

For information on ALBA events you may contact the Communications & Corporate Relations Department, **e-mail: [Communications@alba.edu.gr](mailto:Communications@alba.edu.gr)**

## Letters Day Event

On the occasion of Letters Day, ALBA organized a lecture, on January 30, 2006, at 18:00, at IONIKO KENTRO. The speaker Dr. Crhistos Giannaras, Professor of Philosophy at Panteion University, discussed 'Life Meanings and the Economy'.

The event was very successful and a very interesting discussion followed Dr. Giannaras' speech. An audience of 85 people attended this event.



Prof. Giannaras during his speech



Mr. Korres during his visit at ALBA

## Mr. George Korres, President and Managing Director of KORRES S.A., at ALBA!

ALBA Students had the opportunity to meet - and learn from the invaluable experience of - Mr. George Korres, the president and managing director of one of the most successful Greek multinational companies, KORRES S.A.

Mr. Korres visited ALBA on Thursday, February 9, 2006, at 17:30. His speech was part of the 'Meet the Architects of Management Excellence' Lecture Series.

# Diversity Management Survey by ALBA

Article by Dr. Olga Epitropaki, Associate Professor of Organizational Behavior and Human Resources Management

Diversity management has become one of the current “buzz words” in the management press all over the world, and for a very good reason: According to several research findings (e.g. Cox & Blake, 1991; Cambell, 2003; Jayne & Dipboye, 2004) diversity does make a difference and does make business sense.

It is important to note that workplace diversity has taken on a new face. It is no longer just about anti-discrimination **compliance**. Also, it is not just about

**assimilation**, with everyone being part of the “melting pot” or about **differentiation**, from the philosophy “we celebrate differences”. Today the impetus behind workplace diversity is that of **inclusion** and the business case, i.e., embracing and leveraging differences for the benefit of the organization (Lockwood, 2005).

But what do we mean by workplace diversity? A broad definition of diversity would range “...from personality and work style to all of the visible dimensions such as race, age, ethnicity or gender, to secondary influences such as religion, socioeconomics and education...” (Jayne & Dipboye, 2004).

There are a series of factors that led to diversity getting on the forefront of management and human resource rhetoric, such as demographic changes all over the world, globalization, economic changes, the fast development of the services sector, as well as changes of the legal framework (e.g. Article 13 of the Amsterdam Treaty). No matter what the original reasons were for paying attention to it, the important fact remains that there is increasing evidence that emphasis on diversity has an important impact



Dr. Olga Epitropaki

**“Today the impetus behind workplace diversity is that of inclusion and the business case, i.e., embracing and leveraging differences for the benefit of the organization. ”**

on the bottom line. Workplace diversity has been linked to a series of benefits for current organizations, such as, talent attraction and retainment, creativity and innovation enhancement, capitalization of broader markets and access to diverse customer bases, organizational flexibility and learning. Furthermore, companies that have been successful in managing diversity are usually characterized by the following:

- Top management commitment
- Formalized policies and practices of diversity management
- Intra-organizational committees or task forces that promote diversity
- Appointment of a diversity manager

- In-depth training of employees and managers on diversity issues
- Incorporation of diversity issues in all HR practices
- Systematic comparison of their demographic profile to that of the general population, as well as,
- Systematic measurement and monitoring of the effectiveness of the diversity practices implemented.

To the best of our knowledge, no prior research has attempted to assess the extent to which diversity practices identified in the literature are being used by organizations in Greece and what the perceptions of Greek managers are on the importance of diversity management.

ALBA, in collaboration with the Federation of Greek Industries (SEV), the General Secretariat for Equality (GGI), the Greek Personnel Management Association (SSDP), the Research Centre for Gender Equality (KETHI), the Centre for Women Issues Studies & Research and BPM Consulting, will attempt to cast light on this issue and elaborate an in-depth study on diversity management initiatives in the Greek business context. The study is part of a broader diversity and equality initiative called ANTHISI and is funded by the EQUAL EU project.

## References

Campbell, T. (2003). Diversity can make a real difference. *SHRM Mosaics*, 9, 1-5.

Cox, T. H. Jr. & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Executive*, 5, 45-56.

Jayne, M.E.A. & Dipboye, R.L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management*, 43, 4, 409-424.

Lockwood, N. (2005). Workplace diversity: Leveraging the power of difference for competitive advantage. *SHRM Research Quarterly*

# New Knowledge Created at ALBA



## ABSTRACTS OF ALBA'S FACULTY RECENT PAPERS

**Richard P. Nielsen** and Ron Dufresne, "Can Ethical Organizational Character Be Stimulated and Enabled?: 'Upbuilding' Dialog As Crisis Management Method," *Journal of Business Ethics* (2005) 57: 311-326.

"Life can only be understood backwards, but it must be lived forwards....Dialectically the position is this: the principle of association, by strengthening the individual, enervates him....It is only after an ethical outlook, in the face of the whole world ... that there is really joining together." Soren Kierkegaard

Abstract. Crisis management can be simultaneously a content specific problem solving process and an opportunity for stimulating and enabling an organization's ethical tradition. Crisis can be an opportunity for ethical organizational development. Kierkegaardian "upbuilding" dialog method builds from within the internal ethical tradition of an organization to respond to crises while simultaneously adapting and protecting the organization's tradition. The crisis itself may not be a directly ethical crisis, but the method of responding to the crisis is built upon the ethical foundations of an organization's tradition. A limitation of this method is that it may be less applicable to organizations with questionably ethical traditions. The concept of "upbuilding" dialog is derived from Kierkegaard, but here is applied to organizational crisis management. The method is illustrated and discussed in the context of a wrongful death crisis of the Dana-Farber Cancer Institute, a nonprofit organization, and an economic survival crisis at Ben & Jerry's, a business organization.

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

**Nikolaos Mylonopoulos** (with I. Sideris), "Growth of value added mobile services under different scenarios of industry evolution", *Electronic Markets*, Vol. 16, Issue 1, 2006

**Nikolaos Tessaromatis** (with Karakostas Spiros), "The Effect of the Introduction of Derivatives on the Systematic and Unsystematic Risk in the Greek Equity Market", *Investment Management and Financial Innovations*, Issue 2, 2006

**Sarah Drakopoulou—Dodd** (with Dr. Anastasios Karayianis), "Small Firm Success and Survival Strategies in Greece", *Spoudai*, forthcoming, 2006

**Ilias Visvikis** (with M. Kavussanos), "Shipping Freight Derivatives: A Survey of Recent Evidence", *Journal of Maritime Policy and Management*, Forthcoming, 2006

## SPECIAL CONTRIBUTIONS BY ALBA FACULTY



**Haridimos Tsoukas**, Prologue to the book "Prisoners of Leadership– the paradox of leadership behaviour", by Manfred Kets de Vries, (part of the Management Series), KASTANIOTIS, 2005 (in Greek)



## Experience from our Alumni

We interviewed Mr. Andreas Liakos, HR Director at Cadbury Hellas & Central Europe.

1. Dear Mr. Liakos, we would like to congratulate you on your recent appointment as HR Director at Cadbury Hellas & Central Europe. What are your main responsibilities in this position?

Thank you very much. Cadbury Schweppes – part of which is the Cadbury Hellas and Central Europe - is the world's largest confectionery company and has a strong regional presence in beverages in North America and Australia. With origins stretching back over 200 years, today Cadbury Schweppes' products - which include brands such as Cadbury, Schweppes, Halls, Trident, Dr Pepper, Snapple, Trebor, Dentyne, Bubblicious and Bassett - are enjoyed in almost every country around the world. The Group employs around 50,000 people. Our task is to build on our traditions of quality and value to provide brands, products, financial results and management performance that meet the interests of our shareholders, consumers, employees, customers, suppliers and the communities in which we operate. The Company's ability to achieve its financial goals in the long run depends on the contribution of employees throughout the Group. As a manager, my role is to inspire my Greek and CE colleagues and unleash their potential; to coach/feedback, counsel, mentor, develop, challenge/change, and stimulate. Additionally I am expected to lead by example, to help them set clear objectives for teams and individuals, to agree success measures, to review performance formally more than twice a year and to consult them all how to develop focusing at the same time on talents.

Cadbury Schweppes wants to sustain a working environment that reflects her core purpose and values. And this is one of my roles :

- To support the business strategy through innovative and cost effective solutions.
- To create a highly collaborative and cohesive workforce.
- To provide an inclusive environment where people trust, respect and encourage each other.
- To form a group of people who grow as individuals and in so doing grow our business.

In a nutshell, we want to have the same purpose "Work Together to Create Brands People Love", to achieve that by "Managing for Value" and to have "Passion for Winning".

2. Your new position entails dealing with people that have different cultures. What are the main issues that you have to resolve when collaborating with them? Has the ALBA Professional MBA helped you in any way to resolve such issues?

It is well known that the average workforce is much more diverse than twenty or thirty years ago. More women, more ethnic minorities, more immigrants are entering the workforce. On top of that in a global company like CS you have to work better together everyday with people of different nationalities. As a result, the workplace is increasingly multicultural. My purpose is to embed CS organization's culture with my co-workers in every country of my Area, and help them respect each one's personal culture leaving aside ethnic differences or other biases, if any.



Mr. Liakos

*"Companies that neglect to focus on their most important assets, their employees, tend to fail."*

If that does not happen, a typical pitfall is reduced communication since the coding/decoding are different and there is an inner game in the minds of people. The ALBA Professional MBA helped me realize that keeping an open mind and treating people fairly, showing respect and empathy to their culture but at the same time focusing them on Company's culture are the keys to bridging whatever miscommunication gaps exist in order to leverage individual and business performance.

3. Lately, the field of Human Resources Management has become more and more important globally, since companies realize that human capital is the key to competitive advantage. Do you believe that this is also true for enterprises that operate in Greece?

For many years, HR was considered an "extra" or a "nice to have". In the early 1990s, that changed. Management teams have increasingly recognized HR's strategic importance. Creating a strong, well-defined culture provides a competitive advantage by attracting the best candidates. Strong company cultures have also been linked to much higher employee morale, which, in turn, reduces turnover and increases productivity. At the larger companies, HR is moving up the ladder in terms of credibility. It is generally accepted that HR management is steadily gaining importance in companies of all sizes because of the inherent importance of the human capital in companies'

success. Companies that neglect to focus on their most important assets, their employees, tend to fail. In Cadbury Schweppes the profile of HR is high, our Chief HR Officer, Bob Stack, is on the main board and HR is always represented on the management teams in the regions and in the business units. In a nutshell David Ulrich nicely describes HR professionals' proactive roles:

- Strategic partners helping the business to implement strategy successfully.
- Administrative experts improving organizational efficiency by re-engineering the HR function and other work processes.
- Employee champions maximizing employee commitment, competence and their overall responsiveness to change.
- Change agents delivering organizational transformation and culture change.

And this is the importance of HR that many companies today even in Greece have come to see. When you get to the heart of the matter, the focus in business is not just about meeting specific goals, but also about how you achieve them. And the "how" apart from developing and deploying the winning strategy mainly affects and address to people.

Thank you very much for your time!!

## ALBA Alumni on the Move

- Vangelis Bertsekas from LOGISTICS SERVICES HELLAS S.A. to PRICEWATERHOUSECOOPERS S.A. as HR Assistant Manager.
- Maria Bletsas from DIAGEO HELLAS S.A. to NIREUS CHIOS AQUACULTURE S.A. as Brand Manager.
- Spyros Fenerlis, from L'OREAL HELLAS S.A. to DANONE S.A. as Financial Controller.
- Theologos Genitsarelis from RAYCAP S.A. to THALES ELECTRONIC SYSTEMS S.A. as Sales Engineer.
- Nikos Karipidis from DROMON S.A. to DIAGEO Hellas S.A. as Financial Analyst
- Katerina Katsouri from L'OREAL HELLAS S.A. to FRIESLAND HELLAS S.A. as Brand Manager.
- Evangelos Kokkinos from FORTHNET S.A. to ALUMINIUM DE GRECE S.A. as Production Manager.
- Yiannis G. Tzanetis from KANTOR S.A. to WACKENHUT SECURITY SYSTEMS S.A. as After Sales Manager.
- Thanos F Vlachopoulos from HSBC Bank Plc to BNP PARIBAS as Deputy Head of Credit Analysis, Corporate & Investment Banking.
- George Ziannis from MELISSA KIKIZAS FOOD PRODUCTS S.A. to LEO BURNETT S.A. as Account Supervisor.

## ALBA Alumni Campaign: "Help us to Help you"

Always dedicated to offer the best services to its students and Alumni, ALBA is about to launch an Alumni campaign with the message *"Help us to help you!"*

The school is keen to find out more about what the graduates do after leaving ALBA, to understand better their relationship with ALBA, how they use the existing services provided and what enhancements could be made that would increase the value of the services and benefits to them.

A questionnaire will be posted at both the ALBA and the ALBA Alumni web sites, and the alumni will have the chance to complete it on line, quick and flexible. The questionnaire is anonymous, requires no sensitive personal data and is targeted to alumni graduated at least two years ago. All data collected will be analyzed and used for the strategy of the school in an effort to be always responsive to its students, alumni and business community.

The campaign will be **on line**, starting **February 24th** and will be conducted in cooperation with the ALBA Alumni Association. The results of this research will be available both at the ALBA and the ALBA Alumni websites.

## The ALBA Insider

### ALBA Christmas Party



On January 23rd, ALBA organized its Christmas Party for employees and their children. This year

the party was particularly successful, since apart from exchanging gifts, it included games and karaoke!!! Let's hope that the Christmas spirit will stay with us all year long...

### ALBA's Good Citizenship Committee - Batteries recycling

We would like to inform you that ALBA supports the AFIS initiative of recycling batteries ([www.afis.gr](http://www.afis.gr)), a not-for-profit organization. Some time ago we asked AFIS to provide ALBA with the special, transparent containers for the collection of "empty" batteries. The containers have arrived and you will find them at the Lounge on the 1st floor (Building A) and at the lounge of the 2nd floor (Building B). Everyone is encouraged to bring empty batteries and help us fill the containers!! Keep in mind that car batteries are forbidden. As soon as the containers are full, they will be collected by AFIS and the batteries will be... "led" to recycling!! We urge you to support this initiative!!! It is simple, easy and convenient for all of us. Let's try to protect our environment.

Thank you for your support.

*ALBA's Good Citizenship Committee*

shAring  
Love  
emBracing  
Action



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The ALBAnac is designed and produced by the ALBA Communications & Corporate Relations Department.

Please send us your news, comments and suggestions !

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NOT-FOR- PROFIT EDUCATIONAL ORGANIZATION

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MSc in Finance	<a href="mailto:msfinance@alba.edu.gr">msfinance@alba.edu.gr</a>
MBA in Shipping	<a href="mailto:shipping@alba.edu.gr">shipping@alba.edu.gr</a>
MBA in Banking	<a href="mailto:banking@alba.edu.gr">banking@alba.edu.gr</a>
Executive Development Programs	<a href="mailto:exed@alba.edu.gr">exed@alba.edu.gr</a>
Applied Research & International Projects	<a href="mailto:appliedresearch@alba.edu.gr">appliedresearch@alba.edu.gr</a>
Marketing Department	<a href="mailto:marketing@alba.edu.gr">marketing@alba.edu.gr</a>
Communications & Corporate Relations	<a href="mailto:communications@alba.edu.gr">communications@alba.edu.gr</a>
Career Services	<a href="mailto:career@alba.edu.gr">career@alba.edu.gr</a>
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