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ALBA's Quarterly Newsletter

ALBA on TV!



ALBA Graduate Business School was included in a special edition of Stelios Kouloglou's TV Program "Thematiki Vradia", entitled "Greece that wins". More specifically, "Greece that wins" was a documentary that presented Greek companies, organizations and individuals that are distinguished for their activities not only within Greece, but mainly abroad. The video about ALBA presented in the documentary was created by the Federation of Greek Industries in the framework of the Open Forum 05 for competitiveness and development.

ALBA was chosen as the only Greek and European educational institution that has won the European Business Plan of the Year (EBPY) Competition twice in the last five years. Dr. Vasilis Theoharakis, Associate Professor of Marketing & Entrepreneurship, and Dr. Ioannis Arabatzis, member of the student team who won the EBPY 2005, were interviewed for this purpose. The team consisted of, apart from Dr. Arabatzis, Despoina Chatzimichalaki, Anastasia Kopanaki, Dimitris Lykoudis, and Ioannis Moraitidis. The documentary was presented on March 30, 2006, and included – apart from ALBA – presentations of the activities of KORRES S.A., RAYCAP CORPORATION, COCO-MAT, KALAMBOKIS S.A., Christos Panopoulos –President of SKODA XANTHI, Tasos Boulmetis – Director of the movie "Politiki Kouzina", and a special section devoted to the great composer Mikis Theodorakis.

More information is available at



Best Workplaces 2006 - Awards Ceremony

The 2006 Best Workplaces in Greece competition is successfully concluded! On April 11, 2006, the 20 companies with the BEST WORKPLACES IN GREECE were awarded in a prestigious event organized by GREAT PLACE TO WORK HELLAS INSTITUTE and ALBA in AEGLI - ZAPPEIO.

The awards were presented by:

- Mr. Dimitris Sioufas, Minister of Development
- Mr. Savvas Tsitouridis, Minister of Employment & Social Protection
- Mr. Dimitris Kontos, Secretary General, Ministry of Employment & Social Protection
- Mr. Ioannis Drapaniotis, General Manager, Federation of Greek Industries
- Mr. Nikos Ebeoglou, President, ALBA Graduate Business School.

In their addresses, the aforementioned representatives of the government and non-governmental organizations emphasized the importance of the competition for the Greek society and its positive influence to the accomplishment of the common goal of all social partners in Greece (government, employers and employee representatives) for better working conditions for all workers in Greece. Furthermore, they underlined the critical role of human capital in the effort towards the strengthening of competitiveness of Greek companies and their more productive operation in the contemporary globalized business environment. Finally, they congratulated all participating companies, and specifically the twenty best workplaces, as well as the competition organizers.



Representatives from the winning companies

Spring 2006

Volume 3, Issue 10

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- ALBA on TV
- Best Workplaces 2006
- "Leadership & Team Effectiveness" Seminar
- Applications to ALBA Academic Programs
- 'Regulation in the Capital Market: the effects from creating a unique framework': Special event
- Interview with Dean Travlos on non-state 3rd level education
- Interview with Mr. Michael Vlastarakis, General Manager & Head of Branch Network at EFG EURO-BANK ERGASIAS S.A.
- ALBA Alumni Survey 2006 - The Results

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Academic Programs

The MBA Class of 2012!

The Ministries of Education and Development co-organized a competition for 2nd Class Lyceum students from all over Greece, titled "Idea-Innovation-Creativity-Competitiveness". Among the 250 students from 61 schools that participated to the competition with 79 business plans, the Lyceum of Kozani won the 1st award, achieving a total score of 96.5%!

Dean Travlos, The "Kitty Kyriacopoulos" Chair in Finance, who was invited to attend the Awards Ceremony, offered full scholarships for the ALBA MBA Program to all students and the teacher of the winning team! His offer was received with enthusiasm.

Congratulations to the winning team! We hope to see you at ALBA in a few years...



Dean Travlos with the winning team of 2nd Lyceum of Kozani

APPLY NOW to the ALBA Programs - Current Intake for Classes that begin in Fall 2006

ALBA's programs are designed to offer you the management and leadership skills required in today's business environment. With a strong focus on the case-study method and projects, you will be exposed to real-life problems and will learn to critically analyze and find solutions to organizational issues. Our approach will provide you with extensive scope for innovation, challenge and stimulation.

An ALBA degree will no doubt open up a large range of career opportunities for you. On average, more than 95% of our graduates from our full-time MBA program are hired by leading companies within five months after the completion of their studies - such figures can only speak for themselves.

The admissions process is however rigorous. Participants who enter ALBA are very carefully selected and constitute high caliber students with diverse background & experiences. Learning from such a diverse student population will not only add to the enriching experience you will gain at ALBA, but will also give you the opportunity to form a network of business contacts.

Contact Persons for Info on ALBA Academic Programs:

MBA: Ms. Lida Kominou, e-mail: mba@alba.edu.gr

Professional MBA: Mr. George Christianos, e-mail: pmba@alba.edu.gr

MBA in Banking: Mr. Gregg Sotiropoulos, e-mail: banking@alba.edu.gr

MBA in Shipping: Ms. Vicky Moschopoulou, e-mail: shipping@alba.edu.gr

MSc in Business for Lawyers: Ms. Vasiliki Zacharaki, e-mail: buslaw@alba.edu.gr

MSc in Strategic Human Resource Management: Ms. Maria Pappa, e-mail: mshrm@alba.edu.gr

MSc in Finance: Ms. Theoni Triandafillidou, e-mail: finance@alba.edu.gr

ALBA at the Career Days of AIESEC FYROM

ALBA had a strong presence at the 2006 Career Days of AIESEC FYROM, held on April 6-8 Skopje. Potential candidates from FYROM had the opportunity to be informed on ALBA Programs and activities, through direct contact with ALBA representatives for four days (April 5-9). About 60 potential candidates attended the ALBA presentation!



Picture from the ALBA stand



Dr. Theoharakis with Mr. Mitsotakis during his visit to ALBA

Mr. Kiriakos Mitsotakis, Member of the Greek Parliament, Guest speaker at the MBA Entrepreneurship course

ALBA MBA Students had the opportunity to meet - and learn from the invaluable experience of - Mr. Kiriakos Mitsotakis, Member of the Greek Parliament.

Mr. Mitsotakis visited ALBA on March 21st, as a guest speaker to the Full-time MBA Entrepreneurship course.

Graduation Ceremony for the 1st Class of the “Executive Management Program in Business Studies” of NOVO NORDISK A/S, Regional Office of Africa & Gulf

On February 17, 2006 the Graduation Ceremony for the 1st Class of the “Executive Management Program in Business Studies” took place at the beautiful Château Prés d’Ecoubly in Paris. The Regional Office of Africa & Gulf of Novo Nordisk A/S had invited Dean Nickolaos G. Travlos and Ms Magda Georgiou, Account Manager of the Program, to present the degrees to the 15 graduates. ALBA wishes all the best to these graduates, and hopes that this learning experience will be a stepping-stone in their career. ALBA would also like to thank Mr. Costas Piliounis, Vice President of International Operations, ROAG for the confidence that he and Novo Nordisk demonstrate towards ALBA.



Dean Travlos during the conferral of degrees

“Steer the BusinessSphere” - New In-house Program for PAPASTRATOS CIGARETTE MFG Co. S.A.



PAPASTRATOS, an Affiliate of Philip Morris International and a Corporate Member of ALBA, along with ALBA’s Executive Development Department have designed and created a fully customized executive training program to meet the specific needs and challenges of this multinational company titled “Steer the BusinessSphere”. The duration of the program encompasses 200 teaching hours and at the start a “Team Building Workshop” will take place in May, 2006. The program will conclude in September, 2007. Executives from various functions of the middle level management within PAPASTRATOS will attend the Program.

OPEN SEMINAR IN JUNE



“Leadership and Team Effectiveness”

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

June 1, 2006 (Deadline for applications May 22)

It is a truism that styles of leadership must be tailored to fit the stations that leaders face. But few people have gone beyond this truism to specify how this should be done. Professor Victor Vroom of Yale University and his colleagues have been doing research on this question for over two decades and have formulated a revolutionary new model which deals with how and when leaders should involve their teams in decision making. The model examines the various forms of leadership styles and specifies when each is effective.

This seminar will introduce participants to these powerful ideas and give them an understanding of the alternative styles available to them and of their effectiveness in different situations. The sessions will be highly participative and interactive with simulations, videotapes and group discussions, all dealing with aspects of leadership style and their consequences.

Full Fee: 1,180 EUR / ALBA Corporate Members: 944 EUR / ALBA Alumni: 826 EUR

***Fees subject to change**

New Executive Program in HRM for NOVO NORDISK RONE (Regional Office Near East) Executives

Novo Nordisk RONE, along with ALBA’s Executive Development Department has strategically designed a fully customized executive training Program meeting the specific needs of Novo Nordisk Human Resources Management Department. This unique program, titled “Advanced Professional Diploma in HRM” will have a special focus **on the aspects of modern HRM practices**. The program will start in June 2006 and aims at offering participants common knowledge and at providing a basis that will prepare them in managing their team according to Novo Nordisk international standards.

Applied Research & International Projects (ARIP)

Best Workplaces 2006 - Continued from page 1

Moreover, Mr. Dimitris Mavros, President, GREAT PLACE TO WORK HELLAS INSTITUTE, Mr. Spyros Dessylas, Managing Director, ELAIS S.A., and Mr. Nikos Ebeoglou, President, ALBA, briefly referred to the competition's history and development.

Mr. Dimitris Ganoudis, Senior Consultant, Great Place to Work Institute Hellas, and Dr. Olga Epitropaki, Associate Professor of Human Resources Management, ALBA, and Scientific Coordinator of the Competition, described the evaluation process and gave important facts and valuable insights related to the 2006 competition. The awards were received by the management representatives and one company employee, who in every case expressed their happiness and pride for the awards, and claimed their satisfaction for the working conditions they face in their daily working routines.

The companies with the Best Workplaces in Greece are (rank order):

1 COLGATE PALMOLIVE HELLAS	11 TNT (HELLAS)
2 PISCINES IDEALES	12 UCB
3 GENESIS PHARMA	13 DELTA HOLDING
4 WYETH HELLAS	14 EMA
5 PROCTER & GAMBLE HELLAS	15 DIAGEO HELLAS
6 CHIPITA INTERNATIONAL	16 JOHNSON & JOHNSON HELLAS MEDICAL PRODUCTS
7 CADBURY HELLAS	17 XEROX HELLAS
8 ATHENIAN BREWERY	18 BEE CULTURING CO. "ATTIKI"- ALEXANDROS PITTAS
9 INTERNATIONAL LIFE	19 FRIESLAND FOODS HELLAS
10 CITIBANK	20 AIG HELLAS

For more information, you may contact Ms. Zoe Kourounakou, tel; 210 8964531, e-mail: zkouroun@alba.edu.gr



Learning to Collaborate – New Project

L2C project builds on interdisciplinary scientific/academic models and best/worst practices and experiences to identify the factors inhibiting effective collaboration (Collaboration Traps & Challenges), and the interventions required to reduce these risks (Collaboration Management Competencies). After integration, this know-how will lead to the development of:

- An innovative framework (Advanced Collaboration Dynamics and Technologies - ACDT Framework) addressing the effective development of collaboration competencies.
- A set of widely deployable, advanced, interactive and experiential technology-enhanced solutions (ACDT Simulation Games) guaranteeing the effective understanding and internalisation of (1) cognitive, motivational and attitudinal factors, (2) complexity of knowledge integration processes and distributed, ICT-supported teamwork, and (3) management competencies determining the success or failure of collaboration dynamics in diverse and distributed contexts.

The consortium consists of: INSEAD-Centre for Advanced Learning Technologies - CALT; Università Cattolica, Milano; University of Armed Forces, Munich; Austrian Research Institute for Artificial Intelligence (OFAI) Wien; OPEN University (UK); St Gallen University - (SCIL) (Switzerland); FIAT - Isvor (I); ALBA; UniCredit (I); MeTis (Greece); FVA (I); Alpha Labs (France); Strathclyde University (UK)

As a member of the L2C consortium, ALBA will undertake to deploy and disseminate the L2C simulation learning tools and methodologies to small and medium-sized companies in Greece and southeastern Europe, by means of executive seminars and large scale workshops. It is envisaged that a total of approximately 200 SMEs from southeastern Europe will benefit through seminars and workshops organized in Athens and Thessaloniki. The First meeting took place at INSEAD on 6-7th of March. ALBA will host the 2nd meeting of the project in Athens on 24-25th of May.



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Events

Past Events

- **ALBA Open Day:** on February 22, 2006
- **Students & Alumni Carnival Party:** On February 24, 2006
- **Work Relations and Competitiveness: Shaping work in the future**, on the occasion of the 1st Labour Relationships Forum , March 9, 2006
- **'Leadership through Art':** Inaugural event of the Frontiers in Management Series. on March 15, 2006
- **Presentations of ALBA Programs, MBA & MSc in Finance,** on March 29, 2006
- **Best Workplaces 2006:** Award Ceremony on April 11, 2006
- **"Regulation in the Capital Market: The effects from creating a unique framework",** on April 13, 2006
- **Post Graduate Studies in Greece or Abroad:** Special event organized by KARIERA Newspaper and ALBA on April 12, 2006

Upcoming Events

- **MBA - Presentation** for potential candidates on May 10, 2006, 18:00, at the Federation of Greek Industries premises (5 Xenofontos Str., Syn-tagma)
- **Professional MBA - Presentation** for potential candidates on June 14, 2006, 18:00, at the Federation of Greek Industries premises
- **MSc in Business for Lawyers - Presentation** for potential candidates at the Federation of Greek Industries premises - Date to be announced
- **POSIDONIA Exhibition:** June 5-9, 2006, at the Elliniko Airport
- **Special event on non-state 3rd level education** for the representatives of the Greek Parliament: May 15, 2006, 15:00, at the NJV Athens Plaza Hotel
- **"The Role of Education in the Creation and Enhancement of the Knowledge Economy":** May 23, 2006, 18:00, at the NJV Athens Plaza Hotel

Leadership through Art

ALBA successfully organized the inaugural event of the 'Frontiers in Management' series titled Leadership through Art, on March 15, 2006.

The event's keynote speakers were Mr. Peter Feroze, Creative Knowledge, UK and Mr. Martin Holme, Quest International. Moreover, Dr. Alexander Paufler, President & CEO, MERCEDES-BENZ Hellas S.A., and Mr. Fotis Sakellarides, Managing Director, JANSSEN-CILAG PHARMACEUTICAL S.A.C.I., presented how art is used in their organizations to empower teamwork and innovation.

The event was coordinated by Dr. Olga Epitropaki, Associate Professor of Organizational Behavior & Human Resources Management, ALBA, and was organized under the auspices of the Hellenic Personnel Management Association.

HR Professional and People Matters were Communication Sponsors to this event.



From left to right: Mr Peter Feroze, Mr. Martin Holme, Dr. Olga Epitropaki, Dr. Alexander Paufler, Mr. Fotis Sakellarides



Dr. Bris during his speech

'REGULATION IN THE CAPITAL MARKET: The effects from creating a unique framework'

ALBA organized a special event titled 'REGULATION IN THE CAPITAL MARKET: The effects from creating a unique framework' on April 13, 2006, at the Former Dealing Room of the Athens Stock Exchange. The event's keynote speaker was Dr. Arturo Bris, the Robert B. & Candice Haas Associate Professor of Corporate Finance, Yale School of Management, & Professor, IMD. Brief speeches were also delivered by Mr. Alexios Pilavios, President, Hellenic Capital Market Commission, Mr. Panagiotis Drakos, President, Executive Committee, Union of Listed Companies and Mr. Alexandros Moraitakis, President, Association of Members of the Athens Stock Exchange. A very interesting discussion concluded this very successful event, which was organized under the auspices of the Hellenic Capital Market Commission and the Hellenic Bank Association, and it was sponsored by ABC Factors, Hellenic Bank Association and Diethniki Mutual Fund Management Co. S.A.

Marketing Destinations & their Venues: International Conference with the Academic Coordination of ALBA

ALBA, and more specifically Associate Professor of Marketing & Entrepreneurship, Dr. Vasilis Theoharakis, had the academic coordination, of the 2nd International Meeting Industry Conferences titled 'Marketing Destinations and their Venues'. The Conference, was organized by Heliotopos Conferences on February 9-11, 2006, and addressed the main challenges of the tourism industry.

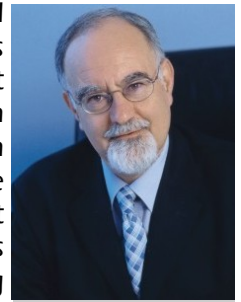
Interview with Dean Travlos on non-state 3rd level education

We interviewed Deal Travlos regarding the potential establishment of non-state universities in Greece

1. Dear Dean, can you please describe the term not-for-profit, non-state, universities?

Not-for-profit, non-state universities, are higher education institutions that operate independently from the state; they do not receive governmental funding, do not have owners or stockholders, and do not distribute dividends. Any economic surplus is reinvested for the creation of new knowledge. Today, not-for-profit, non-state universities operate in almost every developed country (more than 1700 in the USA, about 60 in Germany, and in almost every country in Europe). ALBA is the first not-for-profit, non-state Graduate Business School that operates in Greece since 1992. It is important to note that non-state not – for - profit universities can only secure their viability through offering superior quality services, through investing in academic research and through attracting talented students and faculty from around the world.

tory, human capital, natural beauty and weather conditions makes our country one of the best destinations worldwide for foreign students. The presence of foreign students will significantly enhance the Greek economy; don't forget that about 5000 Chinese students study today in Cyprus, spending about \$20,000 each. Moreover, the presence of not-for-profit, non-state universities, will increase competition towards state universities, which will lead to the improvement of the overall quality of higher education sector in Greece.



Dean Nickolaos G. Travlos, the Kitty Kyriacopoulos Chair in Finance

4. How do you feel about the forthcoming constitutional amendments regarding higher education in Greece?

At ALBA, we all feel happy because, consistent with our mission, we have acted as agents of change by familiarizing Greek society with the con-

“Apart from keeping in Greece a large number of Greek students that study abroad, Greece will also attract students from foreign countries. It is my strong belief that the unique combination of history, human capital, natural beauty and weather conditions makes our country one of the best destinations worldwide for foreign students. The presence of foreign students will significantly enhance the Greek economy.”

2. Since these universities do not receive funding from the government, how are they financed?

To ensure educational services of the highest quality, not-for-profit, non-state universities need to complement their operating income (i.e. tuition and fees) with other sources of revenue, such as donations, contributions and income from endowments. On average, operating income covers about 60% of university expenses, whereas donations, contributions and endowment cover the rest 40%.

3. What are the benefits that derive from the operation of not-for-profit, non-state universities in Greece?

Apart from keeping in Greece a large number of Greek students that study abroad, Greece will also attract students from foreign countries. It is my strong belief that the unique combination of his-

cept of the not-for-profit, non-state universities. ALBA is a center of academic excellence and competes well with the best international business schools. We are proud of our academic research records, which can be compared with respective records of the most successful business schools abroad; we are proud of our students' international achievements, such as winning the 1st Prize at the European Business Plan of the Year Competition, twice in the last five years; we are proud of our links with the business world; we are proud of our alumni that conduct business not only in an effective but more importantly in an *ethical* way; and we are proud of our people. Let's just hope that the Constitutional Reform will facilitate the creation of more not-for-profit, high-quality educational institutions, like ALBA.

Thank you very much for your time!

New Knowledge Created at ALBA



ABSTRACTS OF ALBA'S FACULTY RECENT PAPERS

Nikolaos Mylonopoulos, with I. Sideris, "Growth of value added mobile services under different scenarios of industry evolution", *Electronic Markets*, Vol. 16, Issue 1, pp. 28 - 40, 2006

The deployment of new value-added mobile services has had mixed results in terms of adoption rates and revenue generation, despite the fact that mobile operators rely on such services for future growth, in view of saturated markets for the basic voice service. The paper suggests that innovation and growth in the mobile services industry largely depends on the extent to which structural conditions in the industry support widespread experimentation, collaboration and risk-taking. Based on the results of earlier scenario analysis research on mobile business, the paper explores the potential for growth in value added mobile services under different assumptions regarding competition and collaboration in the mobile industry. The paper deliberates the strategic challenges and opportunities for mobile operators, service providers and service integrators under four scenarios for the future of the mobile industry. Given the state of competition and collaboration among those three main roles of industry players in different scenarios, the paper examines the potential for growth in value added mobile services.

Olga Epitropaki with Martin, R. (2005). "From ideal to real: A longitudinal study of Implicit Leadership Theories, Leader-Member Exchanges and employee outcomes.", *Journal of Applied Psychology*, Vol. 90, No. 4, 659-676.

This paper presents the results of a longitudinal study that demonstrated the importance of Implicit Leadership Theories (i.e., the traits attributed to an "ideal" business leader) for the quality of Leader-Member Exchanges (i.e. the manager-employee dyadic relation) as well as for employees' organizational commitment, job satisfaction and well-being. 439 employees of seven companies completed the study questionnaires in two time points with one year gap between them. Structural equation modeling and panel data analyses showed that the closer employees perceived their actual manager's profile to be to the Implicit Leadership Theories they endorsed, the better the quality of the relationship they developed with that manager. Results also showed that the Implicit-Explicit Leadership Traits Difference had indirect effects on employee attitudes and well-being. These results were found to be consistent across employee groups that differed in terms of job demand and the duration of manager-employee relation, but not in terms of motivation. Employees with low levels of intrinsic motivation were found to rely more on Implicit Leadership Theories to form an impression of their manager, than employees with high levels of intrinsic motivation. Furthermore, crossed-lagged modeling analyses of the longitudinal data explored the possibility of reciprocal effects between Implicit-Explicit Leadership Traits Difference and Leader-Member Exchanges and provided support for the initially hypothesized direction of causal effects.

Cooperation with the *Economic Outlook*

Following discussions with members of the shipping community and an in-depth survey, we discerned the need for continuous training and, in particular, the further specialization of middle- and high-ranking executives of the shipping field. Despite the fact that large sums are being spent by companies on personnel training, it is clear that the press does not offer comprehensive and specific educative information.

Under the academic supervision of **Dr. Ilias D. Visvikis**, Assistant Professor of Finance and Academic Director of the MBA in Shipping program at ALBA, we decided to take academic training a step further, using *Economic Outlook* as a provider of continuous educative updating.

Economic Outlook is a Greek magazine that offers the latest trends in Banking, Shipping and investments. Its audience consists of higher executives from the Financial and Maritime sector.

Specifically, *Economic Outlook* will feature a series of independent articles by internationally renowned resident and visiting Professors of the ALBA Graduate Business School and by other prominent academics on specialized issues relating to international shipping. The articles will appear in their original form, as the authors have been invited to write their contributions especially for the abovementioned series of 13 monthly issues, beginning with the May 2006 issue, entitled: "**CURRENT TRENDS AND DEVELOPMENTS IN THE MANAGEMENT OF SHIPPING COMPANIES**". Upon completion of the series, a volume will be issued containing all the articles printed in *Economic Outlook*.

The purpose of this venture is the dissemination of current thought and knowledge in the field of Ship Management, Strategic Management, Ship Finance, Port Policy, Logistics and Marketing, among others.

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New Knowledge Created at ALBA

Cooperation with the Economic Outlook (Continued from page 8)

The contributing professors and the topics to be presented in the articles are the following:



MAY 2006: Assistant Professor Ilias Visvikis, Academic Director MBA in Shipping, ALBA Graduate Business School; Professor Manolis Kavussanos, Athens University of Economics and Business - Area: Freight Rate Risk Management: Alternative Tools and Current State

JUNE 2006: Professor Takis Varelas, Danaos Management Consultants - Area: A KPI's Archetype for Ships Management Continuous Improvement

JULY-AUGUST 2006: Assistant Professor Stefanos Zarkos, ALBA Graduate Business School; Assistant Professor Kostas Axaroglou, Democritus University of Thrace - Area: The Use of Real Options in Shipping Practice

SEPTEMBER 2006: Dr. Kyriaki Mitroussi, Cardiff Business School, Cardiff University - Area: Sustainability and Social Responsibility in Shipping

OCTOBER 2006: Associate Professor Vasilis Theodorakis, Academic Director MBA, ALBA Graduate Business School - Area: Shipping Marketing

NOVEMBER 2006: Associate Professor Photis Panayidis, Cyprus International Institute of Management - Area: Ports, Shipping and Supply Chain Management

DECEMBER 2006: Dr. George Theodoridis, Attorney-at-Law, LL.M. (Cantab.), Dr.iur. - Area: Maritime

JANUARY 2007: Professor Michael Roe, University of Plymouth, Faculty of Social Science of Business - Area: Shipping Policy

FEBRUARY 2007: Professor Kevin Cullinane, University of Newcastle, School of Marine Science and Technology - Area: Port Competition

MARCH 2007: Professor Willy Winkelmanns, Dean of ITMMA, University of Antwerp, Institute for Transport and Maritime Management Antwerp - Area: Port Productivity or Strategic Port Planning

APRIL 2007: Dr. Alec Coutroubis, University of Greenwich; Dr. Dimitrios Koufopoulos, Brunel University, Brunel Business School - Area: Corporate Governance in Maritime Organizations

MAY 2007: Professor Richard Gray, University of Plymouth, Faculty of Social Science of Business - Area: International Logistics

JUNE 2007: Professor Hercules Haralambides, Director of MEL, Erasmus University Rotterdam - Area: Alliances and Terminals

Applied Research & International Projects Continued from page 4

Training Material in Organisational Knowledge Management for European Organisations & Enterprises – New project

The overall aim of the TRAINMOR - KNOWMORE project is to develop an intergraded training framework (material and methodologies) for Organisational Knowledge Management tailor made to the needs of European SMEs. Final project goal is to help SMEs understand what K.M is, which are the specific methodologies supporting K.M, which resources are required to implement it and how it can be implemented by an SME. The consortium consists of: WESTBIC: The Business and Innovation Centre for the West and North of Ireland (Ireland); Thessaloniki Technology Park (Greece); ATLANTIS Consulting (Greece); ALBA (Greece); LINK MV (Germany); Institute for Support and Competence Development Pro-Competence (Germany); BILSE Institute (Germany); The Multidisciplinary European Research Institute Graz (MERIG) (Austria); Cyprus Institute of Technology (Cyprus); Sofia University St. Kliment Ohridski (Bulgaria); National Council for Private SMEs in Romania (Romania). ALBA will assume a central role in the research and business literature review, training needs identification and curriculum and training model conception tasks of the project.

MOBILE-YOUTH and E-ACADEMY projects: successfully concluded

Both projects started on autumn 2003 and were finalised last September while they were both funded by the Greek Ministry of Development. Mobile-Youth final report provided the public with useful information on the nature of adoption and social absorption of mobile technologies and services in the segment with the highest usage and adoption rates, the youth (12 – 22 yrs old). In the framework of E-Academy an elearning tool was developed according to ALBA's specifications and it was tested and evaluated by ARIP and Dr. Mylonopoulos who was the scientific coordinator of the project. In addition a business plan of this new product was developed in order to be able to deploy the tool and commercialise it in the future.

Experience from our Alumni

We interviewed Mr. Michael Vlastarakis, General Manager and Head of Branch Network at EFG EUROBANK ERGASIAS S.A.

1. Dear Mr. Vlastarakis, first of all, we would like to congratulate you on your graduation from the ALBA – EFG EUROBANK ERGASIAS MBA in Financial Services and welcome you to the ALBA Alumni Community. What are the main responsibilities of General Manager of Branch Network in a major bank, like EFG Eurobank Ergasias?

There are a plethora of multifaceted responsibilities that are undertaken in my position. I would like though to highlight just a few. The most difficult responsibility or greatest challenge, is the balance between meeting our sales target and at the same time keeping our customers fully satisfied. Now, other

“The MBA provided me with skills in a limited time with ample information and resources to be able to judge a situation and make a decision.”

matters that surround my position involve Leadership and HR issues. Conveying a clear strategy in order for everyone to understand what we are aiming for and keeping our employees motivated and training them is a major goal. Identifying good performance and giving the opportunity to deliver on their strengths is highly beneficial not only to the bank, but more importantly to the individual.

2. Your position entails dealing with many different people on a daily basis. How important are competencies like people management skills, time management skills, stress management, etc?

These competencies are not only the backbone to dealing with people I work with, but also in everyday life. In the bank different agendas are motivated by different personal goals and thus, soft skills are crucial for this position. The decision making process within the bank consists of a sales force of 4,000 people communicating with one another to achieve a common goal, ignoring the personal goals I mentioned earlier. Interpersonal relations are limited because of the strict agendas and schedules and this is

something that I do not like. Time limits us to give what we truly want at a specific moment. Everything that I have mentioned as of now plays a large role to the pressure and stress revolving around this position. Managers underestimate the stress level imposed on them in this position and Stress Management should be implemented more in the future. More emphasis should be placed on SM early in a manager’s professional career because there is an enormous risk at the later stage.



Mr. Vlastarakis

3. Do you believe that the skills and knowledge acquired in the ALBA – EFG EUROBANK ERGASIAS MBA in Financial Services has helped you

meet the requirements of this demanding position?

Yes, I would have to say that I strongly believe the Program has given me much of the skills we have mentioned today as well as many others that come into play on a daily basis. The most important issue I tackle with in this position is that I never have enough time to analyze an issue or problem to the extent I would like to. The MBA provided me with skills and resources, that enable me to judge a situation and make a decision in a short time with limited information. What I mean exactly is that I have a limited amount of time to judge an issue and to realize all the financial, strategic, “human”, technical and overall impacts my decision will have. These impacts are those which I took with me from the Program.

Thank you very much for your time!!

ALBA Alumni on the Move

- Altana Kolovari from GENIKI BANK to IRS Branch of Salamina.
- Zoe Papatheophani from INTERAMERICAN to COCA COLA Hellenic Bottling Company S.A. as Financial Analyst.

ALBA Alumni Survey 2006 - The Results

In February 2006 ALBA launched an Alumni Survey, to find out more about what our graduates do after leaving ALBA, how they use the existing services provided by the school and what enhancements can be made that would increase the value of the services and benefits to them.

This survey targeted alumni that have graduated at least two years ago. It was an on line, 10 minutes, user friendly survey which has turned to be very successful in terms of responses as well as in terms of feedback. Four hundred responses were collected in less than two months time, a quite good sample (30%) for this kind of surveys. The most important findings are shown below:

- 51.5% of the respondents were FT-MBA alumni, while 36% P-MBA, 6% MSc in SHRM, 4,25% MSc in Business for Lawyers and 2.25% MSc in Finance.

- 34.5% of them have been sponsored for their studies either from ALBA or from other companies and Institutions

- 74.5% are working full time, while 38.8% hold middle management positions, 23.2% upper management positions and 10.3% top management positions

- 21% of the ALBA Alumni who graduated before 2001, have a current income that exceeds 75000 Euros annually.

- 7.8% are self employed and/or have their own business, percentage that has increased four times the last five years

- 28.5% of the FT MBA graduates, increase their income above 30%, three years after their graduation. The respective percentage for the P-MBA graduates is 19.6%

- 33% find a job before graduation, 23% in less than 3 months, 13% in 3-6 months, 6.4% in 6-12 months and only 2.9% in more than 12 months. It's worth noticing that 94% of the full time MBA alumni, find a job in the first 6 months after their graduation!!

- The preferred mode of communication is ALBANAC (the ALBA newsletter) and direct emails

- The Alumni was asked to describe ALBA with three or four words and it was amazing to collect more than 120 different words that describe the excellence and the potential of the school, the way our graduates see it. Here are the most repeated ones: *Innovative, Competitive, Professional, Quality, Network, Experience, Image, Reputation, Up-to-date, Excellent Faculty, Knowledge, Team Spirit, Demanding, High Standards*, Excellent material for our marketing Campaigns!! Thank you...

- Here is what the Alumni considers as the main strengths of the school: *Quality of Programs, Its People, Resident & Visiting Faculty, Instruction in English, Networking, Career Forum, Reputation – Brand Name, Research - Creation of new Knowledge, International Orientation, Excellent Educational Material, Alumni Network, Curriculum, Team work, Corporate Members, Culture created, Innovation, Its participation in important Business Schools' Clubs (e.g. EBPY).*

- We have also asked on our weaknesses and here's what the response was: *The absence of formal accreditation, the need of a new Campus, The need of better services to Alumni that want to change jobs and the need of more aggressive marketing.*

- We would really like to thank our Alumni for taking the time to this questionnaire and most of all for always supporting ALBA in every step it takes. The information collected will be used for the benefit of the Alumni and according to the directions provided. For more information on this survey please do not hesitate to contact the ALBA Alumni Office, at career@alba.edu.gr.

The ALBA Insider



An Award for Aspa Papakonstantinou

On March 21, 2006, Aspa Papakonstantinou, the telephone operator at ALBA, received an award from "KEAAINQ", a magazine for literature, art and culture, for her book "ΕΝΟΣ ΚΟΣΜΟΥ ΑΛΛΟΤΙΝΟΥ". Aspa's reputation as a poet is beginning to expand not only in Greece, but also abroad. ALBA would like to congratulate her for her achievements! More information on Aspa's poetry is available at <http://durabond.ca/gdouridas/aspas2.html>

Good Citizenship (GC) Activities - Used clothes, toys & furniture delivered to Red Cross



In March, a number of used clothes, toys and children furniture was gathered and delivered to Red Cross (Piraeus Department). This activity was planned and organized by the GC committee. ALBA's employees were invited to bring any used clothes, toys or any kind of items which could be sent to the Red Cross. The employees demonstrated once more that they are sensitive on such issues. Following the success of the recycling batteries, the blood drive and the charity computers & printer to the "MEGALH TOU GENOUS SXOLH", the used clothes to Red Cross indicate the dedication of the Good Citizenship committee to initiating social activities, which promote the common good. *Many thanks to BSB for financing the shipment.*



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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 !

E-mail: communications@alba.edu.gr

Disclaimer: If you do not wish to receive any further emails from ALBA, and/or received this email by mistake, please reply to this message with the word **UNSUBSCRIBE** in the subject field

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