

ACT | a division of
Anatolia College

Graduate Student Handbook

Master's in Business
Administration
&
Master's of Science in Hospitality
and Tourism Management

A Business School has the all-important role of providing to its students all the tools and knowledge necessary to successfully pursue their dream career, be it either as an executive or as an independent entrepreneur. The Anatolia School of Business has set this as its first priority. Its program, faculty and alumni's careers attest to that! However, in addition to this priority, we have set two more priorities.

One has to do with the attraction and training of talented students as well as the development of their talents. Talent is everywhere and needs a rich environment to flourish. This is why our student body is comprised of students that come from over ten different countries, including Greece and the U.S., making the Anatolia School of Business not only a rich academic environment but also a unique cultural experience and an international launch-pad. Our international student body is a major opportunity for interacting with people from different countries and a world-opener after graduation.

The other priority has to do with the role that the Anatolia School of Business plays in the broader region and the students' involvement in it. It is part of our job to facilitate and foster entrepreneurship and support business efforts in every community and in every way. To that end we are engaging businesses and aspiring entrepreneurs in activities that have to do with new developments in business application, start-ups, networking, information, and above all support through projects and consulting. These are activities that are also open to our students not only in order to harness the experiential benefits but also in order to harness the confidence of how to approach real company problems and solve them in real life conditions. It is the engaging of real-life projects that we and our students find most challenging and exciting and it is in these that we want to participate!

I urge you to embark on this journey of discovery!

Nikolas Hourvoulides, Ph.D
Chair
Professor of Finance

1. GRADUATE DEGREES REQUIREMENTS

MBA

ACT's MBA program is built on a core of required courses in key areas of business. Students also complete a concentration plus electives selected to meet each individual's personal interests and goals. The MBA concentration provides a specific focus through a comprehensive, integrated approach to a subject area. Four concentrations are offered:

- Banking and Finance
- Entrepreneurship
- Management
- Digital Marketing/Marketing in the Digital Era

The MBA degree requires completion of no less than 48 credit hours distributed over the following categories: a core, including 36 course credits; a 3-credit integrated case study /consulting course requirement; and 9 course credits within the selected concentrations.

MS in Hospitality & Tourism

ACT's MS program is also built on a core of required courses in key areas of business plus a set of carefully selected electives to meet each individual's personal interests and goals.

The MS degree requires completion of no less than 36 credit hours distributed over the following categories: 3 core courses, 9 credits; 4 electives, 16 credits; the 6-credit internship course; and the 5-credit applied project requirement.

2. PROFICIENCY REQUIREMENTS

2.1. GMAT-GRADUATE MANAGEMENT

Applicants are encouraged (not mandatory) to submit an official score report for the GMAT which will be utilized along with the other admission material.

Applicants may complete the GMAT more than once; only the higher score is considered. Scores dated within the last five years are acceptable and must be reported directly from the testing agency. ACT's institutional code is 7171.

Applicants who are planning to take the GMAT should provide the above number to the test administrator for a GMAT Score Report Request Form. Applicants should complete this form and return it to their administrator before leaving the test center. This will ensure that GMAT score reports

2.2. TOEFL - TEST OF ENGLISH AS A FOREIGN LANGUAGE

Results of this exam are helpful for international applicants who are non-native speakers of English to gain admission. Automatic waivers of the TOEFL requirement are granted to candidates who have received a bachelor's degree (or higher) from an English-speaking University or to candidates who have successfully completed the interview process.

Scores dated within the last two years are acceptable and must be reported directly from the testing agency. ACT's institutional code is 9393.

2.3. MATH-COMPUTER SKILLS

Incoming full time students are expected to demonstrate competence in math and computer skills.

Math: Applied Statistics for Business Decisions will be a required course for all students.

Computer Proficiency: Students are expected to have basic knowledge in the use of word processors, spreadsheets, database programs, e-mail and windows.

3. ADMISSION REQUIREMENTS AND STATUS

3.1. ADMISSION PROCESS

Admission to the ACT graduate program is competitive. Applicants are evaluated on the quantitative and qualitative aspects of their professional and academic background. Applicants who are admitted are individuals who possess at a minimum the equivalent to a Bachelor's degree, have great potential for success in the program as well as the potential for a successful career in a business-related field.

3.1.1. Application Fee

A non-refundable application fee must be received before your application will be processed. The application fee must accompany your application in order for your request for admission to be considered. All fees must be paid at either **ALPHA BANK**, Account number: 714002002004481, Iban number: GR81 0140 7140 7140 0200 2004 481; **EUROBANK**, Account number: 00260520.10.0200017866, Iban number: GR84 0260 5200 0001 0020 0017 866; or **NATIONAL BANK OF GREECE**, Account number 895 298 00453, Iban number: GR030 110 8950 0000 8952 9800 453 providing the candidate's full name. Please see the website for specific payment amounts.

3.1.2. Important Dates

Applications are considered throughout the year. It is to your advantage to submit your materials early. Only applications that are complete will be considered. The MBA-MS program of study schedule can be found on the website at www.act.edu

3.1.3. Orientation

An orientation program is provided one week before classes start. Students are introduced to Faculty, the school's library and computer facilities.

3.1.4. Academic Record

Your entire academic record, including all undergraduate work and any graduate work you may have completed will be evaluated. Completion of specific coursework in business or management is not required. All majors are considered equally. Although no specific minimum grade point average is required, applicants who are admitted must show evidence of being able to successfully complete a rigorous academic program. For example, the reputation of the institution attended and the nature of the curriculum as well as the specific grade point average attained are considered.

3.1.5. Transcripts and Credentials

Official copies of academic records of coursework completed in all colleges, universities, technical institutes, or professional institutions attended are required. Credentials submitted for admission become the property of the College and are not returnable or transferable. Academic records must be received in a sealed envelope directly from the issuing institution and bear the original stamp or seal and signature of a school officer. Documents not in English must be accompanied by official English translations certified by the issuing institution. Photocopies without this certification will not be considered official.

3.1.6. Work Experience

Employment prior to beginning your MBA is important to gain maximum benefit from the program. Work experience is not required but is highly desirable also for the MS program.

3.1.7. Recommendations

Two recommendations are required. It is suggested to submit one academic and one professional recommendation. The individuals listed should be acquainted with the scope and quality of your academic or professional achievements. Select references who know you personally, are aware of your credentials, and are able to assess your potential for success in graduate study and in a business career.

3.1.8. Leadership: Activities, Service and Recognition

Applicants should demonstrate leadership characteristics. This may be evident in your work history, but many other activities also reveal leadership potential. Community involvement, extracurricular activities, travel experience, hobbies, and special aptitudes could be examples of activities involving leadership potential. List the top three leadership areas in which you have actively participated, in order of their significance to you.

3.1.9. Interview

An interview is required prior to a final admission decision. Applicants unable to visit the campus and whose credentials warrant an interview will be contacted by the Recruiting office to arrange an alternative interview format. This may be a telephone interview or a Skype interview with a representative of the program.

3.1.10. Resume

Your resume should include a summary of your employment (including job titles and company names), education, extracurricular, and community activities.

3.1.11. Campus Visits

Informational campus visits may be requested at any time. They typically include an admission interview and the opportunity to meet with current students and faculty. To schedule a campus visit, contact us at 30 2310 398398 or e-mail: actmba@act.edu.

3.1.12. Housing

Living in one of Anatolia's campus facilities is an option although the majority of students prefer to live in off-campus apartments or houses, many on a bus route. Plan to locate off-campus housing at least a week before orientation begins. The College cannot guarantee off-campus housing, but often helps new arrivals find a place to live. A list of registered off-campus housing is maintained in the Academic and Student Affairs Office along with a list of students seeking roommates. The price ranges vary as much as the variety of options. For information about College apartments or off-campus housing direct inquiries to the Academic and Student Affairs Office.

3.2. APPLICATION INSTRUCTIONS

Most items on the application form are self-explanatory. Instructions for other items follow. Please print legibly in black ink and avoid unnecessary abbreviations.

Personal Data

Name: List your name as you would like it to appear on all College records. Be consistent and use the name you have provided in all correspondence with us. If your name changes prior to enrollment, please notify the Office of Admissions in writing.

Residence/Home Address: Complete these lines as you would address an envelope to be mailed to yourself. Your home address will be used for correspondence forwarded to you in the Thessaloniki area for the period of your studies. If either address changes, please notify the registrar.

Telephone/FAX/E-mail: Provide telephone numbers as well as cellular phone numbers, and, if available, an e-mail address and facsimile number where you can be reached regarding your application.

3.3. DECLARATION OF MAJOR AND DEGREE

MBA

Every applicant for admission must indicate on the application form the program of major interest and the degree, certificate, or professional objective intended for pursuit. The only exceptions to this regulation are the limited number of applicants registered as "non-degree." Changes in the major status may be made in the course of a student's graduate study with the approval of the Chair of the School of Business. To initiate such action the student must file a change of major form in the Registrar office.

MS

The MS program does not require a declaration of concentration at this point.

4. CONCENTRATIONS

MBA

4.1. BANKING AND FINANCE

The courses in the Banking and Finance Concentration are carefully structured to support the learning needs of entry-level and experienced staff in the commercial banking and financial fields. Participants gain knowledge of analytical tools and related real-world concepts that are discussed from a decision-making standpoint. Courses include topics such as financial markets, advanced financial statement analysis, cash flow analysis, investment analysis, corporate valuation techniques, techniques of bank asset/liability management, commercial lending practices and procedures, credit risk analysis, international finance and lending, as well as current bank management issues.

4.2. ENTREPRENEURSHIP

The Entrepreneurship concentration prepares students for managing new ventures (whether a small business, a family business, a new venture in an established organization) or for providing services to new ventures or small businesses.

4.3. MANAGEMENT

The Management concentration exposes students of an array of decision-making and problem-solving tools that have broad applicability in business situations. Graduates are prepared to handle assignments that require analysis, creativity and leadership.

4.4. MARKETING IN THE DIGITAL ERA

The Marketing in the Digital Era concentration prepares students to recognize, embrace and manage change in the global market environment, which is buffeted by many forces that include: new technologies, the information highway and changing managerial hierarchies and organizations. Especially, the concentration prepares students to meet the demands of today's ever-changing technological environment. Digital media and social networking are at the heart of marketing strategies across a variety of businesses, empowering consumers and business customers alike, and graduate students are prepared to function in this context.

5. CREDITS

5.1. CREDIT HOUR DEFINITION

In compliance with the Policy on Credits and Degree, the award of credit is based on policies developed and overseen by the faculty and academic administration. For both business graduate programs, one credit is awarded for an amount of work represented in intended learning outcomes and verified by student achievement in the equivalent of fifteen (15) hours of class time and a minimum of two hours of out-of-class student work over a semester or the equivalent over a different period. In this frame, for a seven-teaching week term course, a three-credit term graduate course, for all delivery modalities, has at least 27 hours of class time and at least two hours of out-of-class engaged academic time including term breaks. Thus, a three-credit graduate term course has approximately a total of 120 to 135 hours of total student engagement. All study material is available in the course webpage on ACTivity, ACT's LMS, including e-textbooks and supplementary material. Although the core academic teaching activity includes class lectures, the MS in Hospitality and Tourism Management elective courses carry an additional credit due to the additional activities included such as field trips; the Internship course carries 6 credits and the Capstone Project course carries 5 credits due to their empirical scope, increased workload as well as duration.

MBA-MS

Transfer credit may be awarded for graduate courses taken at US-accredited or other State institutions in which a grade equivalent to a 'B' was earned. Prior to the award of transfer credit the student's transcript is scrutinized with respect to credit hours earned and course equivalencies by the Business Division Chair.

Prior Learning Credit

Graduate students, who have an undergraduate degree and professional experience, have the opportunity to earn credit for previously unrecognized knowledge and experience. Through prior learning credit, students can earn credit for up to **three** courses for the MBA program and **two** courses for the MS in Hospitality Management and Tourism program. To receive prior learning credit, students will be asked to document their prior experience and either create a portfolio or take a proficiency assessment that demonstrates how their previous learning or experience matches the learning outcomes of the specific courses for which they have requested prior learning credit.

6. TUITION AND FEES

A non-refundable deposit is required upon registration in order to secure the position in the program. The deposit will be deducted from the first term's tuition. In case of withdrawal from the program the deposit is not refunded.

Tuition is paid every term and covers the number of courses taken each term.

Payment of tuition (covering the courses taken each term) is due a week before classes start every term. The registration of students who have not paid or made arrangements to pay by the first week of classes will be considered void. In this case, the student may re-register after getting the approval of the Chair of the School of Business. Students who decide to totally withdraw from classes within the first three weeks of classes are entitled to a refund of 50% of tuition. There is no refund for withdrawal from individual courses.

The program may qualify for O.A.E.Δ. funding. Information can be obtained from Ms. Kotanidou at the Human Resources Department (tel. +30.2310-398.246).

Students should deposit tuition and fees at either Alpha Bank or Eurobank or National Bank of Greece. The following information should be provided to the bank by students at the time of payment:

- 1) Student's own first and last name
- 2) Student's ACT code number
- 3) ACT's account number (depending on the bank):
 - **ALPHA BANK**
Account number: 714002002004481
Iban number: GR81 0140 7140 7140 0200 2004 481
 - **EUROBANK**
Account number: 00260520.10.0200017866
Iban number: GR84 0260 5200 0001 0020 0017 866
 - **NATIONAL BANK OF GREECE**
Account number 895 298 00453
Iban number: GR030 110 8950 0000 8952 9800 453

Students who have or whose family has an account in those banks can draw money from their account and then deposit it in the ACT account. Please do not attempt to transfer money from one account to another.

Students who come from areas of Greece, where those banks have no branches, should pay their tuition through a Greek Postal Money Order (Ταχυδρομική Επιταγή). These students should consult the Post Office to ensure that their tuition will arrive on time.

Students making payments from foreign countries should ensure that payment arrives at the bank on time.

The College reserves the right to make adjustments to the fees and to assess additional fees when necessary.

Information about tuition and fees may be found in the Accounting Office or on ACT's web-site: www.act.edu/act.

ACT strives to be not only the 1st choice, but also an affordable choice for the education of youth from Greece, Southeast Europe, the US and beyond. To that end, the College awards financial aid to a substantial number of students in each entering class. Financial aid awards aim to make quality education affordable to students in need and also reward a student's academic accomplishments and potential. The American College of Thessaloniki has developed a well-established program of financial aid to assist students in their quest for a

college education. This program ensures that no student should be deprived from attending ACT because of financial restraints.

Graduate students can apply for financial aid at the time of admission. Depending on the level of the award, all students have to maintain a certain GPA per term in order to continue receiving the financial aid. The level of financial aid awarded, based in need and merit, including the required academic performance to renew the award, will be communicated to the student upon his/her acceptance offer. Students who fail to keep the GPA required in one term will be put on probation, warning of losing the award. If the required GPA is not met for a second consequent term, students will face a deduction of their award and a permanent suspension of the award if they fail to maintain the required GPA for a third consequent term. Maintenance, deductions and suspensions of the award is decided by the financial aid committee after evaluation of student performance.

Important policies regarding students on financial aid are:

- Students on aid who are guilty of cheating/plagiarism will automatically lose their scholarship benefits.
- No financial aid will be forthcoming to students continuing beyond the standard graduation requirements (16 or 9 courses).

6.2. APPLICATION FEE

A non-refundable application fee must be received before your application will be processed. The application fee must accompany your application in order for your request for admission to be considered. All fees must be paid at the aforementioned Banks, providing the candidate's full name.

The College reserves the right to make adjustments to the fees and to assess additional fees when necessary.

For information about College tuition and fees, direct inquiries to the Administrative Office.

7. REGISTRATION AND GRADING

7.1. NEW STUDENTS

New student registration will take place in person at orientation. Information regarding the orientation will be communicated to students in advance. If a new student cannot attend the orientation program, they may register via email with the Chair of the School of Business (hourvoul@act.edu).

7.2. CHANGE OF REGISTRATION

Time Restrictions on Change of Registration

Graduate students should check with the Registrar's Office concerning deadlines for course changes or dropping of courses.

7.3. PROFICIENCY CREDIT

The MBA-MS program offers a Proficiency Credit opportunity in the following courses: Managerial Accounting, Applied Statistics for Business Decisions, Managerial Economics, Corporate Finance, Operations Management. Students may consult with the Chair of the School of Business if they wish to take the Proficiency Credit Placement Exam for other courses not included in the list. There is a maximum of two (2) courses that can be transferred as a prior learning (APL) recognition of similar courses taken at a post-graduate level in other programs.

Business graduates may petition to take a Proficiency Credit Placement exam for up to three courses. All applicants must communicate with the Registrar's office to fill out a Proficiency Credit application form and receive information on appointment of relevant faculty member. An exam date will be set two weeks before the specific MBA-MS course is offered. The application fee will stand at 200€ per evaluation and a candidate may be evaluated one once in a specific course. A candidate must score an overall 75% or above for receiving proficiency credit.

7.4. DROPPING OF COURSES

All graduate students who drop courses after the deadline (1st week of each term) established by the Registrar's Office for each session shall receive the grade of F. This regulation could be waived under special circumstances and with the consent of the Chair of the School of Business. Any change in the schedule which you submitted and which was confirmed by the registrar has to be officially made through the use of a withdrawal form. On this form, which is available at the Registrar's Office, you need to indicate any courses you want to drop from your schedule. Drops must be completed in person during office hours. In addition, if -and only if- a student has not attended at all any classes of a registered course then refund of tuition can occur.

7.5. INCOMPLETE

If, for legitimate reasons, a student is unable to complete all the required work or examinations, a faculty member may choose to submit a grade of incomplete (I). If the course work is not completed, the (I) will automatically be changed to an F after a period of a term (but no more of 3 months) – except for special documented circumstances which have to be approved by the Chair of the School of Business. Justifiable reasons for receiving a grade of (I) may include illness requiring medical attention or personal/work obligations claimed by the student and recognized as valid.

Specific deadlines for the submission of student work to the faculty and for the faculty's report of (I) grades to the registrar will be set by the Chair of the School of Business for each session. Courses may not be repeated to remove incompletes; removal of an (I) is accomplished only through the completion of the specific work for which the mark is given.

7.6. COMPUTED GRADE-POINT AVERAGE

Grade	Definition	Grade Point	Grade %
A		4.00	93-100
A-		3.67	90-92
B+		3.33	88-89
B		3.00	83-87
B-		2.67	80-82
C+		2.33	78-79
C		2.00	73-77
C-		1.67	70-72
D+		1.33	68-69
D		1.00	63-67
D-		0.67	60-62
F	Fail (course must be repeated)	0.00	Below 60
TR	Transfer Credit		
Au	Audit		
W	Withdrawal		
I	Incomplete		

Completion of the prescribed number of courses is a necessary, but not sufficient condition for the awarding of a degree. All MBA-MS candidates must complete the program within four years from the first date of enrollment, except in special circumstances whereby an official leave of absence form is completed and approved by the Chair of the School of Business. In order to graduate, a student must have an overall GPA of at least 2.33. Students who do not meet the 2.33 GPA minimum requirement may petition to retake limited courses to raise their average, as approved by the Chair of the School of Business.

Whenever the department revises standards for grades, the new regulations will not apply retroactively to those already in the program.

7.7. GRADE DEFICIENCY SYSTEM

A student may repeat a failed course only once. A second failure in the same course may be grounds for dismissal of the student from the program.

7.8. PROBATIONARY ACTION

Students admitted to a graduate program are expected to maintain sufficient progress toward their degree requirements. Those that do not may be placed on academic probation. A student, shall be placed on probation if, after completing 12 credits (MBA) or 9 credits (MS) of graduate work, the student's cumulative grade point average for graduate work done at ACT falls below 2.33. If, after

completing at least 12 credits, the student's grade point average continues to remain below 2.33, the student can be denied permission to reregister.

7.9. ACADEMIC PROGRESS, DEPARTMENTAL PROBATION, AND DISMISSAL PROCEDURES

If a student is failing to meet degree requirements, the department shall warn the student of this fact in writing. The notification shall specify in what way(s) the student is failing to meet the requirements. The student shall be provided a reasonable amount of time to meet the requirements prior to departmental dismissal. If conditions such as probation are imposed, an interview with the Chair of the School of Business will be required to discuss the specific situation and certain conditions may be imposed.

A student who will not be permitted to register due to failure to meet standards shall be notified of this fact in writing with reasons for the action provided. Such dismissal may follow failure to meet conditions of admission, conditions of probation, pre-announced departmental grade-point requirements or other standards, or failure of a regularly scheduled examination or formal evaluation. If a student judges the dismissal decision improper, the student has a right to review. The department shall establish procedures for handling such reviews. The procedures are to be approved by the Chair of the School of Business, and shall afford a fair and expeditious review.

7.10. GRADUATE COLLEGE REVIEW OF DEPARTMENTAL DISMISSAL

Questions involving judgment of performance will not be reviewed beyond the departmental level. If, however, the student feels there has been unfairness or some procedural irregularity concerning dismissal, the student may pursue a grievance.

7.11. CONFLICT WITH FACULTY

If the student feels an appeal of a faculty decision is warranted, the following chain of command should be followed:

Professor
Chair of the School of Business
Academic Dean
Provost
College President

Each appeal to these individuals will be in writing with a copy for the student's file. Each responding official will do so in writing with a copy for the student's file.

7.12. INTEGRATED CASE STUDY

The Graduate Integrated Case Study and the Applied Project (MBA-MS thesis) are research-based projects that record the results of original research students conduct to complete the final requirement (MBA 599, MS 598) for receipt of the MBA-MS degree. Content and length is decided by the student and his/her advisor.

Please check the updated 2022-Thesis Guide document for further details.

7.13. INSTITUTIONAL REPOSITORY

The American College of Thessaloniki has established an Institutional Repository for the graduate theses. All relevant documents will be forwarded to students upon their registration for the Integrated Case Study courses (MBA 599, MS 598).

Students will first submit the **Thesis Requirements** form to the Chair of the School of Business. They also need to submit a copy of the Thesis Requirements form to the Bissell Library.

Following their thesis defense, students will receive the **Defense Certificate form**, signed by their advisor and the committee members, which they need to submit to the Bissell Library. Along with the Defense Certificate form, students must submit online to the Bissell Library a copy (file) of their thesis, via <https://anatolia.libguides.com/ethesis>

Students are also required to sign and submit the **Institutional Repository License**, which provides to the Bissell Library the status of access in the Institutional Repository (open, internal or confidential).

A Bissell Library staff member will sign the **Certificate of Successful E-Thesis Deposit** which students will then submit to the Registrar's office to ensure that the graduation requirements are met (procedure runs electronically).

8. CLASS ATTENDANCE

Students are expected to attend all regularly scheduled classes, as well as other activities and workshops. A student shall be permitted to make up required course work and examinations missed as a result of justified absences when these are authenticated and presented in a timely manner. Instructors are permitted to include attendance among factors determining a course grade. The attendance policy could be waived for specific situations by the approval of the Chair of the School of Business.

ACT's regulations require that students be allowed to make up examinations which have been missed due to illness, mandatory religious obligations, or other unavoidable circumstances or College activities.

9. READMISSION TO THE PROGRAM

Students who do not register for three consecutive terms and have not applied for a leave of absence must request readmission from the Chair of the School of Business. The school will retain student files for a period of one year. Depending on the length of time out of school, the student may be required to resubmit all the admissions credentials and pay the application fee. All readmitted students must fulfill the current curriculum and graduation requirements. Finally, readmission will be based on the availability of space for the term of reentry.

10. AWARDS FOR GRADUATE STUDENTS

Awards are presented to honor MBA-MS students who have display academic excellence and service to the graduate program.

11. ACADEMIC INTEGRITY

The principles of academic integrity entail simple standards of honesty and truth. Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are legitimate only when the assistance of others is explicitly acknowledged. Ethical conduct is the obligation of every member of the ACT community and breaches of academic integrity constitute serious offenses. Each member of our community has a responsibility

to uphold the standards of the community and to take action when these are violated.

Faculty members have an obligation to educate students to the standards of academic integrity and to report violations of the standards to the Chair of the School of Business. Electronic copies of student submissions will be processed through "**Turn-it-in**", a software package that checks for academic integrity.

VIOLATIONS OF ACADEMIC INTEGRITY

A student committing an act of Academic Dishonesty in a given course will receive an F (0 percentage points) in the assignment where the academic infraction took place. If a student commits an act of Academic Dishonesty for a second time in the same course, this student will receive a failing grade in that course." The Business Division will keep a record of all violations of academic integrity.

12. AUTOMOBILES-ADDRESSES-ID'S-POSTING MATERIAL

12.1. PARKING

Parking is provided in the general parking zones at no charge to students, faculty, and staff.

Parking areas include the area next to the New Building and north of the Bissell Library. Sufficient space is available in designated parking for faculty, staff, students, visitors and motorbikes. On special occasions, additional parking on the Anatolia High School campus can also be used with prior notice.

12.2. POSTING MATERIAL ON CAMPUS

Bulletin boards are a primary means of communication among members of the American College of Thessaloniki. Students are encouraged to use them in a responsible manner. Items for posting must be pre-approved by the Chair of the School of Business. This can be done by submitting the original to the Chair's Office where it will be reviewed and, if approved, posted in the appropriate bulletin board.

Information posted in violation of the above regulation, will be removed.

For information about posting materials direct inquiries to the Chair's Office.

12.3. REPORTING CORRECT ADDRESS

Each student is required to report his or her correct address each term at the time of registration. This reported address must be the student's actual residence address. Any change of residence made during the term or session must be reported to the Chair's Office.

12.4. PHOTO STUDENT IDENTIFICATION

College policy requires that all students carry their own picture ID card. Your American College of Thessaloniki Photo ID card is your official identification card throughout your entire academic studies at The American College of Thessaloniki, and it is required to access facilities and services across campus.

Plastic photo ID cards are issued by the school after fees are paid. ID cards are permanent and do not need to be replaced or updated on a term basis.

Students will receive their ID cards after submitting a receipt for payment of fees obtained from the Accounting Office either from the Bissell Library (upper campus) or the Chair's Office.

ID cards are nontransferable and are to be carried at all times while on campus and presented to any authorized college employee upon request. They are required for any library use and school transportation and for any other service or activity the cardholder is entitled to. Failure to present the card may result in denial of the service or activity. Loss, mutilation or destruction of the card should be reported immediately to the Bissell Library Circulation Desk. There is a replacement fee for lost cards. ID cards are valid for currently enrolled students,

alumni, faculty, staff and invited guests. The holder is personally liable for all obligations incurred by the use of the ID card.

ID card information and policies are subject to change without notice. The data contained within is for informational purposes only, and we do not claim it to be error free. For information about ID cards, direct inquiries to the Bissell Library Circulation Desk.

13. GOALS, AIMS AND LEARNING OUTCOMES

MAJOR GOALS

The program's major goals are:

- To develop the right kind of skills and values in order to perform efficiently in the global competitive environment
- To provide learning, network and practicum opportunities to the students
- To impart to the students the latest knowledge from the field of business and management

MAJOR AIMS

The MBA program aims to develop the knowledge, skills and personal qualities of the participants in order to become effective managers in various business industries. Participants are taught how to analyze and evaluate contemporary issues and deal with current managerial challenges.

The program provides an integrated learning environment which enables participants to increase their potential. Intellectual, technical and transferable skills are taught through engagement in a variety of teaching and learning resources, such as lectures, presentations, video conferences, site trips and visits and internships.

MAJOR OBJECTIVES

The program's major objectives are the following:

- Contribute in the further development of professionals who already work in a specific industry sector
- Offer a new set of information and skills to those interested in a career switch
- Provide a stimulating study environment
- Offer continuing professional development to participating students
- Closely monitor various industry developments and changes and cover new needs and demands
- Motivate participants to explore their career opportunities in the industry

- Create new recruits who will contribute in industries around the world
- Teach participants a critical approach to the operational processes within the industry
- Develop solid theoretical and professional skills

The teaching mode is a combination of theory and practice in class. A flexible delivery format is applied, with participants selecting between a one-year full-time mode and a longer lasting part-time one. Expert faculty made up of academics and industry professionals make up the teaching team. There is a focus in practical and real-life information and education. The lectures have continuous assessments and consist of in-class exercises, presentations, quizzes and exams, case studies and projects. Group work is something that is promoted at ACT, so that participants learn how to cooperate, discuss, lead and be leaded, motivate and be motivated.

STRATEGIC PRIORITIES

ACT's strategic goals relate to institutional positioning, enrollment health, and quality.

- Identity and Positioning. Define an identity and refine & promote ACT's image as a quality institution of higher learning in order to enhance both its domestic and international reputation. The new program will further support and promote the Institution's recognition among industry professionals and stakeholders in the greater region. We plan on accomplishing this strategic priority by employing direct and indirect marketing and by forging partnerships with industry, organizations, and other academic institutions.
- Enrollment. Increase the enrollment level of qualified degree seeking students. The new Master's constitutes a curricular expansion to our existing program and will strengthen our graduate studies class, together with the current MBA.
- Institutional Quality. Enhance the value of the institution by improving upon the quality of academics. The new graduate program will also create additional teaching needs and will give the opportunity to the College to attract high caliber visiting faculty, as well as dedicated regular full-time faculty. Our student services will also be enhanced via the organized career services office recently established and the supporting new services of the program including internships and support to career placements.

CURRICULUM BREAKDOWN

Term (quarter) 1: 4 core courses

1. Applied Statistics for Business Decisions (3 credits)
2. Management Information Systems (3 credits)
3. Managerial Accounting (3 credits)
4. Leadership Communication Skills (3 credits)

Term (quarter) 2: 4 core courses

1. Strategic Management (3 credits)
2. Organizational Behavior (3 credits)
3. Operations Management (3 credits)
4. Marketing Management (3 credits)

Term (quarter) 3: 4 core courses

1. International Business (3 credits)
2. Managerial Economics (3 credits)
3. Corporate Finance (3 credits)
4. Organizational Leadership & Change (3 credits)

Term (quarter) 4: 3 concentration electives + 1 Final Thesis course

1. Integrated Case Study – Thesis (3 credits)

Concentrations:

1. Banking & Finance
2. Entrepreneurship
3. Management

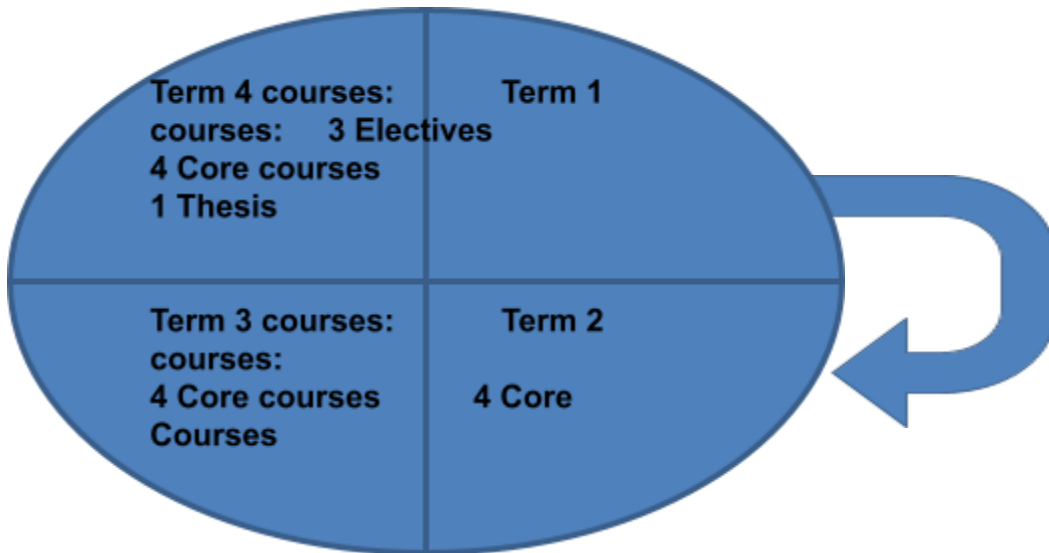
Electives:

- Banking Theory & Practice
- Portfolio Analysis & Management
- Financing New Ventures
- New Product Development
- Conflict Management & Resolution
- Applied Business Issues
- Creative Thinking
- Financial Markets & Instruments
- Globalization & Corporate Strategies
- Innovation Management
- The Political Economy of the EU & Corporate Challenges
- Greece & the SE Europe: Economics, Finance & Business Opportunities
- Branding in the New Digital Era
- Entrepreneurship
- Strategic Brand Management
- Digital Marketing Strategy

- Consumer Behavior
- Branding Communications & Digital Analysis
- Market Research

TYPICAL YEAR OF STUDIES

The suggested schedule during an academic year is as follows:



LEARNING OUTCOMES

The MBA program's learning outcomes cover a wide range of theoretical, cognitive, practical and transferrable skills that have been deemed necessary for the future managers of the global business world. Each course individually covers a part of the range of these skills, creating an integrated approach in the end of the program.

The learning outcomes are summarized as follows:

A: GENERAL OUTCOMES

- A.1: An understanding of theories and practices in a specific cognitive segment
- A.2: An appreciation of market and consumer needs and expectations
- A.3: An appreciation of the impact of technology on contemporary business
- A.4: The application of work-based experience on class-based learning

B: INTELLECTUAL (COGNITIVE) SKILLS

- B.1: Operational self-management
- B.2: The ability to relate theories and concepts to practical situations
- B.3: The motivation to pursue a career as a professional manager
- B.4: The ability to apply appropriate problem solving techniques
- B.5: The ability to evaluate a range of concepts
- B.6: Analysis of the business environment and its impact on industry

C: PRACTICAL (SUBJECT OR PROFESSIONAL) SKILLS

- C.1: Operational management

- C.2: Application of customer relations
- C.3: HR recruitment, development and management
- C.4: Financial management procedures and budget control
- C.5: Marketing applications
- C.6: Industry structure and its contribution to the national and global economy
- C.7: Strategic management issues
- C8: Special case and entrepreneurial alternatives
- C9: Analysis of statistical data and preparation of corporate reports

D: TRANSFERRABLE SKILLS

- D.1: The ability to communicate effectively using a range of techniques and media
- D.2: Use of IT and management of data
- D.3: Working within a team and motivating peers
- D.4: Creativity and entrepreneurship
- D.5: Critical thinking and decision making

Table 1: MBA Curriculum Map

Course	A1	A2	A3	A4	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7	C8	C9	D1	D2	D3	D4	D5
Applied Statistics for Business Decisions	✓		✓	✓	✓	✓		✓	✓					✓	✓		✓		✓	✓	✓			✓
Management Information Systems	✓		✓		✓	✓		✓	✓		✓				✓		✓		✓	✓	✓			✓
Managerial Accounting	✓			✓		✓	✓	✓	✓					✓			✓		✓	✓	✓	✓		✓
Leadership Communication Skills	✓				✓	✓	✓		✓		✓		✓				✓	✓		✓		✓		✓
Strategic Management	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓				✓	✓	✓	✓
Organizational Behavior	✓					✓	✓		✓				✓				✓	✓					✓	✓
Operations Management	✓	✓		✓	✓	✓	✓		✓		✓					✓			✓	✓	✓			✓
Marketing Management	✓	✓		✓		✓	✓	✓	✓			✓			✓			✓		✓		✓	✓	✓
International Business	✓		✓	✓				✓		✓	✓				✓	✓	✓				✓			✓
Managerial Economics	✓		✓			✓		✓		✓	✓					✓					✓			✓
Corporate Finance	✓			✓		✓	✓	✓	✓					✓		✓		✓	✓	✓				✓
Organizational Leadership & Change	✓			✓		✓	✓	✓					✓				✓			✓		✓	✓	✓
Banking Theory & Practice	✓			✓		✓	✓			✓						✓				✓	✓			✓

	A1	A2	A3	A4	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7	C8	C9	D1	D2	D3	D4	D5	
Portfolio Analysis & Management	✓			✓		✓	✓		✓	✓				✓		✓	✓		✓	✓				✓	
Financing New Ventures	✓	✓						✓						✓	✓		✓	✓	✓	✓	✓				✓
New Product Development	✓	✓	✓			✓		✓	✓		✓				✓		✓	✓				✓	✓	✓	
Conflict Management & Resolution	✓			✓		✓	✓	✓	✓									✓					✓		✓
Applied Business Issues	✓			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓				✓	✓		✓	✓	✓	✓	✓
Creative Thinking	✓	✓	✓		✓	✓		✓	✓									✓	✓		✓		✓	✓	
Financial Markets & Instruments	✓			✓										✓		✓			✓		✓				✓
Globalization & Corporate Strategies	✓	✓				✓			✓		✓	✓				✓	✓		✓				✓	✓	
Innovation Management	✓	✓	✓			✓		✓	✓		✓				✓			✓		✓				✓	✓
The Political Economy of the EU & Corporate Challenges	✓							✓		✓						✓	✓								✓
Greece and the SE Europe	✓					✓	✓							✓	✓	✓								✓	✓
Branding in the New Digital Era	✓	✓	✓			✓	✓					✓			✓						✓	✓			✓
Entrepreneurship	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓
Integrated Case Study (Thesis)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓

TEACHING AND LEARNING

In order to achieve the teaching and learning goals of the program, the following methods and techniques are being used:

Lectures

Lectures are the main method of delivery and serve in order to present all key topics and contemporary issues.

Projects, coursework, written reports and essays

Projects, coursework, written reports and essays can be either individual or group-work. They are being applied in order to develop the students' writing skills and deepen their understanding of the various theoretical and/or practical concepts. They also help develop their business research capacity. Group-work is promoted and helps enhance and develop their team building skills, their leadership and motivation abilities as well as help them share peer experience.

Presentations

Presentations are either individual or group-work and are being applied in order to help students develop their oral communication and presentation skills. Graduate business students, in particular, should prepare themselves for their future professional career where presentation skills are catalytic, and that is why emphasis is placed on this issue.

Written examinations

Written examinations are being used in the end of most courses when applicable in order to test the students' abilities to synthesize ideas, evaluate them and perform in writing.

Guest speakers and professionals

Guest speakers are hosted in class and/or during special seminars in order to share their expertise and work experience.

Industry visits

A list of firms and partners has been compiled that serves for the site visits in order to offer students glimpses of real-life conditions and enhance their understanding of the contemporary industry needs.

Thesis

The thesis is an integrated paper that combine all theoretical, research and practical knowledge achieved in the program. In addition to the submission of the written report, an oral presentation takes place where the candidates support their ideas.

Sources of information for MBA and MS programs:

Office	Director	Telephone & E-mail
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