Graduation Project Guide

Immersion Project

MBA International

Full-Time Programme (FT29)

Athens, October 2026

A. OVERVIEW AND NATURE OF THE PROJECTS

The objective of the graduation project is to provide the students of the MBA International an opportunity to combine their knowledge and competencies that they have obtained during their studies in the Programme and with their professional experience and apply all this in practise.

For the **Full-Time** Programme the graduation **Immersion Project** is compulsory and corresponds to **10 ECTS**. The project runs between June and November each year, followed by a presentation in December. The internship is subject to specific procedures and time windows as defined in the Internal Regulations for the Implementation of the Internship of the Programme. The Full-Time students can choose between three options:

- Field Study Project – FSP,
- Internship,
- Entrepreneurial Project.

The students that opt for a Field Study Project (FSP), form groups of 3 to 4 people, and indicate their field of interest. The students search by themselves, with support of the Programme, for a company or an organization to collaborate with. Teams will work on a timely and real business problem facing a company or an organization within specific objectives, timelines and pre-agreed deliverables.

The Internship option is available to students who want to make a change in their career and explore a new business environment either in Greece or abroad. The internship is executed individually. Additional information on the Internship is defined in the Internal Regulations for the Implementation of the Internship of the Programme.

Students who choose the Entrepreneurial Project are asked to develop a business idea, start a new business venture or improve an existing business plan or venture. The project can be executed individually or in a group of 3 to 4 people.

Before kick-off, FSPs and Entrepreneurial Projects proposals, Internships, teams and assigned Faculty Tutors are subject of approval by the Programme Steering Committee.

B. PROCESS FOR DEFINING PROJECT SUBJECT

For the Field Study Project and the Entrepreneurial Project, students must submit latest **by June 15th** each year to the secretariat of the Programme a graduation project proposal with the suggested title of the project, the proposed faculty tutor, the summary of the proposed project and the company or organisation that will be involved (if applicable). For the Internship, the call for applications is published on the website of the Internship and Career Office on specific dates for each year in coordination with Scientific Coordinator of the Internship Program. Besides faculty teaching in the Programme and holding a doctoral degree, the Programme Steering Committee can decide to entrust graduation project supervision to members of the Faculty and Research Academic Personnel (D.E.P.), the Special Educational Personnel (E.E.P.) and the Laboratory Teaching Personnel (E.DI.P.) of the Departments, who have not undertaken teaching work in the Programme (Article 83(3) of Law 4957/2022).

C. TIME FRAME

Final deadline for submitting the report is **end of November its year**. The submission must be done on the Moodle platform. A **final draft** should be uploaded approximately **10 days before** to enable **check for plagiarism and use of AI**, see further under Section J.

In addition to the platform upload, one electronic copy of the final report should be sent to the Faculty Tutor by e-mail. It is also the students' responsibility to deliver an electronic copy to the collaborating company/organization in case of an FSP. If requested by the Tutor and/or the company, the students are also responsible for submitting a printed hardcopy of the report.

The **presentations programme** is scheduled with the Faculty Tutors, subject to their availability, and will be communicated approximately three weeks before the submission deadline. The compulsory presentations take place in **the first two weeks of December** and will last 30 minutes per team (20 minutes presentation and 10 minutes Q&A). These presentations will be in front of the Faculty Tutor and two more faculty members.

In case of FSP, the company/organization representatives will be invited to the presentations, but their presence is not compulsory. Hence, teams are responsible for planning and running presentations in the companies/organizations as well. To maximize the possibility of the presence of company representatives, the Immersion Project presentations are held **online** using appropriate software, e.g., Microsoft Teams.

To **invite the Company/Organization representative(s)**, students will inform the secretariat about the name, position and contact e-mail, for one or more people to send invitations and evaluation forms in due time before the presentations. The company evaluation form must be submitted by the latest **end of December** irrespective of presence or not in the university presentation by the company/organization representative.

D. EXTENSION PROCESS

If a student or group of students don't complete their graduation project within the above defined time frames, a 1-year extension can be accorded after justified recommendation by the Faculty Tutor and approval by the Programme Steering Committee.

E. RE-EXAMINATION PROCESS

In case of failure in the examination of the Graduation Project or its non-timely submission, the student may re-submit the project once again, taking into account the comments of the Examination Committee, not earlier than one (1) month after the initial deadline of submission, nor later than three (3) months after the initial deadline of submission. In case of a second failure, the student shall be suspended from the Programme following a decision of the Programme Steering Committee.

F. STRUCTURE OF THE GRADUATION PROJECTS

The language of the Graduation Project is English. Exceptionally, and by decision of the Programme Steering Committee, the submission of the final report in Greek may be allowed. However, this can happen only following a reasoned request by the company or organizational representative concerned, motivated by the context or specifications of the project. In this case, an extended English abstract of approximately 2.000 words must be submitted.

All instructions, including citation, referencing, anti-plagiarism measures and policy for the use of Artificial Intelligence (AI) tools are detailed in Section J below.

Indicative Report Format

The structure of the report will be different for the FSP, the Entrepreneurial Project and the Internship. Indicative templates for the structure of each are available in **Appendices 3-5**.

For FSPs the project should be documented in a way that is most relevant and useful for the collaborating company/organization. In all projects you should also follow the advice of the Faculty Tutor.

Indicatively, the number of words should be between 10.000 and 12.000 for the FSP and the Entrepreneurial Project, and between 4.000 and 5.000 for the Internship.

Figures, references, glossary and appendices, are beyond the core report wordcounts indicated above. However, any appendices should contain only material directly relevant to the project and its deliverables. Avoid excessive supporting documentation. The guiding criterion is whether any extra material helps demonstrate the project's value to the company and supports its academic assessment.

Presentations

The presentation summarizing the report deliverable in 15 slides must be submitted electronically to the Faculty Tutor and the Company/ Organization latest **one day before the presentation takes place**. It must also be uploaded on Moodle on the same date. The presentation should last for 20 minutes, followed by 10 minutes Q&A.

H. EVALUATION

The graduation project must distinguish itself in scope and quality as being of Master's level. This means that through the project students demonstrate that they possess in-depth knowledge of the scientific field and business applicability of the subject under study and analysis.

The presentation and examination of the Graduation Project takes place in front of a three-member Examination Committee nominated by the Programme Steering Committee. The assessment is based on specific criteria as defined in the assessment form. The final grade of the graduation project is based at 70% on the final deliverable and at 30% on the final presentation.

Following the presentation, an evaluation report is completed and signed by the examination committee. For the registration of the grade of the graduation project, the evaluation report shall be submitted to the Secretariat of the Programme.

The title, the Faculty Tutor and the collaborating company/organization are posted on the website of the Programme. In the context of confidentiality of data, as the graduation projects examine real problems of the collaborating companies/organizations, they are not published in the repository of the AUEB Library but are kept at the Programme Secretariat.

Indicatively, the evaluation criteria are as follows.

REPORT:

- Scoping and definition of the topic – understanding of needs and context of the organization,
- Appropriateness and quality of methodology,
- Quality and depth analysis,
- Interest of key findings – nontrivial conclusions,
- Quality of recommendations – applicability.

PRESENTATION:

- Quality in terms of conveying the essentials and showing the importance of the project,
- Communicativeness and form,
- Preparation, professionalism and timing.

A student evaluation form, evaluating the Immersion Project process and set-up, the teamwork and containing self-evaluation elements, will also be distributed to all students for completion following the end of the presentations (Google Forms).

I. EDITING INSTRUCTIONS

The final deliverable should have the following format:

a. Layout: Size: A4, Margins: 2.5 cm all around.

b. Font and Font Size: Calibri, 11.

Tables, figures and images must be numbered and named with a relevant title.

J. QUALITY INSURANCE OF FINAL DELIVERABLE– ANTI-PLAGIARISM AND AI POLICY

Appropriate citation and referencing are of utmost importance in all individual or team projects conducted in the MBA International of AUEB.

As soon as an external source is being used, this source must be indicated both in the text or location where it is being used, which is called *citation*, and then, alphabetically, in a Bibliography or Reference List at the end of the deliverable, which is called *referencing*.

This concerns all uses of external sources, including:

- Ideas, information, opinions or results/conclusions of others that students use in their own work,
- Direct quotations if a sentence or short paragraph from a source is used verbatim,
- Figures, picture, illustrations and tables used in the deliverable.

Depending on the type of external source, the citation and referencing is done in a specific manner. Briefly, the following must be respected:

- Direct quotations, as well as figures/pictures/illustrations and tables must be cited in your text with the name of the author(s), the year of the publication and the page number where they appear in the original source, or with the greatest possible precision if it is an Internet source. The verbatim quoted text must be put in brackets: “quoted text”. The full details of the source are then indicated in the Bibliography/Reference List at the end of the deliverable.
- A general idea taken from a source to support your argumentation and line of reasoning must be cited in the text with the name and year of the source and then referenced in the Bibliography/Reference List at the end.

The Moodle educational platform, where the project deliverables are submitted, contains software for detecting **copying and plagiarism** as well as **use of Generative AI**. Through Turn-it-In, the assignments submitted by students are checked against other assignments stored in the Turn-it-In database, against internet sources, and against content from publishers that is not freely accessible on the internet. A similarity report, including AI Score, is then generated, which can also be viewed by the students.

DO NOT enter AI-generated text into the project report, and DO NOT use it for "language smoothing". Turn-it-In indicates AI use and if it flags above 24% (Turn-it-In cut-off percentage), you must resubmit your work.

Detailed instructions and examples, including the formal Policy for use of AI, are available in the "Note on Citation, Referencing and Measures Against Plagiarism", that students are required to consult and follow during the preparation of all written assignments and deliverables in the Programme.

K. PROGRESS REPORTS

During the execution of the graduation project, scheduled meetings between the Faculty Tutor and the student or student team take place regularly, to allow for discussions, feedback, advise and guidelines towards the successful completion of the project. Regular meetings between the students and the Tutor ensures that the project progress is as planned and stays within the time frames defined by the regulations of the Programme.

L. CONTACT INFORMATION

- Professor Klas Eric Soderquist, Director of MBA International, tel.: (+30) 210 8203 **679**, email: soderq@aueb.gr
- Ms. Tranou Ioanna, Career Development Manager, tel.: (+30) 210 8203 **669**, email: itranou@aueb.gr

Appendix: Documents

1. Field Study Project Proposal Template 8
2. Entrepreneurial Project Proposal Template 9
3. Field Study Project Report Format 11
4. Entrepreneurial Project Report Format 17
5. Internship Report Format 27
6. Field Study Project Company Evaluation Form 33
7. Immersion Project Faculty Evaluation Form 36
8. Immersion Project Student Evaluation Form 38

1. Field Study Project Proposal Template

Project Title:	
Collaborating Organization and Contact Person:	
Project Description:	Scope and Objective of the project: Value for the Company/Organization: Anticipated Results: Method / Major Steps of Execution:
Student Team:	1. 2. 3. 4. 5.
Indicative Starting Date:	
Indicative End Date: *Deadline for the Report Deliverable is 30/11/2027.* *Deadline for the Presentation Deliverable is one day before the Presentation date (between 01-15/12/27).*	

2. Entrepreneurial Project Proposal Template

Immersion Project – Entrepreneurial Project

Name of Business Plan

Description of Business Plan

See following page.

Organization:

Immersion Project Coordinator: Eric Soderquist, phone 210 8203 679, e-mail: soderq@aueb.gr

Faculty Tutor: Additional faculty support upon request.

Student Team:

Description of Business Plan

The format follows the requirements for the initial presentation of the BP idea of the course "Entrepreneurship & Business Planning"

Please provide a brief description of your project under each question, 1-4, approx 150 - 250 words per question.

The project can be the launch of a new venture idea, or the development of an existing business idea / plan that has already gone through the initial stages of launch.

1. Description of the entrepreneurial project

Is it a new launch, i.e., a venture developed from scratch?

Is it the further development of an existing plan or existing venture in its early stages?

Describe briefly, in both cases, what are the (Intended) product / service, process, structure / organization, business model.

2. How and to what extent is the development project going to benefit the company?

E.g., Increased sales, reduced costs, improved value to customers…

For a new venture launch, you describe the value proposition of the new venture. What is the solution it proposes and to what problem? What are the pain-points of potential customers that your venture will propose to solve? What is the job it does for the potential customers, and how is it done better / differently, e.g., more effectively, cheaper, faster, more pleasantly… compared to current offerings?

3. Customers / Markets

Who are the targeted customers? What are their major characteristics? Estimation of target market size. Are domestic / international / global markets targeted?

For existing ventures evolving through the project: Is the project focused on existing or on new customers?

4. Economic Return

What are the revenue streams planned – how will you make money, or, for a non-profit, how will you break even?

What are the planned major investments and operating costs? Anticipated time to break even and profit targets What ROI? Break Even Point?

For a new venture, you still need to discuss some basics of how the venture is going to generate revenue, i.e., revenue streams and cost structure should be briefly referred. Also, a brief discussion of how you plan the venture to be scalable and viable as the project unfolds should be provided. This can be quite speculative and obviously, for a new venture, specific numbers cannot be produced at this proposal stage. In the final business plan, some scenarios for financial viability will have to be developed.

3. Field Study Project Report Format

These are some indicative guidelines to help you in preparing your report. Total length should be between 10.000 and 12.000 words (number of words indicated below are *indicative*).

The report is normally written in English. Title page and abstract needs to be in both languages according to below.

If the company exceptionally requires the report to be written in Greek, a summary report of approximately 2.500 words in English must also be submitted.

Text Format in the Report

Calibri 11 or similar, 1,5 line-space, Margins 2,5 all around.

Title Page and Abstract in Greek and English. It is compulsory to use the bilingual standard form provided on the last two pages of this file hereafter for the first two pages of the report.

Executive summary (1.000 words)

- Objective of the mission, method / line of action, principal results, recommendations / future actions

Acknowledgements

Table of Contents

Introduction (1.500 words)

- Brief presentation of the company/organization
- Definition and description of the mission,
- Context of the mission. How did the problem appear?
- Scope and limitations of the mission,
- Mission definition and intended outcomes / results / deliverables.

Situation Analysis (2.000 words)

Detailed context of the project integrating directly related literature, Internet sources, etc. Indicatively:

- Best Practices of similar situations / problems
- Analysis of external factors / drivers,
- Analysis of internal factors / drivers,
- Analysis of technology factors,
- Market considerations,
- Competitive considerations (SWOT, Porter…).

Project Methodology and Steps of Execution (1.500 words)

- Alternative ways of tackling the problem that you considered and conclusion on what approach you selected to follow and why you selected that particular approach.
- Description of the methodology employed: The steps of execution with their objectives, realisations and gaps between expectations and outcomes from a methodological perspective.
- Critical analysis of the method used – what could have been done differently?

Key Findings (2.000 words)

- Results obtained, stepwise if appropriate. Think of a clear and synthetic presentation!
- Analysis of the results obtained in an appropriate conceptual framework derived from the situation analysis / literature,

  Depending on the project focus, emphasise findings from a strategic, organisational structure, business process, financial, human resources, or technology perspective,
- Discuss any divergences from your initial plans, focus and/or methodology that appeared during the project? Explain how you addressed them.

Recommendations (2.000 words)

- What do you advise to the company/organization? Be specific on your recommendations by supporting them with data (qualitative and/or quantitative).
- Discuss the possible impact of your recommendations on the company's strategy and operations, including specific areas such as finance, marketing, supply chain, technology, HRM….,
- Point out the innovative aspects included in your recommendations,
- Timetable and action plan for your recommendations,
- Implementation issues – what should the company keep in mind for successful implementation?
- What will happen after the project? What should the company pay particular attention to?

Demo description – if applicable (beyond the total page count)

- A brief description and illustration of any software / simulation tool used and/or developed.

Conclusion (1.000 words)

- Brief summary of results and recommendations.
- Link results and recommendations to the situation analysis and to the critical analysis of your methodology.
- Main learnings and other "strong" aspects that the project provided. What you have learnt and what you would like to develop more in your professional future.

Citation and Referencing

As soon as an external source is being used, this source must be indicated both in the text or location where it is being used, which is called *citation*, and then, alphabetically, in a Bibliography or Reference List at the end of the deliverable, which is called *referencing*.

Detailed instructions and examples, including the formal Policy for use of AI, are available in the "Note on Citation, Referencing and Measures Against Plagiarism", that students are required to consult and follow during the preparation of all written assignments and deliverables in the Programme.

Submission Deadline Tuesday, November 30th, 2027

You need to submit:

- **Upload Report and Presentation on Moodle in the designated area.**
- One printed copy should be handed to you Faculty Tutor OR one electronic copy should be sent to him/her by email.
- Printed copy and electronic copy of Report and Presentation to the company (unless other agreed with the company).
- Please note that the FSPs have to carry a standardized front page as by the attached. It must be integrated both in the printed and electronic versions.

Oral Presentation

- The presentations must be done in English.
- The presentations will be held December 01–15, 2027. **Submission Deadline: latest one day before the presentation takes place.** It is **imperative** that the presentations last for **20 minutes only**, leaving 10 minutes for discussion. **No more than 30 minutes total presentation time will be given in any condition**, thus think of adapting your number of slides!
- Before the presentation, all students need to submit through Google Forms the **FSP-Self Appraisal and Student Evaluation Report** (link will be distributed in due time).

Τίτλος της Διπλωματικής Εργασίας – Πτυχιακής Εργασίας Εφαρμογής

Title of the Field Study Project

Η εκπόνηση της Διπλωματικής Εργασίας – Πτυχιακής Εργασίας Εφαρμογής αποτελεί προϋπόθεση απόκτησης του

Διπλώματος Μεταπτυχιακών Σπουδών στη Διοικητική των Επιχειρήσεων με Διεθνή Προσανατολισμό – MBA International

του Οικονομικού Πανεπιστημίου Αθηνών, 2027

Masters Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of

Master of Business Administration– MBA International

Athens University of Economics and Business, 2027

Φοιτητές

Students

Σύνοψη (200 λέξεις)

Abstract (200 words)

Executive Summary (3 pages)

4. Entrepreneurial Project Report Format

IMPORTANT: An extended Business Plan Format is available on Moodle: "Immersion Entrepreneurial Project EXTENDED Report Format". It will provide detailed guidelines on the indicative content of your final business plan deliverable.

1. EXECUTIVE SUMMARY

THE JOB AND THE NEED as a point of departure

- What does your business do? PAIN POINT SOLVED & MEANING CREATED
- Define the Job-To-Be-Done - JTBD.
- What product or service are you offering? THE JOB IT DOES – HOW IT FUNCTIONS FOR THE USER. Match the JTBD to the product / service you offer!
- What is your target market? BASIC DATA FROM MARKET RESEARCH
- What are the industry characteristics & trends? BASIC DATA FROM IND. RESEARCH
- What is your founding management team? NAME AND PROFESSIONAL 'STAMP' OF EACH PERSON. PAST ACCOMPLISHMENTS.
- What are your basic operations and partnerships? R&D, TRADE, PRODUCTION, MARKETING/CUSTOMER RELATIONS. KEY SUPPLIERS, KEY PARTNERS e.g. DISTRIBUTORS, CO-DEVELOPERS…
- How will you make money? INDICATE MAIN REVENUE STREAMS FROM ANY SOURCES
- How much capital are you seeking for your business and from what sources? OWN, BORROWED, VC, ANGEL MONEY, CROWD...

2. COMPANY OVERVIEW

Company Fact Box:

- Company Name
- Contact Info
- When formed and in what legal form
- Business Sector
- Product / Service
- Founding Management Team

Company Profile

Describe briefly what kind of company you are setting up by indicating industry, specifying THE JOB (JTBD) and describing briefly the key activities you will be executing. Key activities can be R&D, Sales / Commerce / Marketing, Production, Programming, Consulting… Discuss briefly how your choice of key activity drives the business model you propose.

Business Model

Provide Business Model Canvas as Appendix to the plan.

Company Vision/Mission Statement

Past Accomplishments

What success have you, your team members (and your company if existing) already achieved?

3. PRODUCT / SERVICE DEFINITION

What are your products and/or services?

Introductory description giving details of The Job that you are aiming to perform.

Product / Service Definition – Specification. THIS CAN BE IN THE FORM OF AN ID SHEET

Provide basic product/service definition for ONE lead product/service

4. FOUNDING MANAGEMENT TEAM

Management Team Members

- Who are the key members of your management team? Brief bio of previous positions held, experiences, qualifications, education, awards, soft skills…

Management Team Gaps

- Who do you still need to hire? Why? What are the specific profiles you still need?

Board Members / Advisors

- Do you have a Board? An informal advisory board/group? Any other advisors or mentors? Brief experience profile and position of all individuals taking part in any such scheme.

5. INDUSTRY ANALYSIS

Industry Overview

- In what industry will you compete?
- Industry characteristics in terms of Technology, Supply Chain, Global vs. Local, Customer Interfaces, Business Models, Regulations…?

Industry Trends

- What are the key industry trends and how do they affect you? Consider the same elements as above but in terms of development trends, i.e., Technology, Supply Chain, Global vs. Local, Customer Interfaces, Business Models, Regulations…
- Assess past, and anticipate future growth
- Assess drivers for growth and how drivers evolve and might change in the future

Unique Qualifications

- What qualifications make your business uniquely qualified to succeed in the industry when you relate your value proposition and intended business model to what is already out there?

6. CUSTOMER ANALYSIS

Market Segmentation

The objective of the market segmentation is to identify the target customer, people that share many characteristics and have similar reasons to buy your specific product.

Target Customer Profile

The objective with customer profiling is to describe the identified target customer in detail to understand him/her and tailor the offer to their needs, expectations and desires.

- Who are your target customers?
- What are the major characteristics of the customers with these explicit or implicit needs?
- What are the key needs of your target customers?
- What is the target customer's Decision-Making Unit? The DMU is the individual(s) that decide whether the customer will buy your product.

Market Data and Size.

Besides detailed information about your target customer, you need to search and find a broader set of data about your target market:

- How large is your relevant market (the # of customers that can realistically buy from you)? Quantify TAM, SAM and TM!
- Lead Customers: Who are the most influential customers in connection with your segment? These might not be your customers, but yours will look to them for thought leadership and adoption of new technology.
- Link Competitor Analysis (section 7) to your target market to indicate who will be your closest competitors.
- Partners and other players: What are the relevant players in the target market that you need to involve in any way in your business?

7. COMPETITION ANALYSIS

Big & Famous

Who are the big, famous, iconic…players in the industry? This can inspire the vision for your company, inspire complementarities, gaps to be filled…

- What are their distinctive offers?
- What are their strengths?
- What are their weaknesses?

Direct Competitors

- Who are your direct competitors? Are some of them also start-ups?
- What are their perceptions of JTBD? What are their Value Propositions? Who do they target? What are their strengths and weaknesses?

Indirect Competitors

- Who are your indirect competitors, i.e., companies addressing similar needs and jobs but from another angel (other technology, other way of doing same job…)? What are their strengths and weaknesses?

Competitive Advantage

- What are your competitive advantages? Are these sustainable (can competitors emulate them)?

Suggested Table Format for Competitor Analysis:

	Vision of JTBD	Value Prop	Target Market	Criteria1 Strong / Weak	Criteria2 Strong / Weak	Criteria3 Strong / Weak	Criteria3 Strong / Weak
Big & Famous							
…							
Direct							
…							
Direct startups							
…							
Indirect							
…							
Indirect startups							
…							

8. MARKETING PLAN

Marketing Activities and their Timeline

Use Steve Blank's framework of activities for *Getting*, *Keeping* and *Growing* customers to define your marketing activities and your marketing plan.

There are two slightly different frameworks depending on if you are a Physical Product or a Web / Mobile Product based startup.

CAC / COCA

You must calculate your Customer Acquisition Cost (CAC) or Cost of Customer Acquisition (COCA). The sales process identified in the previous directly determines the CAC.

Branding and Promotions Plan

- What is your desired brand positioning?
- How do you plan to promote your company's products and/or services?

Distribution Plan

- How will you sell your products and/or services to customers? Directly? Through partners/distributors…?

9. OPERATIONS PLAN

Key Operational Processes

What are the key operational processes that your organization needs to accomplish on a daily basis to achieve success?

Business Milestones

- What milestones will you need to accomplish over the next 12 months – month-by-month, in order to achieve success?

  This concerns all activities in the development of your venture, all parts of the Business Plan and Business Model Canvas in a chronological order.

10. FINANCIAL PLAN

Pricing Analysis

1. Quantify your value proposition. Here the use of the Business Model Canvas is of much help.

2. Integrate pricing information from your customer analysis, consider different segments and profiles of customers.

3. Etc…

Revenue Model

- *In what ways do you generate revenue? Analyse and describe the revenue streams.*

Financial Highlights

Key Assumptions

- What key assumptions govern your financial projections? These relate to the market size analysis, the market share analysis and the pricing strategy you have developed.

Financial Projections

- What are your 0-3 year financial projections?

  Give as many details as possible for 12 + 6 + 6 months. Then discuss scenarios for up to 3 years with some exemplifying depending on each case.

Funding Requirements/Use of Funds

- How much money do you need to start and/or run your business? What are the primary uses of these funds?
- What is your 'burn rate'?
- What is the investor return rate?

Exit Strategy (or Repayment Strategy)

- How will equity investors be paid? How will debt investors be paid?

Risks, Opportunities and Sensitivity

- Identify the main risks that might hamper the achievement of your plan,
- Identify the main opportunities that can work in favor of your plan.

CONCLUSION

A one-page wrap up of the plan.

It is a summary of the Exec Summary with the essential conclusions emerging from each of the plan's sections.

APPENDICES

The Appendix is used to support the rest of the business plan. Indicatively, appendices can include:

- Product/Service Details,
- Technology: Technical drawings, patent information, etc.,
- Customer and market segment details – Market Data
- Expanded Competitor Reviews
- Operations Data
- Environment, Health and Safety Data
- Projected Income Statements, Balance Sheets and Cash Flow Statements
- Partnership and/or Customer Agreements – Letters of Intent…

Τίτλος της Διπλωματικής Εργασίας – Επιχειρηματικό Σχέδιο

Title of the Entrepreneurial Project

Η εκπόνηση της Διπλωματικής Εργασίας – Επιχειρηματικό Σχέδιο αποτελεί προϋπόθεση απόκτησης του

Διπλώματος Μεταπτυχιακών Σπουδών στη Διοικητική των Επιχειρήσεων με Διεθνή Προσανατολισμό – MBA International

του Οικονομικού Πανεπιστημίου Αθηνών, 2027

Masters Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of

Master of Business Administration – MBA International

Athens University of Economics and Business, 2027

Φοιτητές

Students

Σύνοψη (200 λέξεις)

Abstract (200 words)

Executive Summary (3 pages)

5. Internship Report Format

Below follow indicative guidelines to help you in preparing your internship report. Total length should be approximately 4.000-5.000 words. The report must be written in English. The title page and the abstract need to be written in English and Greek, according to the template provided at the end of this document.

Indicative Structure and Content

1. Title Page and Abstract in Greek and English
It is compulsory to use the bilingual standard form, provided on the last two pages of this file, for the first two pages of the report.

2. Executive summary *(500 words)*
Objective of the internship, method/line of action, principal results and recommendations made, key learnings and experiences gained.

3. Acknowledgements
Appropriate acknowledgements towards the company / organization, and other people involved in the process of the internship.

4. Table of Contents

5. Introduction *(750 words)*
- Presentation of the company / organization,
- Description of the main activities and processes of the company / organization. Reflections on the role and importance of the function(s) that you have worked in,
- Definition and description of your mission / main tasks,
- Context of the mission / tasks,
- Scope and limitations.

6. Situation Analysis *(750 words)*
Detailed context of the project integrating directly related literature, Internet sources, etc.
Depending on the context of the internship, the below can be integrated:
- Best Practices of similar situations/problems,
- Analysis of external factors/drivers (e.g., PESTEL),
- Analysis of internal factors/drivers,
- Analysis of technology factors,
- Market considerations,
- Competitive considerations (SWOT, Porter 5 Forces…).

7. Discussion of Methods / Approaches, and Steps of Execution *(500 words)*
- Alternative ways of tackling your mission(s) / tasks and discussion about what methods / approaches / steps you selected to follow and why you selected them.
- List and analysis of the steps of execution with their objectives, realisations and gaps between expectations and outcomes from a methodological perspective.

8 Key Results / Key Learnings *(500-1.000 words)*

- Analysis of the results obtained / learnings realized in an appropriate conceptual framework derived from the situation analysis.
- Emphasise results related to strategy, organisational structure, business processes, human resources, technology… as appropriate depending on the missions / tasks you accomplished.
- Gaps concerning the result (i.e., divergences from your initial plans, if any) that appeared during the project? Explain.

9. Recommendations *(500 words)*

- What do you advise to the company / organization? Be specific on your recommendations by supporting them with data (qualitative and/or quantitative) and linking them to strategy, organisational structure, business processes, human resources, technology… as appropriate depending on the missions / tasks.
- Point out the innovative aspects included in your recommendations.
- Timetable and action plan for your recommendations. Implementation issues – what should the company keep in mind for successful implementation? What will happen after the project? What should the company pay particular attention to?

10. Observations *(500 words)*

- Depending on the various aspects of the company / organization that you have become acquainted with, try to make some recommendations/observations related to improvements or changes that you think would be beneficial for the company as a whole. Support them with some data (qualitative and/or quantitative).
- Implementation issues – what should the company keep in mind for successful implementation of these recommendations?

11. Conclusion *(250 words)*

- Brief overview of results and recommendations. Link to your methodology – how do you assess the methodology applied, strong points, things to improve?
- Main learnings and other "strong" aspects that the internship provided. What you have learnt and what you would like to develop more in your professional future.

12. Reference List / Bibliography

As soon as an external source is being used, this source must be indicated both in the text or location where it is being used, which is called *citation*, and then, alphabetically, in a Bibliography or Reference List at the end of the deliverable, which is called *referencing*.

Detailed instructions and examples, including the formal Policy for use of AI, are available in the "Note on Citation, Referencing and Measures Against Plagiarism", that students are required to consult and follow during the preparation of all written assignments and deliverables in the Programme.

Text Format in the Report

Calibri 11 or similar, 1,5 line space, Margins 2,5 all around.

Submission Deadline Monday, November 30th, 2026.

- **Upload Report and Presentation on Moodle in the designated area.**
- One printed copy should be handed to you Faculty Tutor OR one electronic copy should be sent to him/her by email.
- Depending on what is agreed in each case, you also submit agreed deliverables to the company/organization.
- Please remember that the Internship report has to carry the standardized front page and subsequent abstract page as by the attached. These two first pages must be integrated both in the printed and electronic versions.

Oral Presentation

- The presentations must be done in English.
- The presentations will be held December 01–15, 2027. **Submission Deadline: latest one day before the presentation takes place.** There is an **imperative** that the presentations last for **20 minutes only**, leaving 10 minutes for discussion. **No more than 30 minutes presentation time will be given in any condition**, thus think of adapting your number of slides!
- Before the presentation, all students need to submit through Google Forms the **FSP-Self Appraisal and Student Evaluation Report** (link will be distributed in due time).

Company/Organization Appreciation

The representative for the company will be asked to write an appreciation statement about the student's activities during the internship, including overall performance, specific strengths, any weaknesses that the student could work on improving improve, relevance of the results/proposals in case of MI, estimation of learning outcomes in case of OI.

Grading

Written deliverable, face-to-face discussion and company appreciation are integrated in the final grading.

Τίτλος της Διπλωματικής Εργασίας – Πρακτικής Άσκησης

Title of the Internship

Η εκπόνηση της Διπλωματικής Εργασίας – Πρακτικής Άσκησης αποτελεί προϋπόθεση απόκτησης του

Διπλώματος Μεταπτυχιακών Σπουδών στη Διοικητική των Επιχειρήσεων με Διεθνή Προσανατολισμό – MBA International

του Οικονομικού Πανεπιστημίου Αθηνών, 2027

Masters Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of

Master of Business Administration – MBA International

Athens University of Economics and Business, 2027

Φοιτητής / Φοιτήτρια

Student

Σύνοψη (200 λέξεις)

Abstract (200 words)

Executive Summary (3 pages)

6. Field Study Project Company Evaluation Form

Field Study Project Company Evaluation Form

This form is filled in by the **Supervisor / Representative** of the **Sponsoring Organization**. It concerns both the written deliverable (part 1) and the presentation (part 2). The evaluation of the presentation can be done either if the project is presented internally in the sponsoring organization, or if the company/organization representative is present during the presentation in the university.

Sponsoring Organization:

Project Title:

Student Team:

Evaluator:
Part 1 Written Report / Deliverable

	Fair 5 - 6.5	**Acceptable 7 - 7.5**	**Good 8 - 8.5**	**Excellent 9 - 10**	**Comments**
Scoping and definition of the problem – understanding of needs and context of the organization					
Appropriateness and quality of methodology					
Quality and depth of analysis					
Interest of key findings – nontrivial conclusions					
Quality of recommendations – applicability					

Part 2 Oral Presentation

	Fair 5 - 6.5	Acceptable 7 - 7.5	Good 8 - 8.5	Excellent 9 - 10	Comments
Quality in terms of conveying the essentials and showing the importance of the project					
Communicativeness and form					
Preparation, professionalism and timing					

Part 3 General Satisfaction

Please comment on the satisfaction of the sponsoring organization, for example in terms of relevance of the results, students' motivation, the process of collaboration and the FSP program overall:

Additional comments / recommendations

Please share any further comments or recommendations regarding the project and the process of execution that have not been addressed above:

Opinions from Participating Companies and Organizations about the Field Study Projects are very precious to us. Many managers and organizations have agreed to show their support of the program by appearing in our bulletin or on our website with their comments. This increases the credibility of our efforts and the visibility of the organization as a supporter of the University and the MBA International Program.

If you accept to be contacted to this end, please tick the circle. ◯

Date and Signature of the Evaluator:

Please bring this form to the presentation at the university. If you are not able to attend the university presentation, please send the evaluation form (preferably by e-mail) to:

Ms. Ioanna Tranou, itranou@aueb.gr

MBA International Program, Office 916, AUEB, Evelpidon 47A & Lefkados 33, 113 62 Athens Greece.

7. Immersion Project Faculty Evaluation Form

Immersion Project Faculty Evaluation Form

This form is filled in and signed by the **Faculty Tutor and two Evaluators**.

For the evaluation of the presentation (Part 2), the grade is determined in consensus with the second evaluator. The evaluation form is submitted electronically to the Director of the Program (Eric Soderquist, soderq@aueb.gr) and provides the basis for the formal grading by the Program Committee. In parallel, a printed and signed copy must be brought to the Director of the Program, Eric Soderquist for the grading archive.

_____

Project Title:

Student Team:

Faculty Tutor:

IMPORTANT NOTE ON THE GRADING

Compared to your expectations of the projects supervised and your experience of Immersion Projects supervised earlier years (if applicable), please grade according to a normal distribution as follows:

Lower third (33%) 7.5 & 8.0 Middle third (33%) 8.5 & 9.0 Higher third (33%) 9.5 & 10

Evaluation Criteria

Please grade each criterion on a scale of 5 to 10. Then briefly comment qualitatively on each criterion. If work is incomplete (passing grade cannot be given) please mark "INC".

Part 1, Written Report (70% of final grade)

Criteria	**Grade**	**Comment**
Scoping and definition of the problem – understanding of needs and context of the organization		
Appropriate use of theory, drawing on concepts and existing knowledge		
Appropriateness and quality of methodology		
Interest of key findings – nontrivial conclusions		
Quality of recommendations – applicability		
AVERAGE GRADE REPORT (70%)		

Part 2, Oral Presentation (30% of final grade)

Quality in terms of conveying the essentials and showing the importance of the project		
Communicativeness and form		
Preparation, professionalism and timing		
AVERAGE GRADE PRESENTATION (30%)		

TOTAL GRADE: Report 70% + Presentation 30%	

Please comment on the satisfaction of the sponsoring organization representatives (if applicable):

Date and Signatures of Faculty Tutor and Evaluators:

_____

Faculty Tutor:

_____

Second Evaluator:

_____

Third Evaluator:

8. Immersion Project Student Evaluation Form

IMMERSION PROJECT STUDENT EVALUATION FORM

To be completed by each student (each member of the team in team projects) through Google Forms.

Immersion Project Title:

Name:

---

* Please comment on the following (**when applicable depending on the nature of your immersion project**):

A. Supervision by the Faculty Tutor

Name of Tutor:

1. Was the supervision technically satisfactory?
2. Did you receive adequate general support, motivation and guidance?
3. How could the supervision be improved?

B. Company

4. Was communication with the company satisfactory? Strong vs. weaker points and possibilities of improvement?
5. Were company members co-operative and helpful?

C. Project Process

6. Has the project met your expectations?
7. In what ways do you think that the company has profited from the project?
8. Do you feel that you have fully exploited the three months project duration period?

D. Individual contribution to the project (in case of team project)

9. What were the specific tasks you were responsible for during the project? Please comment and justify your performance and final deliverables on each task.
10. Indicate explicitly the Chapters/Sections that you have written or contributed significantly to.
11. In general terms, what do you believe was the major added value you contributed to the project?

E. MBA Skills

12. Did the MBA International Program equip you with technical and managerial skills to successfully carry out the project?
13. (m) Do you think that there could have been additional courses/material that would have improved the outcome of the project?

F. Additional Comments: Is there anything else that you would like to comment on?