ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

ΣΧΟΛΗ ΔΙΟΙΚΗΣΗΣ ΕΠΙΧΕΙΡΗΣΕΩΝ
SCHOOL OF BUSINESS

ΤΜΗΜΑ ΔΙΟΙΚΗΤΙΚΗΣ ΕΠΙΣΤΗΜΗΣ & ΤΕΧΝΟΛΟΓΙΑΣ
DEPARTMENT OF MANAGEMENT SCIENCE & TECHNOLOGY

Graduation Project Guide

Integrated Impact Project (IIP)

Part-Time Programme (PT28)

ΟΠΑ AUEB mba international

ASSOCIATION OF MBAS ACCREDITED

Athens, October 2026

A. Overview and Nature of the Projects

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

For the **Part-Time** Programme, the compulsory graduation project is the **Integrated Impact Project - IIP**, which corresponds to 4 ECTS. It is presented to the students in November in the third semester of studies and then runs between May of the fourth and October of the fifth semester of studies. Students form teams of 3-5 five individuals. Any exception from this requires justification followed by approval or rejection. The students choose the company or organisation with which they will collaborate as well as the topic of the project. Depending on the topic and nature of the project, a Faculty Tutor is assigned, after the formulation of the initial project proposal (see further under B). There are three requirements on the IIPs:

- The project should adopt a strategic perspective on a business issue that integrates several functional/disciplinary aspects, e.g., Marketing, Finance, HR/OB, Logistics, Operations, Product/Service Development, Information Technology/Information Systems, etc.
- The specifications and outcomes of the project should have an impact beyond the operational day-to-day activities of the company or organization. The project can relate to new products or services, new markets, change of business model, digitalization, transformation towards more sustainable operations, etc. Topics related to enhancing sustainability of the business and/or advancing digitalization are particularly encouraged.
- There should be a formal collaboration with a company or an organization, identified, selected and approached by the students themselves. It can very well be the organization in which one of the team members work in parallel to studying in the Part-Time Programme. Alternatively, the project can focus on an entrepreneurial activity, for example, the development of a business plan.

Before kick-off, all project proposals, teams and assigned Faculty Tutors are subject of approval by the Programme Steering Committee.

B. Process for Defining Project Subject

Students must submit latest by end of May 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). See Appendix 1 for the proposal form.

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 **Friday October 29, 2027**. The submission must be done on the Moodle platform. A **final draft** should be uploaded on Moodle approximately **7 days before** to enable **anti-plagiarism check**, see further under Section H.

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 requested by the Tutor and/or the company, the students are also responsible for submitting a printed hardcopy of the report.

Final deadline for submitting the presentation is **Monday November 1, 2027**. The submission must be done on the Moodle platform. Also, you must send the presentation electronically to the Faculty Tutor and the Company/Organization on the same day.

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 between the **2nd and 5th of November 2027** 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.

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 presence of company representatives, the IIP presentations are held **online** using appropriate software, e.g., Microsoft Teams.

To **invite the Company/Organization representative(s)**, students will be asked to fill in a Google Form with the name, position and contact e-mail, for one or more persons in order to send invitations and evaluation forms in due time before the presentations. The company evaluation form must be submitted lates by Friday **12th of November 2027** irrespective of presence or not in the university presentation by the company/organization representative.

D. Extension and Re-Examination 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.

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 de-registered from the Programme following a decision of the Programme Steering Committee.

E. 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 I below.

Indicative Report Format

There is no strictly imposed report format/or template that can fit for all, as the projects are very different in nature and should be documented in the way that is most relevant and useful for the collaborating company/organization and with the advice of each Tutor.

Indicatively, the word count should be approximately **10.000 ± 2.000 words -depending on the nature of the project.** Figures, references, glossary and appendices, are beyond the core report wordcount of maximum

12.000 words. However, 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.

The structure of the report will normally contain:

- Title Page and Abstract in English and Greek. **COMPULSORY**, see Appendix 2.
- Executive summary, containing the objective of the mission, method/line of action, principal results, recommendations/future actions.
- Acknowledgements
- Table of Contents
- Glossary/ Definitions, if it is needed.
- Introduction. Indicatively: Definition and description of the mission; Scope and limitations of the mission, Brief presentation of the company/organization, Structure of the remainder of the report.
- Situation Analysis. 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…
- Project Methodology and Steps of Execution. Description of the methodology employed. Motivation of why a particular methodology was used. The steps of execution with their objectives.
- Key Findings: Results obtained, stepwise if appropriate.
- Recommendations Indicatively:
  - What do you advise to the company/organization? Be specific on your recommendations by supporting them with data (qualitative and/or quantitative).
  - Emphasize the possible impact of your recommendations on the company's/organization's strategy, structure, processes, human resources, value added, competitiveness, etc. WHATEVER IS RELEVANT.
  - 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?
- Conclusion. A short wrap-up of the whole project, e.g., 1 page.
- Appendices. Beware to only include material that you refer to in the report!
- Bibliography and References (According to the Harvard citation and referencing system available on Moodle)

Presentations

The presentation should condense your report into **15 slides**, capturing the most critical points and findings. Focus on clarity, using visuals to enhance understanding and avoid cluttered slides. The presentation must not exceed 20 minutes, followed by 10 minutes for Q&A. To stay within the time limit, practice presenting each slide in roughly 1-1.5 minutes. Use relatable examples and maintain a professional but approachable tone throughout. Remember that your audience will be both MBA faculty and company/organization professionals.

F. 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 Faculty Examination Committee nominated by the Programme Steering Committee. Representatives of the participating company/organization also attend the presentation and express their degree of satisfaction with the work delivered and presented. 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 of 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 IIP 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).

G. 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.

H. 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.

I. PROGRESS REPORTS

During the execution of the graduation project, scheduled meetings between the Faculty Tutor and the students 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.

J. CONTACT INFORMATION

- Professor Klas Eric Soderquist, Director of MBA International, tel.: (+30) 210 8203 **679**, email: soderq@aueb.gr.
- Ms. Sasia Vogiatzi, Academic Affairs, Curriculum and Scheduling Officer, tel.: (+30) 210 8203 **662**, email: savogiatzi@aueb.gr.

APPENDIX 1. Integrated Impact 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 29/10/2027* *Deadline for the Presentation Deliverable is 1/11/2027.*	

APPENDIX 2. Title Page and Abstract in English and Greek

Title of the Graduation Project

Integrated Impact Project Submitted in Partial Fulfilment of the Requirements for the Degree of

Master in Business Administration - MBA International

Athens University of Economics and Business, 2027

Students

Abstract (200 words)

Τίτλος της Διπλωματικής Εργασίας

Η εκπόνηση της Εφαρμοσμένης Εργασίας Επιστημονικού Πεδίου αποτελεί προϋπόθεση απόκτησης του

Διπλώματος Μεταπτυχιακών Σπουδών στη

Διοικητική των Επιχειρήσεων με Διεθνή Προσανατολισμό - MBA International

του Οικονομικού Πανεπιστημίου Αθηνών, 2027

Φοιτητές

Σύνοψη (200 λέξεις)