



## Course Syllabus

<b>Course Code</b> MBAN-790	<b>Course Title</b> Managing SME's & Family Businesses	<b>ECTS Credits</b> 6
<b>Prerequisites</b> None	<b>Department</b> School of Business	<b>Semester</b> Fall, Spring
<b>Type of Course</b> Concentration	<b>Field</b> Entrepreneurship & Digital Transformation	<b>Language of Instruction</b> English
<b>Level of Course</b> 2 <sup>nd</sup> Cycle	<b>Lecturer(s)</b> STAFF	<b>Year of Study</b> 1 <sup>st</sup> or 2 <sup>nd</sup>
<b>Mode of Delivery</b> Face to Face	<b>Work Placement</b> N/A	<b>Corequisites</b> None

### Course Objectives:

The main objective of this course is to develop students' entrepreneurial perception and analytical skills in small and medium-sized business issues and to enhance their knowledge and abilities so they can participate effectively:

- In designing, implementing and controlling the overall strategy of a small / medium-sized business.
- In the systematic analysis of its evolving external and internal environment
- In taking and implementing decisions that combine its individual functions: from marketing planning to sales management, to the financial management and human resources and information resources management.

### Learning Outcomes:

Upon completion of the course students will be able to:

1. Understand in a systematic and coherent way the changes at each level of the internal and external environment of the small and medium-sized enterprise.

2. Analyse and synthesize the individual dimensions of the changes and challenges that the small and medium-sized enterprise is facing in local, national and global terms.
3. Understand and exploit its identified comparative strengths, by exploiting the emerging opportunities, and perceive and cure its comparative weaknesses, protecting it from the upcoming threats.
4. Establish clear strategic options / alternatives, evaluate them and choose the most appropriate strategic path for their small and medium-sized enterprise.
5. Carry out and make the best moves for the internal and external development of the small and medium-sized enterprise.
6. Structure and implement an integrated business plan, with the formulation and implementation of the individual weighted instruments required (with the necessary financial and qualitative analysis), which cover all the individual operating parts of the small and medium-sized enterprise.

**“Details on the contribution of the course’s learning outcomes towards the learning goals / competencies and learning objectives of the programme are included in the curriculum map of each programme”.**

### **Course Content (Study Weeks):**

The curriculum of the course is designed to provide a comprehensive and coherent understanding of the operation, everyday reality and the major challenges the modern SME is facing, within the global environment.

The course will examine the following concepts and dimensions:

1. The concept of business nowadays: the case of small and medium-sized entrepreneurship
2. The day-to-day operation of management in SMEs and family businesses: Decision-making, Planning, and Budgets
3. The day-to-day operation of management in SMEs and family businesses: The everyday operation of management in SMEs and family businesses: Organization, Staffing, and Human Resources Management
4. The day-to-day operation of management in SMEs and family businesses: The everyday operation of management in SMEs and family businesses: Audit, Communication, Coordination, and Knowledge Management
5. The SMEs in crisis conditions and the issue of innovation
6. SME’s external environment analysis
7. SME’s internal environment analysis
8. Analysis of comparative strengths and weaknesses and specific opportunities and threats (SWOT analysis): Business plan and consulting in SMEs and family businesses
9. The marketing of a modern SME
10. The financial management of SMEs
11. Integrated Case Study

### Learning Activities and Teaching Methods:

The course will follow an approach focused on the student's needs and cognitive abilities. It includes and composes the following:

- Lectures
- Teacher's notes
- Related scientific articles
- Powerpoint presentations and audiovisual material
- Case studies
- Live teleconferences
- Weekly written assignments
- Group assignment
- Final exams

### Assessment Methods:

- I. Individual Assignments
- II. Group assignment
- III. Participation in the course
- IV. Final Exam

### Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Small business and entrepreneurship	Storey D. J., and F. J. Greene	Financial Times Prentice Hall	2010	9780273693475
Entrepreneurship and Small firms	Deakins D., and M. S. Freel	McGraw - Hill Education 6th Edition	2012	9780077136451

**Recommended Textbooks / Readings:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>	<b>Year</b>	<b>ISBN</b>
Competitive Strategies for Small and Medium Enterprises: Increasing Crisis Resilience, Agility and Innovation in Turbulent Times	Klaus North, Gregorio Varvakis	Springer	2016	3-31-927303
Stra.Tech.Man (strategy-technology-management): Theory and concepts	Vlados Ch.	KSP Books	2019	9786057602831
Global crisis and restructuring: Theory, analysis, and the case of Greece	Vlados Ch., N. Deniozos, and D. Chatzinikolaou	KSP Books	2019	9786057602893
SMEs in an era of globalization: International business and market strategies	Bijaoui I.	Palgrave Macmillan	2017	9781137564733
Enterprise and small business: Principles, practice and policy	Carter S., and D. Jones-Evans	Prentice Hall, 3rd Edition	2012	9780273726104
Resourcing the start-up business: Creating dynamic entrepreneurial learning capabilities	Jones O., A. Macpherson, and D. Jayawarna	Routledge	2014	9780203104569
Value proposition design: How to create products and services customers want (Strategyzer)	Osterwalder A., Y. Pigneur, G. Bernarda, A. Smith, and T. Papadakos	John Wiley & Sons	2014	1118968050

Mission in a bottle: The honest guide to doing business differently -and succeeding	Goldman S., and B. Nalebuff	Crown Business	2013	9781299807402
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<b>Scientific Journals</b>
<ul style="list-style-type: none"> <li>• Entrepreneurship, Theory and Practice</li> <li>• Journal of Business Venturing</li> <li>• Strategic Entrepreneurship Journal</li> <li>• International Small Business Journal</li> <li>• International Journal of Entrepreneurship and Innovation</li> <li>• International Journal of Entrepreneurship and Small Business</li> <li>• Venture Capital: An International Journal of Entrepreneurial Finance</li> </ul>
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