



Course Syllabus

Course Code	Course Title	ECTS Credits
MBAN-790DE	Managing SMEs & Family Businesses	6
Prerequisites	Department	Semester
None	School of Business	Fall, Spring
Type of Course	Field	Language of Instruction
Concentration	Entrepreneurship & Digital Transformation	English
Level of Course	Lecturer(s)	Year of Study
2 nd Cycle	Dr Charalambos Vlados	1 st or 2 nd
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	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:

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 modern enterprise and, in particular, of small and medium entrepreneurship: The species, forms and socioeconomic importance of modern small and medium-sized entrepreneurship.
2. The basic dimensions and the “peculiarities” of the management of small and medium-sized enterprises.
3. The “specificity” of small and medium-sized enterprises in crisis situations: The evolutionary physiology, the dynamic strategic triangle of strategy, technology and management (stra.tech.man) and the innovative potential of modern small and medium-sized enterprises.
4. The vision and the mission of small and medium-sized entrepreneurship.
5. Analysis of the external environment of small and medium-sized enterprises, in sectoral, national and international-global terms.
6. Analysis of the internal environment of the small and medium-sized enterprise, in all its individual operating sections.
7. The diagnosis of its particular comparative strengths and weaknesses and the identification of opportunities and threats affecting it (SWOT analysis): The business plan and consulting of small and medium-sized enterprises.
8. The individual operating plans of the small and medium-sized enterprise: Marketing plan, information system management plan, human resources management plan, overall financial plan.
9. Implement the strategy and control its results.
10. The overall management of growth and change of the small and medium-sized enterprise.
11. Modern policies to enhance the competitiveness of small and medium-sized enterprises.
12. 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
- Power point presentations and audiovisual material
- Case studies
- Self-evaluation test
- Individual assignments
- Written examinations

Assessment Methods:

Individual Assignment & Final Exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Entrepreneurship and Small Firms (UK Higher education Business Management)	David Deakins, Mark S. Freel	McGraw - Hill Education 6th Edition	2012	1-3-77-645-4

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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
SMEs in an era of globalization: international business and market strategies	Ilan Bijaoui	Palgrave Macmillan	2017	9781137564733