

## COURSE OUTLINE

### (1) GENERAL

|  |                                    |                       |                     |
|--|------------------------------------|-----------------------|---------------------|
| SCHOOL   |                                    |                       |                     |
| ACADEMIC UNIT  |                                    |                       |                     |
| LEVEL OF STUDIES   | <b>Postgraduate</b>                |                       |                     |
| COURSE CODE  | <b>B4</b>                          | SEMESTER              | <b>2nd Semester</b> |
| COURSE TITLE   | <b>Sustainable Business Models</b> |                       |                     |
| INDEPENDENT TEACHING ACTIVITIES<br><i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i> |                                    | WEEKLY TEACHING HOURS | CREDITS             |
|  | <b>Lectures</b>                    | <b>3</b>              | <b>7</b>            |
|  |                                    |                       |                     |
| <i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>   |                                    |                       |                     |
| COURSE TYPE<br><i>general background, special background, specialised general knowledge, skills development</i>  | <b>Special background</b>          |                       |                     |
| PREREQUISITE COURSES:  | <b>No</b>                          |                       |                     |
| LANGUAGE OF INSTRUCTION AND EXAMINATIONS:  | <b>English</b>                     |                       |                     |
| IS THE COURSE OFFERED TO ERASMUS STUDENTS  | <b>No</b>                          |                       |                     |
| COURSE WEBSITE (URL)   |                                    |                       |                     |

### (2) LEARNING OUTCOMES

#### Learning outcomes

The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.

Consult Appendix A

- Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area
- Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B
- Guidelines for writing Learning Outcomes

Upon successful completion of the course the student will be able to:

- Explain what an entrepreneurial ecosystem is and explaining its relevance to the study of entrepreneurship
- Describe various entrepreneurship concepts, such as intrapreneurship and social entrepreneurship, while explaining their relevance to the study of entrepreneurship
- Describe how innovation and entrepreneurship are interrelated concepts
- Explain the elements of innovation
- Describe what a business model is
- Explain Business Model, Systems, and Structure
- What is the macro environment and why is it important to organizations
- What is the Resource-Based View and why is it important to organizations
- Why should companies innovate
- Explain Sustainability Strategy and Sustainable Business Models

### General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

*Search for, analysis and synthesis of data and information, with the use of the necessary technology*  
*Adapting to new situations*  
*Decision-making*  
*Working independently*  
*Team work*  
*Working in an international environment*  
*Working in an interdisciplinary environment*  
*Production of new research ideas*

*Project planning and management*  
*Respect for difference and multiculturalism*  
*Respect for the natural environment*  
*Showing social, professional and ethical responsibility and sensitivity to gender issues*  
*Criticism and self-criticism*  
*Production of free, creative and inductive thinking*  
.....  
*Others...*  
.....

Search, analysis and synthesis of data and information, using the necessary methods  
Decision-making  
Working independently  
Team work  
Production of free, creative and inductive thinking  
Criticism and self-criticism

### (3) SYLLABUS

The theoretical part of the course covers the following concepts:

- The Entrepreneurial Environment
- Innovation and Entrepreneurship
- Business Models
- Evaluating the External Environment
- Evaluating the Internal Environment
- Selecting Business-Level Strategies
- Innovation Strategies
- Supporting the Business-Level Strategy: Competitive and Cooperative Moves
- Competitiveness and Clusters
- The Strategic Management Process: Achieving and Sustaining Competitive Advantage
- Ethics, Corporate Responsibility, and Sustainability
- Sustainability Strategy

#### (4) TEACHING and LEARNING METHODS - EVALUATION

| <p><b>DELIVERY</b><br/><i>Face-to-face, Distance learning, etc.</i></p>   | <p><b>Classroom teaching and support (forum, chat) through the Foundation's Electronic Classroom Management System</b></p>  |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
|---|---|--|-----------------|--------------------------|----------|-----------|-------------------|-----------|------------|-----------|-------------|-----------|--|--|--|--|--|--|--|--|--|--|---------------------|------------|
| <p><b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY</b><br/><i>Use of ICT in teaching, laboratory education, communication with students</i></p>  | <p><b>Use of ICT in Teaching:</b> E-Classroom Management Software to support the learning process. Specialized Software.<br/><b>Use of ICT in Communication:</b> Communication with students is achieved through the use of: E-mail, Electronic Classroom</p>   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| <p><b>TEACHING METHODS</b><br/><i>The manner and methods of teaching are described in detail.<br/>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</i></p> <p><i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i></p>                                   | <table border="1"> <thead> <tr> <th data-bbox="679 508 1018 539"><i>Activity</i></th> <th data-bbox="1023 508 1359 539"><i>Semester workload</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="679 546 1018 577">Lectures</td> <td data-bbox="1023 546 1359 577"><b>39</b></td> </tr> <tr> <td data-bbox="679 584 1018 616">Independent Study</td> <td data-bbox="1023 584 1359 616"><b>76</b></td> </tr> <tr> <td data-bbox="679 622 1018 654">Group Work</td> <td data-bbox="1023 622 1359 654"><b>25</b></td> </tr> <tr> <td data-bbox="679 660 1018 692">Group Study</td> <td data-bbox="1023 660 1359 692"><b>35</b></td> </tr> <tr> <td data-bbox="679 698 1018 730"></td> <td data-bbox="1023 698 1359 730"></td> </tr> <tr> <td data-bbox="679 736 1018 768"></td> <td data-bbox="1023 736 1359 768"></td> </tr> <tr> <td data-bbox="679 775 1018 806"></td> <td data-bbox="1023 775 1359 806"></td> </tr> <tr> <td data-bbox="679 813 1018 844"></td> <td data-bbox="1023 813 1359 844"></td> </tr> <tr> <td data-bbox="679 851 1018 882"></td> <td data-bbox="1023 851 1359 882"></td> </tr> <tr> <td data-bbox="679 889 1018 909"><b>Course total</b></td> <td data-bbox="1023 889 1359 909"><b>175</b></td> </tr> </tbody> </table> |  | <i>Activity</i> | <i>Semester workload</i> | Lectures | <b>39</b> | Independent Study | <b>76</b> | Group Work | <b>25</b> | Group Study | <b>35</b> |  |  |  |  |  |  |  |  |  |  | <b>Course total</b> | <b>175</b> |
| <i>Activity</i>   | <i>Semester workload</i>  |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| Lectures  | <b>39</b>   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| Independent Study   | <b>76</b>   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| Group Work  | <b>25</b>   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| Group Study   | <b>35</b>   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
|   |   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
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|   |   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
|   |   |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| <b>Course total</b>   | <b>175</b>  |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |
| <p><b>STUDENT PERFORMANCE EVALUATION</b><br/><i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p> | <p>Language of Assessment : <b>English</b></p> <p><b>Written examinations (50% of the grade)</b> which may include short answer questions and/or critical positioning of the examinee in a case study.</p> <p><b>Purpose of evaluation:</b> To check level of understanding of the basic concepts of the course.</p> <p><b>Evaluation criteria:</b> The correctness, completeness, clarity and the level of critical thinking in the answers.</p> <p><b>Group Work (50% of the grade)</b> which may include presenting in a report and/or oral presentation, a company's business model canvas and its sustainability.</p> <p><b>Evaluation criteria:</b><br/>Simplicity and clarity in the way of writing – Professional presentation<br/>The complete presentation of the Business Model Canvas (BMC) of the selected company.<br/>Presentation skills of team members</p>  |  |                 |                          |          |           |                   |           |            |           |             |           |  |  |  |  |  |  |  |  |  |  |                     |            |

#### (5) ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

Lee A. Swanson (2017) **Entrepreneurship and Innovation Toolkit**.  
<https://openlibrary.ecampusontario.ca/catalogue/item/?id=73a9b9b4-78cf-485f-8171-8bb20e3b80c0>

European Commission (2007) **Digital Business Ecosystems**  
<https://op.europa.eu/o/opportal-service/download-handler?identifier=53e45e55-4bd2-42a4-ad25-27b339b051e0&format=pdf&language=en&productionSystem=cellar&part=>

Kennedy, Reed. (2020) **Strategic Management**. Blacksburg, VA: Virginia Tech Publishing.  
<https://vtechworks.lib.vt.edu/handle/10919/99282>

University of Minnesota (2015) **Mastering Strategic Management**  
<https://open.lib.umn.edu/strategicmanagement/>

Nallari, Raj, and Breda Griffith (2013). **Clusters of Competitiveness**.

Washington, DC: World Bank. doi:10.1596/978-1-4648-0049-8  
<https://openknowledge.worldbank.org/handle/10986/15788>

Rice University (2019) **Principles of Management** - OpenStax  
<https://openstax.org/details/books/principles-management?Book%20details>

Syiah Kuala University (2012) **An Introduction to Sustainable Business,**” Open Educational Resource (OER) - Unsyiah Library,  
<http://uilis.unsyiah.ac.id/oer/items/show/2353>

Georgopoulos, A. (2015). **Αναδιοργάνωση και μανάτζμεντ αλλαγών στις επιχειρήσεις** [Undergraduate textbook]. Kallipos, Open Academic Editions.  
<https://hdl.handle.net/11419/1647>

Kalogirou, G., Mavrotas, G., Protogerou, A., Siokas, E., Tsakanikas, A., & Panagiotopoulos, P. (2015). **Οργάνωση και Διοίκηση Επιχειρήσεων για Μηχανικούς** [Undergraduate textbook]. Kallipos, Open Academic Editions. <https://hdl.handle.net/11419/6032>

Korres, G. (2015). **Entrepreneurship and Growth** [Undergraduate textbook]. Kallipos, Open Academic Editions. <https://hdl.handle.net/11419/693>

Kokkinou, A. (2015). **Ευρωπαϊκές επιχειρήσεις και καινοτομική επιχειρηματικότητα** [Undergraduate textbook]. Kallipos, Open Academic Editions.  
<https://hdl.handle.net/11419/1331>

Kalogirou, G., Panagiotopoulos, P., Tsakanikas, A., Siokas, E., Karounos, T., Magklaris, V., Troulos, K., Kalogeras, D., Tsiavos, P., Kanellos, N., & Merkoulias, V. (2016). **INFORMATION SOCIETY AND KNOWLEDGE-BASED ECONOMY** [Undergraduate textbook]. Kallipos, Open Academic Editions. <https://hdl.handle.net/11419/6206>

Myloni, V., & Georgopoulos, A. (2015). **Διεθνοποίηση και διεθνικές επιχειρήσεις** [Undergraduate textbook]. Kallipos, Open Academic Editions. <https://hdl.handle.net/11419/3877>

- *Related academic journals:*

- Harvard Business Review
- Strategic Management Journal
- Academy of Management Review
- European Management Journal
- Management Decision