

## Strategic Management and Organizational Behavior

### 1. GENERAL

<b>SCHOOL</b>	ECONOMIC SCIENCES		
<b>DEPARTMENT</b>	ECONOMIC SCIENCES		
<b>LEVEL OF STUDY</b>	Postgraduate		
<b>COURSE UNIT CODE</b>		<b>SEMESTER OF STUDY</b>	1st
<b>COURSE TITLE</b>	Strategic Management and Organizational Behavior		
<b>COURSEWORK BREAKDOWN</b>		<b>TEACHING WEEKLY HOURS</b>	<b>ECTS Credits</b>
Lectures		3	10
<b>COURSE UNIT TYPE</b>	Scientific Area		
<b>PREREQUISITES:</b>	No		
<b>LANGUAGE OF INSTRUCTION/EXAMS:</b>	Greek		
<b>COURSE DELIVERED TO ERASMUS STUDENTS</b>	No		
<b>MODULE WEB PAGE (URL)</b>			

### 1. LEARNING OUTCOMES

Learning Outcomes
<p>Modern Public Administration examines issues concerning both the internal and external environment of public organizations and entities. Topics to be explored in this course include:</p> <p>Challenges of Public Administration in the 21st century</p> <p>Planning and Organization: Job design in the public sector, human resource management, and control in public services and organizations</p> <p>Decision-making in public management</p> <p>New approaches to governance: Quality and Public Administration</p> <p>Comparative benchmarking and best practices in public management</p> <p>Human capital development: employee training and development, performance evaluation, teamwork, career planning, and workplace ethics</p> <p>Leadership, communication, motivation, and team management in a New Public Management environment</p> <p>The aim of the course is to familiarize students with core concepts in Public Administration, including strategy, strategic management, and sustainable competitive advantage. It seeks to help students understand an integrated and structured approach to the analysis, formulation, and implementation of strategies in today's competitive environment to achieve sustainability and long-term advantage.</p> <p>An organization's ability to set strategic priorities, design effective action plans, and adapt flexibly to changes in its environment largely determines its capacity to maintain or even improve its competitive position. Through these essential processes, strategic management provides a comprehensive framework for addressing challenges and opportunities, ensuring continued development and success of organizations.</p>

Organizational behavior is a field of systematic study that examines the influence of individuals, groups, and structures on behavior within public organizations. The instructional process aims to apply the necessary and specialized knowledge to improve organizational performance.

Students will learn key concepts such as:

Individual behavior management

Group behavior and interpersonal influence

Organizational processes

Organizational design

Change and innovation

The course aims to deepen understanding of core ideas related to perception, motivation, decision-making, group dynamics, negotiation, conflict management, leadership, organizational culture, and change management. In this way, the course serves as a foundation for understanding how principles of organizational theory can help solve contemporary organizational challenges.

By the end of the course, the student will be able to:

Understand and process basic public management concepts in Greece, Europe, and globally (planning, directing, organizing, and controlling)

Grasp the importance of effective job and structural design in the public sector

Understand the significance of strategic decisions and competitive advantage

Be familiar with strategic management and its three core interrelated activities: strategic analysis, formulation, implementation, and evaluation

Apply effective decision-making methods and conflict management strategies, along with key tools and models for measuring quality in public administration, through the study of “best practices”

Appreciate the importance of leadership, teamwork, and communication in achieving the goals of public enterprises and organizations

Possess advanced knowledge at the frontier of organizational theory and its connection to both marketing and strategic management

Master advanced and specialized skills and techniques, including synthesis and evaluation, required to solve critical problems in research and/or innovation

Use their knowledge of organizational theory to explore and redefine existing knowledge and current practices

Demonstrate innovation, autonomy, scientific and professional integrity, and a strong commitment to generating new ideas or processes, aiming for leadership and excellence in the workplace

### General Skills

Adaptation to new situations

Decision-making

Independent work

Teamwork

Respect for diversity and multiculturalism

Demonstration of social, professional, and ethical responsibility, and sensitivity to gender issues

Exercise of critical and self-reflection

Promotion of free, creative, and inductive thinking

## 2. CONTENT

- Introduction to the concepts of Management and Governance
- Planning and Organization
- Human Resource Management
- Control in Public Services and Organizations
- Concept of Strategy and Sustainable Competitive Advantage
- Strategic Analysis – Evaluation of the internal and external environment, vision, mission, values, and goals of organizations
- Formulation of Strategy – Competitive strategies and Partnership Strategies
- Strategy Implementation/Evaluation – Structure, Policies, Culture, Capabilities, Management Style
- Decision-Making in Public Management

- Comparative Benchmarking and Best Practices in Public Management
- Introduction to Organizational Behavior
- Individual: Individual differences – perceptions – motivation – work behavior
- Group Behavior: Creation and dynamics – conflicts
- Organizational Processes: Power and leadership – communication – structure
- Change Management

#### TEACHING METHODS - ASSESSMENT

<b>MODE OF DELIVERY</b>	Distance Learning	
<b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY</b>	Powerpoint presentation e-class e-mails	
<b>TEACHING METHODS</b>	<b><i>Method description</i></b>	<b><i>Semester Workload</i></b>
	Lectures	39
	<i>Individual coursework and presentation</i>	50
	<i>Practical exercises focusing on the application of methodologies and case study analysis in smaller student group</i>	36
	Personal study	125
	<b>Total</b>	<b>250</b>
<b>ASSESSMENT METHODS</b>	Group work with presentation (50%) Written exams (50%)	

### 3. RESOURCES

- Konopaske, R., Ivancevich, J. M., & Matteson, M. T. (2017). Organizational behavior and management. McGraw-Hill Higher Education, Εκδόσεις Τζιόλα
- *Scientific Journals*:
- Public Administration Review
- Journal of Public Administration Research and Theory
- Public Administration
- Public Management Review
- Organizational Behavior and Human Decision Processes
- Journal of Organizational Behavior
- Journal of Behavioral Decision Making
- Journal of Applied Psychology
- European Journal of Work and Organizational Psychology