**MANAGEMENT OF ORGANIZATIONS**

**COURSE OUTLINE**

1. **GENERAL**

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| **FACULTY** | SOCIAL SCIENCES AND HUMANITIES |
| **DEPARTMENT** | COMMUNICATION AND DIGITAL MEDIA |
| **LEVEL OF STUDY** | UNDERGRADUATE |
| **Course Unit Code** | CDM 1165 | **SEMESTER OF STUDY** | 1ST |
| **Course Title** | MANAGEMENT OF ORGANIZATIONS |
| **Coursework Breakdown** | **TEACHING WEEKLY HOURS** | **ECTS Credits** |
| Lectures | 3 |  |
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| *Total* | 3 | 5 |
| **Course Unit Type:** | Core, Compulsory  |
| **Prerequisites :** | - |
| **Language of Instruction/Exams:** | GREEK |
| **COURSE DELIVERED TO ERASMUS STUDENTS** | Yes (in English) |
| **Course web page (URL)** | https://eclass.uowm.gr/courses/CDM106/ |

1. **Learning Outcomes**

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| **Learning Outcomes** |
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| This module introduces students to the field of Organisational Management so that they get to know and understand basic concepts, principles, and theories of management, as well as their practical applications in varied organisational contexts. The module aims to help students realise the importance of management in shaping healthy organisations that operate effectively and sustainably (for everyone) in the complex environments of human society. Given that the concept of «organisation» includes a wide range of entities, the module will analyse various organisational forms, such as (small and large) companies of primary production, processing or trade companies, service companies, public organisations, associations, unions, non-profit organisations, institutes, Local Government Organisations, as well as organisations traditionally providing humanistic (people-centred) work, such as hospitals, schools, and nursing homes. All organisations constitute open social systems in which people have a central place. They are basically made up of people who work together to create and offer some good. A basic assumption of this module is that the management of an organisation should seek to help people (co)work harmoniously, creatively, and with a high sense of responsibility towards the society they are called to serve. A basic principle for the effective (co)operation of those who participate in an organisation is to treat them in human terms. That is why emphasis is given to the ethical dimension of organisational activity, as far as the employee (producer of goods), the consumer (recipient of goods), and the environment, in general, are concerned. Upon successful completion of this module, students will be able to:* Recognise different types of organisations and their distinctive characteristics.
* Identify the basic functions of management (planning, organising, staffing, leading and controlling).
* Identify core business functions, such as purchasing, production, sales and marketing, accounting and finance, human resources management, and distribution).
* Understand basic management theories in their historical context (from classical to modern theories).
* Analyse the internal and the external environment of an organisation as an open social system.
* Sketch the general structure and departmentalisation of varied organisations.
* Understand the concept of culture and its close relation to organisational structure.
* Realise the importance of culture as an exceptional - and difficult to “copy” - competitive advantage.
* Appreciate the role of leadership in promoting the well-being and sustainabilty of organisations.
* Realise the existence of different leadership approaches (styles) and their link to different employee motivation and control strategies, as well as different organisational outcomes.
* Develop their own strategic and functional plans.
* Work in groups to make decisions and develop solutions to specific business problems through the critical analysis of case studies.
* Recognise the importance of corporate social responsibility and act morally in order to serve society and the public good.
* Identify the varied sources of power in organisations and critically analyse the micropolitical activity that takes place in non-democratic environments.
* Identify the causes of conflict in organisations and apply appropriate strategies for managing it.
* Think independently in order to develop their own (personal) philosophy of management.
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| **General Skills** |
| * Application of theory to authentic organisational environments.
* Decision making.
* Creativity.
* Critical thinking.
* Independent (free) thought.
* Ability to work in an interdisciplinary environment.
* Ability to work in groups.
* Literature search, analysis, and synthesis using the necessary technologies.
* Social, professional, and moral responsibility and sensitivity.
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1. **Course Contents**

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| The module is organized around topics such as:- Basic concepts and principles of management. Effectiveness, efficiency, and productivity.- Organisational managers: roles, knowledge, skills, and abilities.- Organisations as open social systems. The external business environment. - Core management functions (planning, organising, staffing, leading, controlling).- Theories of management.- Organisational structure: organisation charts, formal and informal structures.- Organisational culture: symbols, norms, values, assumptions. The culture-structure relationship.- Ethics and corporate social responsibility.- Power and authority in organisations. Conflict and micropolitics.- Decision making in organisations.- Planning and programming.- The management of the human factor. Motivation theories.- Personnel selection, recruitment, development, and evaluation. Rewards and work conditions.- Leadership theories.- Communication and group dynamics.- Learning communities, self-organising, and knowledge production.- The function of control: different types and forms of control.Topics are examined in a multifaceted manner so that students realise the existence of different (and often conflicting) perspectives in management thought and practice.  |

1. **Teaching Methods - Assessment**

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| **Mode of DeliverY** | Face-to-face teaching sessions. Teaching is based on lectures and group discussions, with emphasis on analysing case studies in order to apply the theories learnt in real life settings. |
| **USE OF INFORMATION AND COMMUNICATION TECHNOLOGY** | Support of the learning process through the e-class platform. |
| **TEACHING METHODS** |

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| ***Method description*** | ***Semester Workload*** |
| Lectures and group activities-exercises in class. | 39 |
| Personal Study and Research (Internet Research). | 46 |
| Preparation of assignments in small groups and/or preparation for the final exams. | 40 |
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| **Total Work Load**  | ***125*** |

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| **ASSESSMENT METHODS** | The final mark is based on:I. End of Semester Formal Examination (100% or 50% if a group assignment is conducted).ΙΙ. Preparation and presentation of a group assignment (50%) (optional).  |

1. **Recommended reading**

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| BOOKS IN GREEK:* Μπουραντάς, Δ. (2015). Μάνατζμεντ (Β΄ Έκδοση). Αθήνα: Εκδόσεις Μπένου.
* Μπουραντάς, Δ. (2015). Εισαγωγή στη Διοίκηση Επιχειρήσεων (Νέα Έκδοση). Αθήνα: Εκδόσεις Μπένου.
* Σαρμανιώτης, Χ. (2019). Μάνατζμεντ - Μια ολοκληρωμένη προσέγγιση (Β΄ Έκδοση). Εκδόσεις Ζυγός.
* Τζωρτζάκης, Κ. Μ. (2019.) Οργάνωση & Διοίκηση [Το Μάνατζμεντ της Νέας Εποχής] (5η έκδοση). Αθήνα: Rosili.
* Τσούρβακας, Γ. (2012). Μάνατζμεντ Επικοινωνιακών και Πολιτιστικών Οργανισμών. University Studio Press - Ανώνυμος Εταιρία Γραφικών Τεχνών και Εκδόσεων.
* Barabel, M. & Meier, O. (2020). Μάνατζμεντ: Οργάνωση και Διαχείριση της Επιχείρησης στην Ψηφιακή Εποχή. Μετάφραση Ν. Ζιώγας. Αθήνα: Εκδόσεις Προπομπός Ι.Κ.
* Bateman, T. S., Snell, S. A. & Konopaske, R. (2021). Διοίκηση Επιχειρήσεων: Ηγεσία & Συνεργασία σε έναν Ανταγωνιστικό Κόσμο. Θεσσαλονίκη: Eκδόσεις Τζιόλα.
* Kinicki, A. & Williams, B. (2017). Διοίκηση Επιχειρήσεων. Εκδόσεις Επίκεντρο Α.Ε.
* Morgan, G. (2002). Οι Όψεις της Οργάνωσης: Εισαγωγή στη Θεωρία Οργανώσεων. Αθήνα Καστανιώτη.
* Northouse, G. P. (2019). Ηγεσία: Θεωρία και Πράξη (8η Έκδοση). Μετάφραση Β. Νταλιάνη, Δ. Καπράνου, Ρ. Σινοπούλου. Αθήνα: Παπασωτηρίου.
* Robbins S., Decenzo D. & Coulter M. (2017). Διοίκηση Επιχειρήσεων (2η Έκδοση). ΕΚΔΟΣΕΙΣ ΚΡΙΤΙΚΗ ΑΕ.

BOOKS IN ENGLISH* Drucker, P. (2012). The Practice of Management. London: Routledge.
* Lowe, G. F. & Brown, C. (Eds.). (2015). Managing Media Firms and Industries: Whats So Special about Media Management?. Springer.
* Daft, R. L., & Marcic, D. (2016). Understanding management (10th Edition). Cengage Learning.
* Snell, S., Bateman, T., & Konopaske, R. (2015). M: Management. McGraw-Hill Higher Education.
* Rothaermel, F. (2013), Strategic Management, Concepts and Cases, McGraw Hill.
* David, F.R. (2007), Strategic Management: Concepts and Cases, Prentice Hall.
* Montana, P. J., & Charnov, B. H. (2008), Management, New York, Barron's Educational Series. Inc.
* Schermerhorn, J. (2011), Introduction to Management, Wiley.
* Mullins, L. J. (2007), Management and Organizational Behaviour, Pearson Education.
* Albarran, A., Mierzejewska, B., & Jung, J. (Eds.). (2006). Handbook of media management and economics. Routledge.
* Aris, A., & Bughin, J. (2005). Managing media companies: Harnessing creative value. Chichester: John Wiley & Sons.
* Bartol, K.M., and Martin, D.C. (1994), Management International Edition, McGraw-Hill, New York, NY.

*Recommended* *Article/Paper reading:** Bindra, S., Parameswar, N., & Dhir, S. (2019). Strategic management: The evolution of the field. Strategic Change, 28(6), 469-478.
* George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta‐analysis. Public Administration Review, 79(6), 810-819.
* Ansoff, H. I., Kipley, D., Lewis, A. O., Helm-Stevens, R., & Ansoff, R. (2019). Societal strategy for the business firm. In Implanting Strategic Management (pp. 285-310). Palgrave Macmillan, Cham.
* Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. Journal of Management Research, 18(4), 261-269.
* Oc, B. (2018). Contextual leadership: A systematic review of how contextual factors shape leadership and its outcomes. The Leadership Quarterly, 29(1), 218-235.
* Rothaermel, F. T., Hitt, M. A., & Jobe, L. A. (2006). Balancing vertical integration and strategic outsourcing: effects on product portfolio, product success, and firm performance. Strategic management journal, 27(11), 1033-1056.
* Schoemaker, P., Krupp, S., Howland,S. (2013), Strategic Leadership: The Essential Skills, Harvard Business Review, Jan/Feb2013, Vol. 91, No. 1, pp.131-134.
* Kavali, S., Tzokas, N., & Saren, M. (2001), Corporate Ethics: An Exploration of Contemporary Greece, Journal of Business Ethics, Vol. 30, No. 1, pp. 87-104.
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