



UNIVERSITY OF PIRAEUS

1) GENERAL

SCHOOL	ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES		
ACADEMIC UNIT	ECONOMICS		
LEVEL OF STUDIES	UNDERGRADUATE		
COURSE CODE	OKAΔE20	SEMESTER	2
COURSE TITLE	PRINCIPLES OF BUSINESS MANAGEMENT		
INDEPENDENT TEACHING ACTIVITIES	WEEKLY TEACHING HOURS	CREDITS	
Lectures	4	6	
COURSE TYPE	Background knowledge		
PREREQUISITE COURSES	-		
LANGUAGE OF INSTRUCTION and EXAMINATIONS	Greek		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)	https://eclass.unipi.gr/courses/OEP207/		

2) LEARNING OUTCOMES

Learning Outcomes

The course aims to enable students to:

- describe and analyze the nature and role of management and the manager, as well as the skills required, and understand administrative functions,
- know the main mechanisms of motivating staff and change management in order to achieve high performance,
- recognize the importance of leadership and work culture,
- recognize the ethical dilemmas faced by business managers and corporate social responsibility.

General Competences

- Teamwork
- Decision-making
- Criticism
- Promoting free, creative and inductive thinking

3) SYLLABUS

The current era of fierce competition, economic hardship and unstable external environment make business administration an essential scientific field of knowledge for those who wish to be actively involved in the "business process". The adoption of practical principles, methods and techniques of Management, innovative strategies and action plans, ensures the effective utilization of the resources (factors of production) available to a business (organization) through the process of planning, organizing, directing and controlling them in order to achieve its goals.

It is also known that any action that takes place in the organization has an effect on the behavior of individuals. This effect also extends to customers and suppliers. This fact is related to the survival of the organization itself, since "human problems" are the main cause of the success or failure of the organization.

The new business environment, as a result of the difficult conditions prevailing internationally and at a national level, jeopardizes the development and sustainability of small, medium and large businesses. Modern managers are called upon today more than ever to respond immediately and flexibly by listening to and exploiting new challenges and emerging opportunities. The appropriate combination of knowledge, administrative skills, behaviors, leadership, emotional intelligence, motivation, will and perseverance are the elements that the successful manager must employ to motivate everyone to follow his enlightened and profitable vision.

The course is based on the direct participation of students and during the course Case Studies of real cases of Greek & International companies will be analyzed/developed as well as a significant number of Management executives of Greek companies will be invited. The purpose of the above is, on the one hand, to connect (and therefore consolidate) the theoretical learning of Management with the real Greek business environment, and on the other hand, to develop the

analytical, synthetic and critical skills of students.

The course is divided into the following main sections:

- Basic concepts of Management & Organizational Behavior
- Principles of business "success": the individual + the team + the business
- Functions of Management & the Manager
- Employee Motivation & Job Satisfaction
- Groups & Teamwork
- Emotional Intelligence & Leadership
- Organizational Culture & Business Structure
- Administrative Qualifications & Skills
- Goal Setting, Measuring Efficiency & Productivity
- Creativity, Innovation & Change Leadership

Additionally, during the course, Special Management Practice Seminars will be held in which students will discuss and analyze specific Case Studies and present selected articles from the international bibliography of Management.

Finally, during the course, a significant number of Management executives from Greek companies will be invited so that students can understand the environment of the Greek market, the opportunities that companies exploit, but also the problems and threats they face from competition. Also, through these lectures by business executives, students will be able to compare the theory taught in this course with practice in the Greek & International Market.

Syllabus

1st Week

- Introduction to the course, instructions for assignments and presentation of articles
- Basic concepts and functions of modern Management
- Evolution & types of Management
- Types of managers and their activities
- What is an organization?

Week 2

- Analysis of the external environment of a business: Opportunities, Threats and Industry Competition
- Structural analysis of the competitive environment of a business
- Analysis of the internal environment of a business: Strengths & Weaknesses
- Practical Seminar: Article approvals. Group formation.

Week 3

- Management Theories & History of Management Thought
- Hawthorne Studies on Productivity
- Maslow's Theory of Needs, McGregor's X & Y Theories
- Personality and Organization by Chris Argyris
- Practical Seminar: Presentation Methods & Indicative Assignment Topics

Week 4

- Decision Making Process
- Information & Administrative Decisions
- The Role of Perception in Decision Making: Decision Errors & Pitfalls
- Selectivity of Attention & Perception, Neuro-Linguistic Programming
- Exercise: Cognitive Styles
- Practical Seminar: Presentations of Articles from SMR, CMR & HBR

Week 5

- Fundamental Principles & Techniques of Planning (Long-Term Planning)
- Time Management
- Use of Scenarios
- Benchmarking

- Goal Setting & Alignment of goals between departments
- Exercise: Personal career planning
- Seminar Practice: Presentations of articles from SMR, CMR & HBR

Week 6

- What is strategy and strategic management?
- Levels of strategy and the process (stages) of strategic management
- Mission and vision of organizations
- Competitive analysis and industry attractiveness
- Competitive strategies: cost leadership, differentiation & focus
- Growth, restructuring, collaboration strategies
- Practical seminar: Presentations of articles from SMR, CMR & HBR

Week 7

- Organization & organizational structures of a company
- Innovation and creativity
- Change Leadership Models
- Change strategies
- Organizational development & training of business executives
- Practical seminar: Presentations of articles from SMR, CMR & HBR

Week 8

- Relationships between management & organizational behavior
- Organizational stress
- Personality characteristics
- Exercise: Personality types
- Practical seminar: Presentations articles from SMR, CMR & HBR

9th Week

- Competencies, Motivation & Intelligence
- Motivation Theories & Expectancy Models
- Leadership, Emotional Intelligence & Employee Performance
- Role of Emotional Intelligence in (Economic) Crisis Leadership
- Practical Seminar: Presentations of articles from SMR, CMR & HBR

10th Week

- Control Processes and Control Systems
- Establishing Goals and Standards
- Measuring Performance Results (performance management systems)
- Developing a Balanced Scorecard and Measuring Key Performance Indicators (KPIs)
- Practical Seminar: Presentations of articles from SMR, CMR & HBR

11th Week

- Workgroups and Collaborative Teams
- Team Dynamics
- Skills for Successful Teamwork
- Disadvantages of Teamwork work
- Practical Seminar: Presentations of articles from SMR, CMR & HBR

Week 12

- Communication, conflicts & negotiation
- Conflict and crisis resolution, Negotiation goals and approaches
- Risks of negotiation & Third-party conflict resolution

- Entrepreneurship issues in management

Week 13

- Discussion and conclusions on management & organizational behavior
- Course and instructor evaluation by students

4) TEACHING and LEARNING METHODS

DELIVERY	In class lectures	
USE OF INFORMATION AND COMMUNICATION TECHNOLOGY	Use of ICT in lectures Communication with the students: face to face and through e-mail	
TEACHING METHODS	Activity	Semester workload
	Lectures	52
	Essay writing	36
	Study	35
	Article Presentations	25
	Exam	2
	Course Total	150

STUDENT PERFORMANCE EVALUATION

The following grading model will be used in the course:

- Course Participation + Paper Presentations 10% (bonus max 1 unit)
- Course Assignments (final) 20% (bonus max 2 units)
- Written Exams at the end of the semester 0-100 % (0-10 units)

Total: 100% (10 units)

It is also noted that the course (assignments, exercises, case studies and exams) is based on the understanding and consolidation of the concepts and applications taught, and not on the aimless memorization of definitions and concepts.

INSTRUCTIONS FOR THE ASSIGNMENTS & PRACTICAL SEMINARS

1. **STUDY ASSIGNMENT - PRESENTATION OF A SCIENTIFIC ARTICLE:** Students in groups of 3-5 people will present an article that will refer to **MANAGEMENT & ORGANIZATIONAL BEHAVIOR** exclusively from one of the following scientific journals: a) MIT-Sloan Management Review (<http://sloanreview.mit.edu/>), b) California Management Review (<http://cmr.berkeley.edu/>) or c) Harvard Business Review (<https://hbr.org/>) (these journals are available in the University library or in digital form via the Internet). The selection of the article from the above journals must have been made by the students no later than two weeks from the start of the course. The formation of the groups, the approval of the article for each group and the date of presentation of each group will be done by the professor and his scientific associates.

*** The duration of the group presentation is 10 minutes and is done using PowerPoint (e-class).

*** On the day of the presentation, each group will deliver an e-folder with the names of the group members that will contain:

- 2 typed pages summarizing the main points of the article (in a free translation from the original text)
- photocopy (scan) of the original article or print from the Internet
- photocopy (copy) of the slides that the student group will present

2. **FINAL PROJECT – FIELD RESEARCH IN BUSINESS ADMINISTRATION:** These projects, for those who choose them, deal specifically with topics in the subjects taught in the course (e.g. Leadership, motivation, leadership styles, personality types, perception

	<p>and decisions, emotional intelligence, change management, the role of teamwork, human resource assessment, etc.). The assignments are prepared in groups of 4-5 people and are submitted in electronic and printed form by the examination date of the course set by the secretariat.</p> <p>Instructions for writing the assignment and additional indicative assignment titles will be given during the course.</p> <p>You can also suggest your own topics related to the bibliography of Management. The choice of topic for the final assignment is made after a proposal by the students and the agreement of the professor and must be completed by the 6th week of the course.</p>
ATTACHED BIBLIOGRAPHY	<ol style="list-style-type: none">1. "Introduction to Management" (by John Schermerhorn, Jr., 11th Edition, John Wiley & Sons Publishing), Pashalidis Publishing, Athens.2. MIT-Sloan Management Review (http://sloanreview.mit.edu/),3. California Management Review (http://cmr.berkeley.edu/)4. Harvard Business Review (https://hbr.org/)