



# UNIVERSITY OF PIRAEUS

## 1) GENERAL

<b>SCHOOL</b>	ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES		
<b>ACADEMIC UNIT</b>	ECONOMICS		
<b>LEVEL OF STUDIES</b>	UNDERGRADUATE		
<b>COURSE CODE</b>	OKHΨE07	<b>SEMESTER</b>	07
<b>COURSE TITLE</b>	Leadership in the Digital Age		
<b>INDEPENDENT TEACHING ACTIVITIES</b>	<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>	
Lectures	4	5	
<b>COURSE TYPE</b>	Scientific Expertise		
<b>PREREQUISITE COURSES</b>	NO		
<b>LANGUAGE OF INSTRUCTION and EXAMINATIONS</b>	Greek		
<b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>	NO		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.unipi.gr/courses/OEP251/">https://eclass.unipi.gr/courses/OEP251/</a>		

## 2) LEARNING OUTCOMES

### Learning Outcomes

The purpose of this course is to introduce students to the concept of leadership and equip them with the knowledge and skills necessary to understand and apply modern leadership approaches in a constantly transforming world. Students will learn to distinguish and apply different leadership models from classical to modern and understand how digital technologies such as Big Data Analytics, the Internet of Things (IoT), and Business Analytics affect business models and leadership.

The course examines the transition from traditional forms of management and leadership to new digital models, emphasizing the skills and competencies required by a modern digital leader. Through case study analyses and practical applications, students will gain the ability to adapt to different business challenges, foster innovation, and effectively manage change in a globalized and digitized business environment.

Upon completing the course, students will be able to:

- Compare and differentiate between the concepts of leadership and management, as well as the role of a leader versus a manager.
- Apply techniques and strategies for developing and enhancing Emotional Intelligence (EQ) contributing to effective leadership.
- Develop and evaluate digital leadership skills necessary for managing and guiding teams in the modern business world.
- Analyze models and strategies for facilitating change and promoting innovation in an organization.
- Recognize and explain the role of leadership in managing change and innovation.
- Identify the advantages and disadvantages of different leadership types and apply appropriate models depending on the circumstances.
- Describe how digital transformation affects business models and develop strategies for adapting to the new digital age.
- Identify the key technologies that are reshaping business models and apply appropriate adaptations.

### General Competences

Search, analysis, and synthesis of data and information.  
Decision-making and problem-solving.  
Independent and team work.  
Promotion of free, creative, and inductive thinking.

## 3) SYLLABUS

### Week 1: Introduction to the Concept and Role of Leadership and Management

- Description of the subject and objectives of the course.
- Definitions and approaches to Leadership.
- Definitions and approaches to Management.
- Comparison and differentiation between the two concepts.

- Basic Principles of Management: Organization, Planning, Control, and Guidance.
- Analysis of the characteristics of a Leader and a Manager.

### **Week 2: Historical Evolution and Leadership Theories**

- The evolution of the concept of leadership from antiquity to the present.
- Leadership in various historical periods: from classical civilizations to the industrial revolution.
- Systems approach to Leadership.
- Classical Leadership Theories.
- Trait Theory: Analysis of key leader traits such as intelligence, decisiveness, and self-confidence.
- Behavioral Theory: Distinction between task-oriented and people-oriented leadership.
- Situational Theory: Overview of Fiedler's model and Hersey-Blanchard's theory.

### **Week 3: Modern Leadership Models**

- Definition and purpose of modern leadership models.
- Basic principles of Transformational Leadership.
- Definition and philosophy of Servant Leadership.
- Concept and significance of Authentic Leadership.
- The importance of Emotional Intelligence (EQ) in Leadership.
- Definition of Participative Leadership and its role in decision-making.
- Concept and characteristics of Distributed Leadership.
- What is Charismatic Leadership, and how it influences followers?
- Basic principles of Ethical Leadership.
- Identifying advantages and disadvantages of each model.
- Presentation and Discussion of Examples of Different Leadership Types.

### **Week 4: Digital Age and the Evolution of Leadership**

- The impact of Industry 4.0 on traditional leadership forms.
- Leadership and digital transformation: adapting and evolving leadership practices.
- Components of the (Digital) Leader.
- The role of digital tools and technologies in decision-making and team management.
- Challenges and opportunities arising from digitalization and globalization for leaders.
- Key features of the LIDA Framework: digital literacy, flexibility, innovation, and strategic thinking.
- Presentation and Discussion of Case Studies from Leading Companies.

### **Week 5: Introduction to Emotional Intelligence (EQ) and Its Relationship with Leadership**

- Conceptual Approach and Definition of Emotional Intelligence (EQ).
- The four key elements of EQ according to Daniel Goleman's model.
- Historical development of EQ in psychology and leadership.
- Analysis of the positive connection between high EQ and strong leadership.
- Examples of leaders with high EQ and how it influenced their success.
- Discussion and Skills Development Exercises for EQ.

### **Week 6: Leadership and Team Management in a Digital Environment**

- Definition and basic principles of remote leadership.
- Challenges of leading in remote and hybrid environments.
- Tools and techniques for effective remote leadership.
- Strategies for maintaining engagement and morale in remote teams.
- Different types of virtual teams and their management peculiarities.
- Challenges in managing virtual teams, such as communication, time management, and cultural diversity.
- Identifying critical digital skills required by leaders in the modern business world.
- Discussion and Evaluation Exercises of Digital Leadership Skills.

### **Week 7: Change Leadership**

- Definition of change leadership.
- Types of change: gradual vs. radical.
- External and internal factors driving change.
- Leader capabilities for successful change management.
- The role of Emotional Intelligence (EQ) in change leadership.

- Kotter's 8-Step Change Model.
- Lewin's Change Model.
- Resistance to Change Theory.
- Sources and forms of resistance to change.
- Strategies for addressing resistance.

#### **Week 8: Leadership of Innovation**

- Definition of innovation and its significance in modern business activity.
- The role of the leader in promoting innovation within an organization.
- Leadership and creativity: How leaders can encourage creative thinking in their teams.
- Tools and methodologies for integrating innovation into daily business practices.

#### **Week 9: Creating a Culture of Innovation**

- Definition and elements of an innovation culture.
- Strategies for changing an organization's culture to support innovation.
- The role of corporate culture in sustaining long-term innovation.
- Discussion of the challenges and barriers leaders face in promoting innovation.

#### **Week 10: The Impact of Digital Transformation on Business Models**

- The importance of adapting business models to the new digital age.
- Definition and key components of a business model.
- The need for flexibility and adaptability in business models.
- How new technologies affect value creation and business operations.
- Key Technologies: Big Data, Internet of Things (IoT), Artificial Intelligence (AI), Blockchain, Cloud Computing.
- Emergence of new business models (Platform-based, Subscription-based, Freemium, On-Demand, Sharing Economy).
- Changes in value creation due to digital innovation.
- Analysis of real-world business cases that achieved digital transformation (e.g., Netflix, Amazon).

#### **Week 11: The Role of Big Data Analytics, IoT & Business Analytics in Digital Transformation and Leadership**

- The relationship between digital transformation and business success.
- Data sources and their importance to businesses.
- The impact of IoT on business models and supply chains.
- The role of Business Analytics in decision-making and process optimization.
- How Big Data, IoT, and Business Analytics collaborate for digital transformation.
- Leadership skills and competencies required for leading digital transformation.
- Challenges faced by leaders in utilizing Big Data, IoT, and Business Analytics.
- Data security and privacy challenges.
- Analysis of companies that utilized Big Data, IoT, and Business Analytics to achieve digital transformation.

#### **Week 12: Introduction to Design Thinking**

- Definition of Design Thinking.
- Design Thinking as a method for problem-solving and creating innovative solutions.
- The Basic Stages of Design Thinking.
- Empathy techniques: Observation, interviews, and interactive research.
- Practical examples of how empathy and research lead to successful design solutions.
- Methodologies for defining a clear and focused problem.
- Strategies to avoid common mistakes when defining the problem.
- Examples of problem statements that led to successful innovations.
- Collaborative exercises for idea development and prototyping.

#### **Week 13: Course Review**

- Review of key concepts delivered during the lectures.
- Comprehensive case study.
- Discussion of any questions and general conclusions.

#### **4) TEACHING and LEARNING METHODS**

<b>DELIVERY</b>	In-class lectures
<b>USE OF INFORMATION AND</b>	Use of ICT in teaching

<b>COMMUNICATION TECHNOLOGY</b>	Laboratory Exercises Use of eclass for communication with students and providing research material for Projects	
<b>TEACHING METHODS</b>	<b>Activity</b>	<b>Semester workload</b>
	Lectures	52
	Written Assignments	36
	Study	35
	Exams	2
	<b>Course Total</b>	<b>125</b>
<b>STUDENT PERFORMANCE EVALUATION</b>	<ul style="list-style-type: none"> <li>Final written exam (100% of the course grade) without a written project.</li> <li>Completion of a group project (60% of the course grade) and group presentation of case studies (40% of the course grade).</li> </ul>	
<b>ATTACHED BIBLIOGRAPHY</b>	<p><b>Suggested Bibliography</b></p> <p>Jones G. R., George J. M. (2019). "Contemporary Management." Edited by: Viktoria Bellou, Published by: BROKEN HILL PUBLISHERS LTD, Athens. Book Code in Eudoxus: 86056091.</p> <p>Hanlon, A. M. (2022). "Digital Marketing - Planning, Strategies, and Practices." Edited by: Yannis A. Pollalis, Published by: BROKEN HILL PUBLISHERS LTD, Athens. Book Code in Eudoxus: 112690619.</p> <ul style="list-style-type: none"> <li><b>Greek Bibliography</b> <ul style="list-style-type: none"> <li>Bourantas, D. (2005). "Ηγεσία: Ο δρόμος της διαρκούς επιτυχίας" [Leadership: The Road to Continuous Success]. Kritiki Publishing, Athens.</li> <li>Kouzes, J. &amp; Posner, B. (2018). "Η πρόκληση της ηγεσίας: Άριστες στρατηγικές και πρακτικές επιχειρήσεων" [The Leadership Challenge: Excellent Strategies &amp; Business Practices]. Edited by Giannis A. Pollalis. Broken Hill Publishers Ltd, Athens.</li> <li>Northouse, Peter G. (2019). "Ηγεσία: Θεωρία και Πράξη" [Leadership: Theory and Practice], 8th Edition. Edited by Philotheos Dalianis. Papatotiriou Publishing, Athens.</li> <li>Nye, J. (2009). "Ηγεσίες που πρωτοπορούν" [Leadership that Pioneers]. Papazisis Publishing, Athens.</li> <li>Yukl, G. (2009). "Η Ηγεσία στους Οργανισμούς" [Leadership in Organizations]. Edited by Alexandros-Stamatios Antoniou. Kleidarithmos Publishing, Athens.</li> </ul> </li> <li><b>International Bibliography</b> <ul style="list-style-type: none"> <li>Kotter, J.P. (1990). "A Force for Change: How Leadership Differs from Management." The Free Press, New York, NY.</li> <li>Lockwood, T. (2010). "Design Thinking: Integrating Innovation, Customer Experience, and Brand Value." Simon and Schuster.</li> <li>Qualman, E. (2011). "Digital Leader: 5 Simple Keys to Success and Influence." McGraw-Hill Professional.</li> <li>Rogers, D. (2016). "The Digital Transformation Playbook: Rethink Your Business for the Digital Age." Columbia Business School.</li> <li>Sheninger, E. (2019). "Digital Leadership: Changing Paradigms for Changing Times." Corwin Press.</li> <li>Westerman, G., Bonnet, D., &amp; McAfee, A. (2014). "Leading Digital: Turning Technology into Business Transformation." Harvard Business Press.</li> </ul> </li> </ul> <p><b>Relevant Scientific Journals</b></p> <ul style="list-style-type: none"> <li><b>MIT Sloan Management Review</b> (<a href="http://sloanreview.mit.edu/">http://sloanreview.mit.edu/</a>)</li> <li><b>California Management Review</b> (<a href="http://cmr.berkeley.edu/">http://cmr.berkeley.edu/</a>)</li> <li><b>Harvard Business Review</b> (<a href="https://hbr.org/">https://hbr.org/</a>)</li> <li><b>International Journal of Leadership Studies</b></li> </ul>	

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• <b>Journal of Leadership &amp; Organizational Studies</b> (SAGE)</li><li>• <b>Journal of Strategic Leadership</b></li><li>• <b>The Leadership Quarterly</b> (Elsevier)</li><li>• <b>Journal of Leadership Studies</b> (Wiley)</li><li>• <b>Journal of Enterprise Transformation</b> (Taylor &amp; Francis)</li><li>• <b>Technological Innovation in Digital Transformation</b> (Elsevier)</li><li>• <b>Journal of Digital Information Management</b></li></ul> |
|--|--|