Master Program

«Economic and Business Strategy»

Department of Economics

University of Piraeus

Module Guide

"Management, Leadership and Change"

Tutor

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Management, Leadership and Change : Module OUTLINE

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"Do not follow where the path may lead. Go instead where there is no path and leave a trail." Ralph Waldo Emerson

1. Introduction & Module Description

This module focuses mostly on the four pillars of good management: management, leadership, groups & teams, and change management. In all aspects of contemporary society, management fulfills an increasingly vital role. Modern organizations operate in a highly competitive and globalized context which is characterized by a high cost for acquiring and utilizing the necessary resources, turbulent social, economic and technological changes and an increasing demand for socially responsible management practices. It is therefore obvious that the *effective management* of organizations as well as the understanding of leadership practices that lead to effective team and organizational performance are key factors for achieving their goals and objectives.

Successful management requires a combination of key skills and understanding of different *organizational*, *cultural* and *environmental* factors. This module prepares the students for these demands by providing a comprehensive grounding in the functions of management supported by critical analysis of the context in which managers work. The module has been designed to meet the needs of newly qualified graduates and professionals setting out in their careers as managers. It discusses the key issues of management as its basic principles, functions and theories as well as its key factors such as *leadership*, *communication, teambuilding*, *conflict and change management*. During the course, the student will continuously test and apply newly acquired knowledge. At the end of the course, each student will thereby have gained personal experience and have learned concrete tools to be able to improve organizations throughout his or her career.

2. Module Objectives

The objectives of this module are the provision of the fundamental theoretical knowledge and the presentation of methods and techniques, so that future managers have a comprehensive view regarding the meaning and the content of Management

and the actions and functions of Management, in order to run successfully a business unit.

In order to achieve these objectives, the class is designed to expose students to a wide range of issues and maximize the interaction with both the instructor and the fellow students. Upon successful completion of the module, the participant will be able to develop the ability to carefully analyze a broad variety of fundamental management issues. At the end of this module, students will be able to:

- explain various concepts of management

- understand the role of the manager, describe the basic management functions, gain an understanding of the fundamentals of group functioning and dynamics and the role of communication within those functions

- identify and set organizational goals and objectives

- understand the contemporary management policies, theories and concepts of organization

- highlight professional challenges that managers face in various organizations

- appreciate the emerging ideas and practices in the field of management

- identify the internal and external environment of organizations

- identify and understand the constituents of leadership so that they can portray relevant behavior at work through the processes of influence (communication, motivation)

- develop managerial knowledge and skills that have immediate applicability

- understand the changing conceptions of teamwork, organizational learning, culture and psychological contracts

- highlight several factors and types that influence motivation

- identify and manage conflict situations

3. Teaching and learning Methods

The module employs a mixture of lectures, seminars, case study discussion, group work and presentations.

Lectures will cover the outline and clarification of the key theories and concepts on the syllabus with the illustration of related real-life examples. Articles will be distributed to students either electronically or as hard copies, where copyright rules permit.

Case studies and group work permit students to experience the application of theories and as part of the module, each group will make a short presentation on a specific subject.

The aim is to provide students with the opportunity to gain practical understanding of applying and appraising the techniques and theories they have studied in an in-depth manner. In addition, there will be hosted a number of guest speakers from different markets and a variety of enterprises.

4. Grading

-Attendance, Class Assignments & Participation (Individual) 25%
-Final Class Project (Group) 35%
-Examination 40%

5. Detailed Schedule

The following is a list of indicative session titles:

Session 1

Introduction to General Management
- Define basics – general managerial terms (and misinterpretations)
- Define an organization and explain the reasons it exists
- Explain the different theories (historical and contemporary) as they relate to managing
- Define managerial terms/concepts as they relate to planning, organizing, direction, control
- Understand the role and responsibilities of managers at different levels

Session 2

The importance of Leadership
- What is the definition of a leader; how difficult it is to define leadership
- Is the leader born or made? What are the key personality characteristics of a leader?
- Understand leadership traits and elements and characteristics
- Management vs. leadership (the difference between leadership and management)
- The leadership vision (the importance of having a vision for the organization)
- The leadership process (address the question if leadership is personality, position or process)

Session 3

Change management & Leadership

- Organizational Change definition
- Types of Change
- Change Management Models: Understanding the Stages of Change
- Communicating Change
- The leader and the organization (how the leader influences and changes the organization)

Session 4

The decision making process

- The decision making process and role (decision making is one of the most important functions a leader provides)
- The importance of selective information and how it is applied this in professional life
- Models for Individual Decisions
- Team Decisions
- Rational Decision-Making Model

Session 5

The transformational Leader

- The most effective leadership model in business today
- The pros and cons of transformational leadership; a description of successful leaders who have used these characteristics.

Session 6

The mechanism of Motivation

- Motivation definition
- Motivation theories that can be used to understand and predict behavior in organizations
- Affective factors that influence motivation
- Cognitive factors that influence motivation
- The 5 approaches to motivation
- Intrinsic and extrinsic motivation
- The different types of needs, goals, and beliefs and how they influence motivation

- How interests, curiosity, emotions, and anxiety can affect motivation convenience
- Self-worth and self-efficacy and their importance in motivation
- Social cognitive theory and its relevance to motivation

Session 7

Communication & Leadership

- Effective communication and its advantages
- Written communication
- Listening skills - barriers to communication
- Dos and don'ts of effective communication

Session 8

Different Styles of Management & Leadership

- Various styles of management (autocratic/permissive, east and west styles, and life cycles)
- New paradigm in management (driving forces and traits of new paradigm)

Session 9

Managing groups and teams

- Groups & teams definition
- The roles of cohesion, communication and motivation in both team and group settings
- Channels of communication utilized in team settings
- Strategies for building effective teams
- Leadership strategies required for successful team or group performance.

Session 10

Conflict Management

- What is conflict
  Useful definitions
- Different behaviors in conflict handling
- Basic styles in conflict situations
- Burning and frozen conflicts
- Escalation of conflict – nine stages

- Stages of conflict escalation – pictures
- Conflict intervention strategies
- Dealing with emotions & anger
- The conflict-triangle

Session 11

Emotional Intelligence & Leadership

- How to be a Leader
- Emotional Intelligence definition
- Emotional Intelligence Models
- Emotional Intelligence and Leadership

Session 12

- **Students' Presentations of Their Final Team Project**

5. Readings

> **Essential Reading**

-Lecture Notes & virtual material

-Selected chapter readings from:

- Robbins S. & Coulter, M. (2014). *Management*, Upper Saddle River, NJ: Pearson (e-book)
- West, M.A., Tjosvold, D & Smith, K.G. (2011). *THE ESSENTIALS OF TEAMWORK INTERNATIONAL PERSPECTIVES*, N.J.: John Wiley & Sons, Inc. (e-book)

> **Optional Reading**

- Schermerhorn John R. Jr. (2011). *Introduction to Management*, 11th edition - International Student Version, N.J.: John Wiley & Sons, Inc.

-Robbins S., Decenzo, D. and M. Coulter (2012). *Διοίκηση Επιχειρήσεων – Αρχές & Εφαρμογές*, Αθήνα, Εκδόσεις ΚΡΙΤΙΚΗ.

-Hitt H.M., Black J.S., Porter L.W. (2009). *Management*, 2nd ed, Pearson Prentice Hall

-Bateman Thomas S. - Scott A. Snell (2010). *Management - Leading & Collaborating in a Competitive World*, 8th edition, N.Y.: Mc Graw Hill.

- Articles of several Academic Journals (for e.g., Business Week, Economist, Times)

  ➢ **Journals διεθνή για ενημέρωση:**
     . Administrative Science Quarterly
     . Academy of Management Journal
     . Academy of Management Review
     . Academy of Management Executive
     . Harvard Business Review
     . Organization Science
     . Journal of Applied Psychology
     . Personnel Psychology
     . Journal of Management
     . Journal of Management Studies
     . Journal of Organizational Behavior

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