

## COURSE OUTLINE

### 1. GENERALLY

<b>SCHOOL</b>	BUSINESS AND ECONOMICS		
<b>DEPARTMENT</b>	BUSINESS ADMINISTRATION		
<b>DIVISION</b>	BUSINESS ADMINISTRATION		
<b>LEVEL OF STUDIES</b>	GRADUATE		
<b>CODE COURSE</b>	<b>1103302</b>	<b>Semester OF STUDIES</b>	3
<b>COURSE NAME</b>	ORGANISATIONAL BEHAVIOUR		
<b>INDEPENDENT DIDACTIC ACTIVITIES</b>	<b>TEACHING WEEKLY HOURS</b>	<b>ESTS CREDITS</b>	
	Lectures	3	5
	Exercise of practice	2	
<b>COURSE UNIT TYPE</b>	Special Background		
<b>PREREQUISITE COURSES:</b>			
<b>LANGUAGE OF INSTRUCTION/EXAMS</b>	Greek		
<b>COURSE DELIVERED TO ERASMUS STUDENTS</b>	NO		
<b>WEBSITE (URL)</b>	<a href="http://moodle.teipir.gr/course/view.php?id=86">http://moodle.teipir.gr/course/view.php?id=86</a>		

### 2. LEARNING RESULTS

#### LEARNING RESULTS

The effective managers and professionals, in every sector, have to acquire the demanded skills at the art of “reading” the cases in which they attempt to organize or manage. These skills, usually, take the form of an intuitive process, which is a product of learning, to which both person’s experiences and natural abilities contribute. We are based on a simple acceptance: theories on organization and administration are based on implicit images or metaphors which help us see, understand and administer the organizations in particular but not complete ways. The use of a metaphor indicates a way of thinking and a way of viewing which penetrate the way in which we generally percept the world. For example, the research in a large variety of scientific levels has shown that metaphors influence decisively not only the way we express ourselves in everyday life but also science, our language and they way we think. If we realize that theory is a metaphorical description, we will immediately estimate that no single theory will ever give us the perfect perception of things or a perception which will serve every cause. The challenge consists in acquiring skills in the art of using metaphorical descriptions: finding new ways of viewing, understanding and shaping cases, which we want to organize and manage. The Autopoiesis theory (Biology), The Systemic theory, the theory of Chaos and Complexity (Physics) and Psychoanalysis are highly essential for understanding organizations.

Upon successful completion of the course students should be able to:

- Describe real problems of human resources management and define the most suitable methodological approach and steps for solving the problem (methodological approaches, analysis of the complexity, finding satisfying routes,

tools utilization, implementation of change).

- Describe the way in which they will take advantage of the problem's data processing results and support- by using arguments- the decision making.
- Be able to develop the experience or knowledge of previous cases, which are related to the particular examined problem and use them by adapting them in the new conditions.
- Analyze the organizational problems and catalytically support the acceleration of organisational processes of change.
- Be able to create the frame in which individuals develop their creativity and undertake initiatives.
- Use the suitable methodological tools to support Management and Human Resources Development
- Analyze the data and use the results of and recommend the routes for solving problems harmonised to the strategic choices.
- Take advantages of the feedbacks by creating alternative scripts of avoiding resistances and dead end points.
- Assess the results of processing and reconsider their model in the dynamic business environment.

#### **GENERAL SKILLS**

- Adjustment in new circumstances
- Independent work
- Work in international environment
- Work in interdisciplinary environment
- Criticize and self-criticize
- Advancement of free, creative and inductive thinking

### **3. COURSE CONTENTS**

- Introductory concepts of Organizational Change- Organizational theory
  - Machines, mechanical thought and bureaucratic organization
  - Origins of mechanistic organization
  - Classic theory of management & planning of bureaucratic organizations
  - Scientific management
  - Advantages and restrictions of mechanistic view
  - Applications- Case studies
- Organizations under the light of Biology
  - Organizational needs
  - The meaning of environment: Open systems
  - Contingency theory: The adjustment of organization in the environment
  - The variety of species
  - Advancing health and organization development
  - View of organizations from the aspect of population ecology
  - Organizational ecology: the creation of a common future
  - Advantages and restrictions of Organismic view
  - Applications- Case studies

- Learning and self- organized Organizations: The brain organizations
  - Brain images
  - Organizations as brains of processing information
  - Creating Learner organizations
  - Cybernetics, learning and studying to learn
  - Directions for the creation of “learning organizations”
  - Organizations as holographic brains
  - Principles of holographic planning
  - Advantages and restrictions of brain view
  - Applications- Case studies
  
- Organizations as cultures
  - Organization and cultural frame
  - Company culture and subcultures
  - Advantages and restrictions of cultural metaphor
  - Applications- Case studies
  
- Interests, Conflicts and Power
  - Organizations as governing systems
  - Organizations as systems of political activity
  - Managing pluralistic organizations
  - Advantages and restrictions of political metaphor
  - Applications- Case studies
  
- The challenge of metaphorical descriptions
  - Metaphorical descriptions create ways of viewing and forming organizational life
  - New ways of viewing, thinking and taking action
  - Applications- Case studies

#### 4. TEACHING AND LEARNING METHODS-ASSESSMENT

<b>MODE OF DELIVERY</b>	FACE TO FACE	
<b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY</b>	Use of Information and Communication Technologies in Teaching and Communication with the students	
<b>TEACHING METHODS</b>	<b>Δραστηριότητα</b>	<b>Φόρτος Εργασίας Εξαμήνου</b>
	Lectures	39
	Class Work/WorkShop	26
	Independent and Directed Learnign	35
	Individual Project	25
	<b>Total</b>	<b>125</b>
<b>ASSESSMENT METHODS</b>	<u>Theoretical part:</u> I. Final examination (60%) which includes:	

	<p>- Multiple choice questions  -Questions on the theoretical part of the course  -Case studies regarding problems' solution with taught methods</p> <p>II. Individual Project (40%) which contains:</p> <ul style="list-style-type: none"> <li>- Short case studies related to matters of management and human resources development in which will be assessed the degree that students are able:</li> </ul> <p>to analyze data and the conditions of the case study,  to modelize problems with the most suitable method,  to define solutions and analyze the results.</p>
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## 5. RESOURCES

### - RECOMMENDED BOOKS

- Kyriazopoulos P and E. Samanta (2014), Introduction to Organisational Behavior, Synchroni Ekdotiki Publishers (in Greek)
- Zavlanos M. (2002), Organisational Behavior, Stamoulis Publishers (In Greek)
- Senge, P.M. (1990), The Fifth Discipline-The Arts and practice of the Learning organization, New York, Currency Doubleday
- Senge, P.M. (1994), The fifth discipline-fieldbook, London: Nicolas Brealey
- John Kotter (2001), Ηγέτες στις Αλλαγές (2001), Εκδόσεις Κριτική
- Gareth Morgan (1997), Images of organization
- Jeffrey Goldstein (1994), The Unshackled Organization: Facing the challenge of unpredictability through spontaneous reorganization

### -RELATED SCIENTIFIC JOURNALS

- European Journal of Operational Research, Elsevier
- Academy of Management
- Journal of Management Studies
- Journal of Organizational change management