

Course Title	<b>Managing Organizations</b>			
Course Code	<b>MBA 610</b>			
Course Type	<b>COMPULSORY</b>			
Level	<b>MASTER</b>			
Year / Semester	<b>YEAR 1 / SEMESTER 1</b>			
Teacher's Name	<b>Marios Katsioloudes/Janell Komodromou</b>			
ECTS	<b>6</b>	Lectures / week	<b>3</b>	Laboratories / week
Course Purpose and Objectives	<p>This course aims to provide the students with a solid understanding of principles of management including organizational behavior. Students will discuss the problems faced by executives today as they try to manage and lead in public and private organizations, while being exposed to the major theories surrounding these discussions in the academic world. Emphasis will be placed on the role of culture, motivation, communication and acceptance of diversity in organizations and the perspective(s) that managers and leaders should adopt in order to excel in today's competitive global environment.</p>			
Learning Outcomes	<p>On completion of this course, students will:</p> <ul style="list-style-type: none"> <li>• Understand the major challenges faced by executives today in a globalized, complex and competitive marketplace</li> <li>• Understand the role of culture in managing private and public organizations</li> <li>• Learn how to effectively manage employees</li> <li>• Examine the major challenges of working in groups and to offer solutions to working effectively</li> <li>• Examine the main communication problems in the workplace and to offer possible ways of dealing with these problems</li> <li>• Develop effective leadership skills as a foundation for further MBA work and daily organizational challenges</li> </ul>			
Prerequisites	None	Required		
Course Content	<p><b>Introduction to the course</b></p> <ul style="list-style-type: none"> <li>• What is organizational behavior?</li> <li>• Why do we need to study OB? How do we study it?</li> </ul>			

- What skills do managers need to lead effectively in today's global environment?
- What type of manager / group member are you? What skills do you need to acquire to be yourself but better?
- How can we best deal with the challenges in a global, diverse work environment?

Class exercise: personality test (MBTI)

### **The Individual in the Group**

- How do we form perceptions and how does perception affect our management practices?
- How can we manage impressions?
- What is attribution theory and how do attributional biases influence effective action?
- What are the major needs theories and how can we use these to effectively motivate employees?

### **Group Behavior- The Abilene Paradox and other problems**

- What are the basic characteristics of groups and teams at work?
- How can we work effectively and efficiently in groups?
- What are the major problems faced by groups and teams?
- What is the Abilene Paradox and how can we best overcome it?

In class video: «Abilene Paradox»

### **Group Behavior- Groupthink**

- What is groupthink? Why is it detrimental for organizations?
- What are the major symptoms of groupthink?
- How can we limit the likelihood of groupthink?
- How can we empower work teams and keep them performing well?

In class video: «Groupthink»

Case study and discussion in groups

### **Communication**

- How can we improve communication in the workplace?
- What are the major barriers to effective communication?
- What are the challenges of electronic communication and its impact on business?
- What are the major issues related to communicating in the dot-com, global workplace?

Class exercises: (self) diagnosing communication patterns and problems

### **Leadership**

- What are the major differences between a leader and a manager? How does management differ from leadership?

	<ul style="list-style-type: none"> <li>• What are the major challenges of leading effectively? What skills are required for doing so?</li> <li>• How can we use emotional intelligence to become effective leaders?</li> <li>• What is power and influence and how can we use both ethically?</li> <li>• What are some key persuasion tactics for managers and leaders?</li> </ul> <p>Class exercises: personal leadership styles; in group discussion of leader role models</p> <p><b>Organizational Culture and Cross-Cultural Management</b></p> <ul style="list-style-type: none"> <li>• What is “organizational culture” and how does it relate to national culture?</li> <li>• Is it possible to change organizational culture?</li> <li>• What are some of the challenges of managing cross-culturally and of managing people from diverse cultures?</li> </ul> <p>Class exercise: IKEA case study; Disneyland Paris</p>								
Teaching Methodology	<ul style="list-style-type: none"> <li>• In-class discussion, exercises and case-studies</li> <li>• Discussion of contemporary management issues from the business press</li> <li>• Lecture notes</li> <li>• Related journal articles</li> <li>• Multi-media and video</li> </ul>								
Bibliography	<p><b>Textbooks:</b></p> <p>Stephen Robbins and Timothy Judge (2012), Organizational Behavior, 15th Edition, London: Pearson (ISBN 0273765418)</p> <p>Jennifer George and Gareth Jones (2011), Understanding and Managing Organizational Behavior, 6th Edition, London: Pearson.</p> <p><b>Recommended Books:</b></p> <p>Howard Gardner, Five Minds for the Future, Boston, MA: Harvard Business School Press, 2006.</p> <p>Rob Goffee and Gareth Jones, Why Should Anyone be Led by You? Boston, MA: Harvard Business School Press, 2006.</p> <p>Jerry Harvey, The Abilene Paradox and Other Meditations on Management, San Diego, CA: University Associates, 1996.</p>								
Assessment	<table border="0"> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td>Group Case presentation</td> <td>15%</td> </tr> <tr> <td>Group Project</td> <td>35%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table>	Participation	10%	Group Case presentation	15%	Group Project	35%	Final Exam	40%
Participation	10%								
Group Case presentation	15%								
Group Project	35%								
Final Exam	40%								
Language	English								