

## COURSE OUTLINE

### 1. GENERAL INFORMATION

<b>SCHOOL</b>	MARITIME AND INDUSTRIAL STUDIES		
<b>DEPARTMENT</b>	INDUSTRIAL MANAGEMENT AND TECHNOLOGY		
<b>LEVEL OF STUDY</b>	UNDERGRADUATE		
<b>COURSE UNIT CODE</b>	TE0ΔE05	<b>SEMESTER OF STUDY</b>	8 <sup>th</sup>
<b>COURSE TITLE</b>	KNOWLEDGE AND CHANGE MANAGEMENT (ELECTIVE COURSE)		
<b>INDEPENDENT TEACHING ACTIVITIES</b> <i>in case in which credits are awarded for separate components/parts of the course, e.g. in lectures, laboratory exercises, etc. If credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>		<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>
Lectures, Project			5.5
<i>Add rows if necessary. The organization of teaching and the teaching methods used are described in detail at section 4.</i>			
<b>COURSE TYPE</b> <i>general background, special background, specialized general knowledge, skills development</i>	Special background		
<b>PREREQUISITE COURSES:</b>	None		
<b>LANGUAGE OF INSTRUCTION and EXAMINATION/ASSESSMENT:</b>	Greek / English (in ERASMUS class)		
<b>THE COURSE IS OFFERED TO ERASMUS STUDENTS</b>	Yes		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.unipi.gr/courses/BDT193/">https://eclass.unipi.gr/courses/BDT193/</a>		

### 2. LEARNING OUTCOMES

<p><b>LEARNING OUTCOMES</b></p> <p><i>The course learning outcomes, specific knowledge, skills and competences of an appropriate (certain) level, which students will acquire upon successful completion of the course, are described in detail. It is necessary to consult:</i></p> <p>APPENDIX A</p> <ul style="list-style-type: none"> <li>• <i>Description of the level of learning outcomes for each qualifications' cycle, according to the European Higher Education Area's Qualification Framework.</i></li> <li>• <i>Descriptors for Levels 6, 7 &amp; 8 of the European Qualifications Framework for Lifelong Learning and APPENDIX B</i></li> <li>• <i>Guidelines for writing Learning Outcomes</i></li> </ul> <p>This course examines organizational knowledge as one of the most important resources of modern corporations, playing a pivotal role in the successful implementation of organizational change and in the achievement of sustainable competitive advantage. This course, therefore, aims at understanding and applying concepts and management practices that refer to the effective acquisition, processing, and use of knowledge resources in a way that allows organizations to learn, innovate, and adapt to changes occurring in their internal and external environment, and achieve high performance. The different stages and processes of managing organizational change will also be analyzed. During lectures various case studies and experiential exercises will be used with an aim to develop students' skills and their ability to understand and apply theories of knowledge and change management.</p> <p>Using current literature, relevant case studies and audiovisual material, students will understand scientific concepts and will develop related skill regarding:</p> <ul style="list-style-type: none"> <li>• The different approaches towards managing organizational knowledge and the corresponding practices of knowledge-based projects within modern organizations</li> </ul>
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- The role and characteristics of current knowledge-based organizations
- The interrelationship between knowledge resources and organizational learning, and the management of tensions and (seemingly) conflicting strategic goals
- The processes and stages of change management and practices of managing resistance to change

### General Competences

*Taking into consideration the general competences that students/graduates must acquire (as those are described in the Diploma Supplement and are mentioned below), at which of the following does the course attendance aims*

*Search for, analysis and synthesis of data and information, by the use of technologies that are necessary according the case*

*Adapting to new situations*

*Decision-making*

*Independent work*

*Team work*

*Working in an international environment*

*Working in an interdisciplinary environment*

*Introduction of innovative research*

*Project planning and management*

*Respect for difference and multiculturalism*

*Environmental awareness*

*Social, professional and ethical responsibility and sensitivity to gender issues*

*Critical consciousness, criticism and self-criticism*

*Development of free, creative and inductive thinking*

- Search for, analysis and synthesis of data and information, by the use of technologies that are necessary according the case
- Adapting to new situations
- Decision-making
- Independent work
- Team work
- Working in an international environment (ERASMUS)
- Working in an interdisciplinary environment (ERASMUS)
- Introduction of innovative research
- Respect for difference and multiculturalism
- Environmental awareness
- Social, professional and ethical responsibility and sensitivity to gender issues
- Critical consciousness, criticism and self-criticism
- Development of free, creative and inductive thinking

## 2. COURSE CONTENT

The course covers the following topics:

- Introduction to knowledge management and organizational change
- Structure and characteristics of knowledge-based organizations and the importance of managing change
- Organizational resources and strategic alliances for managing knowledge assets and change initiatives
- Knowledge management, organizational learning and change management
- Processes for managing change and resistance to change
- Managing knowledge-based and change-focused teams
- Knowledge creation, organizational change and innovation management
- Designing and implementing a strategy for managing knowledge and organizational change

A combination of teaching and learning methods will be used for motivating the active participation of students and facilitate their training in the thematic units presented: lectures using audiovisual media, analysis and discussion of case studies on real operational issues, group exercises, related videos. Students will also work on projects (individual or team projects).

In addition, articles, audiovisual lecture material, web addresses, useful information, case studies and exercises are posted at eclass.

### 3. TEACHING METHODS - ASSESSMENT

<p style="text-align: center;"><b>TEACHING MODE</b></p> <p><i>Face-to-face, in-class lecturing, on distance teaching and distance learning etc.</i></p>	In-class lecturing																			
<p style="text-align: center;"><b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY</b></p> <p><i>Use of ICT in Teaching, Laboratory Education, Communication with students</i></p>	<p><b>Teaching:</b> Lectures with audiovisual media, support of the learning process through the eclass platform</p> <p><b>Communication with students:</b> face-to-face at office hours, email, eclass</p>																			
<p style="text-align: center;"><b>COURSE DESIGN</b></p> <p><i>Description of teaching techniques, practices and methods: Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, clinical practice, Art Workshop, Interactive teaching, Educational visits, project, Essay writing, Artistic creativity, etc.</i></p> <p><i>The study hours for each learning activity as well as the hours of non- directed study are given according to the principles of the ECTS</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;"><i>Activity / Method</i></th> <th style="text-align: center;"><i>Semester Workload</i></th> </tr> </thead> <tbody> <tr> <td>Lectures</td> <td style="text-align: center;">52</td> </tr> <tr> <td>Project (essay)</td> <td style="text-align: center;">42</td> </tr> <tr> <td>Self-study of lecture material and case studies</td> <td style="text-align: center;">41</td> </tr> <tr> <td>Counselling</td> <td style="text-align: center;">0.5</td> </tr> <tr> <td>Exams (written)</td> <td style="text-align: center;">2</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td>Course Total</td> <td style="text-align: center;"><b>137.5</b></td> </tr> </tbody> </table>		<i>Activity / Method</i>	<i>Semester Workload</i>	Lectures	52	Project (essay)	42	Self-study of lecture material and case studies	41	Counselling	0.5	Exams (written)	2					Course Total	<b>137.5</b>
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<p style="text-align: center;"><b>STUDENT PERFORMANCE EVALUATION/ASSESSMENT METHODS</b></p> <p><i>Detailed description of the evaluation procedures: Language of evaluation, assessment methods, formative or summative (conclusive), multiple choice questionnaires, short- answer questions, open-ended questions, problem solving, written work, Essay/report, oral exam, public presentation, laboratory work, art interpretation, other.....etc</i></p> <p><i>Evaluation criteria are specifically defined and given as well as if and where they are reported and accessible to students.</i></p>	<p><b>Language of exams:</b> Greek / English (in ERASMUS class)</p> <p><b>Assessment Methods:</b> After the last lecture, the exam material is posted at eclass. The final course grade is formed as follows:</p> <ul style="list-style-type: none"> <li>• By the project (30%)</li> <li>• By the written exams (70%) taken in the examination period of the spring semester and, in case of failure, in the September resits</li> </ul> <p>The written examination includes short-answer and open-ended questions. It is conducted with closed books.</p> <p>The evaluation of students with special learning difficulties in writing and reading (as certified and qualified by a competent institution) is performed according to the relevant procedure decided by the Department Assembly.</p> <p><b>Notification of the Assessment Criteria:</b> The evaluation criteria are made known during the first lecture and are clearly stated on the course website and e-class. The answers to the exam questions are posted at eclass after the exam date. Students have the opportunity to discuss their exam paper with the course instructor (at the posted office hours) after the announcement of the course grades.</p>																			

### 4. SUGGESTED BIBLIOGRAPHY

<p><i>-Suggested Bibliography :</i></p> <ul style="list-style-type: none"> <li>• Book [16924]: The Business of Knowledge [in Greek], Nonaka Ikujiro, Takeuchi Hirotaka</li> <li>• Book [59391294]: The Strategic Management of Technological Innovation [in Greek], 2017, Schilling A. Melissa</li> <li>• Book: Organizational Change [in Greek], Senior and Swails</li> </ul>
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*-Scientific Journals:*

- Journal of Knowledge Management
- Journal of Product Innovation Management
- Entrepreneurship Theory and Practice
- Research Policy
- R&D Management
- Technovation
- Journal of Management
- Journal of Management Studies
- Academy of Management Journal

*-Lecture Notes*