

COURSE OUTLINE

(1) OVERVIEW

SCHOOL	MARITIME & INDUSTRY		
DEPARTMENT	INDUSTRIAL MANAGEMENT & TECHNOLOGY		
LEVEL OF STUDIES	UNDERGRADUATE		
COURSE CODE	TEOΔE05	SEMESTER	8
COURSE TITLE	KNOWLEDGE & CHANGE MANAGEMENT		
DISCRETE TEACHING ACTIVITIES <i>In cases where ECTS credits are awarded to distinct components of the course (e.g., Lectures, Laboratory Exercises, etc.), please indicate them separately. If the credits are awarded as a whole for the entire course, please state the weekly teaching hours and the total number of credits</i>		WEEKLY TEACHING HOURS	ECTS
Lectures & Project		4	5.5
<i>Please add additional rows if needed. A detailed description of the teaching organization and instructional methods is provided in Section (4).</i>			
COURSE TYPE <i>core (C), core elective (CE), elective (E) - background, specialization, skill development</i>	E - Specialization		
PREREQUISITE COURSES:	None.		
LANGUAGE OF TEACHING AND EXAMINATIONS:	Greek (English for ERASMUS students)		
THIS COURSE IS AVAILABLE TO ERASMUS STUDENTS	Yes		
COURSE WEBPAGE (URL)			

(2) LEARNING OUTCOMES

Learning Outcomes <i>The learning outcomes of the course are described, specifying the particular knowledge, skills, and competencies at the appropriate level that students will acquire upon successful completion of the course.</i> <i>Please refer to Appendix A</i> • Description of the Level of Learning Outcomes for each study cycle according to the Qualifications Framework of the European Higher Education Area. • Descriptive Indicators of Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B. • Concise Guide for Writing Learning Outcomes
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. Using current literature, relevant case studies and audiovisual material, students will understand scientific concepts and will develop related skill regarding: • The different approaches towards managing organizational knowledge and the corresponding practices of knowledge-based projects within modern organizations. • 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 <i>Taking into account the general competences that a graduate should have acquired (as listed in the Diploma Supplement and outlined below), which of these competences does the course aim to develop?</i> <i>Searching, analyzing, and synthesizing data and information, using the Project design and management</i>

<i>necessary technologies</i> <i>Adaptation to new situations</i> <i>Decision making</i> <i>Autonomous work</i> <i>Teamwork</i> <i>Working in an international environment</i> <i>Working in an interdisciplinary environment</i> <i>Generation of new research ideas</i>	<i>Respect for diversity and multiculturalism</i> <i>Respect for the natural environment</i> <i>Demonstration of social, professional, and ethical responsibility and sensitivity to gender issues</i> <i>Exercising critical and self-critical thinking</i> <i>Promotion of free, creative, and inductive thinking</i> ... <i>Other competences: ...</i>
• Searching, analyzing, and synthesizing data and information, using the necessary technologies • Adaptation to new situations • Decision making • Autonomous work • Teamwork • Generation of new research ideas • Respect for diversity and multiculturalism • Demonstration of social, professional, and ethical responsibility and sensitivity to gender issues • Exercising critical and self-critical thinking • Promotion of free, creative, and inductive thinking	

(3) 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). Furthermore, articles, audiovisual lecture material, web links to useful resources, exercises, and software are uploaded in electronic format on the eClass platform.

(4) TEACHING and LEARNING METHODS - ASSESSMENT

TEACHING MODE <i>Face-to-face, in-class lecturing, distance teaching and distance learning etc.</i>	• Face-to-face in a classroom • Distance teaching & learning (if required)		
USE OF INFORMATION AND COMMUNICATION TECHNOLOGY <i>Use of ICT in Teaching, Laboratory Education, Communication with students</i>	Teaching: Lectures using modern audiovisual equipment, learning support through the eClass electronic platform, synchronous distance teaching via MS Teams. Communication with students: face-to-face during office hours, email, eClass platform, MS Teams tools		
Organization of Teaching <i>A detailed description of the teaching methods and approach is provided.</i> <i>Lectures, seminars, laboratory exercises, fieldwork, study and analysis of literature, tutorials, internships (placements), clinical practice, artistic workshops, interactive teaching, educational visits, project work, writing assignments, artistic creation, etc.</i> <i>The student's study hours for each learning activity, as well as the hours of independent study, are specified in accordance with the principles of ECTS</i>		Activity	Semester Workload
		Lectures	52
		Project	42
		Self-study of lecture material and exercises	41
		Consultation Support	0.5
		Exams (written)	2
		Course Total	137.5

STUDENT ASSESSMENT <i>Description of the assessment process</i> <i>Language of assessment, assessment methods, formative or summative evaluation, multiple-choice tests, short-answer questions, essay questions, problem-solving, written assignments, reports, oral examinations, public presentations, laboratory work, clinical patient examination, artistic interpretation, other(s)</i> <i>Explicitly state assessment criteria and information on whether and where these criteria are accessible to students are included.</i>	Language of Assessment: Greek (English for ERASMUS students) Assessment Mode: Face-to-face and/or distance learning (if required) Assessment Methods: The final course grade is formed as follows: • 70% by the written exams taken in the examination period of the spring semester and, in case of failure, in the September resits • 30% by the project The written examination includes problem short-answer and/or essay questions. It is conducted with closed books. Students with Learning Difficulties: Students with certified learning difficulties in reading and writing (as recognized by the competent authority) are assessed according to the procedures established by the Department. Disclosure of Assessment Criteria: The assessment criteria are communicated during the first class and are clearly stated on the course website and the eClass platform. The exam syllabus is announced on eClass following the final lecture of the semester. The exam answers are posted on eClass after the examinations take place. Students have the right to review their graded exams and receive explanations regarding their grades. In cases of further requests, the procedures outlined in the current Study Regulations apply.
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(5) SUGGESTED BIBLIOGRAPHY

<i>- Books:</i> • Senior, B., Swailes, S. (2016). Organizational Change, Broken Hill Publishers, ISBN: 9789963258512 [50659772] – in Greek <i>- Journals:</i> • Academy of Management Journal • Entrepreneurship Theory and Practice • Journal of Knowledge Management • Journal of Management • Journal of Management Studies • Journal of Product Innovation Management • R&D Management • Research Policy • Technovation <i>- Other educational material:</i> • Lecture Notes and Supporting Material provided by the Instructor
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