

COURSE OUTLINE

(1) GENERAL

SCHOOL	ENGINEERING		
ACADEMIC UNIT	FINANCIAL AND MANAGEMENT FOR ENGINEERS		
LEVEL OF STUDIES	7		
COURSE CODE	II.12	SEMESTER	B
COURSE TITLE	CHANGE MANAGEMENT - REORGANIZATION (REENGINEERING)- REFORMS		
INDEPENDENT TEACHING ACTIVITIES <i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>		WEEKLY TEACHING HOURS	CREDITS
		3	10
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).			
COURSE TYPE <i>general background, special background, specialised general knowledge, skills development</i>	Choice Obligatory		
PREREQUISITE COURSES:	None		
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)			

(2) LEARNING OUTCOMES

Learning outcomes <i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.</i> Consult Appendix A • Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area • Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B • Guidelines for writing Learning Outcomes
Upon completion of the course, students will understand the interdisciplinary and multifaceted approach to issues related to the application of change management theory during the implementation of reform projects. The course aims to cover the following fields related to change management, reorganization and the theory of reforms, seeking to teach students to: • understand the concept and importance of change management in the modern volatile and dynamic environment, • know the main practices and models of change management, • are able to apply human resource management practices while dealing with resistance to change, • know the basic theories of reorganization, • study, analyze and synthesize theoretical and practically applied case studies of change management in the public sector,

- know the characteristics and practices of the main models of administrative reforms.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

Search for, analysis and synthesis of data and information, with the use of the necessary technology

Adapting to new situations

Decision-making

Working independently

Team work

Working in an international environment

Working in an interdisciplinary environment

Production of new research ideas

Project planning and management

Respect for difference and multiculturalism

Respect for the natural environment

Showing social, professional and ethical responsibility and sensitivity to gender issues

Criticism and self-criticism

Production of free, creative and inductive thinking

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Others...

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(3) SYLLABUS

Course Contents

1. Introduction to Change Management

Types of change, The need for change, Definition and effects of Change Management, Obstacles to Change Management, Identification of required changes, Conditions for success of change.

2. Stages of Change Management/The role of Leadership in change management

Change Management Models (models: Kotter, Lewin-Schein, planned change, research - action), The contribution of organizational behavior to Change Management, Development of leadership attitude, leadership style, Theories of motivation, Group Dynamics.

3. Organizational culture as a driver of administrative change. Conceptual delimitations, The levels and dimensions of organizational culture, Factors shaping culture, Transition stages of changes at the level of organizational culture.

4. Change Management in the Public Sector

Change management in the public and private sectors, Structure and culture of change in the public sector, Leadership, administration and strategies for organizational change in the public sector.

5. The impact of theories of Public Management, New Public Management, the theory of Governance and the most recent theoretical research on public organizations and on the building of a culture of change.

6. Theories of Reorganization of Public Organizations

Introduction to the reorganization of the public sector, Historical review, The reorganization of the public sector in the light of modern administrative theories, Reference to recent projects of reorganization of the public sector. Tools for reorganization of public organizations:

7. Business Process Reengineering (BPR). Definition, characteristics,

stages, practical applications, appropriate models. Benchmarking. Concept, purpose, methodology, application in the private and public sectors, advantages-disadvantages.

8. Introduction to Administrative Reforms

Introduction to Administrative Reforms, The reform process in the Greek public administration, Analysis of existing reforms, Administrative reforms as a memorandum obligation. Models of administrative reforms. From Weberian bureaucratic administration to the New Public Management and Public Governance.

9. Tools and practices of Administrative Reforms

Total Quality Management in the Public Sector. Performance Management –

Personnel Evaluation (Performance Management). Management By Objectives (Management By Objectives). Definition, purpose, goal distinctions, methodology and design of a management by objectives system.

10. Digital reforms and e-Government. Information and Communication Technologies at the disposal of Public Administration, Digital transformation, Types of Electronic Government, Objectives and Policies of Electronic Government, Contribution of Electronic Government to improving the functioning of the public sector.

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY <i>Face-to-face, Distance learning, etc.</i>		
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY <i>Use of ICT in teaching, laboratory education, communication with students</i>		
TEACHING METHODS <i>The manner and methods of teaching are described in detail.</i> <i>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</i> <i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i>	Activity	Semester workload
	Lecture	30
	Analysis of bibliography	50
	Joint Project work	80
	Self-Studying	70
	Individual Project	17
	Exams	3
Course total	250	
STUDENT PERFORMANCE EVALUATION <i>Description of the evaluation procedure</i> <i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i> <i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i>	Assessment and grading method: ● Individual essay based on the bibliography. The length of the essay will be approximately 2,500 words. The essay constitutes –up to 50% of the final grade - and its obligatory. is MANDATORY. ● Final exam of 3 hours: 50% Students are required to attend lectures, to develop and present their essay within the framework of the course.	

(5) ATTACHED BIBLIOGRAPHY

Suggested bibliography: Ρωσσίδης, Ι., Μπελιάς, Δ., Ασπρίδης, Γ. (2020). Διαχείριση Αλλαγών και Ηγεσία. Αθήνα: εκδ. Τζιόλα. Bibliography: • Αποστολάκης Ι. Λουκής Ε., Χάλαρης Ι. (2022). Ψηφιακή Διακυβέρνηση. Αθήνα: εκδ. Παπαζήση. • Γεωργόπουλος, Α. (2015). Αναδιοργάνωση και μάνατζμεντ αλλαγών στις επιχειρήσεις [Προπτυχιακό εγχειρίδιο]. Κάλλιπος, Ανοικτές Ακαδημαϊκές Εκδόσεις. https://hdl.handle.net/11419/1647. • Καλογήρου, Γ., Μαυρωτάς, Γ., Πρωτόγερου, Α., Σιώκας, Ε., Τσακανίκας, Ά., Παναγιωτόπουλος, Π. (2015). Οργάνωση και Διοίκηση Επιχειρήσεων για Μηχανικούς

[Προπτυχιακό εγχειρίδιο]. Κάλλιπος, Ανοικτές Ακαδημαϊκές Εκδόσεις.
<https://hdl.handle.net/11419/6032>.

- Κέντρο Ευρωπαϊκού Συνταγματικού Δικαίου (2019). Η δημόσια διοίκηση μετά την κρίση. Αθήνα: εκδ. Σάκκουλα.
- Κτιστάκη, Σ. (2020). Εισαγωγή στη Δημόσια Διοίκηση. Αθήνα: εκδ. Παπαζήση.
- Λαμπροπούλου, Μ. (2019). Ζητήματα Αναδιοργάνωσης της Γραφειοκρατίας. Αθήνα: εκδ. Παπαζήση.
- Μπουραντάς, Δ. (2015). Μάνατζμεντ. Αθήνα: εκδ. Μπένου.
- Παπαλεξανδή, Ν., Μπουραντάς, Δ. (2023). Διοίκηση Ανθρώπινου Δυναμικού. Αθήνα: εκδ. Μπένου.
- Ρωσσίδης, Ι. (2014). Εφαρμογές του Επιχειρησιακού Μάνατζμεντ στην Ελληνική Δημόσια Διοίκηση. Αθήνα: εκδ. Σταμούλη.
- Σωτηρόπουλος, Δ., Νταλάκου, Β. (2021). Το σύγχρονο Διοικητικό Σύστημα στην Ελλάδα. Αθήνα: εκδ. ΕΑΠ.

Journals:

- Επιθεώρηση Διοικητικής Επιστήμης
- International Public Management Journal
- International Journal of Public Administration
- Journal of Policy Analysis and Management
- Journal of Change Management
- Public Administration Quarterly
- Public Management Review
- Public Performance & Management Review
- Strategic Change