

## COURSE OUTLINE

### (1) GENERAL

<b>SCHOOL</b>	Maritime and Industrial Studies		
<b>ACADEMIC UNIT</b>	Maritime Studies		
<b>LEVEL OF STUDIES</b>	Postgraduate		
<b>COURSE CODE</b>	NAS-SHM117	<b>SEMESTER</b>	1 <sup>st</sup>
<b>COURSE TITLE</b>	Principles of Management		
<b>INDEPENDENT TEACHING ACTIVITIES</b> <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>		<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>
Lectures, exercises & applications, laboratory exercises		3	5
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
<b>COURSE TYPE</b> <i>general background, special background, specialised general knowledge, skills development</i>	General background		
<b>PREREQUISITE COURSES:</b>	No		
<b>LANGUAGE OF INSTRUCTION and EXAMINATIONS:</b>	English		
<b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>	No		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.unipi.gr/courses/NAS-SHM117/">https://eclass.unipi.gr/courses/NAS-SHM117/</a>		

### (2) LEARNING OUTCOMES

<p><b>Learning outcomes</b> <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></p> <p>Consult Appendix A</p> <ul style="list-style-type: none"> <li>• Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area</li> <li>• Descriptors for Levels 6, 7 &amp; 8 of the European Qualifications Framework for Lifelong Learning and Appendix B</li> <li>• Guidelines for writing Learning Outcomes</li> </ul>
<p>By the end of this module, students will be able to:</p> <p>A. Demonstrate theoretical understanding.</p> <p>B. Acquire the practical abilities, character traits, and competences needed for a managerial role.</p> <p>C. Explain the four roles that make up management: organizing, leading, controlling, and planning.</p> <p>D. Describe how management philosophies have changed historically.</p> <p>E. Describe the process by which decisions are taken inside a company and shared with the different parties involved.</p> <p>F. Connect the fundamental ideas of planning, such as its significance, the need for strategic planning, and the different kinds of goals and plans that businesses create.</p> <p>G. List the many types of structures that an organization can use.</p> <p>H. Explain the control process, mentioning managerial activities, organizational performance measurement methods, and the significance of control.</p> <p>I. Recognize how management, technical, analytical, and developmental skills relate to managing organizations</p>
<b>General Competences</b>

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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- 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 interdisciplinary environment
- Production of free, creative and inductive thinking

### (3) SYLLABUS

#### **1<sup>st</sup> Lecture: Introduction to Management**

- Recognize the challenges of working in the new economy.
- Describe the nature of organizations as work settings.
- Discuss what it means to be a manager.
- Explain the functions, roles, and activities of managers.
- Identify essential managerial skills and discuss how they are learned.
- Identify what can be learned from the classical management approaches.
- Identify what can be learned from the behavioral management approaches.
- Identify what can be learned from the modern management approaches.

#### **2<sup>nd</sup> Lecture: Understanding the Environmental Context of Management**

- Discuss the managerial ethics, three areas of special ethical concern for managers, and how organizations manage ethical behavior.
- Identify and summarize key emerging ethical issues in organizations today.
- Discuss the concept of social responsibility, specify to whom or what an organization might be considered responsible, and describe four types of organizational approaches to social responsibility.
- Explain the relationship between the government and organizations regarding social responsibility.
- Describe some of the activities that organizations may engage in to manage social responsibility.

- Discuss the nature of the organizational environment and identify the environments of interest to most organizations.
- Describe the components of the general and task environments and discuss their impact on organizations.
- Identify the components of the internal environment and discuss their impact on organizations.

### **3<sup>rd</sup> Lecture: Navigating the Global Environment**

- Describe the nature of international business, including its meaning, recent trends, management of globalization, and competition in a global market.
- Discuss the structure of the global economy and describe the GATT and the WTO.
- Identify and discuss the environmental challenges inherent in international management.
- Describe the basic issues involved in competing in a global economy, including organization size and the management challenges in a global economy.

### **4<sup>th</sup> Lecture: Strategy and Strategic Management**

- Identify the importance of planning and steps in the planning process.
- List and give examples of the types of plans used by managers.
- Discuss useful planning tools and techniques.
- Explain how goals and participation influence planning success.
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### **5<sup>th</sup> Lecture: Organizational Structures and Design**

- Describe organizing as a management function and the difference between formal and informal organization structures.
- Identify the traditional organizational structures, and the strengths and weaknesses of each.
- Identify newer horizontal organizational structures, and the strengths and weaknesses of each.
- Explain how organizational designs are changing in the modern workplace.

### **6<sup>th</sup> Lecture: Leading and Leadership Development**

- Define leadership and explain its foundation in power, vision, and service.
- Identify key leader behaviors that impact leadership effectiveness.
- Identify major contingencies that impact leadership effectiveness.
- Understand the challenges of personal leadership development.

### **7<sup>th</sup> Lecture: Human Resource Management**

- Explain the human resource management process
- Identify how managers help organizations attract a quality workforce.
- Identify how managers help organizations develop a quality workforce.
- Identify how managers help organizations maintain a quality workforce.

### **8<sup>th</sup> Lecture: Communication, Collaboration & Control**

- Describe the elements in the communication process.
- Identify ways to improve the effectiveness of communication.
- Discuss how conflict can be functional and managed successfully.
- Explain ways to negotiate successfully and avoid negotiation pitfalls
- Explain the purpose of control, identify different types of control, and describe steps in the control process.
- Identify and explain three forms of operations control.
- Describe budgets and other tools for financial control.
- Identify and distinguish between two opposing forms of structural control.
- Discuss the relationship between strategy and control, including international strategic control.
- Identify characteristics of effective control, why people resist control, and how managers can overcome this resistance.

#### **(4) TEACHING and LEARNING METHODS - EVALUATION**

<b>DELIVERY</b> <i>Face-to-face, Distance learning, etc.</i>	Face-to-face	
<b>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</b> <i>Use of ICT in teaching, laboratory education, communication with students</i>	Use of ICT in Teaching and Laboratory Education Use of ICT in Communication with students: - Course's e-learning platform (messages, announcements) - E-mails	
<b>TEACHING METHODS</b> <i>The manner and methods of teaching are described in detail. 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.  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>	<b>Activity</b>	<b>Semester workload</b>
	Lectures, exercises & applications, laboratory exercises	50
	Self-study	67
	Written assignments	15
	Final exams	18
	<b>Course total</b>	<b>150</b>
<b>STUDENT PERFORMANCE EVALUATION</b> <i>Description of the evaluation procedure  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>	Evaluation:  • Evaluation: 100% final exams	

*Specifically-defined evaluation criteria are given,  
and if and where they are accessible to students.*

## (5) ATTACHED BIBLIOGRAPHY

### - Suggested bibliography:

Griffin, T.O., Management, Houghton Mifflin Company, Boston, USA, 2014.

Schermerhorn, J. R., & Bachrach, D. G. (2020, February 5). Management. John Wiley & Sons. <http://books.google.ie/books?>

### - Related academic journals:

- ✓ Maritime Policy & Management, IAME
- ✓ Maritime Economics & Logistics, IAME
- ✓ International Journal of Shipping and Transport Logistics
- ✓ WMU journal of maritime affairs
- ✓ Transportation Research (Parts A – F)