

COURSE OUTLINE

(1) GENERAL

FACULTY/SCHOOL:	SCHOOL OF ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES		
DEPARTMENT:	DEPARTMENT OF ECONOMICS		
LEVEL OF STUDY:	POSTGRADUATE		
COURSE UNIT CODE:	ΕΔΟΠ05	SEMESTER:	2 nd SEMESTER
COURSE TITLE:	STRATEGIC PLANNING FOR PUBLIC ORGANIZATIONS		
SELF RESULTING TEACHING ACTIVITIES:		WEEKLY TEACHING HOURS	CREDITS
LECTURES		3	6
Add rows if necessary. The teaching organization and the teaching methods used are described in detail in (d).			
COURSE TYPE:	SPECIAL BACKGROUND		
PREREQUISITE COURSES:			
INSTRUCTION LANGUAGE AND ASSSSMENT LANGUAGE:	GREEK		
OPEN TO ERASMUS:	NO		
COURSE WEBSITE (URL):	NO		

(2) LEARNING OUTCOMES

LEARNING OUTCOMES:	(3)
After completing the course, students will acquire knowledge, skills and responsibility/autonomy as follows:	(3)
- Knowledge	(3)
o Planning and Administration of Public Organizations in the context of a turbulent and internationalized environment	(3)
o Managing complexity in an organization by taking and integrating elements of scientific management, organizational psychology, group dynamics, communication, motivation and supervision	(3)
- Skills	(3)
o Solving complex strategic planning problems with an emphasis on public organizations	(3)
o Critical thinking regarding the contingency approach to the development of strategic planning	(3)
o Research capacity in Strategic Planning and best practices followed	(3)
o Development of soft-skills and leadership abilities	(3)
o Communication and collaboration in groups	(3)
- Responsibility and Autonomy	(3)
o By attending the course, students are expected to be able to manage complex strategic issues in public organizations by adapting to unexpected changes that require new approaches in an autonomous and responsible manner. In this way they will be able to contribute to academic knowledge and practice while measuring organizational performance.	(3)
GENERAL COMPETENCES:	(3)
• Analysis and synthesis of data and information, using the necessary technologies	(3)
• Autonomous work	(3)
• Teamwork	(3)
• Decision making	(3)
• Adaptation to new situations	(3)

COURSE CONTENT

<u>1st Week</u>
• Introduction to the course, instructions for assignments and presentation of articles
• Definition of Strategic Planning
• The 5 Functions of Management
• Strategic Planning & Planning
• Exercises & Discussion
<u>2nd Week</u>
• Introduction to the course, instructions for assignments and presentation of articles
• Basic Concepts of Strategy
• Evolution of Strategic Thinking

- Typology of Strategies using examples
- Mission Statement & Vision
- Levels of Strategy
- What is Strategy after all?
- Exercises & Discussion

3rd Week

- Introduction to External Environment Analysis
- The need for Rational Planning
- The basic model of Strategic Planning
- Strategy: From Vision to Defining Programs
- Current Situation Analysis
- Current Situation Analysis and Strategy
- Basic methods of current situation analysis
- Exercises & Discussion

4th Week

- Integrated Strategic Analysis
- SWOT ANALYSIS
- SWOT ANALYSIS with an emphasis on low cost or Differentiation
- SMART targeting
- Matrix of Business Strategies – ANSOFF matrix
- Exercises & Discussion

5th Week

- Business Strategies – Typology
- Cost Leadership Strategy
- Differentiation Strategy
- Focus Strategy
- Dual or Hybrid Strategy
- The role of the Organizational Structure in the implementation of the Strategy
- Types of Organizational Structures
- McKinsey 7-S Model
- Exercises & Discussion

6th Week

- Presentations of articles or a short strategic plan (Short assignment)

7th Week

- Business Strategies
- The Diamond of Strategy
- The benefits of Business Strategy for the Organization
- Distinguishing Business Strategies
- Vertical & Horizontal integration
- Exercises & Discussion

8th Week

- Rescue Strategies
- Basic stages of Organization Rescue
- Basic practices to reduce expenses and increase revenue
- Characteristics of effective rescue programs
- Evaluation of Alternative Strategies with the SAFe method
- Evaluation of Alternative Strategies with the Rumelt method
- Exercises & Discussion

9th Week

- The role of Change
- Typology of Change

- The Role of Leadership in Change
- The Styles of Change
- The characteristics of effective change programs
- Kurt Lewin's model of change
- Exercises & Discussion

10th week

- Strategic Plan Presentations in a Public Organization
- Course Evaluation

4) TEACHING METHODS-ASSESSMENT

COURSE DELIVERY:	In Class (Physical Presence)	
USE OF ICT IN TEACHING:	• Use of ICT in teaching • Laboratory Exercises to solve complex strategy problems in Public Organizations • Use of eclass in communicating with students and providing research material for the Strategic Planning Project	
COURSE DESIGN:	ACTIVITY/METHOD	SEMESTER WORKLOAD
	Lectures	30
	Answers to Case Studies	30
	Study	55
	Preparation of a Strategic Planning Plan in a Public Organization	65
	Exams	3
	Total	183
COURSE ASSESMENT:	The evaluation of the students is carried out in the Greek language by 50% based on a written examination and critical thinking which is demonstrated in writing as well as on the basis of participation during the lectures (written examination 40% and participation 10%). The written exam includes a Multiple-Choice Test as well as a Short Answer Question. During each teaching unit, students are prepared with similar topics, so that they know how to be prepared for the exams. The remaining 50% of the course evaluation is determined by individual (15%) and group work (25%) and their presentation in class (10%). The assignments concern studies of successful cases in public organizations as well as the elaboration of strategic plans in public organizations of the students' choice.	

(5) SUGGESTED BIBLIOGRAPHY

Suggested bibliography:

1. Introduction to Management by John Schermerhorn, Jr., 13th Edition, John Wiley & Sons

Publishing), edited by Yiannis A. Pollalis (2019), Broken-Hill - Athens.

2. Joyce, P. (2015). Strategic management in the public sector. Routledge.
3. Johnson, G., Whittington, R., Scholes, K., D. Angwin, and P. Regner, (2017). Exploring corporate strategy. Pearson education.

Related Journal:

1. International Review of Administrative Sciences
2. Public administration review
3. International Public Management Journal