

COURSE SYLLABUS

NOTE: The course has not been offered for teaching due to low demand from students. The outline will be updated and completed by the Teacher in Charge at the start of the teaching

(1) GENERAL

SCHOOL	HEALTH SCIENCES MANAGEMENT AND ECONOMICS SCIENCES		
DEPARTMENT	<ul style="list-style-type: none"> ▪ SOCIAL WORK ▪ NUTRITION AND DIETETICS SCIENCES ▪ BUSINESS ADMINISTRATION AND TOURISM 		
LEVEL OF STUDY	Graduate/Master's		
COURSE CODE	CDDA-B12	SEMESTER	B
COURSE TITLE	Organizational Culture and Change Management		
INDEPENDENT TEACHING ACTIVITIES		TEACHING HOURS WEEKLY	CREDIT UNITS (ECTS)
Lectures		3	7.5
COURSE TYPE	Special background course –Optional mandatory		
PREREQUISITE COURSES:	NO		
LANGUAGE OF TEACHING and EXAMINATIONS:	Greek		
THE COURSE IS OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)	https://eclass.hmu.gr/courses/SW355/		

(2) LEARNING OUTCOMES

Learning Outcomes

Examining organizational dynamics, the course explores the role of culture and change management in health and social care organizations, promoting a holistic understanding of how organizational factors influence effective interdisciplinary collaboration and ultimately patient care.

The course is offered at the postgraduate level and the learning outcomes correspond to level 7 of the European Qualifications Framework for Lifelong Learning (EQF). Based on the above, after successful completion of the course, students are expected to have or be able to:

- Understand the concept of organizational culture and its impact on healthcare delivery.
- Analyze the need to manage the changes in services for people with chronic illness, disability and aging.
- Describe various models of organizational culture and change management.
- Relate models with challenges and opportunities in multidisciplinary health and social care teams.
- Understand the principles of effective communication strategies.
- Analyse the role of communication in shaping organizational culture.
- Know the different methodologies for assessing organizational culture.
- Apply appropriate tools for assessment in health and social care settings.
- Understand key change management theories.
- Critically appraise strategies for managing change in the context of chronic disease, disability and aging.
- Understand the role of organizational culture in interdisciplinary collaboration.
- Analyse the opportunities and challenges in change management.
- Develop strategies to promote a culture of diversity, diversity and inclusion in healthcare organizations.
- Understand the practical aspects of implementing change in the private sector.
- Identify potential barriers and solutions.

- Assess the impact of organizational culture on innovation and flexibility.
- Understand the role of communication in incorporating technological developments.
- Apply knowledge to real organizational culture scenarios.
- Know the emerging trends in change management

General Skills

- The course aims to provide students with the following general skills:**
- Search, analysis and synthesis of data and information, using the necessary technologies
 - Independent and group work
 - Demonstrating social, professional and ethical responsibility and sensitivity to gender issues
 - Work in an interdisciplinary environment
 - Decision making
 - Promotion of free creative and inductive thinking
 - Respect for diversity and multiculturalism

(3) COURSE CONTENT

- The course includes the following thematic sections:**
- Introduction to organizational culture and change management
 - Organizational culture and change models
 - Communication strategies for managing change in health and social care
 - Assessment of organizational culture
 - Change management theories and strategies
 - Organizational culture, change management and interdisciplinary collaboration
 - Diversity, diversity and inclusion in organizational culture
 - Managing changes in private practice
 - Innovation and flexibility in health and social care organisations
 - Case studies in organizational culture and change management

(4) TEACHING and LEARNING METHODS - EVALUATION

METHOD OF DELIVERY	The teaching includes: <ul style="list-style-type: none"> • Interactive face-to-face (in vivo) and distance learning lectures. • Case studies and critical commentary, exercises and group assignments. • Presentation of videos / documentaries and reflective discussion. 	
USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES	Presentation of PowerPoint slides and videos. Use of the e-class electronic platform to access slides/scientific articles. Frequent communication with students through the same platform and through the teachers.hmu.gr for responding to questions related to the educational process.	
TEACHING ORGANIZATION	Activity	Semester Workload
	Lectures, Seminars and Interactive teaching	39
	Study and analysis of articles - bibliography - Independent Study	151
	Total Course	190
STUDENT EVALUATION	The course has the following assessment format: Final written exams during the exam period (100% of the final grade).	

	All graded papers are accessible to students Evaluation language: Greek
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(5) RECOMMENDED-BIBLIOGRAPHY

- Suggested Bibliography:

- Ellis, LA, Tran, Y., Pomare, C., Long, JC, Churruca, K., Saba, M., & Braithwaite, J. (2023). Hospital organizational change: The importance of teamwork culture, communication, and change readiness. *Frontiers in Public Health*, 11, 1089252.
- Fosso Wamba, S., Queiroz, MM, Wu, L., & Sivarajah, U. (2024). Big data analytics-enabled sensing capability and organizational outcomes: assessing the mediating effects of business analytics culture. *Annals of Operations Research*, 333(2), 559-578.
- Gabutti, I., Colizzi, C., & Sanna, T. (2023). Assessing organizational readiness to change through a framework applied to hospitals. *Public Organization Review*, 23(1), 1-22.
- Kosklin, R., Lammintakanen, J., & Kivinen, T. (2023). Knowledge management effects and performance in health care: a systematic literature review. *Knowledge Management Research & Practice*, 21(4), 738-748.
- Radević, I., Dimovski, V., Lojpur, A., & Colnar, S. (2023). Quality of healthcare services in focus: the role of knowledge transfer, hierarchical organizational structure and trust. *Knowledge Management Research & Practice*, 21(3), 525-536.
- Singh, RK, Agrawal, S., Sahu, A., & Kazancoglu, Y. (2023). Strategic issues of big data analytics applications for managing health-care sector: a systematic literature review and future research agenda. *The TQM Journal*, 35(1), 262-291.

-Related scientific journals:

- Academy of Management Journal
- European Journal of Work and Organizational Psychology
- Health Care Management Review
- Human Relations
- International Journal of Public Sector Management
- Journal of Applied Behavioral Science
- Journal of Business Research
- Journal of Change Management
- Journal of Health Organization and Management
- Journal of Interprofessional Care
- Journal of Organizational Change Management
- Leadership in Health Services
- Organizational Dynamics
- Public Administration Review
- Strategic Change: Briefings in Entrepreneurial Finance
- The International Journal of Human Resource Management