

Course Title	Management Strategy for Performance				
Course Code	DBA700				
Course Type	Compulsory				
Level	D.B.A. (3 <sup>rd</sup> Cycle)				
Year / Semester	1 <sup>st</sup> Year / 1 <sup>st</sup> Semester				
Teacher's Name	TBA				
ECTS	10	Lectures / week	3 Hours / 14 weeks	Laboratories / week	None
Course Purpose and Objectives	<p>This course is designed to provide an in depth look at some of the major topics of interest in contemporary strategy and the resulting organizational behavior (both micro and macro-organizational behavior). Drawing on theory and research in strategy, the resource view of the firm and core competences, psychology, social psychology, sociology and organizational behavior, we shall explore individual, interpersonal, and group processes in work organizations, as well as issues at the organizational and inter-organizational levels and how strategy changes affect/challenge them.</p>				
Learning Outcomes	<p>Upon succesful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Apply advanced knowledge and tools, which are necessary to conceptualize and evaluate a firm's competitive environment and resources</li> <li>• Develop an appreciation of the broader issues relating to the formulation and implementation of a competitive strategy</li> <li>• Explain the complex relationship and synthesis among organizational variables such as structure, policies, leadership and management practices, the work itself, emotion, culture, groups, learning, motivation, innovation, power, conflict, knowledge management and change.</li> <li>• Apply advanced techniques in measuring and evaluating strategic performance</li> <li>• Critically analyze a contemporary organization and identify the key variables that contribute to its effectiveness</li> <li>• Evaluate and select Organizational Forms for long-term survival and sustainability.</li> <li>• Evaluate the knowledge development as is derive from the strategy formulation process.</li> <li>• Critically evaluate organizational and functional strategy.</li> </ul>				

Prerequisites	None	Co-requisites	None
Course Content	<p>Our emphasis will be on the development of theory and research, as well as managerial implications. Our approach will typically involve reading seminal pieces or literature reviews on a topic and examining in depth several empirical papers on the subject.</p> <p>An overview of the topics that will be covered through the course is given below:</p> <p>Organizational behavior research  Sense making and causal attribution  Person-situation interactionism  Motivation  Social networking and Knowledge Transfer/ Diffusion  Leadership and power  Organizations as socio-technical systems  Behavioral theory of organizational decision making and learning  Organizational design and complexity  Organizational culture and control  Institutional theories: Old and New  Alternative approaches Theories of economic organizing and their relevance to strategy theory  Theories of Management and the interplay between Normative Strategic and Operational Management  Formulation and Design versus emergence Strategy process  Strategy theory as positive theory versus normative theory  What is strategy? How do we do strategy research?  How does industry matter? An industry-based view  How to leverage capabilities? A resource-based view (foundations and applications)  Do capabilities really matter?  Strategic Management and IT relationship  How do institutions matter? An institution-based view (foundations and applications )  How do institutions affect strategy?  How to advance strategy research globally? A substantive view and a process perspective  Strategic Management and Performance  Balanced Score Card Approach and Strategic Management  Organizational Learning and Knowledge Management  Boards, corporate governance and social responsibility,  Inter-organizational relationships  The knowledge economy  New business models  Rationalizing Mergers, Acquisitions and Alliances</p>		

Teaching Methodology	Face to face								
Bibliography	<p><b>Books</b></p> <p>De Wit, B and Meyer, R. (Latest Edition) Strategy Process, Content, Context: An International Perspective, Thomson.</p> <p>Grant M. Robert (Latest Edition). Contemporary Strategy Analysis, John Wiley and Sons Ltd</p> <p>Johnson G, Scholes K, and Whittington R, (Latest Edition), Exploring Corporate Strategy, FT Prentice Hall</p> <p>Kaplan S. Robert and Norton P David (Latest Edition), The Strategy Focused Organization, Harvard Business School Press.</p> <p>Mintzberg, H. Lampel, J. Quinn, J. B. and S. Goshal (Latest Edition), The strategy Process: concepts, contexts, cases, London: Prentice Hall</p> <p>Wheelen, T and Hunger, D. (Latest Edition), Strategic Management and Business Policy. Latest Edition, New York: Prentice Hall International, Inc.</p>								
Assessment	<table> <tr> <td>Examinations</td><td>60%</td></tr> <tr> <td>Assignments</td><td>30%</td></tr> <tr> <td>Class Participation and Attendance</td><td>10%</td></tr> <tr> <td></td><td>100%</td></tr> </table>	Examinations	60%	Assignments	30%	Class Participation and Attendance	10%		100%
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Language	English								