COURSE OUTLINE

1. GENERAL

SCHOOL	APPLIED ECONOMIC AND SOCIAL SCIENCES		
ACADEMIC UNIT	AGRIBUSINESS AND SUPPLY CHAIN MANAGEMENT		
LEVEL OF STUDIES	*Undergraduate*		
COURSE CODE	**5816**	**SEMESTER**	7th
COURSE TITLE	CHANGE MANAGEMENT IN AGRIBUSINESS		
INDEPENDENT TEACHING ACTIVITIES		**WEEKLY TEACHING HOURS**	**CREDITS**
	Lectures	4	5
COURSE TYPE	Specialized general knowledge		
PREREQUISITE COURSES	NO		
LANGUAGE OF INSTRUCTION and EXAMINATIONS	Greek		
IS THE COURSE OFFERED for ERASMUS STUDENTS?	YES (in English)		
COURSE WEBSITE (URL)	https://oeclass.aua.gr/eclass/		

2. LEARNING OUTCOMES

Learning Outcomes

The aim of the course is to:

- Become familiar with the basic concepts and different approaches to change management
- Acquire knowledge for designing, managing and implementing successful changes and transformations in the agri-food sector
- Cultivate leadership skills and opportunity identification skills to enhance the competitive advantage of agribusinesses
- Apply methods and tools for change management in agricultural enterprises
- Develop skills in change management decision-making tools

Upon successful completion of the course, the student will be able to:

- Recognise the challenges arising from organisational change and propose strategies to manage them effectively
- Apply change management theories and models to real-life agribusiness scenarios
- Designs strategies for managing organisational and technological change
- Conduct data analysis practices to improve decision making
- Evaluate the social, environmental and economic impact of changes on agribusiness effectiveness and recommend improvements

General Competences

- Problem solving
- Analysis of complex problems and synthesis of solutions
- Adapting to new situations
- Decision-making
- Working independently
- Teamwork

- Working in an international and multi-cultural environment
- Production of new research ideas
- Working in an interdisciplinary environment
- Project planning and management
- Advance free, creative and causative thinking

3. SYLLABUS

1. Introduction to Change Management and its importance in the agricultural sector. Basic concepts and definitions. Challenges for agricultural enterprises.
2. Theories and models of change management. Classical and modern models (Kotter's 8-Step Change Model, Lewin's Change Model). Applications in the agricultural sector.
3. Resource planning in agricultural enterprises.
4. Strategic change planning. Strategy formulation. Objectives and scheduling.
5. Technological advancement and changes in agricultural businesses. Digital transformation and new technologies in agriculture.
6. Human resource management in the period of change. Organisational culture. Communication and staff training. Managing resistance to change.
7. Crisis and change management in agricultural enterprises. Preparing for unforeseen situations and events. Good practices and crisis case studies in the agricultural sector.
8. Utilization and good practices in the use of change management tools.
9. Analysis and assessment of environmental impact of changes in natural ecosystems (NBS). Modern early warning systems
10. Socio-technical impact of changes. Impact on local communities and ecosystems. Sustainable development & social resilience.
11. Managing economic impact of changes and achieving economic sustainability.
12. Case studies of agricultural enterprises in Greece. Implementation of strategic changes in agricultural enterprises. Implementation tools and techniques.
13. Good practices and specific issues in agricultural enterprises. Modern trends and innovations in change management.

A combination of teaching and learning methods will be used, aiming at the active participation of the students and the practical application of the thematic units under examination; there will also be lectures using audiovisual media, discussions, and analyses of case studies on real business issues, experiential (group) activities, as well as projections of relevant videos. The students will also undertake an individual or group project. Furthermore, articles, audiovisual lecture materials, web links/addresses, useful information, case studies and exercises for further practice are posted in digital form on the AUA Open e-Class platform.

4. TEACHING and LEARNING METHODS - EVALUATION

DELIVERY	Face-to-face, Distance learning
USE OF INFORMATION and COMMUNICATIONS TECHNOLOGY	• Support of the learning process through the University's AUA Open eClass platform (integrated e-Course Management System) • Support of lectures using presentation software • Use of audiovisual material • Use of web applications

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<tr><td></td><td>Communication with students: face to face at office hours, email, eclass platform</td></tr>
<tr><td>TEACHING METHODS</td><td>
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<tr><th>Activity</th><th>Workload</th></tr>
<tr><td>Lectures (direct)</td><td>52</td></tr>
<tr><td>Writing paper/ papers</td><td>32</td></tr>
<tr><td>Independent Study</td><td>39</td></tr>
<tr><td>Advisory support</td><td>0,5</td></tr>
<tr><td>Exams</td><td>2</td></tr>
<tr><td>Course Total (Approximately 25 hours of workload per credit unit 125.5)</td><td>125,5</td></tr>
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<tr><td>STUDENT PERFORMANCE EVALUATION</td><td>The evaluation process is in the language that the course is taught (Greek or English) and consists of:
i. Compulsory written final examination at the end of the semester (weighting factor 70% at least) which may include:
• Multiple choice questionnaires
• Open-ended questions
• Problem solving
• Oral examination
Evaluation criteria: correctness, completeness, clarity
ii. Compulsory written essay during the semester (weighting factor 30%)
Evaluation criteria: correctness, completeness, clarity

Special learning difficulties:

Students with special learning difficulties in writing and reading (as they are certified and characterized by a competent body) are examined based on the procedure provided by the Department.

Specifically-Defined Criteria:
The evaluation criteria are made known during the first lesson and are clearly stated on the course website and the AUA Open e-class platform. The answers to the exam questions are posted on the AUA Open e-Class platform after the exam. The students are allowed to see their exam paper after its grading (during the announced office hours) and receive explanations about the grade they received.</td></tr>
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5. ATTACHED BIBLIOGRAPHY

Suggested Bibliography in Greek Language:

- Βιβλίο [9789604188246]: Διαχείριση Αλλαγών και Ηγεσία, ΡΩΣΣΙΔΗΣ ΙΩΑΝΝΗΣ, ΜΠΕΛΙΑΣ ΔΗΜΗΤΡΙΟΣ, ΑΣΠΡΙΔΗΣ ΓΕΩΡΓΙΟΣ

Suggested Bibliography in English Language (indicative):

- Book[9780367341947]:Agribusiness Management, Freddie L. Barnard, John C. Foltz, Elizabeth A. Yeager, Brady E. Brewer
- Book[9781422186435]:Leading Change, John P. Kotter

Related academic Journals:

- Journal of Change Management
- *Journal of Organizational Change Management*

Instructor's Notes