

MODULE SPECIFICATION FORM

Module Title: Strategic Thinking and Effecting Change	Level: 7	Credit Value: 20
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Module code: BUS748 (if known)	Cost Centre: GAMP	JACS2 code*: N211
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Semester(s) in which to be offered: 1 or 2	With effect from: January 2015
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Office use only: To be completed by AQSU:	Date approved: September 2012 Date revised: January 2015 Version no: 2
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Existing/New: New	Title of module being replaced (if any):
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Originating Academic area: Management	Module Leader: Jan Green
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Module duration (contact hours/directed & private study) 200 (33/167)	Status: Core core/option/elective (identify programme where appropriate):
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Programme(s) in which to be offered: MBA; MBA (Marketing); MBA (HRM); MBA (Accounting & Finance); MBA (International Business); MSc Management; MBA (IT Management)	Pre-requisites per programme (between levels): None	Co-requisites per programme (within a level): None
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Module Aims:

1. To study the processes by which organizations identify and achieve their aims.
2. To provide a critical understanding of the conceptual frameworks which enable strategic approaches to the analysis of business problems and their systematic, logical and rigorous resolution.
3. To provide a conceptual framework of organizational change that will enable participants to identify and evaluate factors giving rise to the identified need for and implementation of a change management programme
4. To demonstrate the use and application of a theoretical change management model within a contemporary business setting where the application of change agency skills is evident
5. To provide a format where change management examples and theories are a source of rich, insightful and applicable learning

Expected Learning Outcomes

At the end of this module, students should be able to:

Knowledge and Understanding:

1. Understand the fundamentals of the economic environment in which organizations operate and to determine aims and objectives for their organization.
2. Analyse the environment in which the organisation operates to understand its spatial position at different levels of operation.
3. Evaluate and select the most appropriate approach so that resources are used efficiently and effectively thereby enhancing the competitive position of the organisation.
4. Apply the appropriate concepts for strategy implementation, control and organizational change to a range of business spectrums from local to international.
5. Complete a critical evaluation of the nature, drivers and context of organizational change and categorize different typologies of change.
6. Apply a theoretical framework and conceptual model to an organizational change situation which clearly identifies and manages people responses to change

Transferable/Key Skills and other attributes:

- Clear, rational and effective communication, individually and as a group member
- Effective and rigorous analysis supported by a substantive argument
- Planning and undertaking individual research
- Contextual awareness
- Critical thinking and analysis, problem solving, numeracy, self management and research.

Assessment: please indicate the type(s) of assessment (e.g. examination, oral, coursework, project) and the weighting of each (%). **Details of indicative assessment tasks must be included.**

The first assessment will task the students to review a case study of an organisation which requires students to demonstrate a critical understanding of analysis at a strategic level. The second assessment will normally take the form of an essay which provides students with an opportunity to utilize contemporary change management practices and apply them to business scenarios. In so doing the final learning outcomes will be met.

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
One	1 to 4	Case study assignment	50%	n/a	2,000
Two	5 and 6	Individual written assignment	50%	n/a	2,000

Learning and Teaching Strategies:

Delivery of theory will be via formal lectures, talks and presentations. Students will be encouraged to undertake self-directed study on selected topics to acquire additional perspectives into relevant material. There will be the opportunity to engage in group exercises to evaluate and present case study material. Contemporary issues aligned to the module content will be drawn upon to provide a practitioner insight to the modular content. Theory into practice through activity-based tutorials will provide further use of business examples for dissection and subsequent synthesis of concepts.

Syllabus outline:

Definitions: what is strategy and strategic management; foundation of macro economics to strategy; fundamental environment analyses; strategic capability and resource theory; ethics, culture and stakeholder expectations; levels of strategy, business, corporate and international; corporate parenting; directions and methods for strategic development: structural forms; managing for success; understanding strategy development.

Field Force Analysis; Drivers, catalysts and inhibitors of change; Change typologies; Effective change agency skills and traits; People response to change; Performance levels during change programmes, The use and application of a change management model; Learning from change' Creative problem solving during change; Appreciative Inquiry application; Sustaining and integrating change initiatives; Monitoring effective change

Bibliography

Essential reading:

Johnson, G., Scholes, K., and Whittington, R. (2008) ***Exploring Corporate Strategy: Text and Cases*** Multimedia 8th edition, Prentice Hall FT: Harlow.

Balogun J and Hope Hailey V (2008) ***Exploring Strategic Change*** 3rd edition, Prentice Hall FT: Harlow

Other indicative reading (Strategy):

Ambrosini, V. (1998) ***Exploring Techniques of Analysis and Evaluation in Strategic Management***, The Strategic Planning Society, Prentice Hall.

Barney, J.B. & Clark, D.N., (2007) ***Resource-Based Theory***, OUP, Oxford

Besanko, D. et.al. (2007) ***Economics of Strategy***, 4th edition, Wiley, NJ, USA.

Bowman, C., (1998), ***Strategy in Practice***, Prentice Hall.

Cameron, S., (2005) ***The MBA Handbook: Skills for mastering management***, 5th ed., Prentice Hall.

Grant, R.M., (2005) ***Contemporary Strategy Analysis***, 5th edition, Blackwell, Oxford, UK

Harding, S. & Long, T. (1998) ***MBA Management Models***, Gower, Aldershot, UK.

Jenkins, M., Ambrosini, V., & Collier, N., (2007) ***Advanced Strategic Management: a reader***, 2nd edition, Palgrave.

Krause, D.G. (1996), Sun Tzu: ***The Art of War for Executives***, Nicholas Brealey Publishing.

Lynch, R (2006) ***Corporate Strategy***, 4th ed. Prentice Hall: London.

Mazzucato, M., (Ed.) (2002), ***Strategy for Business: a reader***, Sage.

Mintzberg, H., Lampel, J., Quinn, J. B. and Ghoshal, S. (2003) ***The Strategy Process: Concepts, Contexts and Cases***, Upper Saddle: Prentice Hall

Nalebuff, B.J., & Brandenburger, A.M., 1996, ***Co-opetition***, Harper Collins.

Ohmae, K., (1994), ***The Borderless World***, Harper Collins.

Ohmae, K., (1982), ***The Mind of the Strategist***, McGraw Hill.

Pass, C., Lowes, B., & Robinson, A., ***Business & Macroeconomics***, International Thompson Business Press.

Segal-Horn, S., (Ed.) (2000) ***The Strategy Reader***, Blackwell, Oxford

Segev, E., (2000), **Business Unit Strategy**, CBI Series in practical strategy, Wiley.

Small, P. (2001), **The Ultimate Game of Strategy**, Pearson Education Limited.

Sutherland, J & Canwell, D. (2004) **Key Concepts in Strategic Management**, Palgrave, Basingstoke, UK.

Whittington, R. (1993) **What is Strategy - and does it matter?** Thomson, London

Williamson, D., Jenkins, W., Cooke, P., Moreton, K.M., (2004) **Strategic Management and Business Analysis**, Elsevier.

Other indicative reading (Change Management):

Burnes B (2009) **Managing Change** 5th edition. Financial Times Press London

Carnall C (2007) **Managing Change in Organizations** 5th edition. Financial Times Press London

Grievies J (2010) **Organizational Change: Themes and Issues** Oxford University Press

Hayes J (2010) **The Theory and Practice of Change Management** 3rd edition Palgrave Macmillan: Basingstoke

Nilakant V and Ramnarayan (2006) **Change Management: Altering Mindsets in a Global Context**. Sage Publications, New Delhi.

Paton RA and McCalman J (2008) **Change Management: A Guide to Effective Implementation** Sage Publications: London

Robinson Hickman G (2009) **Leading Change in Multiple Contexts** Sage Publications: London

Senior B and Swailes S (2010) **Organizational Change** 4th Edition Pearson Education: Harlow

Journals

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Journal of Organizational Change Management
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