UNIVERSITY OF WALES: TRINITY SAINT DAVID School of Business
Hong Kong Management Association

HKBM7016: Strategic Change and Organisations
Term: March 2022

Module Leader: Prof. Peter Fong
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Venue: Online via ZOOM

Dates:

Session	Date	Time
1, 3, 5	Saturday, 5, 12, 19 March 2022	1:00 pm – 7:00 pm
2, 4	Sunday, 6, 13 March 2022	1:00 pm – 7:00 pm

I. Module Introduction

Two survival requirements for any organisation are the ability to recognise where strategic change is necessary and the capacity to implement such change successfully. The first part of this module will explore contemporary thinking about the relationship between organisation structure and strategy. The second part will examine the dynamics of implementing large-scale organisational change for sustained competitive advantage.

Assessment will be through one 7,500 words written **assignment**. **Due date: 18 April 2022.**

II. Module Aims

- To develop an understanding of the theory and practice of strategic change in organisations.
- To examine and apply a range of theoretical models of change to a variety of settings and contexts.

III. Learning Outcomes

Upon the successful completion of this module, a student should be able to demonstrate the ability to:

- Recognise the need for strategic change and be able to critically assess the organisational (micro and macro) environment;
- Identify barriers and issues to strategic change and recommend approaches to overcome such barriers.

IV. Module Content

- Relationship between strategy, structure and organisational performance
- Metaphor, technical and institutional approaches to organisational analysis
- Internal and external determinants of organisation structure
- Contemporary models of organisational change
- Top-down and bottom-up approaches to change
- Factors that can assist and impede the implementation of change
- Transformational Leadership
- Implementing Mergers, Acquisition and Strategic Alliances
- Integrating Strategy, Structure and Culture in a variety of industries

This content will be covered through a mixture of lectures, readings, case studies, video viewing, presentations and discussions.

V. Recommended Readings

Part One

Morgan, G. (2006), *Images of Organisation,* London, Sage.
Pugh, D.S. (2008), *Organisation Theory: Selected Classic Readings*, Penguin.
Hickson, D.S. and Pugh D.S. (2007), *Writers on Organisations*, Penguin.
Giddens, A. (1984), *The Constitution of Society*, Polity Press, Cambridge.
Scott, W.R. and Christensen, S. (1995), *The Institutional Construction of Organisations,* Sage, London.
Ritzer, G.F. (2004), *The McDonaldisation of Society, Sage,* New York.
Meyer, J.W. and Rowan, B. (1977), *Institutionalised Organisations: Formal Structure as Myth and Ceremony. American Journal of Sociology*, 83, pp 340-363.

Part Two

Balogun, J. Hope Hailey, V. (2016), *Exploring Strategic Change, 4th edn.* Pearson.
Carnall, C.A. (2007). *Managing Change in Organisations*, FT Prentice Hall, London.
Conger, J. A. and Kanungo, R. N. (1998), *Charismatic leadership in organizations.* Sage, Thousand Oaks, CA.
Gratton, L. (2007), *Hot Spots: Why Some Companies Buzz with Energy and Innovation and Others Don't*, FT Prentice Hall, London.
Hamel, G. (2012), *What Matters Now: How to Win in a World of Relentless Change*, Jossey-Bass, San Francisco.
Mintzberg, H., Ahlstrand, B & Lampel, J. (2009), *Strategy Safari,* FT Prentice Hall, London.
Senior, B. and Swailes, S. (2010), *Organisational Change,* FT Prentice Hall, London.

VI. Additional Readings

David, Fred R. & David, Forest R. (2020), *Strategic Management: Concepts and Cases, 17th edn*. Pearson.
Lynch, Richard. (2021), *Strategic Management,* 9th edn. Pearson.
Morschett, Dirk, Schramm-Klein, H, Zentes, J. (2015), *Strategic International Management: Text and Cases*, 3rd. edn. Springer.
Fatehi K., Choi J. (2019), *International Business management*, 2nd. edn. Springer.
Segers R.T. Ed. (2016), *Multinational management: A casebook on Asia's Global market leaders*, Springer.
Lenssen, G.G. Smith, N.G. Eds. (2019), *Managing Sustainable Business*, Springer.
Kotter, John. (2012), *Leading Change,* Harvard Business review Press, Cambridge, Mass.

Heracleous, L.T. (2013), *" Quantum Strategy at Apple Inc". Organizational Dynamics*, Vol. 42, pp. 92-99.
Harvard Business Review, (2020), *HBR Guide to Managing Strategic Initiatives*, Boston: HBR Press.
Johnson, G., Whittington, R., Scholes, K. (2019), *Exploring Strategy*, 12th edn. Pearson.
Brennan, L. (2018), *"How Netflix Expanded to 190 Countries in 7 years". Harvard Business Review*, October 12.
Doshi, Rush (2021), *The Long Game: China's Grand Strategy to Displace American Order*, Oxford U.P., New York.
RAND CORPORATION (2021), *Implementing Restraint – Chnages in U.S. Regional Security Policies to Operationalize a Realist Grand Strategy of Restraint*.
Allison, Graham (2017), *Destined for War: Can America and China Escape Thucydides's Trap?* Scribe, London.
Pillsbury, Michael. (2016), *The Hundred-Year Marathon*, St. Martin's press, New York.
Fong, Peter. (2019), *"Editorial". Public Administration & Policy*, Vol. 22 No. 2. pp. 3-7.
Fong, Peter (ed.) (2021), *Public Administration & Policy,* Vol. 24 No. 1, 2 & 3.

Cheung, H.Y. and Yu, E. (2020), 'A review of the strategic planning process in the Hong Kong Police Force', *Public Administration and Policy*, Vol.23 No. 3.

Li, Earnest. (2018), *"A case study of the critical success factors for organisational change in a public listed corporation: Hong Kong Broadband Network". Public Administration & Policy*, Vol. 21 No. 2.

Tse, Edward. (2015), *China's Disruptors- How Alibaba, Xiaomi, Tencent & Other Companies are Changing the Rules of the Business*, Penguin, New York.
Freedman, L. (2013) *Strategy: A History*, Oxford: Oxford University Press.

Kaplan, Robert & Norton, D. (2001), *The Strategy Focused Organization,* Harvard Business School Press, Boston.
Kaplan, Robert & Norton, D. (2004), *Strategy Maps,* HBSP, Boston
Kaplan, Robert & Norton, D. (2008), *Execution Premium,* HBSP, Boston.
Reeves, M., Haanaes, K., Sinha, J. (2015), *Your Strategy Needs a Strategy*, Harvard Business Review Press, Boston.
Lueg, R. (2015), Strategy maps: the essential link between the Balanced Scorecard and action, *Journal of Business Strategy,* Vol. 36 Issue 2 pp.34-40.
Kim, W.C. & Mauborgne, R. (2015), *Blue Ocean Strategy*, Harvard Business School Press, Boston.
Mebert, A. & Lowe, S. (2017), *Blue Ocean Strategy: How to Create Uncontested Market Space,* Macat International Ltd. London.
Heracleous, L. T., Gößwein, J. and Beaudette, P. (2018) "*Open strategy-making at the Wikimedia foundation : a dialogic perspective*", *The Journal of Applied Behavioral Science*, 54, 1, pp. 5-35.
Paroutis, S., Bennett, M. and Heracleous, L. T. (2014) "*A strategic view on smart city technology : the case of IBM smarter cities during a recession*", *Technological Forecasting and Social Change*, Volume 89, pp. 262-272.
Heracleous, L. T., Terrier, D. and Gonzalez, S. (2018) "*The Reinvention of NASA*", *Harvard Business Review.*
Heracleous, L. T., Terrier, D., Gonzalez, S. (2019) *"NASA's Capability Evolution Toward Commercial Space", Space policy.*
Heracleous, L. T., Wawarta, C., Gonzalez,S. and Paroutis,S. (2019) "*How a Group of NASA Renegades Transformed Mission Control", MIT Sloan Management Review.*
Tuzovic, S., Wirtz, J. and Heracleous, L. T. (2018) "*How do innovators stay innovative? A longitudinal case analysis", Journal of Services Marketing*, 32, 1, pp. 34-45.

Friesl, M., Garreau, L. and Heracleous, L. T. (2019) *"When the parent imitates the child : strategic renewal through separation and reintegration of subsidiaries", Strategic Organization*, 17,1, pp. 62-94.
HBR-China's New Innovation Advantage-5.2021
HBR-The Strategic Challenges of Decoupling-5.2021
HBR-What the West Gets Wrong About China-5.2021
HBR- 4 Principles to Guide Your Digital Transformation-12.2021
HBR- The Essential Components of Digital Transformation-12.2021
HBR-Digital Transformation Changes How Companies Create Value-12.2021
HBR- How Company Can Be Strategic About Tech Spending-12.2021
HBR-Sustainable Business Went Mainstream in 2021- 2.2022
HBR - An Agile Approach to Change Management 1.2021
HBR- The Secret to Becoming a Market Leader, 12.2020
HBR- 3 Things You're Getting Wrong About Organizational Change, 6.2020
New York Times -Francis Fukuyama-1.2022
New York Times -Jimmy Carter-1.2022
The Hong Kong Narrative 12.2021
Mitter, Rana & Johnson, E. (2021)*, What the West Gets Wrong About China: Three fundamental misconceptions", Harvard Business Review*, May-June.
How to build a hundred-billion-dollar enterprise from nothing with a HK partner, 5.2020

Videos
To be provided later

Recommended Journals
Strategic Management Journal
Strategic Organization
Strategy and Leadership
International Journal of Strategic Change Management
Harvard Business Review
MIT Sloan Management Review
Journal of Management
Academy of Management Review
European Management Journal
Journal of Management Issues
California Management Review
Journal of Management Studies
International Journal of Management Review
Management Learning Organisational Dynamics
Public Administration and Policy: An Asia-Pacific Journal