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

SBPD7005: Strategic Change and Organisations
Term: November 2019

Module Leader: Prof. Peter Fong
Email:fongpeter@netvigator.com Mobile: 9087 6336

Venue: HKMA MDC 3/F Tower 2 South Seas Centre, TSTE.
Dates:

Session	Date	Time
1	Saturday, 9 November 2019	10:00 am – 7:00 pm
2	Sunday, 10 November 2019	10:00 pm – 6:00 pm
3	Saturday, 16 November 2019	10:00 pm – 7:00 pm
4	Sunday, 17 November 2019	10:00 pm – 6:00 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 7000 - 8000 words written assignment.

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:
- Analyse organisations from a range of contemporary perspectives
- Understand the factors shaping an organisational structure
- Have a critical appreciation of the relationship between strategy and organisation structure.
- Critically evaluate the merits of different approaches to strategic change
- Understand the dynamics of strategic change
- Recognise the leadership qualities that are required for driving change
- Critically apply and evaluate module materials to a variety of industries and organisational types

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, presentations and discussions.

V. Recommended Reading

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.* London, Sage.

Ritzer, G.F. (2004), *The McDonaldisation of Society.* New York, Sage.

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*, London: FT Prentice Hall.

Conger, J. A. and Kanungo, R. N. (1998), *Charismatic leadership in organizations.* Thousand Oaks, CA: Sage.

Gratton, L. (2007), *Hot Spots: Why Some Companies Buzz with Energy and Innovation and Others Don't*. London: FT Prentice Hall.

Hamel, G. (2012), *What Matters Now: How to Win in a World of Relentless Change*: San Francisco: Jossey-Bass.

Mintzberg, H., Ahlstrand, B & Lampel, J. (2009), *Strategy Safari,* London: FT Pren. Hall.

Senior, B. and Swailes, S. (2010), *Organisational Change,* London: FT Prentice Hall.

Additional Reading

Lynch, Richard. (2015), *Strategic Management,* 7th edn. Pearson.

David, Fred R. & David, Forest R. (2017), *Strategic Management: Concepts and Cases, 16th edn*. Pearson.

Johnson, G., Whittington, R., Scholes, K. (2014), *Exploring Strategy*, 10th edn. Pearson.

Brennan, L. (2018), *"How Netflix Expanded to 190 Countries in 7 years"*. *Harvard Business Review*, October 12.

Pillsbury, M. (2016), *The Hundred-Year Marathon*, New York, St. Martin's press.

Heracleous, L.T. (2013), *" Quantum Strategy at Apple Inc". Organizational Dynamics*, Vol. 42, pp. 92-

99.
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, 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, 262-272.
Fong, Peter. (2019), *"Editorial". Public Administration & Policy*, Vol. 22 No. 1.
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.
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.
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

Recommended Journals

Strategic Management Journal
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