



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

**School of Business
Ysgol Busnes**

Strategic Change and Organisations SBPD7005

\

SBPD7005: Strategic Change and Organisations

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 word** written assignment.

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.

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 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 the module material to a variety of industries and organisational types.

Module Content

- The relationship between strategy, structure and organisational performance
- Metaphor, technical and institutional approaches to organisational analysis
- Internal and external determinants of 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 discussion forums.

Recommended Reading

Part One

Morgan, G. (1997, 2006), *Images of Organisation*, London, Sage

Pugh, D.S. (2008 or earlier). *Organisation Theory: Selected Classic Readings*, Penguin

Hickson, D.S. and Pugh D.S. (2007 or earlier). *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 McDonaldization 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. and Hope Hailey, V. (2008). *Exploring Strategic Change*, London: FT Prentice Hall

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 and Lampel, J. (2009). *Strategy Safari*, London: FT Prentice Hall

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

Recommended Journals include

Academy of Management Review
Harvard Business Review
Human Relations
International Journal of Strategic Change Management
Journal of Management Studies
Management Learning
Organisational Dynamics