

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

HKBM7016: Strategic Change and Organisations

Term: March 2023

Module Leader: Prof. Peter Fong

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Venue: 3/F Tower 2, South Seas Centre, 75 Mody Road, Tsim Sha Tsui, Kowloon

Dates:

Session	Date	Time
1, 3, 5	Saturday, 11, 18, 25 March 2023	1:00 pm – 7:00 pm
2, 4	Sunday, 12, 19 March 2023	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: 26 April 2023.**

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 Swales, S. (2010), *Organisational Change*, FT Prentice Hall, London.

VI. Additional Readings

David, Fred R. & David, Forest R. (2022), *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.

Whittington, R., Regner, P., Angwin, D., Johnson, G., Scholes, K. (2023), *Exploring Strategy*, 13rd edn. Pearson.

Doshi, Rush (2021), *The Long Game: China’s Grand Strategy to Displace American Order*, Oxford U.P., New York.

RAND CORPORATION (2021), *Implementing Restraint – Changes 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.) (2022), *Public Administration & Policy*, Vol. 25 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

HBR- Other recent articles will be given in the Moodle

New York Times -Francis Fukuyama-1.2022

New York Times -Jimmy Carter-1.2022

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