

BHM329 STRATEGY, CHANGE AND LEADERSHIP

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Availability: See Blackboard or contact WOP Group Administrator

Mrs Jenny Thomson, SW802, Extension 3257

Pre-requisites for the module:

None.

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

- > Enhance understanding of different forms and levels of organisational change, using key concepts from organisational theory and practice.
- > Introduce students to theoretical concepts and tools that can be used to manage effectively organisational change.
- > To provide students with the most current, and best available scientific evidence on approaches of leadership effectiveness and development in organisations to



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enable students to critically evaluate the validity and usefulness of these approaches.

- > To provide students with the knowledge and practical skills to enable them to work most effectively in organisations through leading and influencing

At the end of the module students will be able to:

- > Appreciate the organisational and environmental factors that drive organisational change.
- > Understand different approaches and tools that can be used to implement change in organisations.
- > Address individual and group processes which lead to adaptation and resistance to change.
- > Appreciate management approaches used to mitigate adverse effects of organisational change situations.

- > Appreciate leader, follower and situational characteristics that determine leadership effectiveness at work.
- > Identify conditions and processes that facilitate or undermine leadership effectiveness at work.
- > Understand different approaches and tools that can be used to select and develop effective leaders in organisations.
- > Identify their own and other people's leadership potential and address how it can be improved.

Module Content:

Strategy and Change

Week 1: Introduction
Changing bases of competitive advantage
(Introduction, bases of competitive advantage.
Organisational and environmental drivers of change)

Week 2: Methods of Strategic development
(Cross-border strategic alliances and mergers and acquisitions as change processes. Challenges relating to such arrangements, critical success factors and the role of the HR function.)



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Week 3: Approaches to change management
(Managing organisations to implement change. Change and innovation as a planned and emergent process. Identification of options that change agents have when considering change.)

Week 4: Culture, structure and politics in organisational design
(Orchestrating culture, structure, systems and resources for organisational change and innovation. The role of power relations and political activity.)

Leadership

Week 5: The essence of leadership
(Introduction, power, influence and ethics)

Week 6: The leader and leader-follower relationship
(Trait, skill, and style approach, relationship based, inspirational and team leadership approach)

Week 7: The leadership situation
(Contingency approaches, leadership substitutes, leadership across cultures, diversity)

Week 8: Leadership development
(Leader selection and training, leadership capacity building)

Week 9: Revision

Week 10: HAND IN ASSIGNMENT

Corporate Connections:

The lecturers contributing to the module will draw on their experience of working in both public and private sector organisations to illustrate the links between theory and practice.



International Dimensions:

The concepts and theories will be illustrated with examples taken from different cultures. Students will be asked to draw on their own intercultural experience to discuss how the conditions and criteria for strategy development, organisational change and leadership effectiveness differ between cultures.

Contribution of Research:

Strategy, organisational change and leadership are topics around which several members of the Work and Organizational Psychology Group have developed expertise. Insights gained within the private, public and third sectors are shared with students throughout the module.

Method of Teaching:

A typical session will consist of three parts:

- interactive lecture (around 90 minutes)
- student group work/tutorial (around 40 minutes)
- discussion of group/tutorial work in class (around 30 minutes)

Method of Assessment and Feedback:

The assessment for this module comprises two components.

Component 1: Strategy and Change, group assignment (3 students per group),
3,500 words, weighing 50%,

The aim of the assignment is to provide students with an opportunity to critically appraise the introduction and management of change in an organisation using the theories, tools and techniques covered in the first part of the module (Strategy and Change). Each syndicate group will be required to select an organisation and conduct research and in-depth analysis of some form of organisational change. This could be (but is not limited to): downsizing, merger, restructuring, rapid expansion (size, business activities), introduction of team working, introduction of new technology, major changes in work design and major organisation development interventions. The discussion should include the following information:

- > The type of change and why it was introduced.
- > The context in which change took place
- > The process of change, i.e. how change occurred
- > The extent to which the change in question was successful

The argumentation must be coherent and substantiated. The analysis, synthesis and evaluation must use relevant theory/conceptual underpinnings in a critical fashion. Moreover, the value of theories and conceptual models to address the change process should be critically considered. Sources of information must be referenced appropriately.

Each member has to make an equitable contribution to the preparation of the assignment. Each syndicate group will be awarded a mark for this 3,500 word group-based assessment component that will contribute 50% to their overall mark. This coursework must be handed in during week 10. Check deadline information from the Postgraduate office for dates and times. Feedback will be provided via the feedback sheets.

Component 2: Leadership Case, individual assignment, 2000 words, weighing 50%

This second component of the course work will take the form of an analysis of a leadership case .The case study will be distributed to students in week 5. Students will be given starter questions and their analysis of the case should be directed towards answering these questions by drawing selectively from the toolkit of leadership concepts and analytical tools covered in the lectures 5 to 8.

The argumentation must be coherent and substantiated. The analysis, synthesis and evaluation must use relevant theory/conceptual underpinnings in a critical fashion. Moreover, the value of theories and conceptual models to address the change process should be critically considered. Sources of information must be referenced appropriately.

Similar case studies will be analysed and discussed in the tutorials following the lectures in week 5 to 8, and in the revision class in week 9.

The turn in date for both parts of the assignment will be in Week 10.



Learning Hours:

Contact Hours	40
Directed Learning	45
Directed Reading	23
Assessment	42
Total	150

Essential Reading

Burnes, B. (2009) *Managing Change*, 5th ed. London, FT Prentice Hall.

Cummings, T.G. & Worley, C. G. (2005) *Organisation Development and Change*, 8th ed. Mason OH, South Western.

Balogun, J. & Hope Hailey, V. (2004) *Exploring Strategic Change*, London, FT Prentice Hall.

Guillaume, Y. R. F., & Telle, N.-T. (2010). Leading and Influencing in Organisations. To appear in M. Butler & E. Rose (Eds.), *Introduction to Organisational Behaviour*. London; CIPD.

Northouse, P. G. (2010). *Leadership: theory and practice* (5th edition). London: Sage.

Day, D. V. (2000). Leadership development: A review in context. *Leadership Quarterly*, 11, 581-613.

Indicative Bibliography:

Andriopoulos, C. and Dawson, P. (2009) *Managing Change, Creativity and Innovation*. London, Sage.

Carnall, C. A. (2007) *Managing Change in Organisations*, 5th ed. London, FT Prentice Hall.

Hayes, J. (2010) *The Theory and Practice of Change Management*, 3rd ed. London, Palgrave Macmillan.

Mayle, D. (Ed.) (2006) *Managing Innovation and Change*, 2nd ed., Milton Keynes, Open University Press/Sage.



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Senior, B. & Fleming, J. (2005) *Organisational Change*, 3rd ed., London, Prentice Hall.

Yukl, G. (2010). *Leadership in organizations* (7th edition). Englewood Cliffs, NJ: Prentice-Hall. (Advanced textbook, research-oriented)

Pierce, J. & Newstrom, J. (2006). *Leaders and the leadership process: Readings, self-assessments and applications* (4th edition). New York: McGraw-Hill.

Chemers, M. M. (2000). Leadership research and theory: A functional integration. *Group Dynamics*, 4, 27-43.



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