

# BHM355 STRATEGY, CHANGE AND LEADERSHIP

#### Academic Year 2012/13

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

## **Staff Members Responsible for the Module:**

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Mrs Jenny Thomson, SW8002, Ext: 3257

#### **Pre-requisites for the Module:**

None

#### **Mode of Attendance:**

On Campus

## **Module Objectives and Learning Outcomes:**

## **Module Objectives**

- To enhance understanding of different forms and levels of organisational change, using key concepts from organisational theory and practice.
- To introduce students to theoretical concepts, tools and skills 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 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 supervise and work most effectively in organisations through leading, influencing, delegating, and coaching.

## **Module Learning Outcomes**

By the end of this module, students will be able to:

- 1. Appreciate the organisational and environmental factors that drive organisational change.
- 2. Understand different approaches and tools that can be used to implement change in organisations.
- 3. Address individual and group processes which lead to adaptation and resistance to change.
- 4. Appreciate management approaches used to mitigate adverse effects of organisational change situations.
- 5. Appreciate leader, follower and situational characteristics that determine leadership effectiveness at work.
- 6. Identify conditions and processes that facilitate or undermine leadership effectiveness at work.
- 7. Understand different approaches and tools that can be used to select and develop effective leaders in organisations.
- 8. Identify their own and other people's leadership potential and address how it can be improved.
- 9. Demonstrate effective people management skills around leadership, influencing, supervision, delegation and coaching.

#### **Module Content:**

#### **STRATEGY & 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.)









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 & Learning:**

A typical session will consist of three parts:

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

#### Method of Assessment and Feedback:

The assessment for this module comprises three components.

The turn in date for all components of the assignment will be in Week 10.

#### 1. Individual Assignment - Strategy & Change (40%)

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). Students 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.

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.

#### 2. Individual Assignment – Leadership Case Study Portfolio (40%)

Students will develop a case study portfolio comprised of two types of cases. The first type will focus on critical topics within leadership and directed through specific questions to address (10%).



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The second type will address a comprehensive understanding of the leadership content of the course (30%). All cases and detailed instructions for the assignment will be provided by the instructors at the start of the term.

#### 3. Workshop Skills Portfolio (20%)

The workshop aims at developing participants' leadership, influencing, supervision, delegation and coaching skills. Participants are expected to work individually and within groups during the workshop on various problem solving and decision making activities.

The portfolio will contain some combination of on-day assessed activities (e.g. worksheets, observations, evaluations) and an individual reflection on learning from the module and the skills workshop.

A satisfactory completion of the Skills Portfolio will be a prerequisite for achieving CIPD accreditation.

# **Learning Hours:**

Contact Hours	27
Class/Workshop Preparation	17
Directed Learning/Additional Reading	50
Private Study/Assessment Preparation	50
Workshop	6
Total	150

The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

# **Essential Reading:**

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

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

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

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

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.



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

# **Indicative Bibliography:**

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

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

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

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

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

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

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)





