BH2296 – STRATEGY FOR FUTURE LEADERS

Module Number: BH2296

Module Title: Strategy for Future Leaders

Number of Aston Credits: 20

Number of ECTS Credits: 10
(European Credit Transfer)

Staff Member Responsible for the Module:

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Availability: To be confirmed

Other Staff Contributing to this Module: To be confirmed

Pre-Requisite(s) for the Module: BH1107 – Organisational Behaviour

Module Learning Outcomes:

Strategy and leadership are two fundamental activities in an organisation. Strategy is about shaping a future direction and leadership is about co-ordinating effort to achieve the aims and objectives. Neither is easy because there are no right or wrong answers, only judgement about what to do.

This module develops your judgement in managerial decision-making about strategy and leadership, so that you can make a more optimal decision. It does this by introducing notions of strategy and leadership. It then focuses on four management philosophies or ideologies which underpin most organisations. Each philosophy has its strengths and weaknesses. Those leading change tend to mix the philosophies according to their preferred strategy for an organisation.

More than that, the module helps you to become reflexive – to have the capacity to reflect upon yourself, others and situations. In other words, can you manage change by diagnosing an organisational culture in terms of the management philosophies and recommending a change to a different strategic position? Having diagnosed an organisation's culture, what about your role in change. What type of leader are you: what is your potential leadership style, is this strategy working for you now and how well do you influence friends and work colleagues? Who or what experiences made you this way? What is your vision for a real organisation or one you might create?

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Contemporary management issues will be explored to help you in your decision-making.

On successful completion of the module students will be able to:

- demonstrate a systematic understanding of relevant knowledge about organisational analysis, the interrelationship between strategy, leadership and change

- develop not only your analytical skills, but also your abilities to critically evaluate organisations, through the examination of case study examples and their connections to and departure from established organisational theories and how they are practically implemented

- become more reflexive, having the capacity to reflect upon yourself and others, but more importantly, focused this capacity by thinking about how you might manage in the future by thinking about how you have been managed in any work you have done in the past or are currently doing

Module Content:

Teaching Period 1
Establishing the Variety of Approaches to Management Thinking

Week 1 Lecture: Scoping the Module – Overview, Ways of Working and Key Issues
Tutorial: Students' Approaches to Study

Chapters 1 & 6: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Week 2 Lecture: Introducing Strategy
Tutorial: Developing Your Critical Skills – Session in the Learning Development Centre (Library, First Floor)

Reading:
Butler MJR (2006), 'Human Resource Strategy: Introducing a New Management Typology to Make Change Stick', *Journal on Management*, 1:2, September-November, HR Issues and Policies, pp 57-69. (Blackboard.)

Chapter 2: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Week 3 Lecture: Introducing Leadership
Tutorial: Developing Your Critical Skills – Session in the Learning Development Centre (Library, First Floor)

Reading:
Chapter 10: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Week 4 Lecture: The Origins of Management Thinking – Organisations
Tutorial: Setting First Essay – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 14: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Chapter 3: Thompson P & McHugh D (2002), *Work Organisations – A Critical Introduction*, 3rd Edition, Basingstoke: Palgrave.

Week 5 Lecture: New Management Thinking – People and Organisations
Tutorial: Setting First Essay – Tutorial Room (Facilitator – Michael)

Reading:
Chapters 17, 7 & 5: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Chapter 4: Thompson P & McHugh D (2002), *Work Organisations – A Critical Introduction*, 3rd Edition, Basingstoke: Palgrave.

Week 6 Reading Week – Prepare Essay Plan

Week 7 Lecture: More New Management Thinking – Environments and Organisations
Tutorial: Review of Essay Plan with Writing Mentors – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 15, especially 359-373: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Chapter 5: Thompson P & McHugh D (2002), *Work Organisations – A Critical Introduction*, 3rd Edition, Basingstoke: Palgrave.

Week 8 Lecture: Emergent Management Thinking – Governance and Organisations
Tutorial: Review of Essay Plan with Writing Mentors – Session in Tutorial Room (Facilitator - Michael)

Reading:
Chapters 12, 13 & 18: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Chapter 11: Thompson P & McHugh D (2002), *Work Organisations – A Critical Introduction*, 3rd Edition, Basingstoke: Palgrave.

Week 9 Lecture: Guest Speaker
Tutorial: Peer Review of Essay – Session in Tutorial Room (Facilitator: Michael and Writing Mentors)

Week 10 Lecture: Review – So What? … Expectations of first essay
Tutorial: Peer Review of Essay – Session in Tutorial Room (Facilitator: Michael and Writing Mentors)

Week 11 Hand in first essay

Teaching Period 2
Critiquing the Variety of Approaches to Management Thinking

Week 12 Exam Week

Week 13 Exam Week

Week 14 Lecture: Feedback on first essay
Tutorial: Exploring how you make decisions and getting it right frist time – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 11: Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD.

Week 15 Lecture: Critique of Systematic Management – The Myth of Lean Production?
Tutorial: Exploring how you make decisions and getting it right frist time – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 2: Bradley H, Erickson M, Stephenson C & Williams S (2000), *Myths at Work*, Cambridge: Polity Press.

Week 16 Lecture: Critique of Human Relations – The Myth of the End of Trade Unionism?
Tutorial: Setting Second Essay – Session in Tutorial Room Facilitator – Michael)

Reading:
Chapter 8: Bradley H, Erickson M, Stephenson C & Williams S (2000), *Myths at Work*, Cambridge: Polity Press.

Week 17 Lecture: Guest Speaker
Tutorial: Setting Second Essay – Session in Tutorial Room (Facilitator – Michael)

Week 18 Reading Week

Week 19 Lecture: Critique of Open Systems – The Myth of Globalization?
Tutorial: Review of Essay Plan with Writing Mentors – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 1: Bradley H, Erickson M, Stephenson C & Williams S (2000), *Myths at Work*, Cambridge: Polity Press.

Week 20 Lecture: Critique of Governance – The Myth of the Female Takeover?
Tutorial: Review of Essay Plan with Writing Mentors – Session in Tutorial Room (Facilitator – Michael)

Reading:
Chapter 4: Bradley H, Erickson M, Stephenson C & Williams S (2000), *Myths at Work*, Cambridge: Polity Press.

Week 21 Lecture: Strategy, Leadership and You
Tutorial: Peer Review of Essay – Session in Tutorial Room (Facilitator: Michael and Writing Mentors)

Week 22 Lecture: Second Review – Synthesising the module and expectations of second essay
Tutorial: Peer Review of Essay – Session in Tutorial Room (Facilitator: Michael and Writing Mentors)

Week 23 Prepare essay

Week 24 Hand in second essay

Week 25 Marking

The lectures and tutorials support the learning outcomes by adopting an enquiry-based learning (EBL) approach. This approach will be used in two ways. First, the lectures will make it clear that there are no easy or right answers in management, instead, knowledge is complex and fuzzy – this is why four underlying management ideologies are identified, discussed and used in the module. Second, the complexity and fuzziness of managing organisations is reinforced by using practical examples, but more that that, by

you choosing organisations to analyse as part of your assessments. The practical implications of EBL are discussed in more detail in the section titled 'Method of Learning and Teaching'.

International Dimensions:

International research and case studies will be used to illustrate key learning points and achieve the learning outcomes.

Michael has worked with many international organisations and will draw on this experience to support the ideas in the module eg currently works with British Sugar Group and L'Oreal. Most recently he gave a TEDx talk on the Great Wall, China – see TRANSFORMATIONFilm's Channel to see his talks at:
http://www.youtube.com/user/TRANSFORMATIONFilm?feature=mhee

In addition, the experiences of developing countries will be drawn on, for example, Eastern Europe (Romania – NGOs) and Pacific Rim (Malaysia – hotels).

Corporate Connections:

Research and case studies from both the private, public and third sectors will be used to illustrate key learning points and achieve the learning outcomes.

Examples include: being a Non Executive Director of Beyond Engagement.

As part of The TRANSFORMATION Project, he is collaborating with Catalyst Education (Birmingham Local Education Partnership), Echo Managed Services, NHS Warwickshire, Playgroup (a London advertising agency), Warwickshire Police, Associated British Foods plc, DHL Supply Chain and the Association for Project Management. The Project is being extended into the British Sugar Group, Saudi Aramco and non-government organisations (NGOs). Visit www.thetransformationproject.co.uk.

Links to Research

The module synthesizes Michael's research experience and his publications. His research interests focus on change management, specifically, adapting promising management practices to enhance performance across varied organisational contexts, contributing to ideas about receptivity for change, knowledge exchange and project-based organisations. However, underpinning change are strategic decision-making processes. I target deep process, which I investigate through Organisational Cognitive Neuroscience (OCN) (co-founder of the idea). His research has won funding from national competitions e.g. the Economic and Social Research Council (ESRC) for The TRANSFORMATION Project, which involves translating existing academic theory into practitioner management tools. His work, both research and teaching, has won awards (e.g. the university Aston Excellence in Teaching Award has led to national recognition as a Fellow by the Business,

Management, Accounting and Finance sub-section of the Higher Education Academy) and nominations for prizes (The Warwick Prize for Writing). He features regularly in international media (including the BBC). He is on the Editorial Board of the Asia-Pacific Journal of Business Administration. His work has appeared or is forthcoming in 35 peer reviewed articles, including world top ranked journals e.g. Organization Science. He has published three books: Language, Power and Identity (Hodder and Stoughton, 1999, selling 10,000 copies), The Social Cognitive Neuroscience of Organizations (Blackwell, 2007) and Introduction to Organisational Behaviour (CIPD, 2011).

Learning and Teaching Rationale and Methods:

a) Method of Teaching - The module will use a combination of lectures and tutorials.

The lectures will use a variety of methods to reinforce learning points: verbal, visual and written. Importantly, organisational theory (delivered through Lectures) will be linked to management practice (delivered through case studies and simulated experiences) to reveal what is happening in real organisations. Most importantly, your participation will be encouraged by stimulating your ideas through critical reading, by exploring your ideas and previous experiences through discussion and debate and by testing your ideas through your essay preparation.

The tutorials will be the environment in which you can participate most. They will be used to prepare you for your essay submissions, by linking the lectures, your reading and your experience to organisations of your choice. These organisations might include where you have worked, are currently working or might like to work.

The tutorials are also used to enhance your critical thinking by developing your critical writing skills. This is achieved by working with the Learning Development Centre and writing mentors. The Learning Development Centre and writing mentors are part of the UK 'Write Now' project, managed across three universities.

a) Duration

Lectures and Tutorials	50 hours
Private Study for First Essay	65 hours
Private Study for Second Essay	65 hours
Additional Group Work	20 hours
Total	**200 hours**

Ethnical Approval:

This module does not require any primary research and no ethical approval will be necessary.

Method of Assessment Rationale and Methods:

The methods of assessment are two essays. This method has been selected because it allows you the time to explore difficult ideas. It also allows you to explore the ideas with other students and Michael.

First Essay (50%, 2500 Words)

This essay will test your understanding of Teaching Period 1, Weeks 1 to 11, and will be submitted at 12.00 on the Monday of Week 11, 12 December 2011. It will focus on the first two Learning Outcomes (skills and knowledge).

Your understanding will be tested by linking the Lectures, your reading and your experience to an organisation of your choice. The organisation might be where you have worked or are currently working. This will be achieved by describing your chosen organisation or organisations, analysing your organisation(s) in terms of the different approaches to management thinking outlined in the Lectures and then making recommendations about how the organisation could change. In short, you are a Management Consultant, diagnosing how an organisation functions. You then try and improve it.

Second Essay (50%, 2500 Words)

This essay will test your understanding of Teaching Period 2, Weeks 14 to 23, and will be submitted at 12.00 on the Monday of Week 24, 23 April 2012. It will focus on the third Learning Outcome (reflexivity).

Your understanding will be tested by, again, linking the Lectures, your reading and your experience to an organisation of your choice – the organisation might be where you have worked or are currently working. Alternatively, for this assessment, because its focus will be on how you might manage in the future, you could create a future ideal organisation by drawing on examples from a range of organisations or other sources, for example, art, films, music. The only limiting factor is that whatever you choose, it should demonstrate the skills, knowledge and reflexivity you will have developed during the module. It is anticipated that during the Seminars you will collaborate to generate and share ideas. It is then anticipated that during the Private Study you will apply those ideas in a format that is personal to you. In short, you are focusing on you. In doing so, you will answer fundamental questions which will help you in your Placement Year and when you leave Aston: what type of leader are you and how does this influence strategies you adopt?

Essential Reading:

Teaching Periods 1 and 2

Butler MJR (2006), 'Human Resource Strategy: Introducing a New Management Typology to Make Change Stick', *Journal on Management*, 1:2, September-November, HR Issues and Policies, pp 57-69.

Teaching Period 1

Butler M & Rose E (2011), *Introduction to Organisational Behaviour*, London: CIPD. (Traditional perspective.)

Thompson P & McHugh D (2002), *Work Organisations*, 3rd Edition, Basingstoke: Palgrave. (Critical perspective.)

Teaching Period 2

Bradley H, Erickson M, Stephenson C & Williams S (2000), *Myths at Work*, Cambridge: Polity Press.

Indicative Bibliography:

Strategy, Leadership and Team Focus

Carter C, Clegg SR & Kornberger M (2008), *A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Strategy*, London: Sage.

Key thinkers on strategy include: Paula Jarzabkowski (ABS), Henry Mintzberg (McGill), Andrew Pettigrew (Said, Oxford).

Key thinkers on leadership include: Robin Martin (ABS) and Andrew Kakabadse (Cranfield).

Key thinker on teams include: Michael West (Lancaster).

Critical Theory Focus – Unlocking Power Processes

Aronowitz S & Cutler J (Eds) (1998), *Post-Work – The Wages of Cybernation*, New York: Routledge.

Aronowitz S & DiFazio W (1994), *The Jobless Future – Sci-Tech and the Dogma of Work*, Minnesota: Minnesota University Press.

Bauman Z (1998), *Work, Consumerism and the New Poor*, Cambridge: Polity Press.

Beck U (2000), *The Brave New World of Work*, Cambridge: Polity Press.

Bradley H (1996), *Fractured Identities – Changing Patterns of Inequality*, Cambridge: Polity Press.

Bradley H (1999), *Gender and Power in the Workplace – Analysing the Impact of Economic Change*, Houndsmill: Macmillan.

Braverman H (1974), *Labour and Monopoly Capital – The Degradation of Work in the Twentieth Century*, New York: Monthly Review Press.

Brown R (1997), *The Changing Shape of Work*, London: Macmillan.

Casey C (1995), *Work, Self and Society – After Industrialism*, London: Routledge.

du Gay P (1996), *Consumption and Identity at Work*, London: Sage.

du Gay P (2000), *In Praise of Bureaucracy: Weber, Organization, Ethics*, London: Sage.

Gorz A (1999), *Reclaiming Work – Beyond the Wage-Based Society*, Cambridge: Polity Press.

Grint K (1991), *The Sociology of Work – An Introduction*, Cambridge: Polity Press.

Grint K (1995), *Management – A Sociological Introduction*, Cambridge: Polity Press.

Hochschild A (1983), *The Managed Heart – Commercialization of Human Feeling*, Berkeley and London: University of California Press.

Noon M & Blyton P (1997), *The Realities of Work*, Basingstoke: Macmillan.

Sennett R (1998), *The Corrosion of Character – The Personal Consequences of Work in the New Capitalism*, New York: WW Norton.

Theriault R (1995), *How to Tell When You're Tired*, New York: WW Norton.

Thompson P (1983), *The Nature of Work – An Introduction to Debates on the Labour Process*, London: Macmillan.

Thompson P & Warhurst C (Eds) (1998), *Workplaces of the Future*, Basingstoke: Macmillan.

Journals:

Strategy and Leadership Focus

Academy of Management Journal*
Academy of Management Review*
Administrative Science Quarterly*
British Journal of Management
Harvard Business Review (aimed at practicing international manager)
Human Relations
Human Resource Management
Journal of Management Studies
Leadership Quarterly
Organization Science*
Organisation Studies

Personnel Review
Strategic Management Journal*

Public Management Focus, including Emerging Economies

Public Administration
Public Administration and Development (aimed at international development and NGOs or non-government organisations)
Public Management Review

Critical Theory Focus

American Sociological Review*
Gender, Work and Organisation
Labour Market Trends
Sociology
Work, Employment and Society

- Denotes world class journals

Useful Online Sources:

ABI-Inform Full Text (Proquest)
Emerald
Web of Science (Social Sciences Citation Index)

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