



Course Code MBA-706	Course Title Managing Corporate Change	ECTS Credits 7.5
Department School of Business	Semester Fall, Spring, Summer	Prerequisites MBA-609/MBA-685
Type of Course Elective	Field Management	Language of Instruction English
Level of Course 2 nd Cycle	Year of Study 2 nd	Lecturer(s) Dr Ian McRoy
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

1. To underline the complexity and variety of schools of thought involved in managing corporate change within the current turbulent and global business environment.
2. To develop and understanding of the pivotal role, played by leadership, culture and organisational learning in the transformation of organisations.
3. To provide concepts, tools and techniques to design and manage the change process for formulating a comprehensive transformational strategy building on strategic management
4. To translate the implementation strategy into operational initiatives and action plans and aligne the organisation and manage the necessary resources for successful implemetation
5. To consolidate the change and laying the foundations for sustainability

Learning Outcomes:

Aim:

To enable students to develop their understanding of how the theory of strategic change management may be translated into practice.

Learning Objectives:

At the end of the courses, students should be able to do the following:

1. Evaluate and explain the complexity and variety of schools of thought involved in managing corporate change within the current turbulent and global business environment
2. Develop an understanding of the pivotal role played by leadership, culture and organisational learning in the transformation of organisations
3. Provide concepts, tools and techniques to design and manage the process for:
 - Formulating a comprehensive transformational strategy building on strategic management
 - Translating the implementation strategy into operational initiatives and action plans
 - Aligning the organisation and managing the necessary resources for successful implementation
 - Consolidating the change and laying the foundations for sustainability.
4. Analyze case studies
5. Conduct research; write reports and/or present analysis and conclusions.

Course Contents:

This course focuses on the multiplicity of issues associated with putting strategic plans into operation and is therefore a natural continuation of Corporate Strategy.

Placing change management, or strategic implementation, after strategic analysis and choice is an academic convention observed in most MBA programmes – the rationale being that making things work should come after the decision on the direction to pursue. In real life, however, the two are difficult to treat separately as it is difficult to envisage the formulation of strategy without considering the implementation issues, such as availability of financial resources, current organisational structures or culture and internal power politics.

With the object of helping students to prepare for the final project, this course places special emphasis on far-reaching, fundamental change that transforms the character and competitive ability of an organisation. However, incremental changes are the norm for most organisations during extended periods of their life before they may have to face more fundamental changes.

The course considers the nature of change and how that affects the organization students work for or are familiar with.

Change management is concerned with modifying or transforming organizations so consideration is made of:

The extent to which managers can intercede to affect the response to change through a change agency approach;

Optional definitions of organizational effectiveness.

Consideration of an open systems approach and an organizations interaction with its environment coupled with the organisations internal capabilities.

Organisational learning and effectiveness and how this fit can be best achieved and the contribution that individuals make to ensuring that the organization survives.

Challenges individuals' views on how change may take place and what form it may undertake.

Learning Activities and Teaching Methods:

- Lectures
- Core material
- Case Studies
- Self-assessment exercises
- DVD cases
- Discussions
- Pod Casts
- Course assessments

Assessment Methods:

In class case study; Homework assignments; Case study for Mid-term; Case study for Final Exam; Group exercises and Class Participation;

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Balogun, J. and Hope Hailey, V	Exploring Corporate Change 3rd Edn	Prentice Hall	2008	978-0-273-70802-5

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Senior, B. & Fleming, J	Organisational Change 3 rd Edn	Prentice Hall	2006	0-273-69598-3
Hayes, J	The Theory & Practice of Change Management 2 nd Edition	Palgrave	2007	1-4039-9298-3