COURSE SPECIFICATION DOCUMENT

NOTE: ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING LTPC.

Academic School :	Business and Economics
Programme:	Masters of Business Administration
FHEQ **Level:**	7
Course Title:	Leadership & Strategic Change
Course Code:	MGT 7135
Course Leader:	Dr Ben Shenoy
Student Engagement Hours:	200
Lectures:	39
Seminar / Tutorials:	6
Independent / Guided Learning:	155
Semester:	Spring
Credits:	20 UK CATS credits
	10 ECTS credits
	4 US credits

Course Description:

This course contextualises organisational, behavioural and leadership issues of change within an integrated framework that synthesises strategy, leadership & organisational design. It encompasses the core concepts of leadership and strategic change to enable students to manage the more complex behavioural and organisational issues to deliver change across diverse cultural, functional, and hierarchal boundaries.

Prerequisites:
N/A

Aims and Objectives:

The aim of this courses is to develop the student's change management approaches and leadership skills. It objective is to facilitate the student's ability to develop strategies and actions that contribute to the delivery of the successful delivery of coprporate management.

Programme Outcomes:

A1, A2, A4, A5
B1, B2, B3, B4, B5
C1, C2, C3, C4, C5
D1, D2, D3, D4, D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:
http://www.richmond.ac.uk/content/academic-schools/academic-registry/program-and-course-specifications.aspx

Learning Outcomes:
By the end of this course, successful students should be able to:

Subject Knowledge and Understanding

1. Critically interpret the context of change, including elements of structure, system, and function.
2. Analyse the key approaches and statregies in relation to corporate success and development.
3. Understand and recognise their own pre-conceptions and those of other participants in change and corporate management.
4. Identify the leadership skills that they need to develop in order to accelerate the delivery of change across their organisation.

Cognitive Skills

1. Evaluate statements in terms of evidence.
2. Define terms adequately, and generalize appropriately.
3. Apply project management ideas and knowledge to a range of business and other situations.

Subject Specific, Practical and Professional Skills

1. Engage as team members in group work that will require intellectual, reflective and analytical application.

General/Transferable Skills

1. Effective oral and written communication in a range of traditional and electronic media.

Indicative Content:

- Models and theoretical perspectives on organisational change.

- Model and theoretical perspectives on leadership.

- Approaches to change management, including organisational development and systems thinking.

- The leaders' role, including skills in change management.

- Individual and group behaviour in response to change.

- The organisation as an adaptive, learning, social system.

Assessment:

This course conforms to the Richmond University Standard Assessment Norms approved at Learning and Teaching Policy Committee found at:
http://www.richmond.ac.uk/content/academic-affairs/academic-standing.aspx.

Teaching Methodology:
The course will be taught through lectures, seminars, tutorials, workshops, and practical sessions.

Bibliography:
See syllabus for complete reading list.

Indicative Text(s):

Armstrong, M. & Stephens, T. (2005). *A Handbook of Management and Leadership*, London: Kogan Page.

Balogun, J. &Hope Hailey, V. (2004). *Exploring Strategic Change,* 2nd edition, London: Financial Times Prentice Hall.

Burnes, B. (2009). *Managing Change,* 5th edition, London: Financial Times Prentice Hall.

Cameron E. & Green M. (2004). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change,* London: Kogan Page.

Kotter, J. P. (1996). *Leading Change*, Cambridge, MA: Harvard Business School Press.

Paton, R.A. & McCalman, J. (2000). *Change Management: A Guide to Effective Implementation,* 2nd edition, London: Sage.

Senior, B. & Fleming, J. (2006). *Organisational Change,* 3rd edition, London: Pearson Education.

Journals

Academy of Management Journal (AC Mgt.).
British Journal of Management (Blackwell).
California Management Review (University of California, Berkeley).
European Management Journal (Elsevier).
Harvard Business Review (Harvard Business School).
Journal of General Management (Braybrooke Press Ltd).
Journal of Management Studies (Blackwell).
Leadership and Organisation Development Journal.
Management Today (Chartered Institute of Management).
McKinsey Quarterly (McKinsey & Co.).
Sloan Management Review (MIT Sloan School of Management)
Strategic Management Journal (Wiley).

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

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Change Log for this CSD:

Major or Minor Change?	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic Registry