

THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT
COURSE UNIT DESCRIPTION

Course Unit Title	MANAGING STRATEGIC CHANGE	
Course Unit Code	MB515	
Type of Unit	Core	
Level of Course Unit	Second cycle	
Year of Study	First/second year	
Number of ECTS Credits	6 ECTS	
Course Unit Objectives	The objective of this course is to examine circumstances where extensive strategic changes are necessary and identify, through actual business cases, the challenges of managing strategic changes.	
Learning Outcomes	On completion of this course students are expected to be able to:	
	CILO 1	Analyze the dynamics of change in a volatile business environment.
	CILO 2	Deduce the appropriate actions to effectively manage change.
	CILO 3	Apply various approaches to the management of change in different situations.
Mode of delivery	Face to Face	
Name of Lecturer(s)	Dr. Vasilis Papadakis	
Prerequisites or corequisites	None	
Course Content	1. What is Strategy? Competitive and Corporate Strategy – Resource based view – Why do companies do not usually have a consistent strategy?	CILO 1
	2. Effective Change Management in Mergers and Acquisitions	CILO 2, 3
	3. Turnaround Changes in ailing companies as well as Transformation Efforts in Successful Companies.	CILO 2, 3
	4. The Challenge of Creating a Learning organization	CILO 2,
Recommended or required	<u>Textbooks:</u>	

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reading

- Carnall, C. (1995). *Managing Change in Organizations* (2nd ed.). London: Prentice Hall.
- Carpender, M.A. & Sanders, W.G. (2010) *Strategic Management* (2nd ed.). New Jersey, NJ: P. Prentice-Hall.
- Grant, R.M. (2010). *Contemporary Strategy Analysis* (7th ed.). Blackwell Publishing.
- Hill, C. & Jones, G. (2012). *Strategic Management Theory: An Integrated Approach* (10th ed.). South-Western Cengage Learning.
- Hitt, M.A., Ireland, D.R. & Hoskisson R.E. (2009). *Strategic Management: Competitiveness and Globalization* (8th ed.). Mason, OH: Thompson South-western.
- Hitt, M.A., Ireland, D.R. & Hoskisson, R.E. (2013). *Strategic Management: Competitiveness and Globalization* (10th ed.). South-Western Cengage Learning
- Jick, T. D. & M. A. Peiperl (2003). *Managing Change: Cases and Concepts* (2nd ed.). McGraw-Hill.
- Johnson G., Whittington, R. & Scholes, K. (2011). *Exploring Strategy: Text and Cases* (9th ed.). Prentice Hall.
- Thompson, A.A., Peteraf, M.A., Gamble, J.E. & Strickland III, A. J. (2012). *Crafting and Executing Strategy: Concepts and Readings* (18th ed.). McGraw Hill Irwin.

Further Reading:

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	<p>Colenso, M., (2000). <i>Kaizen Strategies for Successful Organizational Change</i>. Financial Times-Prentice Hall.</p> <p>Harvard Business (2003). <i>Essential Guide to Managing Change and Transition</i>. Harvard Business School Press.</p> <p>Holman & Devane, T. (1999). <i>The Change Handbook</i>. San Francisco: Barrett-Koehler Publishers.</p>
	<p>Kotter J.P. (1996). <i>Leading Change</i>. Boston: Harvard Business School Press.</p> <p>Kotter, J.P. & Cohen, D.S. (2002). <i>The Heart of Change: Real-Life Stories of How People Change their Organizations</i>. Harvard Business School Press. Markides C. (2000). <i>All the Right Moves: A Guide to Crafting Breakthrough Strategy</i>. Boston: Harvard Business School Press.</p> <p>Markides, C. (2008). <i>Game-Changing Strategies</i>. Jossey-Bass.</p> <p>Nilakant, V., Ramnarayan, S. (2006). <i>Change Management: Altering Mindsets in a Global Context</i>. Sage Publications</p> <p>Senge, P. (1991). <i>The Fifth Discipline</i>. New York, NY: Doubleday.</p> <p>Spector, B. (2007). <i>Implementing Organizational Change: Theory and Practice</i>. New Jersey: Prentice Hall</p> <p>Spector, B. (2007). <i>Implementing Organizational Change: Theory and Practice</i>. Prentice Hall.</p> <p>Wind, J. & Main, J. (1998). <i>Driving Change</i>. The Free Press.</p>
Planned learning activities and teaching methods	Lectures; in-class discussions and debates; in-class exercises; team work; peer evaluations; video case studies; article reviews; student presentations.
Assessment methods and criteria	40% Class participation (including group work and presentations) 60% Final exam
Language of Instruction	English
Work Placement(s)	Not applicable
	lecturers.
Assessment methods and criteria	25% Participation 25% In-class Exercises 50% Case Study
Language of Instruction	English
Work Placement(s)	Not applicable