



THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT
COURSE UNIT DESCRIPTION

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| 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 | |
| Semester | On demand | |
| 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 | |
| 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, 3 |
| Recommended or required reading | <p><u>Textbooks:</u> Carnall, C. (1995). <i>Managing Change in Organizations</i> (2nd ed.). London: Prentice Hall. Carpender, M.A. & Sanders, W.G. (2010) <i>Strategic Management</i> (2nd ed.). New Jersey, NJ: P. Prentice-Hall. Grant, R.M. (2010). <i>Contemporary Strategy Analysis</i> (7th ed.). Blackwell Publishing. Hill, C. & Jones, G. (2012). <i>Strategic Management Theory: An Integrated Approach</i> (10th ed.). South-Western Cengage Learning. Hitt, M.A., Ireland, D.R. & Hoskisson R.E. (2009). <i>Strategic Management: Competitiveness and Globalization</i> (8th ed.). Mason, OH: Thompson South-western. Hitt, M.A., Ireland, D.R. & Hoskisson, R.E. (2013). <i>Strategic Management: Competitiveness and Globalization</i> (10th ed.). South-Western Cengage Learning Jick, T. D. & M. A. Peiperl (2003). <i>Managing Change: Cases and Concepts</i> (2nd ed.). McGraw-Hill. Johnson G., Whittington, R. & Scholes, K. (2011). <i>Exploring Strategy: Text and Cases</i> (9th ed.). Prentice Hall. Thompson, A.A., Peteraf, M.A., Gamble, J.E. & Strickland III, A. J. (2012). <i>Crafting and Executing Strategy: Concepts and Readings</i> (18th ed.). McGraw-Hill Irwin.</p> <p><u>Further Reading:</u> Colenso, M., (2000). <i>Kaizen Strategies for Successful Organizational Change</i>. Financial Times-Prentice Hall. Harvard Business (2003). <i>Essential Guide to Managing Change and Transition</i>. Harvard Business School Press. Holman & Devane,T. (1999). <i>The Change Handbook</i>. San Francisco: Barrett-Koehler Publishers. Kotter J.P. (1996). <i>Leading Change</i>. Boston: Harvard Business School Press.</p> | |

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| | <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.</p> <p>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 |

Dear Vasilis,

Hello again!

I hope the lesson in Limassol went well!

I would like to thank you for taking the time to go through the Managing Strategic Change course descriptor. As we are in the final stages of its revision, we kindly ask that you help us complete it by contributing in a few more sections:

1. By matching the course intended learning outcomes (CILO's) to the course content in the space provided next to each item.
2. Updating the teaching methods section by choosing from the attached list of activities and adding any others that you will be using.

Please send us the final version by next Friday 14 September 2013.

thank you