

Strategic Management of Change

Module Descriptor

Module Code: MAN7SMC

Version: 11.00

Status: Final

Date: 18/03/2021

Summary Module Details

Module details

Module Title: Strategic Management of Change

Module Leader: Marios Konstantinidis

Module Mode: Supported online learning

Semester: Autumn (UK)

Level: 7

Credits: 20

Learning Hours: 200

Contact & Study Hours

Directed Study Time: 60hrs (30%)

Self-directed Study Time: 70hrs (35%)

Assessment Study Time: 70hrs (35%)

Assessment Type

Coursework: 100%

Computer Marked Assessment: 0%

Self-directed Research Project: 0%

Portfolio: 0%

Module summary

The rationale for this module is to provide an integrated approach to corporate strategy and the management of change and innovation in a complex and uncertain business environment in construction and real estate.

Initially, consideration is given for frameworks to manage the long-term strategic direction of organisations within a construction and real estate setting. The remaining focus is then on enhancing students' understanding of, and response to organisational change through leadership and associated factors. The determination of appropriate policies and strategies are explored within different cultural contexts to meet stakeholder interests.

Taken on which programmes

MBA Construction and Real Estate (C)

MSc Construction Management (E)

Core (C) or Elective (E)

Module Aims

This module aims to examine in an international context:

- The increasingly complex role of corporate strategic management and business planning within the real estate and construction environment, including an examination of the evolution of strategic management concepts.
- Emerging contemporary research that influences dynamic managerial approaches to managing change.
- Practical analytical frameworks for managing change within the construction and real estate environment.
- Internal and external influences on organisational performance, and the impact these have on global corporate social responsibilities.

Module Learning Outcomes

- LO1. Critically appraise the role of the strategic management of change in organisational management, through comprehensive theoretical/contemporary research findings applicable to strategic management.
- LO2. Critically evaluate a systematic knowledge of appropriate methodologies and ethical frameworks for implementing change.
- LO3. Critically analyse factors influencing strategic decision-making and leadership, including the forces influencing managers/leaders when evaluating and determining options for the implementation of strategic change.
- LO4. Synthesise the concepts of strategic management of change in a professional, analytical and creative way when managing complex and uncertain situations.
- LO5. Critically evaluate social responsibility for sustainability issues in the built environment.

Indicative Module Content

Module topics

- **Introduction to Strategic and Change Management**
Explaining what strategy is and distinguishing between corporate, business and functional strategies, and the importance of organisational context.
- **Macro-Economic, Industry and Sector Analysis**
Analysing the broad macro-environment and key drivers for change and the impact on industries and sectors.
- **Stakeholders and Governance**
Undertake stakeholder analysis to identify the power of different stakeholder groups and evaluate implications for corporate governance.
- **Business and Corporate Strategy in an International Environment**
Strategic choices based on an organisation's strategic position.

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- **Mergers, Acquisitions and Alliances**

Identify key motives and issues in the successful management of mergers, acquisitions, and strategic alliances. Appreciation of appropriate choices between organic development, mergers, acquisitions, and strategic alliances and the key success factors associated.

- **Evaluation of Strategies**

Assess the performance outcomes of different strategies (outcomes and effectiveness) using gap analysis and 'success criteria' such as suitability, acceptability and feasibility, and evaluate through a range of techniques (financial and non-financial).

- **Leadership and Strategic Change**

Identify and assess different leadership styles, as related to strategic change, utilising options like change kaleidoscope and forcefield analysis and the effect on this change. Assess the value of different levers for strategic change.

This content will be reviewed and updated regularly to reflect the legal, moral and financial changes in professional standards and practice.

Overview of Summative Assessment

Module learning outcomes	Assessment	Word count or equivalent	Weighting
LO1, LO2	Assessment 1 Coursework	1,500	30%
LO1, LO2, LO3, LO4, LO5	Assessment 2 Coursework	3,500	70%

Module Pass Mark (as a weighted average of all assessments): 50%

Key Module Learning Resources

Core sources and texts

The core reading resources within each module will be provided via the specific Virtual Learning Environment (VLE) module pages and within the e-Library. Additional reference material and supplementary resources to support your studies are available through the UCEM e-Library.

Module tools

Students will have access to study materials, dedicated academic support, student forums, and learning activities via an online learning platform (VLE).

The module page on the VLE is broken down into structured study weeks to help students plan their time, with each week containing a mixture of reading, case studies, videos/recordings and interactive activities to go through. Online webinars/seminars led by the Module Leader can be attended in real time and provide opportunities to consolidate

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knowledge, ask questions, discuss topics and work through learning activities together. These sessions are recorded to support students who cannot attend and to enable students to recap the session and work through it at their own pace. Module forums on the VLE provide further opportunities to discuss topics with other students, complete collaborative work and get extra help from the module team.

Professional online resources

The e-Library provides access to trusted, quality online resources, selected by subject specialists, to support students' study. This includes journals, industry publications, magazines, academic books and a dissertation/work-based library. For a list of the key industry specific and education resources available please visit [the VLE e-Library](#).

Other relevant resources

Access is also provided to further information sources that include the British Library and Open University UK catalogues, as well as providing a monthly current awareness service entitled, **Knowledge Foundations** - a compendium of news, research and resources relating to the educational sector and the Built Environment.

The module resource list is available on the module website and is updated regularly to ensure materials are relevant and current.