

## COURSE SPECIFICATION DOCUMENT

<b>Academic School/Department:</b>	Richmond Business School
<b>Programme:</b>	Masters of Business Administration
<b>FHEQ Level:</b>	7
<b>Course Title:</b>	Leadership and Corporate Strategy
<b>Course Code:</b>	MGT 7125
<b>Student Engagement Hours:</b>	200
Lectures:	39
Seminar / Tutorials:	6
Independent / Guided Learning:	155
<b>Semester:</b>	Spring
<b>Credits:</b>	20 UK CATS credits 15 ECTS credits 4 US credits

### **Course Description:**

This course contextualises organisational, behavioural and the people issues of change within a strategic leadership framework. It encompasses the core concepts of leadership and 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

C1, C2, C3, C4, C5  
D1, D2, D3, D4, D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

### **Learning Outcomes:**

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

### **Indicative Content:**

- Models and Theoretical Perspectives on Corporate Strategy.
- Model and Theoretical Perspectives on Leadership.
- Approaches to Change Management, including Organisational Development Systems Approach.
- The leaders' role, including skills in change management.
- Individual and group behaviour in response to change.
- The influence of organisation and national culture on change.
- Change and HRM Strategy and Policy.
- The Learning Organisation.

### **Assessment:**

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Board and are located at <https://www.richmond.ac.uk/university-policies..>

### **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):*

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

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

#### *Recommended reading*

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

Balogun, J. and Hope Hailey, V. (2004) *Exploring Strategic Change* (2nd edition), Harlow: Financial times Prentice Hall.

Burnes, B. (2004) *Managing Change: A Strategic Approach to Organisational Dynamics* (4th edition), Harlow: Financial Times Prentice Hall.

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

Senior, B. and Fleming, J. (2006) *Organisational Change* (3rd edition), Harlow: 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)

MIT Sloan Management Review (MIT School of Management)

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

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