Strategic Management of Change

Module Descriptor

Module Code: MAN7SMC

Version: 13.00

Status: Final

Date: 26/03/2025

Summary Module Details

Module details

Module Title: Strategic Management of Change

Module Leader: Sukhi Lidher

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

This module provides an integrated approach to corporate strategy and the management of change and innovation in a complex and uncertain business environment in the built environment.

Initially, consideration is given for frameworks to manage the long-term strategic direction of organisations within the built environment. Then essential marketing principles and models and the relevance of marketing strategies are explored. The remaining focus is then on enhancing understanding of, and response to organisational change through strategic concepts and associated factors. The determination of appropriate policies and strategies are explored within different cultural contexts to meet stakeholder interests.

Taken on which programmes

Master of Business Administration (C)

Core (C) or Elective (E)

Module Aims

This module aims to examine:

- 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 using analysis of internal and external environments and global context, including the impact of external change on marketing strategy.

LO2.   Develop knowledge and understanding of strategic choices

LO3.   Critically analyse complex and uncertain factors influencing strategic decision-making

LO4.   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.

- **Essential marketing principles and models and the relevance of marketing strategies**

  Market research, market segmentation and service quality and value.

- **Macro-Economic, Industry and Sector Analysis**

  Analysing the broad macro-environment and key drivers for change and the impact on industries and built environment organisations.

- **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**

  Understanding of business, corporate and functional strategy using specific examples. Strategic choices based on an organisation's strategic position.

- **The impact of corporate strategy on functional strategy**

This topic will look at the impact of external change in customer preferences, market trends and competitive pressures on marketing strategy using examples.

- **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).

- **Strategic Change**

  Assess the value of different levers for strategic change including innovation and the global context.

- **Reflection of learning**

  A review of the central issues considered in this module and a built environment case study discussed using core principles studies on the module.

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	2000	40%
LO3, LO4	**Assessment 2** Coursework	3000	60%

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 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.