



**CORPORATE AND ACADEMIC SERVICES**

**MODULE SPECIFICATION**

**Part 1: Basic Data**

Module Title	Principles of Change Practice				
Module Code	UMODAQ-15-M	Level	M	Version	1.1
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL	Field	Organisation Studies		
Department	BBS, Business and Management	Module Type	Standard		
Contributes towards	MSc Leadership and Management pathways;				
Pre-requisites	None	Co- requisites	None		
Excluded Combinations	Leading Change UMOCCA-15-M	Module Entry requirements	N/A		
First CAP Approval Date	25/05/12	Valid from	September 2012		
Revision CAP Approval Date	18 November 2015	Revised with effect from	September 2016		

<b>Review Date</b>	September 2018
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**Part 2: Learning and Teaching**

Learning Outcomes	<p>On completion of the module participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe, understand and synthesise different perspectives and concepts of change practice and implementation.</li> <li>2. Appreciate and critically evaluate past and current theories, tools and techniques for change implementation and practice</li> <li>3. Situate and analyse change interventions in complex organisational contexts, including identifying and interacting with stakeholder groups</li> <li>4. Explain and critically evaluate processes of change agency, resistance, implementation and mobilisation</li> <li>5. Appreciate and critically evaluate the role of diversity and continuous learning in sustaining change</li> <li>6. Diagnose current strengths and development needs as change agents working in environments characterised by complexity, ambiguity and uncertainty.</li> </ol> <p><b>All of these outcomes are assessed.</b></p>
Syllabus Outline	<ul style="list-style-type: none"> <li>• Differing theoretical and practical perspectives of change agency, practice and implementation</li> <li>• Domains of change – rational, emotional, political</li> </ul>

	<ul style="list-style-type: none"> <li>• Climate and readiness for change</li> <li>• Stakeholder communities and communication</li> <li>• Reframing resistance to change</li> <li>• Learning and planning for sustainable change: tools and techniques</li> <li>• Changing Conversations</li> <li>• Mobilisation</li> </ul>																																			
Contact Hours/ Scheduled Hours	Scheduled class contact time for this module is usually 24 hours spread across 3 days. Additional opportunities exist for non-class contact to discuss assignments.																																			
Teaching and Learning Methods	<p><b>Scheduled learning</b> includes a variety of teaching methods such as: topic and research related pre-reading; experiential learning; theoretical input and group discussion of key journal articles; discussion and application of tools and techniques to 'live' change interventions; guest speakers; problem-based workshops.</p> <p><b>Independent learning</b> includes hours engaged with essential reading, tools and techniques, assignment preparation and completion etc. Students are encouraged to relate the knowledge gained throughout the course to their own working environment in a creative way, and to try to find competent solutions to the current issues of change practice and implementation in their organisation.</p>																																			
Key Information Sets Information	<table border="1" data-bbox="483 925 1396 1310"> <thead> <tr> <th colspan="5"><b>Key Information Set - Module data</b></th> </tr> </thead> <tbody> <tr> <td colspan="4"><i>Number of credits for this module</i></td> <td style="border: 2px solid black;">15</td> </tr> <tr> <th>Hours to be allocated</th> <th>Scheduled learning and teaching study hours</th> <th>Independent study hours</th> <th>Placement study hours</th> <th>Allocated Hours</th> </tr> <tr> <td>150</td> <td>24</td> <td>126</td> <td>0</td> <td>150</td> </tr> </tbody> </table> <p>The table below indicates as a percentage the total assessment of the module which constitutes a -</p> <p><b>Written Exam:</b> Unseen written exam, open book written exam, In-class test  <b>Coursework:</b> Written assignment or essay, report, dissertation, portfolio, project  <b>Practical Exam:</b> Oral Assessment and/or presentation, practical skills assessment, practical exam</p> <p>Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:</p> <table border="1" data-bbox="590 1713 1284 1944"> <tbody> <tr> <td colspan="2">Total assessment of the module:</td> <td></td> </tr> <tr> <td>Written exam assessment percentage</td> <td></td> <td>0%</td> </tr> <tr> <td>Coursework assessment percentage</td> <td></td> <td>100%</td> </tr> <tr> <td>Practical exam assessment percentage</td> <td></td> <td>0%</td> </tr> <tr> <td></td> <td></td> <td>100%</td> </tr> </tbody> </table>	<b>Key Information Set - Module data</b>					<i>Number of credits for this module</i>				15	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	150	24	126	0	150	Total assessment of the module:			Written exam assessment percentage		0%	Coursework assessment percentage		100%	Practical exam assessment percentage		0%			100%
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Reading Strategy	All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through																																			

	<p>web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.</p> <p>Students will be directed and expected to undertake essential reading throughout the module. However, depending upon specific topics addressed over the course of the module, students will be expected to undertake additional reading for themselves. A list of indicative textbooks is provided below but students are expected to recognise that these may be starting points only and that they should extend their reading as widely as is necessary to demonstrate a comprehensive knowledge.</p>
Indicative Reading List	<p>Bridges, W. (2009) <i>Managing Transitions: Making the Most of Change</i> 3<sup>rd</sup> ed London: Nicholas Brearley.</p> <p>Cameron, E. and Green, M. (2009) <i>Making Sense of Change Management: A Complete Guide to the Tools and Techniques of Organizational Change</i> Kogan Page.</p> <p>Meyerson, D. E. (2008) <i>Rocking the Boat: How to Effect Change Without Making Trouble</i> Boston: Harvard Business School Press</p> <p>Price, D. Ed (2009) <i>The Principles and Practice of Change</i> Basingstoke: Palgrave Macmillan.</p> <p>Shaw, P. (2002) <i>Changing Conversations in Organizations: A Complexity Approach to Change</i> London: Routledge.</p>

<b>Part 3: Assessment</b>		
Assessment Strategy	Summative assessment will require the student to design and prepare an outline change plan and write a critical evaluation (3,300 word max. essay) of an organisational change intervention. This will include critical analysis of relevant theories or models. Formative assessment will be carried out throughout the module by setting regular tasks for students that will assess their grasp of the material covered. Tasks will be reviewed as part of the sessions.	
Identify final assessment component and element	<b>Component A2</b>	
% weighting between components A and B (Standard modules only)	<b>A:</b>	<b>B:</b>
	<b>100%</b>	
<b>First Sit</b>		
<b>Component A (controlled conditions)</b>	<b>Element weighting (as % of component)</b>	
<b>Description of each element</b>		
1. Change plan	25%	
2. Critical reflection essay (3,300 max words)	75%	
<b>Component B</b>	<b>Element weighting (as % of component)</b>	
<b>Description of each element</b>		
n/a		
<b>Resit (further attendance at taught classes is not required)</b>		

<b>Component A (controlled conditions)</b>	
<b>Description of each element</b>	<b>Element weighting (as % of component)</b>
1. Change plan	25%
2. Critical reflection essay (3,300 max words)	75%
<b>Component B</b>	
<b>Description of each element</b>	<b>Element weighting (as % of component)</b>
n/a	
<p>If a student is permitted an retake of the module the assessment will be that indicated by the Module Description at the time that retake commences.</p>	