



Module Specification

Principles of Change Practice

Version: 2023-24, v2.0, 24 May 2023

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Part 1: Information

Module title: Principles of Change Practice

Module code: UMODAQ-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

Field: Organisation Studies

Module type: Module

Pre-requisites: None

Excluded combinations: Leading Change 2023-24

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: See Learning Outcomes

Outline syllabus: Differing theoretical and practical perspectives of change agency, practice and implementation

Domains of change – rational, emotional, political

Climate and readiness for change

Stakeholder communities and communication

Reframing resistance to change

Learning and planning for sustainable change: tools and techniques

Changing Conversations

Mobilisation

Part 3: Teaching and learning methods

Teaching and learning methods: 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.

Scheduled learning 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.

Independent learning 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.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Describe, understand and synthesise different perspectives and concepts of change practice and implementation.

MO2 Appreciate and critically evaluate past and current theories, tools and techniques for change implementation and practice.

MO3 Situate and analyse change interventions in complex organisational contexts, including identifying and interacting with stakeholder groups.

MO4 Explain and critically evaluate processes of change agency, resistance, implementation and mobilisation.

MO5 Appreciate and critically evaluate the role of diversity and continuous learning in sustaining change.

MO6 Diagnose current strengths and development needs as change agents working in environments characterised by complexity, ambiguity and uncertainty.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 126 hours

Face-to-face learning = 24 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/index.html) via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

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.

Assessment components:**Written Assignment (First Sit)**

Description: Change plan

Weighting: 25 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (First Sit)

Description: Critical reflection essay (max 3300 words)

Weighting: 75 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (Resit)

Description: Critical reflection essay (max 3300 words)

Weighting: 75 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (Resit)

Description: Change plan

Weighting: 25 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Part 5: Contributes towards

This module contributes towards the following programmes of study: