MODULE SPECIFICATION

<table>
<tr><td colspan="4" align="center">**Part 1: Information**</td></tr>
<tr><td>Module Title</td><td colspan="3">Leadership, Complexity and Change</td></tr>
<tr><td>Module Code</td><td>UMODFH-15-M</td><td>Level</td><td>M</td></tr>
<tr><td>For implementation from</td><td colspan="3">September 2014</td></tr>
<tr><td>UWE Credit Rating</td><td>15</td><td>ECTS Credit Rating</td><td>7.5</td></tr>
<tr><td>Faculty</td><td>FBL</td><td>Field</td><td>Organisation Studies</td></tr>
<tr><td>Department</td><td colspan="3">BBS: Business and Management</td></tr>
<tr><td>Contributes towards</td><td colspan="3">Master of Business Administration</td></tr>
<tr><td>Module type:</td><td colspan="3">Standard</td></tr>
<tr><td>Pre-requisites</td><td colspan="3">none</td></tr>
<tr><td>Excluded Combinations</td><td colspan="3">none</td></tr>
<tr><td>Co- requisites</td><td colspan="3">none</td></tr>
<tr><td>Module Entry requirements</td><td colspan="3">N/A</td></tr>
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<tr><td align="center">**Part 2: Description**</td></tr>
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Learning in the module is achieved through a combination of class-based activity (which may take place in a physical or virtual classroom) and independent study, supported by online materials. This will combine formal inputs, focussed reading, structured case presentation, practical exercises and more informal inputs such as individual/group exercises and projects with individual/group/plenary reviews. Significant emphasis will be placed on learning from practice and experience and study hours will be divided in a balanced manner between reflective exercises and reviews, lectures, and reading.

The emphasis will be on a learning process that begins and ends with a focus upon students' practice and experiences of leadership, complexity and change. This experience will be reviewed in relation to relevant conceptual frameworks to inform future practice and to deepen understanding of the relevant theories of leading change.

The learning process will enhance students' skills in the following areas:
Transferable skills and other attributes: Personal effectiveness: critical self-awareness; sensitivity to diversity; reflection on practice and experience; ability to recognise and address ethical dilemmas and corporate social responsibility issues, applying ethical and organisational values to situations and choices; effective performance within team environments and the ability to recognise and utilise individuals' contributions in group processes
Subject, Professional and Practical Skills: Leadership; selecting appropriate leadership style for different situations; effective oral and written communication of complex ideas and arguments
Intellectual Skills: Critical thinking and creativity: manage the creative processes in self and others

The module is structured to move from diagnosis and reflection to action by critically analysing and interpreting organisationally relevant information.

You will cover:
- The pervasive organisational context of complexity and change
- The role and purpose of leadership
- Ways of theorizing leadership and change: complexity and systems thinking
- The practical implications of different leadership philosophies, theories and styles
- The complex dynamics of leadership in organisations: structural, systemic and cultural influences
- The politics of leading change; diversity, authority and power
- Leading change in teams: individual contributions and group dynamics
- Leadership challenges: working with emotion, risk, and unpredictability
- Enacting ethical leadership: the relevance of CSR and sustainability
- Leading large scale change: strategy, creativity, enterprise and the entrepreneurial mind-set
- Reflective inquiry and developing yourself as a leader

Part 3: Assessment

The module is assessed in two parts. This will consist of a review of a learning log (50% of module mark; 2000 words) and a group analysis of an organisational change event and/or experience (50% of module mark; 2000 words or equivalent). Marking criteria relevant to the learning objectives will be used to allocate marks to students.

The objective of this form of assessment strategy is to determine whether students can relate their practice to the concepts and experiences discussed within the module. This is with particular reference to their ongoing leadership development and relating to relevant organisational issues and situations.

Identify final timetabled piece of assessment (component and element)	**Component A**	
	A:	**B**:
% weighting between components A and B (Standard modules only)	**50%**	**50%**

First Sit	
Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Summary of a personal learning log (2000 words)	100%
Component B **Description of each element**	**Element weighting** (as % of component)
1. Group analysis of change event and/or experience (2000 words or equivalent)	100%
Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Summary of a personal learning log (2000 words)	100%
Component B **Description of each element**	**Element weighting** (as % of component)
1. Analysis of a change event and/or experience (2000 words)	100%
Part 4: Learning Outcomes & KIS Data	

Learning Outcomes	On successful completion of the module students will be able to:
	• understand key aspects of the leadership of organisational complexity and change

in national and international contexts with a greater appreciation of the implications of risk and unpredictability [A and B]
- recognise opportunities to engage proactively with change and adopt an entrepreneurial attitude, working with others, in order to achieve enhanced group and organisational performance [A and B]
- build collaborations across organisational boundaries and to support inter-organisational learning within diverse partnerships [A and B]
- understand the value of diversity in organisations, including its impact upon leadership style, individual contributions to groups, and cross-cultural working [B]
- demonstrate critical self-awareness in relation to the ethical dilemmas inherent in leadership and reflecting an appreciation of the significance of CSR, sustainability and political activity [A]
- creatively and critically reflect on their own practice, experience and self-development [A]
- communicate professionally through the clear and well-articulated presentation of complex ideas and arguments [A and B]

Key Information Sets Information (KIS)	

Key Information Set - Module data

| Contact Hours | Number of credits for this module | | | | 15 | |

Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	
150	36	114	0	150	✅

The table below indicates as a percentage the total assessment of the module which constitutes a;

Total Assessment

Written Exam: Unseen or open book written exam
Coursework: Written assignment or essay, report, dissertation, portfolio, project or in class test
Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam (i.e. an exam determining mastery of a technique)

Total assessment of the module:	
Written exam assessment percentage	0%
Coursework assessment percentage	100%
Practical exam assessment percentage	0%
	100%

Reading List	*Reading list link* https://uwe.rl.talis.com/lists/8340CFCE-1BA6-7222-DC51-683B0B49B5F7.html

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First CAP Approval Date	13 February 2014			
Revision ASQC Approval Date *Update this row each time a change goes to ASQC*	7 March 2018	Version	2	link to RIA