Module Specification

Leadership, Complexity and Change

Version: 2023-24, v2.0, 13 Jul 2023

Contents

Part 1: Information

Module title: Leadership, Complexity and Change

Module code: UMODFH-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

Field: Organisation Studies

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: This module covers three interrelated areas that are fundamental for management students and practitioners – namely leadership, complexity and change. The module takes a critical approach whereby students are encouraged to actively explore their thoughts, feelings, experiences and reflections on leadership theory and practice. Case studies, exercises and examples are used to provide insight into the complexities and dynamics of leadership and change in a variety of contexts.

Features: Students are required to keep a reflective learning log to capture their learning journey and to identify future development needs.

Educational aims: 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.

Outline syllabus: In this module you will cover:

1. Introduction: leadership in a changing world
2. Leading and managing change
3. Leadership, identity and context
4. Strategic and entrepreneurial leadership
5. Charismatic, transactional and transformational leadership
6. Distributed and shared Leadership
7. Authentic leadership (and dark side leadership)
8. Issues of power and diversity in leadership
9. Leading and following in a complex world
10. Leadership, boards and risk
11. Issues of ethics and culture in leadership
12. Module review and assignment briefing

Part 3: Teaching and learning methods

Teaching and learning methods: The module adopts a work-based and problem-solving pedagogy where learning is grounded in the external context of the student's employment. Assessments require application of what is being learnt to the student's employment context, enabling students to solve real issues from their organisation and reflect on their own work-based experience of organisations.

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, focused 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.

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

MO1 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.

MO2 Recognise opportunities to engage proactively with change and adopt an entrepreneurial attitude, working with others, in order to achieve enhanced group and organisational performance.

MO3 Understand the value of diversity and inclusion in organisations, including its relationship to leadership style, employee engagement and cross-cultural working.

MO4 Demonstrate reflexivity in relation to the ethical dilemmas of leadership and the significance of power, politics and identity in organisations.

MO5 Identify the assumptions underpinning contemporary leadership theory and practice and the implications for leading change in complex, uncertain and ambiguous contexts.

MO6 Critically analyse and explore their own thoughts, feelings, experiences and reflections on leadership and their personal and professional development needs.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://uwe.rl.talis.com/modules/umodfh-15-m.html

Part 4: Assessment

Assessment strategy: The module is assessed by means of a 3,500 word written assignment that includes a critical analysis of an organisational change event and personal reflection on learning from the module and future development needs. 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 organisational leadership and managing practice to the concepts and experiences discussed within the module. This is with particular reference to their ongoing leadership development (including knowledge, behaviour and skills) and relating to relevant issues and situations within their organisation.

Assessment tasks:

Written Assignment (First Sit)
Description: 3,500 word written assignment that includes a critical analysis of an organisational change event and personal reflection on learning from the module and future development needs.
Weighting: 100 %
Final assessment: Yes
Group work: No
Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (Resit)
Description: 3,500 word written assignment that includes a critical analysis of an organisational change event and personal reflection on learning from the module and future development needs.

Weighting: 100 %

Final assessment: Yes

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:

Business Administration [Frenchay] MBA 2023-24

Business Administration [BIBM] MBA 2023-24

Business Administration [Villa] MBA 2023-24