STUDENT AND ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Information			
Module Title	Leadership and Organisation Development		
Module Code	UMODHN-30-3	Level	Level 6
For implementation from	2020-21		
UWE Credit Rating	30	ECTS Credit Rating	15
Faculty	Faculty of Business & Law	Field	Organisation Studies
Department	FBL Dept of Business & Management		
Module type:	Standard		
Pre-requisites	None		
Excluded Combinations	Managing Organisational and Individual Change (Accounting, Economics and Finance) 2020-21, Managing Organisational and Individual Change (Business, International and Management) 2020-21, Managing Organisational and Individual Change (Marketing, Enterprise and Tourism) 2020-21, Managing Organisational and Individual Change (Marketing, Events and Tourism) 2020-21		
Co- requisites	None		
Module Entry requirements	None		

Part 2: Description
Overview: The module explores the theory and practice of leadership and organisational development, at the level of the organisation, group and individual and their interdependencies. A personal and professional development strand looks at the notions of organisational citizenship, influential behaviours and resilience and the need for personal change to achieve preferred futures.   **Educational Aims:** See Learning Outcomes.   **Outline Syllabus:** Topics covered include: Organisational Development – the leadership of change   Scouting, Entry and Contracting   Diagnosis and planning   Interventions and Evaluation

The OD practitioner – effective change agency

Sustainability, ethics, leadership and change

 Globalization and leadership

Strategic leadership

Leadership, change and complexity

Power Politics and OD

The Future of Leadership and OD

Organisation Design

Culture change

Personal challenges of leadership, change and resilience

Self management

Influential behaviour

Self awareness and learning

Personal change and preferred futures

Teaching and Learning Methods: The design and operation of the module is anchored in Kolb's (1984) Experiential Learning Cycle. Pedagogy therefore includes experience-based sessions (e.g. visiting leader or OD change agent inputs), reflective components (e.g. review sessions and learning portfolios), conceptual elements (e.g. guided reading, theory inputs), and experimentation (e.g. Leadership and Organisation Development projects).

The module adopts experiential and enquiry-based approaches to learning and uses a Coaching and Mentoring style to guide students learning. It includes a combination of class-based activity, group-based activity and independent study. The taught sessions are designed to actively support the development of independent learning strategies by the students and will place an emphasis on learning as a 'life-long' journey.

Scheduled learning includes lectures, workshops, project coaching, demonstration, practical classes and workshops; OD projects; external speakers; practice-led learning; supervised time in studio/workshop.

Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion, OD project engagement and client delivery etc. These sessions constitute an average time per level as indicated in the table below. Scheduled sessions may vary slightly depending on the module choices you make.

The assessment is designed to provide an opportunity to reflect critically and from an ethical perspective on the student's own experience of contemporary issues in Leadership and Organisation Development practice and upon the relationship between theory and practice.

Part 3: Assessment	
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The assessment is designed to provide an opportunity to reflect critically on managing organizational and personal change and its implications for organizational practice.

Component A (40)
Group Project Tender annotated presentation slides (16%)
Group Project Completion annotated presentation slides (24%)

The individual mark allocation for group work is attributed by the group. Groups are required to identify and agree each member's contribution, they are able to agree a redistribute up to 20% of marks awarded between themselves. This is managed manually by ML and tutor.

Component B (60)
Theory and Practice of Leadership and Organisation Development (45%) - Essay
Personal and Professional Development (15%) – Learning Portfolio

Summative assessment is as described above. Formative feedback is built into the module design and provides opportunities for peer and tutor feedback with regard to developing thinking and approaches to assessment and working with the assessment criteria.

The assessment criteria for components A and B elements are reviewed annually to ensure that they reflect the assessment strategy and learning outcomes.

First Sit Components	Final Assessment	Element weighting	Description
Written Assignment - Component B		45 %	Individual Essay (2500 words)
Portfolio - Component B		15 %	Personal learning portfolio and summary (1,500 words)
Presentation - Component A		16 %	Group Project Tender Presentation - Submission of annotated slides (max 250 words per slide)
Presentation - Component A	✓	24 %	Group Project Completion Presentation (12 slides, Max 250 words per slide)
Resit Components	Final Assessment	Element weighting	Description
Written Assignment - Component B		60 %	Individual essay (3,000 words)
Online Assignment - Component A	✓	40 %	Online reflective exam (1000 words maximum)

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Part 4: Teaching and Learning Methods	
Learning Outcomes	On successful completion of this module students will achieve the following learning outcomes:

Module Learning Outcomes	Reference
Integrate learning from a range of different disciplines to holistically explore complex organisational situations.	MO1
Systematically understand and critically evaluate a range of theories, models and approaches to organisational development	MO2
Engage with the ethical dilemmas and challenges of leading and managing change	MO3
Explore the implications of complexity and multiple perspectives in the change process	MO4
Critically evaluate business change initiatives and show insight into perceptions of successful outcomes from different stakeholder perspectives	MO5
Explore the concept of personal resilience and develop reflexive self-awareness.	MO6
Identify the need for personal change to achieve their preferred futures.	MO7
Understand the role of agency, awareness and association, in effecting personal and organisational change	MO8

Contact Hours		
	Independent Study Hours:	
	Independent study/self-guided study	228
	Total Independent Study Hours:	228
	Scheduled Learning and Teaching Hours:	
	Face-to-face learning	72
	Total Scheduled Learning and Teaching Hours:	72
	Hours to be allocated	300
	Allocated Hours	300

Reading List	*The reading list for this module can be accessed via the following link:* https://uwe.rl.talis.com/modules/umodhn-30-3.html

Part 5: Contributes Towards
This module contributes towards the following programmes of study:

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Business and Human Resource Management [Sep][FT][Frenchay][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [Jan][FT][Villa][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [Sep][FT][Villa][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [May][FT][Villa][3yrs] BA (Hons) 2018-19

Business Management and Leadership [Sep][FT][Frenchay][3yrs] BA (Hons) 2018-19