Module Specification

Leadership and Organisation Development

Version: 2023-24, v3.0, 17 Jul 2023

Contents

Part 1: Information

Module title: Leadership and Organisation Development

Module code: UMODHN-30-3

Level: Level 6

For implementation from: 2023-24

UWE credit rating: 30

ECTS credit rating: 15

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: Managing Organisational and Individual Change (Accounting, Economics and Finance) 2023-24, Managing Organisational and Individual Change (Business, International and Management) 2023-24, Managing Organisational and Individual Change (Marketing, Enterprise and Tourism) 2023-24, Managing Organisational and Individual Change (Marketing, Events and Tourism) 2023-24

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body 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.

Features: Not applicable

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

Part 3: Teaching and learning methods

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.

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

MO1 Integrate learning from a range of different disciplines to holistically explore complex organisational situations.

MO2 Systematically understand and critically evaluate a range of theories, models and approaches to organisational development

MO3 Engage with the ethical dilemmas and challenges of leading and managing change

MO4 Explore the implications of complexity and multiple perspectives in the change process

MO5 Critically evaluate business change initiatives and show insight into perceptions of successful outcomes from different stakeholder perspectives

MO6 Explore the concept of personal resilience and develop reflexive self-awareness.

MO7 Identify the need for personal change to achieve their preferred futures.

MO8 Understand the role of agency, awareness and association, in effecting personal and organisational change

Hours to be allocated: 300

Contact hours:

Independent study/self-guided study = 228 hours

Face-to-face learning = 72 hours

Total = 300

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/umodhn-30-3.html

Part 4: Assessment

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

Assessment task 1 (40%)
within the module groups undertake ongoing presentations that give insight into the consultancy project they undertake (40%)

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.

Assessment task 2 (60%)
professional development portfolio including:
a critical analysis of the consultancy project supported by a reflection on Professional Development (60%)

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 the assessments are reviewed annually to ensure that they reflect the assessment strategy and learning outcomes.

Assessment tasks:

Portfolio (First Sit)

Description: Individual Essay and portfolio (3500 words)

Weighting: 60 %

Final assessment: No

Group work: No

Learning outcomes tested: MO2, MO3, MO4, MO5, MO6, MO7, MO8

Presentation (First Sit)

Description: Group Project Presentation - Submission of annotated slides

Weighting: 40 %

Final assessment: Yes

Group work: Yes

Learning outcomes tested: MO1, MO3, MO6, MO7, MO8

Portfolio (Resit)

Description: Individual Essay and portfolio (3500 words)

Weighting: 60 %

Final assessment: No

Group work: No

Learning outcomes tested: MO2, MO3, MO4, MO5, MO6, MO7, MO8

Presentation (Resit)

Description: Presentation - online annotated slides

Weighting: 40 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO3, MO6, MO7, MO8

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business and Human Resource Management [Sep][FT][Frenchay][3yrs] BA (Hons) 2021-22

Business and Human Resource Management [Sep][FT][Villa][3yrs] BA (Hons) 2021-22

Business and Human Resource Management [May][FT][Villa][3yrs] BA (Hons) 2021-22

Business and Human Resource Management [Jan][FT][Villa][3yrs] BA (Hons) 2021-22

Business Management and Leadership [Sep][FT][Frenchay][3yrs] BA (Hons) 2021-22

Business Management and Leadership [Sep][SW][Frenchay][4yrs] BA (Hons) 2020-21

Business Management and Leadership {Foundation} [Sep][FT][Frenchay][4yrs] BA (Hons) 2020-21

Business and Human Resource Management [Sep][SW][Frenchay][4yrs] BA (Hons) 2020-21

Business and Human Resource Management [Jan][SW][Villa][4yrs] BA (Hons) 2020-21

Business and Human Resource Management [May][SW][Villa][4yrs] BA (Hons) 2020-21

Business and Human Resource Management [Sep][SW][Villa][4yrs] BA (Hons) 2020-21

Business and Human Resource Management {Foundation} [Sep][FT][Frenchay][4yrs] BA (Hons) 2020-21

Business and Human Resource Management {Foundation} [Sep][SW][Frenchay][5yrs] BA (Hons) 2019-20

Business Management and Leadership {Foundation} [Sep][SW][Frenchay][5yrs] BA (Hons) 2019-20