MODULE SPECIFICATION

Part 1: Basic Data						
Module Title	People, Leadership and Change					
Module Code	UISV44-15-3		Level	3	Version	2
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No	
Owning Faculty	Hartpury		Field	Sport Science		
Department	Sport		Module Type	Standard		
Contributes towards	BA (Hons) Equine Business Management BA (Hons) Equine Business Management (SW) BA (Hons) Sports Business Management					
Pre-requisites	None		Co- requisites	None		
Excluded Combinations	None		Module Entry requirements	None		
Valid From	01 September 2015 V2.0- 01 September 2018		Valid to	01 September 2024		
Initial CAP Approval Date	12 January 2015		Revised CVC Approval Date	V2.0- 02 May 2018		

Part 2: Learning and Teaching	
Learning Outcomes	On successful completion of this module students will be able to: 1. Draw on case studies and research to critically evaluate the theories associated with people, organisations and change. (A, B) 2. Understand the complexity of relationships within organisations and how these can impact organisational performance. (A, B) 3. Demonstrate critical insight into how various perspectives can be used to analyse the experiences of people in organisations. (A, B) 4. Critically assess the forces for change in an organisation. (A, B) 5. Evaluate the implications of change on people within the organisation. (A, B) 6. Plan and communicate a simple strategy for managing an identified organisational change. (A)
Syllabus Outline	• Understanding Organisations: Structure, Diversity, Culture, Strategic and Unplanned change. • Leadership and Ethics: What do we understand by ethical leadership in the 21st century? • Organisational Culture: How does this impact the organisation and individual? Can this be managed? • Power and Politics: Classical and relational perspectives on the unequal distribution and ethical use of power in organisations. • Change, Resistance and Emotion: How far can we control these? • Exploring overlaps, links and tensions between topics and the different perspectives that can be used in analysis. • Methods of planning for change. Identification of human and financial factors in the consideration of change. Use of planning tools.

	• The importance of communication and involving people to facilitate effective change.
Contact Hours	Indicative delivery modes: • Lectures, guided learning, seminars etc. 33 • Self- directed learning 9 • Independent learning 108 TOTAL 150
Teaching and Learning Methods	**Scheduled learning** includes lectures, seminars, tutorials, case studies; Classes offer a combination of formal lectures with a variety of participative activities, including case studies (using film), group discussions, and problem-solving activities. The ethos of the module is based around participation and therefore places a high value on the contribution of students in exploring and evaluating theory, and in being able to apply that knowledge to an organisational context. **Independent learning** includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. Students are expected to carry out reading of set texts, and other preparatory material including case studies before class. The learning which emerges will be enhanced by informal group discussion before, during and after formal classes. The preparatory reading and assignment preparation involve private study. 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. **Virtual learning environment (VLE):** this specification is supported by a VLE where students will be able to find all necessary module information. Direct links to information sources will also be provided from within the VLE.
Key Information Sets Information	Key Information Sets (KIS) are produced at programme level for all programmes that this module contributes to, which is a requirement set by HESA/HEFCE. KIS are comparable sets of standardised information about undergraduate courses allowing prospective students to compare and contrast between programmes they are interested in applying for.

Key Information Set - Module data

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	42	108	0	150	✅

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

Written Exam: Unseen written exam, open book written exam, In-class test
Coursework: Written assignment or essay, report, dissertation, portfolio, project
Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam

Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:

Total assessment of the module:			
Written exam assessment percentage		0%	
Coursework assessment percentage		75%	
Practical exam assessment percentage		25%	
		100%	

Reading Strategy	**Essential readings** All essential reading which is recommended to students is available in the College library. There are no set texts to accompany this module. A range of recommended books are suggested to students upon their first lecture and also included in their module handbooks. Module guides will also reflect the range of reading to be carried out. **Further readings** Further reading will be required to supplement the recommended text and other printed readings. Students are expected to identify all other reading relevant to their chosen topic for themselves. They will be required to read widely using the library search, a variety of bibliographic and full text databases, and internet resources. Many resources can be accessed remotely. The purpose of this further reading is to ensure students are familiar with current research, classic works and material specific to their interests from their academic literature. **Access and skills** Formal opportunities for students to develop their library and information skills are provided within the induction period and student skills sessions. Additional support is available through online resources. This includes interactive tutorials on finding books and journals, evaluation information and referencing. Sign up workshops are also offered.
Indicative Reading List	The following list is offered to provide validation panels/accrediting bodies with an indication of the type and level of information students may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, CURRENT advice on readings will be available via other more frequently updated mechanisms, including the module guide. Books Arnold, J., Cooper, C. and Robertson, I. (Current Edition) *Work Psychology – Understanding Human Behaviour in the Workplace.* Marshfield, MA: Pitman Publishing. Bloisi, W., Cook, C. and Hunsaker, P. (Current Edition) *Management and Organisational Behaviour.* Maidenhead: McGraw-Hill. Brooks, I. (Current Edition) *Organisational Behaviour: Individuals, Groups and Organisation.* Harlow: Prentice Hall-Financial Times. Clegg, S., Hardy C., Lawrence, T.B., and Nord, W.R. (Current Edition) *Handbook of Organisation studies.* London: Sage. Cunliffe, A. (Current Edition) *A very short, fairly interesting and reasonably cheap book about management.* London: Sage. Fineman, S. (Current Edition) *Emotion in Organizations.* London: Sage. Grey, C. (Current Edition) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organisations.* London: Sage. Guirdham, M. (Current Edition) *Interpersonal Skills at Work.* Englewood Cliffs, USA: Prentice Hall.

	Holloway, W. (Current Edition) *Work Psychology and Organisational Behaviour – Managing the Individual at Work.* London: Sage.
	Jackson , B. and Parry, K. (Current Edition) *A very short, fairly interesting and reasonably cheap book about leadership.* London: Sage.
	Trenberth L, Hassan D. (Current Edition) *Managing Sport Business an Introduction,* London: Routledge.
	Journals
	Academy of Management Journal
	Gender, Work and Organization
	Work, Employment and Society
	Harvard Business Review
	People Management
	Websites
	Websites useful to support case study discussion will be indicated in sessions and on the VLE.

Part 3: Assessment	
Assessment Strategy	Strategy:
	The assessment strategy for this module uses a combination of written assessment and oral poster defence.
	The assignment will focus practical application of change within an organisational context and evaluation of its impact on people within the organisation. The assignment maps to the requirements for the ILM Level 3 unit 'planning change in the workplace' which students may opt to register for at additional cost.
	Institute of Leadership and Management Assessments
	As part of this module students will have the opportunity to attain a 2 credit unit towards the ILM level 3 award in Leadership & Management. In order to attain the ILM credits the assignment will need to be passed at a pass rate of 50% or above.
	Students can gain further guidance on content and assignment lengths from the university word count policy
	Oral Poster Defence of Change plan
	This assessment demonstrates the student's ability to identify and plan for the key elements of the organisational change discussed within their written assignment. This element will drive employability through development of project management and communication skills.
	In line with the College's commitment to facilitating equal opportunities, a student may apply for alternative means of assessment if appropriate. Each application will be considered on an individual basis taking into account learning and assessment needs. For further information regarding this please refer to the VLE.

Identify final assessment component and element	Poster defence

	A:	B:
% weighting between components A and B (Standard modules only)	**25%**	**75%**

First Sit

Component A (controlled conditions) **Description of each element**	**Element weighting**
1. Poster defence (15 minutes)	100%

Component B **Description of each element**	**Element weighting**
1.Written assignment (2000 words)	100%

Resit (further attendance at taught classes is not required)

Component A (controlled conditions) **Description of each element**	**Element weighting**
1. Poster defence (15 minutes)	100%

Component B **Description of each element**	**Element weighting**
1. Written assignment (2000 words)	100%

If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.