



### MODULE SPECIFICATION

Part 1: Information			
Module Title	Leadership, Complexity and Change for Senior Leaders		
Module Code	UMODJH-15-M	Level	M
For implementation from	September 2018		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	FBL	Field	Organisation Studies
Department	BBS: Business and Management		
Contributes towards	Executive Master of Business Administration		
Module type:	Standard		
Pre-requisites	none		
Excluded Combinations	none		
Co- requisites	none		
Module Entry requirements	N/A		

Part 2: Description
<p>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 organization and reflect on their own work-based experience of organisations</p> <p>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.</p> <p>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.</p> <p>The learning process will enhance students' skills in the following areas:  <i>Transferable skills and other attributes:</i> 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  <i>Subject, Professional and Practical Skills:</i> Leadership; selecting appropriate leadership style for different</p>

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) within the student's organisation. 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.

Identify final timetabled piece of assessment (component and element)		Component A	
% weighting between components A and B (Standard modules only)		A:	B:
		50%	50%
<b>First Sit</b>			
<b>Component A (controlled conditions)</b> <b>Description of each element</b>		<b>Element weighting (as % of component)</b>	
1. Summary of a personal learning log (2000 words)		100%	
<b>Component B</b> <b>Description of each element</b>		<b>Element weighting (as % of component)</b>	
1. Group analysis of change event and/or experience (2000 words or equivalent)		100%	
<b>Resit (further attendance at taught classes is not required)</b>			
<b>Component A (controlled conditions)</b> <b>Description of each element</b>		<b>Element weighting (as % of component)</b>	
1. Summary of a personal learning log (2000 words)		100%	
<b>Component B</b> <b>Description of each element</b>		<b>Element weighting (as % of component)</b>	
1. Analysis of a change event and/or experience (2000 words)		100%	

## Part 4: Learning Outcomes &amp; KIS Data

Learning Outcomes	<p>On successful completion of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• 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]</li> <li>• 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]</li> <li>• build collaborations across organisational boundaries and to support inter-organisational learning within diverse partnerships [A and B]</li> <li>• understand the value of diversity in organisations, including its impact upon leadership style, individual contributions to groups, and cross-cultural working [B]</li> <li>• 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]</li> <li>• creatively and critically reflect on their own practice, experience and self-development [A]</li> <li>• communicate professionally through the clear and well-articulated presentation of complex ideas and arguments [A and B]</li> </ul>																																			
<p>Key Information Sets Information (KIS)</p> <p>Contact Hours</p>	<table border="1" data-bbox="518 940 1428 1332"> <thead> <tr> <th colspan="5">Key Information Set - Module data</th> </tr> </thead> <tbody> <tr> <td colspan="5"><i>Number of credits for this module</i></td> </tr> <tr> <td colspan="4"></td> <td style="text-align: center;">15</td> </tr> <tr> <th>Hours to be allocated</th> <th>Scheduled learning and teaching study hours</th> <th>Independent study hours</th> <th>Placement study hours</th> <th>Allocated Hours</th> </tr> <tr> <td style="text-align: center;">150</td> <td style="text-align: center;">30</td> <td style="text-align: center;">120</td> <td style="text-align: center;">0</td> <td style="text-align: center;">150</td> </tr> </tbody> </table> <p>The table below indicates as a percentage the total assessment of the module which constitutes a;</p> <p><b>Written Exam:</b> Unseen or open book written exam  <b>Coursework:</b> Written assignment or essay, report, dissertation, portfolio, project or in class test  <b>Practical Exam:</b> Oral Assessment and/or presentation, practical skills assessment, practical exam (i.e. an exam determining mastery of a technique)</p> <table border="1" data-bbox="630 1635 1324 1870"> <thead> <tr> <th colspan="2">Total assessment of the module:</th> </tr> </thead> <tbody> <tr> <td>Written exam assessment percentage</td> <td style="text-align: center;">0%</td> </tr> <tr> <td>Coursework assessment percentage</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Practical exam assessment percentage</td> <td style="text-align: center;">0%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	Key Information Set - Module data					<i>Number of credits for this module</i>									15	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	150	30	120	0	150	Total assessment of the module:		Written exam assessment percentage	0%	Coursework assessment percentage	100%	Practical exam assessment percentage	0%		100%
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Reading List	<p>Reading list link <a href="https://uwe.rl.talis.com/lists/8340CFCE-1BA6-7222-DC51-683B0B49B5F7.html">https://uwe.rl.talis.com/lists/8340CFCE-1BA6-7222-DC51-683B0B49B5F7.html</a></p>																																			

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First CAP Approval Date	20 March 2018 UVP <a href="#">link to RIA</a>			
Revision ASQC Approval Date <i>Update this row each time a change goes to ASQC</i>		Version	2	