STUDENT AND ACADEMIC SERVICES

**MODULE SPECIFICATION**

| Part 1:  Information | | | |
|---|---|---|---|
| Module Title | Leadership, Complexity and Change for Senior Leaders | | |
| Module Code | UMODJH-15-M | Level | Level 7 |
| For implementation from | 2020-21 | | |
| UWE Credit Rating | 15 | ECTS Credit Rating | 7.5 |
| Faculty | Faculty of Business & Law | Field | Organisation Studies |
| Department | FBL Dept of Business & Management | | |
| Module type: | Standard | | |
| Pre-requisites | None | | |
| Excluded Combinations | None | | |
| Co- requisites | None | | |
| Module Entry requirements | None | | |

| Part 2: Description |
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**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:** See Learning Outcomes.

**Outline Syllabus:** 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

**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, 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.

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.

| Part 3: Assessment |
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| 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.<br><br>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. |

| First Sit  Components | Final Assessment | Element weighting | Description |
| --- | --- | --- | --- |
| Written Assignment - Component A | ✓ | 100 % | Critical analysis of an organisational change event and personal reflection on learning from the module and future development needs |
| Resit  Components | Final Assessment | Element weighting | Description |
| Written Assignment - Component A | ✓ | 100 % | Critical analysis of an organisational change event and personal reflection on learning from the module and future development needs. |

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

| Module Learning Outcomes | Reference |
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| 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. | MO1 |
| Recognise opportunities to engage proactively with change and adopt an entrepreneurial attitude, working with others, in order to achieve enhanced group and organisational performance. | MO2 |
| Understand the value of diversity and inclusion in organisations, including its relationship to leadership style, employee engagement and cross-cultural working. | MO3 |
| Demonstrate reflexivity in relation to the ethical dilemmas of leadership and the significance of power, politics and identity in organisations. | MO4 |
| Identify the assumptions underpinning contemporary leadership theory and practice and the implications for leading change in complex, uncertain and ambiguous contexts. | MO5 |
| Critically analyse and explore their own thoughts, feelings, experiences and reflections on leadership and their personal and professional development needs. | MO6 |

| Contact Hours | **Independent Study Hours:** | |
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| | Independent study/self-guided study | 120 |
| | **Total Independent Study Hours:** | 120 |
| | **Scheduled Learning and Teaching Hours:** | |
| | Face-to-face learning | 30 |
| | **Total Scheduled Learning and Teaching Hours:** | 30 |
| | **Hours to be allocated** | 150 |
| | **Allocated Hours** | 150 |

| Reading List | *The reading list for this module can be accessed via the following link:* <br><br> https://uwe.rl.talis.com/index.html |
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| Part 5: Contributes Towards |
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This module contributes towards the following programmes of study:

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2019-20

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2019-20

Business Administration {Executive MBA} {Apprenticeship} [Jan][PT][Frenchay][2yrs] MBA 2019-20

Business Administration {Executive MBA} {Apprenticeship} [Sep][PT][Frenchay][2yrs] MBA 2019-20