



Module Specification

Leadership: Complexity, Crisis and Change for Senior Leaders

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Part 1: Information

Module title: Leadership: Complexity, Crisis and Change for Senior Leaders

Module code: UMODUY-15-M

Level: Level 7

For implementation from: 2022-23

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Frenchay Campus

Field: Organisation Studies

Module type: Standard

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: In a complex and changing world senior leaders must navigate considerable tensions, uncertainty and ambiguity in order to deliver sustainable outcomes. This module draws on the latest theory, practice and research to enable participants to analyse, explore and reframe their understanding and experience of leadership and management in order to more confidently and creatively address the challenges faced by them and their organisations. The module takes a critical

approach, focussing on the inter-related themes of crisis, complexity and change in order to develop an integrated understanding of leadership theory and practice in contemporary society. By completing the module, students will develop an appreciation of the links between structure, culture and change; the mindsets and ability to work with these tensions; and learn to leverage their influence and authority more effectively.

Features: Not applicable

Educational aims: 1. To provide a critical overview of the latest theory, practice and research in leadership.

2. To explore the inter-relationship of crises, complexity and change and leadership

3. To develop students' understanding of leadership and how they can use this knowledge in their workplace.

Outline syllabus: Leading and managing in a changing world

Shaping organisational mission, culture and values

Working with board and other company leadership structures

Leading and influencing across boundaries

Leading and managing change

Navigating crisis and complexity

Responsible, ethical and inclusive leadership

Leadership and sustainability

Part 3: Teaching and learning methods

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.

The independent learning in this module includes hours engaged with essential reading, case study preparation, assignment preparation and completion.

Module Learning outcomes:

MO1 Critically evaluate the assumptions underpinning contemporary leadership theory and practice and the implications for leading change

MO2 Evidence ability and commitment to shape organisational mission, culture and values through leadership

MO3 Propose how to motivate, engage and develop others to achieve shared objectives

MO4 Critically reflect on the nature and purpose of leadership in times of crisis.

MO5 Analyse and evaluate of the role of leadership in creating and promoting cultures of inclusion and sustainability

MO6 Evidence reflexivity in relation to the ethical dilemmas of leadership and the significance of power, politics and authority in organisations

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 120 hours

Face-to-face learning = 30 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/index.html) via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

Assessment strategy: This module brings together critical thinking, reflective practice and experiential learning to develop understanding and awareness of the complexities of leadership practice in times of crisis and change. Students will engage in a range of small group activities where they will have the opportunity to give and receive feedback on their own leadership style and that of peers. A real-life leadership enquiry process that occurs during the module provides opportunity for formative feedback on students' ability to critically analyse and reflect on theory and practice that will help prepare them for the summative assessment. Additional guidance will be provided during the module and a series of drop-in sessions will be provided following the module, where students can discuss and receive formative feedback on draft assignments.

Summative assessment is based on a 3000 word written assignment that incorporates the following elements:

- (a) critical analysis of a case study of leadership and organisational change
- (b) a leadership development strategy for their organisation

Referred assessments will follow the same format as above through a reworking and resubmission of the original assessment.

Assessment components:

Written Assignment - Component A (First Sit)

Description: Individual essay (3000 words), including:

- (a) critical analysis of a case study of leadership and organisational change within their organisation
- (b) a leadership development strategy for their organisation Individual

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment - Component A (Resit)

Description: Individual essay (3000 words), including:

(a) critical analysis of a case study of leadership and organisational change within their organisation

(b) a leadership development strategy for their organisation Individual

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2021-22

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2021-22

Business Administration {Apprenticeship-UWE} [Jan][FT][Frenchay][2yrs] PGDip
2021-22