



## **Module Specification**

# Leadership and Change Management

Version: 2023-24, v2.0, 27 Jun 2023

### **Contents**

<b>Module Specification .....</b>	<b>1</b>
<b>Part 1: Information .....</b>	<b>2</b>
<b>Part 2: Description .....</b>	<b>2</b>
<b>Part 3: Teaching and learning methods .....</b>	<b>3</b>
<b>Part 4: Assessment.....</b>	<b>5</b>
<b>Part 5: Contributes towards .....</b>	<b>6</b>

## Part 1: Information

**Module title:** Leadership and Change Management

**Module code:** UMODSS-15-M

**Level:** Level 7

**For implementation from:** 2023-24

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**Faculty:** Faculty of Business & Law

**Department:** FBL Dept of Business & Management

**Partner institutions:** None

**Field:**

**Module type:** Module

**Pre-requisites:** None

**Excluded combinations:** None

**Co-requisites:** None

**Continuing professional development:** Yes

**Professional, statutory or regulatory body requirements:** None

## Part 2: Description

**Overview:** Not applicable

**Features:** Not applicable

**Educational aims:** The module focuses on the ways in which individuals react to change in organisation and the role of leaders and their influence on motivation at work and workplace well-being and welfare.

Theories of applied psychology in change management and leadership will inform an understanding of an evidence based approach to managing change and leading people in today's workplace. The module also includes an organisational perspective, for instance, using the psychological theories to underpin strategies for communication during change, how to encourage support and involvement during change.

**Outline syllabus:** Organisational values

Trait theories, transformational vs transactional , LMX (Leader Member Exchange theory), psychodynamic theories

Leadership in a global context

Change management theory and models

Team and group behaviour with particular focus on changes to membership in groups

Psychological contract

Impact of mergers and acquisition

Organisational and national culture during change transformation

The impact of change on employee learning

The impact of change on wellbeing

### **Part 3: Teaching and learning methods**

**Teaching and learning methods:** Students will be expected to attend scheduled timetabled sessions – these will be via online delivery. They will also be expected to engage in further reading and group based online discussions as well as independent study.

Scheduled learning: includes online lectures and core reading. There will also be face to face workshops and scheduled online group discussions.

Independent learning: includes hours engaged with additional reading and asynchronous online discussion as well as assignment preparation and completion.

Virtual learning: this module will be supported by a range of online learning environments, such as Blackboard here a wide range of course materials will be available. Students will be expected to access and engage with these materials throughout the module. Discussion Boards will be enabled for student use and facilitated/moderated by the module leader.

Teaching and learning for this module comprises a combination of formal lectures supported by a range of participative activities including case studies, problem-solving exercises, small group activities and guest speakers who are practitioners and online learning. Peer learning will be encouraged through activities designed to enable students to share and compare their experiences. Central to teaching and learning at this level is a high level of critical discussion and self-reflection during contact sessions and through assessed work.

Students will be directed towards the study skills website as appropriate. Students will be encouraged to use Blackboard to access resources used during the classes.

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

**MO1** Explain and evaluate the perspective and context of applied psychology on leadership and change in organisations

**MO2** Review the nature of leadership and its effect on teams, individual and organisational performance and the psychological contract

**MO3** Critically discuss and evaluate psychological approaches to supporting organisational change

**MO4** Devise and critically evaluate approaches to change management

**MO5** Effectively communicate approaches to leadership and change to a diverse audience

**Hours to be allocated:** 150

**Contact hours:**

Independent study/self-guided study = 70 hours

Face-to-face learning = 80 hours

Total = 150

**Reading list:** The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link <https://rl.talis.com/3/uwe/lists/940F602E-9174-494D-B801-699870EA6A9C.html?lang=en-US&login=1>

## Part 4: Assessment

**Assessment strategy:** The assessment on this module is focused on demonstrating a critical understanding of the core areas leadership and change management models through an online platform (e.g. blog/vlog/podcast) and a reflection.

The blog will focus on assessing the students skills in applying the key theories, evidence and in particular the approaches such as consultancy cycle and evidence based practice to a particular organisation as well as considering the audience for communication. The purpose of this is to encourage the students to review the leadership and change literature and material in order to critically evaluate the research and propose what would work in an organisation to help support leaders in the workplace. This practical assessment provides students with the opportunity to develop and receive feedback on a transferable, consultancy-based skill. A reflection will accompany this blog in terms of reflecting on students learning throughout the module. Opportunities to reflect on the key theories and evidence in terms of formative feedback will take place throughout the module workshops.

The resit will also require a similar submission of their blog and a reflective element on limitations and improvements.

### Assessment tasks:

#### Portfolio (First Sit)

Description: Blog style written piece and reflection.

Weighting: 100 %

Final assessment: Yes

Group work: No

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

**Portfolio (Resit)**

Description: Blog style written piece and reflection.

Weighting: 100 %

Final assessment: No

Group work: No

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

**Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Business Psychology [Frenchay] MSc 2023-24

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