



Module Specification

Leading Change

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Part 1: Information

Module title: Leading Change

Module code: UMOCBA-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: Organisation Studies

Module type: Module

Pre-requisites: None

Excluded combinations: Principles of Change Practice 2023-24

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: See Learning Outcomes

Outline syllabus: You will cover:

Change leadership theory and practice.

Transformational change.

Culture, complexity, and change.

Organisation Development.

Creative cultures and learning organisations.

Change agents - roles and relationships.

Planning and implementation issues.

Evaluating change - successful and unsuccessful change programmes.

Change management tools and techniques e.g. force-field analysis, action planning.

Part 3: Teaching and learning methods

Teaching and learning methods: The approach to teaching and learning is primarily student centred engaging students in practical exercises, personal study, and critical reflection upon the relationship between theory and experience. The design and delivery of this module is based on a commitment to international education and this is reflected in the teaching, learning and reading strategies. Various delivery methods will be adopted (e.g. block release, weekly sessions) depending upon the contract of the programme (e.g. open programme, executive programme). Readings and theoretical inputs provide students with knowledge and awareness of current thinking on change leadership. The assessment is designed to provide an opportunity to reflect on learning about change leadership, together with critical reflection upon the relationship between theory and practice.

Scheduled class contact time for this module is usually 24 hours spread across 3 days. Additional opportunities exist for non-class contact to discuss assignments.

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

MO1 Categorise, critique and synthesise different theories of change

MO2 Identify the prime internal and external drivers of organisational change

MO3 Understand the importance of people and trust in the change process

MO4 Diagnose change settings (including resistance to change) and respond appropriately

MO5 Identify and analyse the key roles, behaviours, and processes in the effective leadership of change

MO6 Develop skills as reflective practitioners of change leadership

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 126 hours

Face-to-face learning = 24 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/umocba-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umocba-15-m.html>

Part 4: Assessment

Assessment strategy: Summative assessment will require the student to work with others to identify a case study in organisational change leadership, critically evaluate it, and identify how it might have been improved. There must be a selection of appropriate literature and the application of models/theories with examples to illustrate the argument. The structure must be clear and the argument must be clearly stated and coherent. Formative assessment will be carried out throughout the module by setting regular tasks for students that will assess their grasp of the material covered. Tasks will be reviewed as part of the sessions.

Assessment Criteria (related Learning Outcome in brackets)

Well developed understanding of a range of relevant, referenced theories (L.O. 1, 2, 3)

Awareness of and reference to a range of literature on change leadership (L.O. 1, 2, 3)

Insightful reflections highlighting key issues in change leadership practice (L.O. 4, 5, 6)

Well developed arguments concerning effective practice with evidence of critical thinking and well supported evaluations (L.O. 4, 5, 6)

Effective written presentation, style, use of language, grammar, structure, and appropriate referencing.

Assessment tasks:**Written Assignment (First Sit)**

Description: Individual Element (3500 words) Essay and case study : Critical reflections on case study

Weighting: 100 %

Final assessment: Yes

Group work: No

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

Written Assignment (Resit)

Description: Individual (3500 words). Critical reflections on change leadership practice

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: