Module Specification

Change

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

Contents

Part 1: Information

Module title: Change

Module code: UMPDTD-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: Human Resource Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: This module explores change and how it relates to the complexities of organizational life and puts an emphasis on applying theory to practice. The module is broadly structured in three parts. The first part considers the causes and nature of change. Part two expands on issues of structuring for change, the cultural and political contexts for change and how to lead change. Part three moves into addressing the more practical considerations of designing, planning and implementing change.

Features: Not applicable

Educational aims: To equip students with the knowledge and skills that will enable them to understand, design and implement change strategies, policies and procedures, within an organisation context, as HR practitioners.

To allow students to develop and apply theoretical knowledge and problem-solving skills in the investigation and analysis of aspects of human resource management practices, from a change perspective.

To introduce students to the notion and practice of self-directed learning to enable them to investigate a change topic in depth, from a critical perspective.

Outline syllabus: The module syllabus includes:

Causes and nature of change

Structuring for change

Cultural and political contexts for change

How to lead change

Designing, planning and implementing change

Sustainable change

Future directions and challenges

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching comprises formal lectures supported by a range of participative activities, including small group activities and case studies. Peer learning is encouraged through activities designed to enable students to share experiences. Critical discussion of the lecture and reading materials will be expected and encouraged. A high level of discussion and participation will be expected from students during taught sessions.

Learning comprises scheduled taught sessions which include the activities described above and independent learning, which includes hours engaged with essential

reading, blended learning, case study preparation, assignment preparation an completion. The sessions constitute an average time of 150 hours.

Students will use Blackboard to access the lectures, resources, blended learning and further readings.

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

MO1 Critically evaluate the context and triggers of change for an organisation

MO2 Evaluate the principles of change management, key models of planned change and their application to various change scenarios

MO3 Critically examine the dynamics and psychology of change, the potential sources of resistance and how to manage resistance in organisations.

MO4 Evaluate the impact of change on teams, including the impact on culture, power and politics in organisations.

MO5 Critically examine the role of change agents, HR and leadership in implementing and driving change in organisations

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 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/713CB384-C576-A64E-CC06-44577718665C.html?lang=en-GB&login=1

Part 4: Assessment

Assessment strategy: The assessment requires students to review theory and knowledge in a written assignment which includes the design of a change plan.

Formative assessment occurs throughout the module in tutors' commentary on students' contributions as individuals or in groups.

Summative assessment takes place at the end of the module, in the form of one piece of written coursework (3000 words) which requires the application of theories and concepts covered in class to a work based change. This aims to develop student's skills in applying theories to work situations. This addresses learning outcomes 1 - 5.

Assessment tasks:

Written Assignment (First Sit)

Description: The assessment will consist of a 3,000 word report, applying the theories and concepts covered in class to a work based change strategy focusing on a topic of the student's choice (e.g. gender equality; inclusive leadership, etc.). Students are required to discuss the proposed change and then draw up a detailed change plan which includes triggers for change, communication of change, how to manage resistance to the proposed change and consideration of options in the approach they could take. This aims to develop student's skills in applying theories to work situations.

Weighting: 100 %

Final assessment: Yes

Group work: No

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

Written Assignment (Resit)

Description: Resubmission of the written assignment

Weighting: 100 %

Final assessment: Yes

Group work: No

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

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Human Resource Management (International) [Frenchay] MSc 2023-24

Human Resource Management [Sep][PT][Frenchay][3yrs] MSc 2022-23