Module code: MOD004062	Version: 1 Date Amended: 23/Oct/2013

1. Module Title

Leadership and Change Management

2a. Module Leader

Null

2b. Department

Department of Leadership and Management

2c. Faculty

Lord Ashcroft International Business School

3a. Level

6

3b. Module Type

Standard (fine graded)

4a. Credits

30

4b. Study Hours

300

5. Restrictions

Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description

In an era of discontinuous change the future performance of organisations will depend on their employees at all levels being able to fully understand the change process and to implement and cope with change successfully. The demands of leadership in the 21st century, and the pace and complexity of change, are considerable. The contemporary challenges presented by constant change require greater critical judgement and self-awareness on the part of leaders and managers.

With this in mind this module will examine a range of theoretical and practical approaches to leading change, with particular emphasis on people management issues. The module aims to integrate theory and practice by drawing on relevant theory and connecting it with leaders and change agents across a range of case study organisations. Students will be asked to discuss the different types of leaders and organisational change which are evident from the case material.

Ultimately the module seeks to draw theory and practice together so that students can develop the leadership skills and the ability to plan, deliver and manage change. These will be required for their future careers where change will be an evitable and constant feature.

There will be a number of formative assessment methods upon which we may draw including: Q&A sessions in class; tutorials where students present case study analyses; developing change management plans.
The summative assessments will be two assignments each contributing a maximum of 50% to the final grade. The first assignment will be based on a review and analysis of the theoretical context of managing change and the possible barriers to change and improvement. The second assignment will involve the design and development of a plan to manage a specifically identified change.

Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written, and also be introduced in formative assessments and cases used to deliver the module.

6b. Outline Content

- Leadership theories
- Change Management theories
- Creative problem solving
- Power and authority in organisations
- Internal and External aspects of Change Management
- Organisational culture and change
- Communication of change
- Key stakeholders in Change Management
- Motivation and change
- Role of leaders as change agents
- Conflict and resistance to change

6c. Key Texts/Literature

Burnes B (2004) Managing Change, 4th ed. Harlow, Prentice Hall

Doherty A and Horne T (2002) Managing Public Services: Implementing Changes – a Thoughtful Approach London, Routledge

Hickman, G. (2010) Leading Organizations: Perspectives for a new era. Second edition. London: Sage.

Hope Hailey V. e. al. (2008) Exploring Strategic Change FT, Prentice Hall

Kotter J.P. (2012) Leading Change Harvard Business Review

Martin V. (2003) Leading Change in Health and Social Care Routledge

Northouse P.G (2013) Leadership:Theory and Practice 6th Edn Sage

Sibbet D (2013) Visual Leaders: New Tools for Visioning, Management, and Organization Change: New Tools for Visioning, Management, and Organizational Change John Wiley and Sons

Yukl G. (2013) Leadership in Organisations 8th Edn Pearson

Last Updated:

6d. Specialist Learning Resources

N/A

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Critically evaluate leadership theories and assess their utility in the management of change
2	Knowledge and Understanding	Explore and critically appraise the strategies and methods used for the planning and management of change
3	Intellectual, practical, affective and transferrable skills	Utilise appropriate analytical and evaluative skills to solve complex change management challenges
4	Intellectual, practical, affective and transferrable skills	Develop an effective plan to effectively manage a specified change

8a. Module Occurrence to which this MDF Refers

Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence

Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	24	1-4	One hour per week for 24 weeks
Other teacher managed learning	48	1-4	Lectures, discussion, practice-based learning, tutorials – weighting unspecified
Student managed learning	228	1-4	Small group work, student led seminars, VLE
TOTAL:	300		

9. Assessment for the above Module Occurrence

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	50 (%)	Fine Grade	30 (%)

Assignment 1. 3000 words

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
011	Coursework	1-4	50 (%)	Fine Grade	30 (%)

Assignment 2. 3000 words

In order to pass this module, students are required to achieve an overall mark of 40%.

In addition, students are required to:

(a) achieve the qualifying mark for each element of fine graded assessment of as specified above

(b) pass any pass/fail elements