WM907-15 Leading Change

22/23

Department
> WMG

Level
> Taught Postgraduate Level

Module leader
> Andrew Sparks

Credit value
> 15

Module duration
> 2 weeks

Assessment
> Multiple

Study location
> University of Warwick main campus, Coventry

Description

Introductory description

This module provides participants with an opportunity to understand change –its drivers, risks, consequences and people's responses.

Regardless of size and maturity, organisations today operate in a business environment that continues to grow increasingly complex and demanding of ever higher standards of efficiency, integration and customer service. Change can be both externally and internally driven, thus both skill sets of intelligent, timely reaction to external drivers and proactive planning to prevent organisational drift are critical to the sustained success of any organisation.

Individual competence in implementing change is essential for leaders and managers and this requires a resilient and positive mindset combined with skills in strategy formulation, communication, leadership, influence and the integration of various disparate functions within a complex organisational system. Developing a critical mass of competent individuals contributes significantly to organisational change capability.

Module aims

Businesses are facing increasingly complex and ambiguous futures. This module helps participants to create a successful future for themselves and their teams. This module emphasises the importance of leading oneself and others to create great customer experiences and the

application of contemporary concepts in leadership, change and their interrelationship.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

The new leadership

Contemporary models of Change

The strategic context

Appreciative approaches, positive psychology, strengths and resilience

Emotions at work

Personal and organisational transformation

Decision making in complexity and uncertainty

Learning outcomes

By the end of the module, students should be able to:

- Analyse and identify the pressures for organisational change.
- Analyse a need for change within an organisation, in order to select and apply an appropriate strategic change management approach.
- Lead a change effectively, demonstrating appropriate planning, involvement and communication.
- Discuss with reference to academic literature, how to overcome resistance and gain engagement to change, within an organisational context.
- Evaluate contemporary models of change, drawing comparisons between the models.

Indicative reading list

Making sense of Change Management – Cameron and Green

Appreciative Inquiry for Change Management: Using AI to Facilitate Organizational Development - Sarah Lewis, Jonathan Passmore and Stefan Cantore

Understanding Change: Theory, Implementation and Success - Linda Holbeche

Leading Change – Why Transformation efforts Fail. Kotter, HBR, Jan 2007

Subject specific skills

Organisational change management
Leadership

Transferable skills

Critical thinking, problem solving, self-awareness, communication (verbal and written), teamwork and working effectively with other, information literacy (research skills), ethical values, intercultural awareness, professionalism and organisational awareness.

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour 30 minutes (20%)
Online learning (independent)	15 sessions of 1 hour (10%)
Other activity	55 hours (37%)
Assessment	50 hours (33%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Other activity description

Independent study, reading etc.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A3

	Weighting	Study time	Eligible for self-certification
Post-module assignment	90%	40 hours	Yes (extension)

A coursework of approximately 3600 words. Students will be required to examine a relevant

	Weighting	Study time	Eligible for self-certification

situation or practice within their company, undertake an analysis, apply theory and concepts from the background academic literature, compare best practice approaches to addressing issues and challenges, and make recommendations as to the applicability and likely efficacy of such approaches within the company context, as well as comparing academic models of change. This will constitute 90% of total assessment.

	Weighting	Study time	Eligible for self-certification
Reflection	10%	10 hours	Yes (extension)

Written 600 words, reflecting on application of taught material in the context of their experience of change

Assessment group R2

	Weighting	Study time	Eligible for self-certification
Post-module resubmission	100%		Yes (extension)

100% Post Module Assessment

Feedback on assessment

Immediate oral feedback will be provided after case studies / practical workshops, which will be focussed upon the learning targets of each session. Feedback will also be provided to any questions which arise from students with the lecture session.

Written feedback of approximately 150-250 words will be provided for the Post-Module Assignment within a four week period after the date of submission. This feedback will be focussed upon the strengths and weaknesses of the work with regard to the module learning objectives and the post-module assignment marking guidelines. Suggestions for improvement will also be provided.

Availability

Courses

This module is Core optional for:

- Year 1 of TESS-N1PX Postgraduate Award in Business Leadership

This module is Optional for:

- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management