

WM907-15 Leading Change

26/27

Department

WMG

Level

Taught Postgraduate Level

Module leader

Andrew Sparks

Credit value

15

Module duration

2 weeks

Assessment

100% coursework

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:

- Identify and critically analyse the pressures for organisational change.
- Select and critically apply an appropriate strategic change management model.
- Interpret the different ways people respond to change, discover appropriate leadership approaches and develop strategies to build stakeholder engagement.
- Critically evaluate their own personal effectiveness in leading and managing change.

Indicative reading list

[Reading lists can be found in Talis](#)

[Specific reading list for the module](#)

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	30 sessions of 1 hour (20%)
Online learning (independent)	10 sessions of 1 hour (7%)
Other activity	10 hours (7%)
Private study	40 hours (27%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

Private reading related to change, taking account of the situation in their own organisation.

Other activity description

Independent study, reading etc.

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A4

	Weighting	Study time	Eligible for self-certification
Assessment component			
Assignment	80%	48 hours	Yes (extension)
Students will be expected to write a critical examination of a relevant change situation within their company.			

Reassessment component

	Weighting	Study time	Eligible for self-certification
Assignment			No
Students will be expected to write a critical examination of a relevant change situation within their company.			

Assessment component

Reflection	20%	12 hours	Yes (extension)
Written reflection on application of taught material in the context of their experience of leadership.			

Reassessment component

Reflection			No
Written reflection on application of taught material in the context of their experience of leadership.			

Feedback on assessment

Written feedback of approximately 150-250 words will be provided for the Assignment. This feedback will be focussed the work with regard to the achievement of the learning objectives and the assignment marking guidelines. Suggestions for improvement will also be provided.

Availability

Courses

This module is Core optional for:

- TWMS-H1TK Postgraduate Taught Engineering Business Leadership (Part-time)
 - Year 1 of H1TK WMG Engineering Business Leadership (Part-time)
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