

WM9I5-15 Strategic Leadership and Change Management

27/28

Department

WMG

Level

Taught Postgraduate Level

Module leader

Jane Marshall

Credit value

15

Module duration

4 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 - and develop their personal competences through hands-on experience in a simulated business environment and practice in the use of relevant methods, tools and techniques.

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

Participants will be able to hit the ground running as change leaders and managers, whether they be Project and Programme Managers, or functional heads. Where this module is delivered at an overseas centre the module will be delivered over 1 week."

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.

Introduction

Strategic Leadership

Leadership theories and models

Philosophy of Leadership

The need for change

Change approaches and models

Power and conflict in the transition process

Managing teams through change: importance of trust, empowerment and involvement

Resilient culture

Tools and techniques for change: applications

Leadership in organisational transformation

Learning outcomes

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

- In a group setting, critically evaluate the internal and external drivers and impact of change on the organisational system. (AHEP M16)
- Critically analyse a range of leadership perspectives and theories (AHEP M4)
- Critically apply appropriate models of change to a given situation. (AHEP M5)
- Critically apply and evaluate strategic leadership principles to complex organisational challenges (AHEP M4, M5)
- Critically reflect and evaluate personal effectiveness in personal leadership . (AHEP M16)

Indicative reading list

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

Subject specific skills

Planning and implementing systemic change, stakeholder engagement, responding to adversity, systems thinking, change leadership skills. Self-knowledge, leadership behaviour, reflective practice,

Transferable skills

Communication (including intercultural communication), collaborative problem analysis and decision-making, creativity, critical thinking, innovation, negotiation, motivation, transformational leadership, project management, adaptability, resilience, self-management, learning-by-doing

Study

Study time

Type	Required
Lectures	18 sessions of 1 hour (12%)
Supervised practical classes	12 sessions of 1 hour (8%)
Online learning (scheduled sessions)	2 sessions of 1 hour (1%)
Online learning (independent)	8 sessions of 1 hour (5%)
Other activity	50 hours (33%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Other activity description

Independent reading to support in-class learning, as well as to help with preparing in-class simulation, and writing assignment .

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Assessment component			
Assignment	70%	42 hours	Yes (extension)
Written assignment based on a case study where students will review leadership strategies and styles and consider how to apply change models in an organisational context.			
Reassessment component			
Assignment			No
Written assignment based on a case study where students will review leadership strategies and styles and consider how to apply change models in an organisational context.			
Assessment component			
Group presentation	20%	12 hours	No
Performance in terms of their contribution towards identifying factors requiring a business to change , with peer adjustment of group mark.			
Reassessment component			
Critical review of factors affecting change			No
Review of factors requiring a business to change			
Assessment component			
Reflection on personal development	10%	6 hours	Yes (extension)
Reflection in the context of personal leadership			
Reassessment component			
Reflection on personal development			No
Reflection in the context of personal leadership and growth across the course.			

Feedback on assessment

Mark sheet with comments

Availability

There is currently no information about the courses for which this module is core or optional.