MODULE DESCRIPTOR

MODULE TITLE	Leadership and Strategies for Change (FT)		
Module Code	44-7955-00S		
Level	7		
Credit Points	15		
Indicative Assessment Tasks & Percentage Weightings	100% Coursework		
Pre-Requisite Modules *(if applicable)*	None		
Delivered according to Standard Academic Calendar YES	**Long:** **2 semesters** NO	**Short:** **1 semester** YES	**Other delivery pattern:**

1   MODULE AIMS

The management of change has assumed increasing importance for all managers and it can be argued that no manager will be effective if he or she is not capable of managing and leading strategic change. This module, therefore, provides an essential and critical perspective of change and leadership theory and its influence on change management issues. You will be encouraged to develop a personal approach to leadership and change through a critical understanding of the way in which organizations are developed and managed. The following points summarize the contribution of this module towards the course philosophy.

a) For you as a reflective leader, the module aims to develop professional capacity in reflexive exploration of your own role as a leader of change, an agent of change or a participant in the change process, to synthesize sceptically theories and models into organizational practice, to develop an increased awareness of leadership behaviours, to develop a personal approach to leadership and to think critically about tools for effective leadership and change.

b) For you as a change master, the module aims to offer the opportunity to analyse the nature of organizational change, to provide an insight into leadership and management theory and in so doing enable you to develop the ability to critically analyse and reflect upon the role of the leader in the change process and to explore the relationship between the processes of change, the development of strategies of change and leadership style.

The aim of the module is, therefore, to provide an insight into theories of leadership and change and in so doing enable you to develop the ability to critically analyze and reflect upon how theories of leadership and change theory might inform practice. This involves you engaging with a variety of theoretical constructs by using them to interrogate practice with theory and vice versa. Hence, an additional aim of the

module is to challenge you to begin to develop your own orientation to key issues of leadership and change, based on this critical reflexivity.

2 MODULE LEARNING OUTCOMES
BY THE END OF THE MODULE YOU WILL BE ABLE TO

1. select, explain, and develop theories and current research, appropriate to your own situation and development needs, which explore the complex nature of leadership, management and organizational change;

2. critically reflect upon the assumptions underlying different approaches to leadership and organizational analysis;

3. critically evaluate and compare the implications of planned and programmatic approaches to change and systems implementation in relation to approaches that are emergent and discontinuous;

4. critically evaluate emergent themes in the management of change that stress the uncertainty and ambiguity of change;

5. appraise the relationship between theory and practice of leadership and management in the processes of change;

6. identify leadership as a process of adaptation and evolution and critically evaluate the role of idealized influences and visionary challenges in pursuing change and the role of the leader in managing the social context;

7. undertake reflective exploration of your own role in the change process and to understand the consequences of leadership on the dynamics of emergent relationships.

3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES

The learning strategy adopted will encourage you to develop a critical and reflective approach to the course content and the learning outcomes. This involves you engaging with a variety of theoretical constructs - established and current research on leadership and change, by using these to interrogate practice with theory and vice versa. A key aspect of this process will involve you critically reflecting on your own values, beliefs and assumptions on change management and leadership and being challenged to address and resolve any tensions or contradictions that this raises for you. To achieve this there will be:

- Lectures designed to introduce concepts, models and theories;
- Problem solving seminars providing the opportunity to test out in your own contexts, models, themes, tools and techniques developed during the lectures, or drawn from directed reading;
- Case studies (mostly drawn from lecturers' research and direct experience, and where relevant from participants' direct experience) designed to allow you to apply key concepts, ideas and frameworks;
- The opportunity for discussion of the emergent themes, relating them where possible to the participants' own experience of leadership, organizational development and involvement in change processes.

The principal, summative, assessment activities will involve:

- Group presentations focusing on the issues confronted in major change efforts in organizations with which you are familiar; and
- A synthesising assignment, the purpose of which is to undertake reflective exploration with appropriate theory of your role as either a leader of change or a follower/participant in the change process.

Formative feedback on the group presentations should help you with your work on the individual written assignment. You will also receive written feedback in the form of an assessment grid. Summative feedback will address the module learning outcomes.

4   INDICATIVE MODULE CONTENTS / TOPICS

The Nature of Leadership
- Critical appreciation of the role of leadership in organizations
- Modernist conventions of industrial management and leadership
- Leadership models and perspectives

The Nature of Organisational Change
- Identification and Understanding of Triggers for Change
- Different Levels of Change
- Triggers for Change within the Organisation

Strategic change in action: the Human Side of Change Management
- Change and the Individual
- The Complexity of the Human Response to Change
- Issues of Resistance to Change
- Understanding and Undertaking Culture Change

Perspectives on the management of leadership and change: the theory and practice of change processes
- Transformational and charismatic Leadership and Change
- Implementation of Planned Change through strategic (but modest) leadership and management.
- Strategic Decisions and Political Processes
- Strategic Change and Context

Perspectives on the management of change: the nature of planned programmatic change.
- Planned Change and the Strategic Mindset
- Key Aspects of the Change Agent's Role in Enabling Change Organisation Development
- Prescriptive approaches to the change process: Business Process Redesign as an Example.

Reflective Consideration of Emergent Themes in the Management of Change.
- The Ideas of Modernism and Postmodernism
- The Postmodern Epoch and Transformation

- Comparing Modern and Post Modern Organisation
- Postmodernism Enhances Understanding of Change Management
- Comparing Modern and Postmodern Assumptions about Change Complexity Theory.

Leadership: Emergent Themes
- Dispersed leadership: Teams, Stewardship and servant leadership
- Diversity, gender and culture; the leader as coach and developer
- Practices and commitments of leadership: vision, trust and purpose

FURTHER INFORMATION ABOUT THIS MODULE

- **FURTHER / ADDITIONAL INFORMATION IS AVAILABLE TO SUPPORT THIS MODULE, INCLUDING <u>ASSESSMENT CRITERIA</u> DETAILING HOW YOUR PERFORMANCE IN THE MODULE WILL BE MEASURED, HOW YOU WILL RECEIVE FEEDBACK, DETAILS OF LEARNING RESOURCES AND KEY READINGS.**

- **THIS INFORMATION CAN BE FOUND IN**
  - the module handbook
  - the module blackboard site

- **NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR**