## Module Details

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| Module Title | Leading and Managing Change in Organisations |
| Module Code | HRM7507-B |
| Academic Year | 2023/4 |
| Credits | 20 |
| School | School of Management |
| FHEQ Level | FHEQ Level 7 |

## Contact Hours

| Type | Hours |
|---|---|
| Lectures | 22 |
| Tutorials | 10 |
| Directed Study | 168 |

## Availability

| Occurrence | Location / Period |
|---|---|
| BDA | University of Bradford / Semester 2 |

## Module Aims

To develop the knowledge, skills and understanding of effective ethical and responsible leadership and management in organizations, focusing on enacting change in response to changing strategy and dynamic organizational environments.

This includes consideration of the underpinning HR principles, links to strategy and organizational policy and practice and the requirements of HR and general managers to enact organizational change.

## Outline Syllabus

The module covers a range of perspectives and debates surrounding the study and practice of leading and managing people in respect of changing organizational environments. Lecture themes include:
* LEADERSHIP AND MANAGEMENT
-- The importance of style and behaviour;
-- Models of approaches to leadership including situational, authentic, servant and entrepreneurial approaches to leadership;
-- Critical approaches to leading and following;
-- Issues of diversity, gender and equality with respect to leadership, management and change;
-- Leading and undertaking change ethically;
* CHANGE IN ORGANISATIONS
-- Understanding organizational strategy and culture;
-- Understanding and diagnosing the need for change;
-- principles and models for organisational change;
-- Understanding stakeholders and their needs;
-- The role of HR in management, strategy and change.

## Learning Outcomes

| Outcome Number | Description |
|---|---|
| LO1 | Understand the difference between a range of complementary and competing theoretical and methodological perspectives in the academic and practitioner literatures on leadership, management and change and be able to discuss and debate the wider implications of utilizing these in applied organisational settings. |
| LO2 | Debate and critically evaluate the characteristics of effective leadership and management and the methods used to promote effective change management in organisations and assess the contribution made by leaders and managers in different types of organisation. |
| LO3 | Understand how to act as a change agent within an organisation with the ability to satisfy different stakeholder groups through ethical leadership and management. |
| LO4 | Promote professionalism, good scholarship, and an appreciation of ethical dimensions of leading, and managing people in complex and dynamic organisational settings. |

## Learning, Teaching and Assessment Strategy

The module combines the following:
* lectures with learning materials to cover the essential concepts and topics;
* tutorials involving class discussions on case studies that engage with relevant concepts, perspectives and debates; and
* videos and guest speakers are used to provide applied practical experiences.

All teaching is supported by information supplied on the VLE. Practical study involves working on developing your knowledge of key leadership and change management theories, concepts, and applications. Tutorials will be used to reinforce the taught component and formative assessments will allow for monitoring progress. Directed study includes personal reading and scholarship, use of key perspectives and studies in the analysis of 'real life' cases, the implementation of new concepts to inform the policies and practices of leading and managing and enacting change in complex organisational settings.

Learning Outcomes utilise knowledge disseminated through lectures, practiced in tutorials, and developed in directed study, and require students to apply academic knowledge to practical problems and scenarios. Students will have the opportunity for formative feedback on their approach to LOs through discussion of cases and exercises in tutorials and these are formally (summatively) assessed through the exam.

| Mode of Assessment | | | |
|---|---|---|---|
| Type | Method | Description | Weighting |
| Summative | Examination - Closed Book | Written examination based on case study/studies | 100% |

| Reading List |
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| To access the reading list for this module, please visit https://bradford.rl.talis.com/index.html |

*Please note:*
*This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.*