



UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

London Campus

Leading and Implementing Workplace Change
BMSK6003

MODULE CODE:	BMSK6003
TITLE:	Leading and Implementing Workplace Change
DATED:	21/03/2017
LEVEL:	6
CREDITS:	20
JACS CODE:	N200

AIM(S)

- To develop a holistic understanding of the leadership and management of change.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- critically analyse the relationship between environmental change and organisational capability;
- critically analyse the nature of change and evaluate complex concepts relating to leadership in relation to change management;
- explore contemporary issues and their impact on business management;
- analyse and evaluate the relationship between organisational culture and change.

INDICATIVE CONTENT

- Environmental change and organisational response.
- Nature of the change process.
- Planned and unplanned change.
- Politics of change and conflict resolution.
- Organisational change and culture.
- Organisational change and structure.
- Role of managers as change agents.
- Hard and soft models of change.
- Evaluating change.

LEARNING AND TEACHING STRATEGY

Through practical activities and seminar presentations, students will be introduced to appropriate theoretical models and methodological frameworks to inform personal experiences and examples drawn from the workplace. Critical reflection will be integral to each formative exercise which will challenge each student to demonstrate their knowledge and understanding in a variety of ways appropriate to the workplace.

Allocation of teaching to deliver the module are:

Activity type	Hours	Percentage
Scheduled learning	40	20
Independent learning	160	80
Placement Learning		
TOTAL	200	100%

ASSESSMENT

Assessment: Coursework

Essay or report format (5,000 words or equivalent) 100%

Within this module, the assessment requires the student to identify and agree a specific organisational context in which they can demonstrate an understanding of the importance of leading and implementing workplace change. The specific organisational context should be sufficiently complex so as to allow the student to demonstrate an evaluation of the agreed scenario.

Exemplar: All students

In the constantly changing and increasingly complex business environment within which organisations operate today, the desirability of the development of skills which enhance the ability to lead and implement change in the workplace should be a valued quality in managers and leaders in organisations.

The economic downturn requires the firm in which you are (for the purposes of this assignment) a Senior Manager to reduce costs by 20%. Prepare an overview report outlining the various options and implications of such a requirement.

Demonstrate an understanding of the concept and importance of leading and implementing workplace change. Focussing on an agreed, specific organisational context, you should critically analyse the relationship between the economic downturn and organisational capability; critically analyse the nature of the change required and the required change management.

You should relate your answers to an organisation that you work in. If you are not currently working within an organisation, then you may complete this task in relation to an organisation with which you are familiar. This could include experience working in a voluntary capacity.

Assessment Summary

Activity type	Percentage
Written	
Coursework	100%
Practical	
TOTAL	100%

EDUCATION FOR SUSTAINABLE DEVELOPMENT (ESD)

Does the module contribute to ESD?	Yes
	No
If yes please provide brief details (no more than 100 words):	
This module aims to develop a holistic understanding of the leadership and management of change. The development of an understanding of the relationship between organisational culture and change, with regard to sustainability issues the context of the workplace. Embedding sustainability is required in leading and implementing workplace change. Students will also be encouraged to actively implement or contribute to changes that promote sustainable development within the scope of their own learning experience and study environment and effectively engage with real-life problems relevant to sustainable development.	

READING LIST

Module Code	BMSK6003	
Module Title	Leading and Implementing Workplace Change	
Classification		Electronic*
Essential	Kotter, J.P. Leading Change, (2012), Harvard Business Review Press.	☐
Further	Andriopoulos, C. and Dawson, P. (2009). Managing Change, Creativity and Innovation. Los Angeles: SAGE.	☐
Further	Anderson, D. (2010). Beyond change management [ebook] how to achieve breakthrough results through conscious change leadership (2nd ed., Jossey-Bass organizational development). San Francisco, Calif.: Chichester: Pfeiffer ; John Wiley [distributor].	☐
Further	Bencivenga, J. (2002) John Kotter on Leadership, Management and Change. (Online) School Administrator, v59 n2 p36-49 Feb 2002. http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
Further	Cameron, E., & Green, M. (2012). Making sense of change management: A complete guide to the models, tools, and techniques of organizational change (3rd ed.). London ; Philadelphia: Kogan Page	☐
Further	Carnall, C. A. (2007). Managing Change in Organizations. 5th ed. (Online) Harlow: Financial Times Prentice Hall. http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
Further	Greenfield, A. (2008). The 5 Forces of Change: A Blueprint for Leading Successful Change. Cirencester: Management Books 2000	☐
Further	Doherty, T., Horne, T., & Wootton, S. (2014). Managing Public Services - Implementing Changes A thoughtful approach to the practice of management (2nd ed.). Hoboken: Taylor and Francis.	☐
Further	Forsyth, P. (2012) Managing Change. (Online) London; Philadelphia: Kogan Page	☒

	http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	
Further	Hughes, M. (2006). Change Management: A Critical Perspective. London: Chartered Institute of Personnel and Development.	☐
Further	Kanter, R. M. (1983). The Change Masters: Innovations for Productivity in the American Corporation. New York: Simon and Schuster. Kotter, J. P. and Rathgeber, H. (2006). Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions. London: Macmillan.	☐
Further	Kotter, J. P. (1990). A Force for Change: How Leadership Differs from Management. New York: Free Press.	☐
Further	Orridge, M. (2009). Change Leadership Developing a Change-Adept Organization. Farnham: Ashgate Publishing.	☐
Further	Paton, P. R. A. and McCalman, J. (2008). Change Management: A Guide to Effective Implementation. 3rd ed. Los Angeles: SAGE.	☐
Further	Pettigrew, A. M. and Whipp, R. (1993). Managing Change for Competitive Success. Oxford, OX, UK: B. Blackwell.	☐
Further	Stewart, J. (1991). Managing Change through Training and Development. London: Kogan Page.	☐
Further	Terez, T. (1990). Managing Change in the 1990s: Strategies for the Operations Manager. Charlotte, NC: Arrow Associates.	☐
Further	The Academy of Management Journal The Academy of Management Review The Journal of Business Journal of Organizational Behaviour Management Science Management Technology MIS Quarterly Operations Research Organization Science Strategic Management Journal Harvard Business Review Marketing Week Campaign	☒