



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

SWANSEA - ABERTAWE

UNIVERSITY OF WALES: TRINITY SAINT DAVID

PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

Faculty of Business & Management
Cyfadran Busnes a Rheolaeth

School of Public Service Leadership
Ysgol Arweinyddiaeth y Gwasanaethau Cyhoeddus

Leadership and Management of Change - BMHP6002

Module Title: Leadership and Management of Change

Module Code	BMHP6002
Brief statement of Content	Explores the nature of change, organisational effectiveness and the role of change management
Module Value	20
Level	6
Faculty responsible for delivery	Business and Management
Pre-requisite/co-requisite modules	None/None
Programme Associations:	None
Compulsory	Yes
Optional	No
Elective	None

Aims

This module explores the nature of change, organisational effectiveness and the role of change management. It aims to provide students with a depth of understanding in the Styles, techniques and methods of managing change in Health and Social Care practice. Recognising and diagnosing the need for change and managing people issues and the challenges of transition will be explored by investigating implementation strategies, managing transition, reviewing and sustaining change. The teaching and learning methods are varied and encourage students to contribute and participate in group discussion and debates.

Module Intended Learning Outcomes (MILOs)

On successful completion of this module, the student should be able to:

1. Critically review management strategy theories in relation to change for modern health care organisations, highlighting the difficulties and limitations in achieving a satisfactory outcome for all service users.
2. Provide a critical reflection of organisational effectiveness and the role of change management. To include an examination of management tools and beliefs about change agency, which can affect the manager's ability of successfully manage change.

Indicative Content

The nature of Change
Change management and Organisational Effectiveness.
Processes and models of change
The need for change
Managing people and issues in turbulent times
Motivating others to change and managing transition
Shaping and implementing strategies of change
Managing, reviewing and sustaining change.

Teaching & Learning Strategy and Implementation
The conceptual and theoretical issues are suited to keynote lectures, supported by regular tutorials. During the tutorials students will have the opportunity to present (individually and/or in small groups) delivering the findings of research and reflections of agreed cohort interest to the student group, stimulating discussion and debate and formative feedback. The module will be augmented by lectures, tutorials, reviews, articles, application to case studies, media resources, presentations and seminars and group discussion and debate.

Assessment - Coursework 100%	
Outcome 1 (approximately 2000 words) The students will provide a critical evaluation and analysis of 2000 words identifying change theory strategies. The difficulties and limitations of change will be explored.	
Outcome 2 (equivalent to 2000 words) The student will provide an individual seminar/presentation accompanied by a 1000 word supporting paper offering a critical reflection of the impact of change management upon organisational effectiveness.	
Coursework:	100%
Examination;	0%
Oral Examination/ Presentation:	0%
Work Based:	0%

Details of Outcome Assessment:	
Outcomes	Assessment Criteria: To achieve each outcome a student must demonstrate the ability to :
1.Critically review management strategy theories in relation to change for modern health care organisations, highlighting the difficulties and limitations in achieving a satisfactory outcome for all service users.	Provide an individual review (essay format) of models and strategies related to change. Critically analyse and evaluate the need and value of change with reference to health care delivery for the 21 st century.
2.Provide a critical evaluation of organisational effectiveness and the role of change management. To include an examination of management tools and beliefs about change agency, which can affect the manager's ability of successfully manage change.	Prepare an individual report which critically discusses the issues/concerns associated with change management. Include a thorough examination related to the beliefs and perception of change within organisations and the impact upon implementing effective and successful change.

Reading List	
Essential Texts	Walton A and McKibbin J (2012) <u>Leadership and Management</u> in Health and Social Care: Level 5 (Leadership & Management) Pearson:London Lister J (2013) <u>Health Policy Reform: Global Health Versus Private Profit (Management Policy and Education)</u> by Hodder:London
Background Reading	Greener, I (2009) <u>Public Management: A Critical Text.</u> Palgrave Macmillan. Hayes, J (2002) <u>The Theory and Practice of Change Management</u> Palgrave Macmillan Linstead, S. Fulop, L. & Lilley, S (2009) <u>Management and Organisation: A Critical Text. Second Edition.</u> Palgrave Macmillan. Rees, G & French, R (2010) <u>Leading, Managing and Developing People.</u> Third Edition. London: CIPD. Robinson, P. Chimay, C. Anumba, J & Patel, M (2010) <u>Governance and Knowledge Management for Public-Private Partnerships.</u> Wiley Blackwell.
Journals	British Journal of Management Human Resources Management Journal International Journal of Public Management Management Today People Management Journal
Web Resources	www.cipd.co.uk www.open.gov.uk www.dti.gov.uk/bestpractice/management.leadership.ht www.dh.gov.uk www.leadership-he.com www.wales.gov.uk
Equipment Requirements	
Room Requirements	Lecture Room, PC Room
Staff Resource Needs	
Module Co-ordinator	Jacqueline Comerasamy
Staff Delivering Module	Jacqueline Comerasamy