



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

School of Business

London Campus

Leading and Implementing Workplace Change
BMSW6103

MODULE CODE: BMSW6103

TITLE: Leading and Implementing Workplace Change

DATED: 21/03/2019

LEVEL: 6

CREDITS: 20

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:

- 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.

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement Learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 – Coursework

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Portfolio of work in response to a given case/scenario (which may include: readiness assessment, staff training and development plan, communication plan, evaluation plan, etc.)	5500 words (total)	100%

Assessment Summary

Activity type	Percentage
Written	0%
Coursework	0%
Practical	100%
TOTAL	100%

READING LIST

Module Code	BMSW6103	
Module Title	Leading and Implementing Workplace Change	
Classification	Reading List Entry	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. https://web-b-ebshost-com.ezproxy.uwtsd.ac.uk/ehost/detail/detail?vid=0&sid=6bc36aad-1d95-4d96-b156-c7e69506898a%40pdc-v-sessmgr01&bdata=JnNpdGU9ZWZWhvc3QtbGl2ZQ%3d%3d#AN=507742732&db=eue (Accessed 24 July 2019)	☒
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, & By, Rune Todnem. (2014). Managing change in organizations (Sixth ed.). Harlow: Financial Times Prentice Hall.	☒

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	https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780273736431 (Accessed 24 July 2019)	
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 https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780749463908 (Accessed 24 July 2019)	☒
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	Schultz, K. & Hungerford, C., 2016. Managing Change. Journal of College Admission, (232), p.42.	☐
Further	Dawson, P., & Andriopoulos, C. (2014). Managing change, creativity & innovation (Second ed.).	☐

