PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David
SWANSEA - ABERTAWE

# MODULE HANDBOOK

# Leadership and Change

# BMSW6010

## LEVEL 6

# 2025-2026

# Module Lead: Julie Thomas

| | |
|---|---|
| **Module Code** | **BMSW6010** |
| **Title** | **Leadership and Change** |
| **Date** | **08/12/2021** |
| **Level** | **6** |
| **Credits** | **20** |
| **Pre-requisites** | **None** |

## AIM(S)

- To critically evaluate strategies that focus on how leaders and managers achieve sustainable organisational improvement and how leaders effectively manage change
- To critically evaluate leadership and change strategies in order to achieve sustainable organisational performance

## LEARNING OUTCOMES

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

- Evaluate the complexities involved in leading and managing people in organisations and the practical application of theory and practice;
- Evaluate a range of leadership theories and practice engaged in leading and managing people in organisations to sustain organisation performance.
- Critically analyse the nature of change and evaluate complex concepts relating to leadership in a changing business environment
- Critically evaluate own skills and competencies to fulfil the responsibilities of the leadership role in a changing environment.

## INDICATIVE CONTENT

- Key responsibilities of the leadership role.
- The differences between leadership and management and how this may operate within different organisations
- Models and frameworks of leadership and management traits, styles, situational transformational, contingency and consideration of the appropriateness of each to differing organisational context
- The value of management and leadership development to organisational success
- Evaluate different leadership styles and change theories in the context of own responsibilities.
- Concept of emotional intelligence and how it applies to the leadership role
- Importance of understanding one’s own strengths and limitations as a leader
- Relationship management in terms of inspiring others.

## 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

***(Tick one)***

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

| Mode of assessment | Volume | Weighting |
|---|---|---|
| Individual presentation on own leadership approach to change supported by an essay incorporating theories and models of leadership and change | Presentation 15 minutes plus 2000 word supporting essay | 100% |

### Assessment Summary

| Activity type | Percentage |
|---|---|
| Written | 0% |
| Coursework | 0% |
| Practical | 100% |
| **TOTAL** | **100%** |

## INDICATIVE READING LIST

| **Module Code** | **BMSW6010** | |
|---|---|---|
| **Module Title** | **Leadership and Change** | |
| **Classification** | **Reading List Entry** | **Electronic*** |
| Essential | Adair, J. (2022) *Develop Your Leadership Skills*. 5th edn. Kogan Page. | ☒ |
| Essential | Armstrong, M. (2016) *Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management*. 4th edn. Kogan Page. | ☒ |
| Further | Kotter, J.P. (2012) *Leading Change*. Harvard Business Review Press. | ☐x |
| Further | Dogru, C. (2020) *Leadership styles, innovation, and social entrepreneurship in the era of digitalisation*. IGI Global. | ☐x |
| Further | Schultz, K. and Hungerford, C. (2016) 'Managing Change', *Journal of College Admission*, 232, p.42. | ☐x |
| Further | Dawson, P. and Andriopolous, C. (2021) *Managing Change Creativity & Innovation*. 4th edn. Sage. | ☐ |
| Further | Kouzes, J.M. and Posner, B.Z. (2017) *The Leadership Challenge: how to make extraordinary things happen in organizations*. 6th edn. John Wiley and Sons Inc. | ☐x |

*Please see Leganto Reading List on Moodle which will reflect updates and current recommendations.*