



MODULE HANDBOOK

Leadership and Change

BMSW6010

LEVEL 6

2026-2027

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

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