

Unit Title: Leadership and Change Management	Unit Code: LCM
Level: 7	Learning Hours: 180
Learning outcome:	
1. Critically evaluate historical, classical and contemporary approaches to leadership theory.	
Indicative content:	
<ul style="list-style-type: none">• Describe historical, classical, and contemporary approaches to leadership theory• Explain the importance of leadership theories• Compare and contrast these approaches	
Learning outcome:	
2. Determine leadership approaches relevant for the 21st century, drawing on theories and tools as practised by leading international organisations.	
Indicative content:	
<ul style="list-style-type: none">• Identify leadership models and competency frameworks currently in use in organisations• Define the qualities required of people in leadership positions• Appraise generic leadership frameworks currently in use in organisations• Select leadership development initiatives both associated with and as alternatives to leadership competency frameworks	
Learning outcome:	
3. Explore and examine your own personal and managerial effectiveness through a process of personal reflection.	
Indicative content:	
<ul style="list-style-type: none">• Reflect on your own personal and managerial effectiveness• Identify and put into practice areas for change within your own personal and managerial effectiveness style• Reflect on the gains made from the change in style• Plan a course of action to maintain reflection on your personal and managerial effectiveness	

Learning outcome:**4. Develop an in-depth understanding of the principles of change and the organisational change process.****Indicative content:**

- Describe the principles of change and organisational change processes and the different approaches possible
- Identify and appraise real life examples of the organisational change process
- Explain external and internal triggers of change and innovation
- Appraise these triggers of change and innovation

Learning outcome:**5. Critically appraise change theories, tools and techniques.****Indicative content:**

- Describe change theories, tools and techniques
- Analyse these theories, tools and techniques within given organisations
- Appraise the use of risk management techniques in the management of change
- Assess the impact of globalisation on change theories, tools and techniques

Learning outcome:**6. Critically appraise the implementation of the change process including resistance to change and practical management aspects.****Indicative content:**

- Appraise real life examples of the change process and its implementation
- Identify potential resistance to change including organisational culture and behaviour, organisational policies, power and the influence of individuals and groups.
- Critically appraise strategies and approaches to overcome this resistance to change
- Identify sources of conflict within change
- Identify strategies and approaches to deal with potential sources of conflict

Learning outcome:**7. Develop the student's ability to act as a change agent within an organisation.****Indicative content:**

- Identify the attitudes, values and behaviour of a change agent
- Reflect on your own attitudes, values and behaviour and identify areas of change required to be an effective change agent
- Identify a plan of action to maintain effectiveness as a change agent

Learning outcome:**8. Understand and appraise the need to integrate the management of change with other business and management disciplines.****Indicative content:**

- Identify the need to integrate management of change with other business and management disciplines including finance, human resource development, marketing, IT and business strategy
- Appraise methods by which this integration could be achieved, using real life examples
- Develop an integrated management of change plan of action for a chosen organisation

Assessment

- A three-hour written examination with a choice of four from six questions.
- A 2000 word assignment detailing the implementation of change within an organisation.