

Module Details	
Module Title	Leadership For Transformational Change (DL)
Module Code	HRM7028-B
Academic Year	2024/5
Credits	20
School	School of Management
FHEQ Level	FHEQ Level 7

Contact Hours	
Type	Hours
Directed Study	100
Online Seminar (Synchronous)	18
Groupwork	75
Online Lecture (Synchronous)	16

Availability	
Occurrence	Location / Period
DLA	University of Bradford / Non Standard Year

Module Aims
The Leadership for Transformational Change module aims to equip students with the knowledge and skills necessary to become ethical leaders capable of driving meaningful organizational transformation. By exploring various leadership theories, understanding change dynamics, and emphasizing sustainable practices, students will be well-prepared to create positive impact in their organizations and beyond.

## Outline Syllabus

This module explores the interplay between leadership, learning, strategy, and transformative change. Key topics include:

- \* Leadership vs. Management: Understand the distinction between leadership and management.
- \* Models of Change: Study Meliorism, technology diffusion, and exogenous/endogenous change implications (e.g., Kubler Ross stages).
- \* Critical Review of Leadership Theories: Evaluate early trait theories, behavioural styles, situational leadership, and transactional/transformational/charismatic leadership.
- \* Multiple Intelligences of Leadership: Recognize diverse intelligences required for effective leadership.
- \* Holistic Leadership Model: Explore an integrative model of leadership.
- \* Leadership Challenges: Address issues in business, government, and politics.
- \* Resilience and Coaching: Develop resilience skills.
- \* Organizational Dynamics: Study personality, perception, motivation, team dynamics, organizational culture, and structures.
- \* Learning and Development: Understand managerial skills, learning approaches, and personal development principles.
- \* Workforce Strategies: Explore talent management, succession planning, and agile cultures.
- \* Ethical Leadership: Consider corporate social responsibility, global responsible leadership, and the dark side of leadership.
- \* Impostor Syndrome and Leadership Cycle: Reflect on impostor syndrome and the cyclical nature of leadership.

## Learning Outcomes

Outcome Number	Description
01	Understand the role of leader(s) within an organisation whilst having a critical appreciation of the shortcomings and pitfalls of leaders and leadership across international contexts.
02	Understand the importance of learning for development and growth within organisations.
03	Act as a change agent within your organisation with the ability to satisfy different stakeholder groups through ethical decision making.
04	Conduct yourself as a self-reflexive, self-regulated individual with followership and leadership skills, capable of questioning insight and dialogue skills.

## Learning, Teaching and Assessment Strategy

To gain a firm understanding of the subject area and the key issues (as outlined in the syllabus) students will be required to access and engage with a variety of online resources (selected readings, video and audio resources) a designated set text and a module study book that sets out guided reading, self-assessment exercises, case studies and links to additional resources. This relates to module learning outcome 1 & 2. In addition students attend a series of tutorial sessions. These sessions allow the students to reflect on their learning further applying key academic and practitioner based models and frameworks thereby gaining a detailed understanding. This relates to module learning outcomes 3 & 4.

Students have the opportunity to complete a series of online MCQ exercises for each module unit studied. (MLOs 1 - 2) After completing the questions students receive instant feedback on their performance. In addition to this there is the option of completing 2 formative tasks. These tasks involve answering a question(s) on a key issue/theory relating to the module. Written feedback is provided by the module tutor. This relates to module learning outcomes: 3, 4 and 3. The individual assignment is designed to test students - this relates to module learning outcomes 1-4. The assignment allows students to gain an understanding of the subject and explores a number of areas within the module by applying their learning to a real company.

Mode of Assessment			
Type	Method	Description	Weighting
Summative	Coursework - Written	Individual report / reflection relating to change leadership problems and leaders personal change journey(2000 word)	50%
Summative	Presentation	Presentation (with peer feedback) on practical application of key aspects of the module (10 mins)	50%

Reading List
To access the reading list for this module, please visit <a href="https://bradford.rl.talis.com/index.html">https://bradford.rl.talis.com/index.html</a>

*Please note:*

*This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.*

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