

QUAL 11015

CHANGE MANAGEMENT AND LEADERSHIP



Computing, Engineering and Physical Sciences

QUAL11015- Change Management and Leadership

As well as participating in live sessions, you are expected to undertake self-study and learn independently. For any self study week, academic in-charge will provide with learning instruction and students are expected to complete the work. Self-study activities do not carry any weightage nor being assessed.

ASSESSMENT

- The module assesment consists of 1 assessment:
 - Individual Report – 100%
 - Word count – 2500 words
- **ONLY submission made via MOODLE portal will be accepted. Deadline on Thursday, 14th May 2025.**

Topic
<p>Overview</p> <p>In this assignment, you will assume the role of a change leader tasked with developing a comprehensive change management plan for a client organisation undergoing a significant transformation. Your plan should address the key aspects of leading and managing the proposed change initiative effectively, demonstrating your understanding of change management principles, strategies, and leadership skills.</p> <p>Assignment Requirements:</p> <p>1. Introduction</p> <ul style="list-style-type: none">- Provide an overview of the client organisation and the context for the proposed change initiative. You must select a Project-bases-Organisation (PBO) at a specific country such as mining company in South Africa, automobile company in China, steel engineering company in India/etc.- Outline the scope, objectives, and anticipated benefits of the change project initiative. <p>2. Change Management Plan</p> <ul style="list-style-type: none">- Conduct a thorough analysis of the organisation's readiness for change, including an assessment of potential barriers, resistance, and enablers. You should consider using a analysis tool/model to conduct analysis, for ex: SWOT, PESTLE, Porter’s Five Forces, VRIO, etc.- Develop a detailed change management strategy, considering relevant models and frameworks (e.g., Lewin's Change Model, Kotter's 8-Step Process, ADKAR Model).- Outline a stakeholder analysis and engagement plan, identifying key stakeholders and their roles, interests, and potential impact on the change process.- Propose a communication plan that effectively disseminates information, addresses concerns, and maintains transparency throughout the change initiative.

- Describe strategies for building a supportive culture for change, fostering employee buy-in, and addressing resistance to change.

- Discuss methods for monitoring and evaluating the progress of the change initiative, including identifying key performance indicators (KPIs) and metrics for success.

3. Leading Change

- Analyse the leadership skills and competencies required to effectively lead the proposed change initiative.

- Discuss strategies for inspiring and motivating employees throughout the change process, highlighting the importance of emotional intelligence and empathy.

- Explore techniques for building and empowering a change management team, leveraging diverse perspectives and expertise.

- Address potential challenges and ethical considerations in leading change, such as managing conflicts, maintaining transparency, and ensuring fairness.

4. Conclusion and Recommendations

- Summarise the key elements of your change management plan and strategies for leading change.

- Provide specific recommendations for the client organisation to maximise the success of the change initiative.

- Highlight potential risks, limitations, and areas for continuous improvement in the change management approach.

5. References and Appendices

Assessment Criteria:

1) Identification of specific change project in organisation (10%)

- Overview of organisation and identification of the need for change include outlining change objectives, scope and type of change.

2) Change Analysis (50%)

- Depth of analysis and application of change management theories and models

- Comprehensiveness of the change management plan, addressing key elements (e.g., readiness assessment, stakeholder engagement, communication plan, monitoring and evaluation)

3) Leadership and skills analysis (30%)

- Demonstration of leadership skills and strategies for leading change, including emotional intelligence and empowerment

- Effective teamwork and collaboration (peer evaluation component)

- Consideration of potential challenges, ethical implications, and risk mitigation strategies

4) Presentation and report organisation (10%)

- Quality of writing, organisation, and presentation.

Referencing system

Use Harvard style for in-text citation and references. When referencing, remember the key criterion is to enable your reader to source and obtain the material that you cite. Avoid citing dictionaries or Wikipedia!

All references used in writing the dissertation should be provided with works (articles and books) compiled in alphabetical order by author or first-named author. Cite books and articles in the text of the report by giving the author's last name and the date of publication. For example, "According to Festinger (1957) people find cognitive dissonance uncomfortable. Not everyone, however, agrees with this conclusion (e.g., Ableson 1968, Bern, 1967, Kermit, 1979). Do not use footnotes for references or citations. Arrange all books

and articles that are cited in the text of a research report at the end under the heading "References". They are arranged alphabetically according to the author's last name, a format that parallels the way in which they are cited in the text.

Assessment criteria

The overall criteria for good scientific writing are ACCURACY and CLARITY.

- o WRITE SIMPLY – write short sentences – they are easier to write and to read
- o USE EXAMPLES
- o USE FRIENDS AS REVIEWERS
- o BE WILLING TO RE-WRITE.

It's difficult to get everything in the best order on the first attempt. The introduction and the discussion are often hard to distinguish at first but this gets easier with practice. You will benefit if you OUTLINE your report first.

MODULE REFERENCE

You are highly encouraged to conduct self-research on relevant resources based on module syllabus. The following materials form essential underpinning for the module content and ultimately for the learning outcomes:

APM Body of Knowledge (2019) 7th edition, Princes Risborough: Association for Project Management, UK.

Kotter, JP (2001) What Leaders Really Do, 2001 The International Journal of Project Management The Harvard Business Review

Harrington B (2010), Project Change Management: Applying Change Management to Improving Projects, 3rd Ed Prentice Hall 2000

Thompson, J.L., (2017), Strategic management: awareness and change, Andover : Cengage Learning

Carnall, C.A., (2003), The change management toolkit, London: Thomson Group Dynamics

Cartwright D & Zander A 3rd Tavistock 1968 Hayes J, (2010)The theory and Practice of Change Management Cummings and Worley, (2008) Organization Development & Change, 8th Ed, Thomson

James Harrington, (2005) "The five pillars of organizational excellence", Handbook of Business Strategy, Vol. 6 Iss: 1, pp.107 - 114

Buchanan, D.A. and Huczynski, A.A., (2013). Organizational behaviour. 8th Edition. Pearson education.

Burnes, B., (2004). Managing change: A strategic approach to organisational dynamics. 6th Edition. Pearson Education.

Senior B. and Swailes S., (2016). Organizational Change (5th edn.) Harlow: Pearson Education Limited

Hayes, J., (2018). The theory and practice of change management.

Palgrave. O'Mahoney, J. and Markham, C. (2013) 'Management Consultancy', Oxford: OUP.

Wickham, L. and Wilcock, J. (2012) 'Management Consulting: Delivering an effective project' Harlow Pearson Education Ltd.

Clark, T. and Fincham, R. (2002) 'Critical Consulting: New perspectives on the management advice industry', Oxford: Blackwell.

Newton, R. (2010) 'The Management Consultant: Mastering the art of consultancy', Harlow: Pearson

You may wish to cover:

- Any applicable Professional Body relationships and requirements
- Any applicable Fitness to Practise policy (e.g. Faculty specific)
- Collaborative Partner details, where appropriate
- Placement requirements/opportunities, where appropriate
- Study Abroad, Exchange opportunities, where appropriate
- Extra-curricular activities/societies to help with belonging and community building for this module
- Things staff expect students to do which are outside the modules or module
- Academic essay writing guidance specific to the module (or a link to this)
- Examples of how student feedback has informed the module's development
- Module specific learning resources guide

The above list is not exhaustive and additional information may be added.