Module Descriptor

Title	Leadership Development In A Changing World		
Session	2026/27	**Status**	
Code	BUSN11098	**SCQF Level**	11
Credit Points	20	**ECTS (European Credit Transfer Scheme)**	10
School	**Business and Creative Industries**		
Module Co-ordinator	Andrew Burnett		

Summary of Module

This module provides learners with a critical reflexive understanding of the concepts of leadership and change by developing a multi-disciplinary approach to the development of knowledge about management and organisation and as explores leadership and change in the context of the dynamics of a rapidly changing world economy and society.

The module is based on the 4Cs pedagogy of critical thinking, creativity, collaboration, and communication and is predicated on the basis that the performance of organisations depends on employees at all levels being able to understand leadership and change. As such, the module examines a range of theoretical and practical approaches to the management of change, with particular emphasis on culture and power. The module offers means by which learners would subject models of leadership and change to sustained critical scrutiny.

This module focuses on key theories and techniques that relate to the leadership of change. Learners will develop skills of critically discerning and synthesising relevant information resulting from strategic analysis, making sound judgements in the absence of complete data and constructively challenging existing ideas and practices. Knowledge and skills relating to problem solving, team performance, and communication will also be addressed.

Module Delivery Method	**On-Campus[1]**	**Hybrid[2]**	**Online[3]**	**Work -Based Learning[4]**
	☒	☐	☐	☐

[1] Where contact hours are synchronous/ live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/ live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

Campuses for Module Delivery	☐ Ayr ☐ Dumfries		☐ Lanarkshire ☐ London ☒ Paisley		☐ Online / Distance Learning ☐ Other (specify)	
Terms for Module Delivery	Term 1	☒	Term 2	☒	Term 3	☒
Long-thin Delivery over more than one Term	Term 1 – Term 2	☐	Term 2 – Term 3	☐	Term 3 – Term 1	☐

Learning Outcomes	
L1	Explain the concept of leadership by displaying critical awareness of developments in theory and practice
L2	Critically evaluate the nature and scope of the dynamics of change as it relates to organisations and society
L3	Develop a system of analysis of agents, structures and circumstances using appropriate models of leadership and change
L4	Critically analyse the relationship between leadership and change in the functioning of effective organisations
L5	

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	**SCQF 11** Demonstrate broad knowledge that integrates main areas of leadership and change. Demonstrate critical understanding of specialised theories, concepts and principles in the disciplinary field.
Practice: Applied Knowledge and Understanding	**SCQF 11** Apply knowledge, skills and understanding in using a significant range of professional skills, techniques and practices in the discipline. Apply skills in conceptualising, planning and executing significant pieces of work demonstrating originality and creativity
Generic Cognitive skills	**SCQF 11** Apply critical analysis to forefront issues in the field. Identify, conceptualise and define new and abstract problems and issues. Develop original and creative responses to problems and issues.
Communication, ICT and Numeracy Skills	**SCQF 11** Communicate effectively using appropriate methods to a potential range of audiences with different levels of knowledge and expertise. Communicate effectively with peers, more senior colleagues and specialists in the field.
Autonomy, Accountability and Working with Others	**SCQF 11** Work effectively in collaboration with others, display responsible autonomy for own work and significant responsibility for the work of others. Use and deploy a range of resources in collaboration with others

Prerequisites	Module Code	Module Title
	Other	
Co-requisites	Module Code	Module Title

Learning and Teaching	
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours. The module will be taught by a combination of lectures and tutorials as workshops. In the lectures and tutorials, a variety of participative teaching methods will be used. The approach to learning and teaching places emphasis on participation and support. Students will be encouraged to take a pro-active approach throughout with tutorials particularly aimed at encouraging debate and discussion between students. Focused group discussions, syndicated breakout discussions and individual support during tutorials will be strategies aimed at ensuring a quality student experience on the module.	
Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture / Core Content Delivery	24
Tutorial / Synchronous Support Activity	12
Asynchronous Class Activity	164
Please select	
Please select	
Please select	
TOTAL	200

Indicative Resources
The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Spoelstra, S. (2018) Leadership and Organization: a philosophical introduction, Routledge. Grint, K. and Smolovic Jones, O. (2023) Leadership: Limits and Possibilities, (Second Edition). Bloomsbury. Haslam, S.A. Reicher, S.D. and Platow, M.J. (2020) The New Psychology of Leadership: Identity Influence and Power. (Second Edition). Routledge.
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-

campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:** In line with the academic engagement procedure, students are defined as academically engaged if they regularly engage with timetabled teaching sessions, course-related learning resources including those in the library, on the VLE learning platform, complete assessments and submit on time

Equality and Diversity
The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code. This module is appropriate for all students irrespective of ethnic status, disability, age, gender, religious and sexual orientation. The module has been designed to take account of increase in the diversity of the student body and in this respect, the approach is "learner centred". The delivery of the module is personalised, and students are supported by staff as well as the learning support team.
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	**Management, Organisations People**
Overall Assessment Results	**Graded**
Module Eligible for Compensation	☒ **No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.**
School Assessment Board	Management Organisations and People
Moderator	Christine Reilly
External Examiner	S Gibbs
Accreditation Details	
Module Appears in CPD catalogue	☒ **Yes** ☐ **No**
Changes / Version Number	

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
Group Presentation equating to 40% of the final module mark
Assessment 2
Individual Written Essay equating to 60% of the final module mark
Assessment 3
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed.

(ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☒	☒	☒	☒	☐	40%	

Component 2							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☒	☒	☒	☒	☐	60%	0

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☐		
Combined total for all components						100%	hours

Change Control

What	**When**	**Who**