

## Module Specification

### Module Summary Information

<b>1</b>	<b>Module Title</b>	Applied Leadership, Change Management and Innovation Theory
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	Level 6
<b>4</b>	<b>Module Code</b>	LBR6554
<b>5</b>	<b>Semester Taught</b>	2

<b>6</b>	<b>Module Overview</b>
<p><b>Welcome</b></p> <p>Welcome to the ‘Applied Leadership, Change Management and Innovation’ module.</p> <p>This module aligns with the Professional Practice Programme philosophy and is designed to be flexible, and practice led. You will have the opportunity to develop skills of enquiry, reflection and problem solving, as well as being encouraged to think critically and share practice experiences with your fellow students, as well as engaging in both directed and self-directed learning activities. You will be an active partner in your own learning and development and in return you will receive regular feedback and feedforward support, as well as individual and group tutorial support aimed at developing your academic skills; and have the opportunities to discuss your progress with the module team.</p> <p>The module aims to provide you with a critical awareness of leadership, change management and innovation concepts and theories, which can be applied in practice and contribute to personal and professional development of health and social care professionals. You will also learn the importance of collaborative team working to improve patient outcomes and foster high standards of patient care and service delivery, through the application of core leadership principles and structured change management processes. This will enable you to specifically enhance your ability to be proactive, by providing effective leadership, which is considered particularly important for all practitioners at all levels within the health and social care sector.</p> <p><b>Hours of Study:</b> Each module comprises of 200 hours allocated time.</p> <p>Only a small proportion of the module study hours will be apportioned to ‘taught’ activity. The rest of the time will be spent in directed and self-directed study and work-based learning activities</p>	

7	Indicative Content
<p>This level 6 module will critically examine leadership, change management conceptual frameworks to enhance the delivery and quality of patient and client services, led by highly proficient healthcare professionals with a good understanding of:</p> <ul style="list-style-type: none"> <li>- <b>Change management concepts and theoretical frameworks</b> that guide and shape ongoing service improvements.</li> <li>- <b>Innovation concepts and theoretical frameworks</b> that encourage new thinking and new practices to be developed and adopted to improve all aspects of service provision and care</li> <li>- <b>Clinical supervision</b> to facilitate personal development and clinical performance using frameworks that support individual and group learning</li> <li>- <b>leadership styles and theories</b> that enable the development of proficient leadership skills needed to influence the performance of self and others</li> <li>- <b>Team building concepts</b> that foster harmonious working relationships between healthcare and social care professionals in both interdisciplinary and multi-disciplinary contexts</li> <li>- <b>Emotional Intelligence</b> in helping us to better understand ourselves and others to enhance positive working experiences and relationships</li> </ul>	

8	Module Learning Outcomes
<p><b>On successful completion of the module, students will be able to:</b></p>	
1	Utilising academic skills, retrieve and apply appropriate evidence to demonstrate critical arguments required at level 6.
2	Critically examine the concepts of communication, professionalism and multi-disciplinary team working to improve collaborative and innovative practice across the health and social care sector
3	Critically analyse the application of conceptual frameworks of leadership, change management and innovation to enable personal development and collective across these areas of practice

9	Module Assessment		
Learning Outcome Number (from table 8)	Coursework	Exam	In-person
1 - 3			<b>100%</b>

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
<b>Scheduled Learning (SL)</b> includes online lectures and workshops as specified in timetable	28 hours	<i>2-hour online lectures x 12</i> <i>4-hours online tutorial support.</i>
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	24 hours	Asynchronous online content engagement
<b>Private Study (PS)</b> includes preparation for exams	148 hours	<i>Regular engagement with MOODLE-based learning resources, literature searching, reading, critical thinking and applying this to completion of module summative assessment</i>
<b>Total Study Hours:</b>	200 hours	

**11 | Key Texts and Online Learning Resources**

No books are recommended as must-purchase titles, due to the individual nature of academic skill development, diversity of clinical backgrounds of students completing this module, and the well-resourced library. The following books/ articles/ reports are highly recommended and will be referred to throughout the module:

Andriopoulos C and Dawson P (2017) *Managing Change, Creativity and Innovation*, 3<sup>rd</sup> ed., London: Sage Publishing. ISBN: 9781473964280 (paperback)

Arenas FJ (2019) *A casebook of transformational and transactional leadership* London, New York, Routledge ISBN: 9781138953932; ISBN: also available on-line as e-book: 9781351714167

Bach S, Ellis P (2019) *Leadership, Management and Team Working in Nursing*, 3<sup>rd</sup> ed., Los Angeles: Learning Matters: ISBN: 9781473997912 (paperback)

Bernard JM and Goodyear RK (2014) *Fundamentals of clinical supervision*, 5<sup>th</sup> ed., Harlow, England: Pearson: ISBN: 1-292-05195-7, also available on-line as e-book:

Gopee N and Galloway J (2017) *Leadership and Management in Healthcare*, 3<sup>rd</sup> ed., Los Angeles: Sage publishing: ISBN: 9781473965027 (paperback)

Northouse, P (2021) *Introduction to leadership: concepts and practice*, 5<sup>th</sup> ed., International student edition, Los Angeles: SAGE. ISBN: 9781071808054

**Useful Websites**

Leadership and Management: via <https://www.gov.uk/guidance/leadership-and-management>

NHS Leadership Academy: via <https://www.leadershipacademy.nhs.uk/>

NHS England and Innovation: via <https://www.england.nhs.uk/ourwork/innovation/>

NHS Quality and Improvement: Theory and Practice in Healthcare via <https://www.england.nhs.uk/improvement-hub/publication/quality-improvement-theory-practice-in-healthcare/>