

Higher National Unit Specification

General information for centres

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Unit code: DP2A 35

Unit purpose: This Unit is designed to enable candidates to gain an understanding of concept and various types of Organisational Change and the appropriate strategies used to overcome resistance to organizational change. The Unit will also enable the candidate to identify, understand and evaluate various leadership approaches that can be utilised to facilitate organisational change.

On completion of the Unit the candidate should be able to:

1. Identify and explain the concept, areas and causes of organisational change.
2. Identify causes of resistance to change and describe strategies used when implementing change within an organisation.
3. Identify and describe leadership approach theories and evaluate leadership styles used to facilitate organisational change.

Credit points and level: 1 HN Credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: The access to this Unit is at the discretion of the centre and the candidate should have successfully completed HNC Sport and Recreation Management, but it would also be beneficial if the candidate had basic understanding or interest in management.

Core skills: There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

Context for delivery: If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes. This Unit is included in the framework for the HND Sports and Recreation Management.

General information for centres (cont)

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Assessment: This Unit can be assessed by means of either:

Three written assessments.

For Outcome 1 by written assessment, (Length: approximately 800 words)

For Outcome 2 by written assessment, (Length: approximately 800 words)

For Outcome 3 by written assessment. (Length: approximately 700 words)

OR

By holistic assessment whereby one integrated written assessment covering all 3 Unit Outcomes is provided. This assessment can be approximately 2300-2500 words long.

The suggested type of assessment is written extended response however it would be possible to incorporate a case study/report assessment, which could cover Outcome 2.

Using written assessment will also facilitate online/distance learning delivery.

Higher National Unit specification: statement of standards

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Unit code: DP2A 35

The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

(If you think holistic assessment is the best assessment strategy for the Unit and you wish to state *Knowledge and/or Skills* and *Evidence requirements* for the Unit as a whole, please add the following statement here: ‘Please refer to *Knowledge and/or skills for the Unit* and *Evidence requirements for the Unit* after the Outcomes.’)

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Identify and explain the concept, areas and causes of organisational change.

Knowledge and/or skills

- ◆ People change
- ◆ Product/Service change
- ◆ Structural and Systems change
- ◆ Technological change
- ◆ Cultural change
- ◆ Internal driving forces/causes for change
- ◆ External driving forces/causes for change
- ◆ Lewin’s Force Field Analysis

Evidence requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ explain the concept of organisational change
- ◆ explain a minimum of one model of change
- ◆ identify and describe at least three areas of organisational change
- ◆ identify and explain at least six examples of causes of organisational change

Assessment guidelines

An extended response submission of approximately 800 words is likely to address the full evidence requirements for this Outcome. It is also possible that a holistic approach may be adopted covering all three Outcomes. This holistic assessment would be approximately 2,300–2,500 words.

Higher National Unit specification: statement of standards (cont)

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Outcome 2

Identify causes of resistance to change and describe strategies used when implementing change within an organisation.

Knowledge and/or skills

- ◆ Individual resistance to change
- ◆ Organisational resistance to change
- ◆ Organisational change strategies
- ◆ Organisational change strategy considerations

Evidence requirements

Candidates will need evidence to demonstrate their skills and/or knowledge by showing that they can:

- ◆ identify and give examples at least six causes of resistance to change that sports managers may encounter
- ◆ identify and explain at least one strategy designed to implement change within an organisation
- ◆ identify and describe at least four factors to be considered when employing change strategies.

Assessment guidelines

An extended response submission of approximately 800 words is likely to address the full evidence requirements for this Outcome. A case study/report assessment may also cover this Outcome. It is also possible for a holistic approach to be taken for all three Outcomes. This holistic assessment would be approximately 2,300–2,250 words.

Higher National Unit specification: statement of standards (cont)

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Outcome 3

Identify and describe leadership approach theories and evaluate leadership styles used to facilitate organisational change.

Knowledge and/or skills

- ◆ Leadership styles
- ◆ Leadership Approach Theories
- ◆ Transitional leadership characteristics

Evidence requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ describe at least two theoretical approaches to leadership
- ◆ identify and evaluate three different leadership styles
- ◆ describe at least one advantage and one disadvantage of each type of leadership style
- ◆ identify and describe three characteristics of Transition leadership

Assessment guidelines

A restricted response submission of approximately 700 words is likely to address the full evidence requirements for this Outcome. It is also possible for a holistic approach to be taken for all three Outcomes. This holistic assessment would be approximately 2,300–2,250 words.

Administrative Information

Unit code:	DP2A 35
Unit title:	Organisational Change and Leadership in Sport and Recreation Management
Superclass category:	AE
Date of publication:	August 2005
Version:	01
Source:	SQA

© Scottish Qualifications Authority 2005

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

Higher National Unit specification: support notes

Unit title: Organisational Change and Leadership in Sport and Recreation Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

Outcome 1

For Outcome 1, candidates are expected to demonstrate a clear understanding of the concept of organisational change in sports operation. The candidates are also expected to be able to identify the driving forces behind the need for organisational change and explain the various areas of organisational operations that can be affected by change.

The following list is examples of the keywords used in the Outcome and are listed in order to provide clarity:

Examples of Areas of change: People (Staff, Customers, shareholders), Products and Services Innovation, Competition, Structures and Systems, Technology.

Examples of Internal driving forces/causes for change: Organisational growth, Pressure for increased performance, Managerial aspirations, Political coalitions, Redesign of jobs, Restructuring

Examples of External driving forces for change/causes: Changing technology, Supplier demands, Shareholder demands, Competitor behaviour, Customer needs, Social pressures.

Examples of Change models: Diagnostic models, Open Systems model, Contingency model, Congruence model, Process model, Population Ecology model, Resource Defence model, Life Cycle model, Institutional model, Evolution/Revolution model, Contextualist model, McKinsey 7s framework, Burke-Litwin Model, Gelinis-James Model, 6 levers of organisation model.

Outcome 2

For Outcome 2, candidates are expected to show an understanding of both individual and organisational resistance to change. They must also explain what change management strategies can be utilised to overcome resistance and what factors need to be considered in order to introduce a smooth transition to organisational change.

The following list is examples of the keywords used in the Outcome and are listed in order to provide clarity:

Examples of Individual resistance to change: Fear of unknown, Perceived consequences of change, Loss of power, Loss of reward, Lack of new skills, Erosion of current skills.

Examples of Organisational resistance to change: Lack of resources, Cost of change in time, money and effort, Loss of power in market, interests of shareholders, lack of organisational capability, Workplace cultural disruption

Higher National Unit specification: support notes

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Examples of types of strategies that can be employed to implement change within an organisation: Environmental-Adaptive, Power-Coercive, Normative-Reductive, Rational-Empirical.

Examples of factors that can be considered when employing change strategies: Degree of Change, Degree of Resistance, Population, Stakes, Time Frame, Expertise, Dependency.

Outcome 3

For Outcome 3, candidates are expected to demonstrate a clear understanding of the different approaches to leadership and the advantages and disadvantages of various styles of leadership. The candidates should also be able to explain the characteristics of transitional leadership and how these characteristics can be employed when leading organisational change.

The following list is examples of the keywords used in the Outcome and are listed in order to provide clarity:

Styles of leadership: Supportive Leadership, Instrumental/Autocratic Leadership, Participative/Democratic leadership, Achievement/Laissez Faire Leadership

Examples of Leadership Approach Theories: Trait Approach theory, Contingency/Situational leadership approach, Transformational Leadership Theory, Path-Goal Leadership Theory, Charismatic Leadership theory

Characteristics of Transitional leadership: Gaining Support and confidence, Listening, Collaborating, Accountable, Gives constructive feedback, Build's relationships, Inspiring, Motivating, Communicating, Directing, Role Model, Creating opportunities.

Bibliography:

Title: Understanding Sports Organizations: The application of organization theory
Author: Trevor Slack
Publisher: Human Kinetics
Published: 1997
ISBN: 0-87322-948-7

Title: Organisational Change 2nd ed
Author: Barbara senior
Publisher: Prentice Hall
Published: 2002
ISBN: 0273 65153 6

Title: Managing change 4th ed
Author: Bernard Burnes
Publisher: Prentice Hall
Published: 2004
ISBN: 0 273 68336 5

Higher National Unit specification: support notes (cont)

Unit title: Organisational Change and Leadership in Sport and Recreation Management

Websites:

Change Management.org : Resource Library
<http://www.change-management.org/articles.htm>

Change Management.com
<http://www.change-management.com>

Change Management-toolbook.com
<http://www.change-management-toolbook.com/>

Management first.com
http://www.managementfirst.com/change_management/index.htm

BPR Learning Centre: Change Management
<http://www.prosci.com/change-management.htm>

Value based management.net
<http://www.valuebasedmanagement.net/>

Change management suite.com
<http://www.change-management-suite.com/newsletters/>

About.com
<http://humanresources.about.com/od/changemanagement/>

Human Links (portal for human resource development)
<http://www.humanlinks.com>

Culture of Change and Managing change.
<http://www.organisationalchange.co.uk/>

Leadership Styles
<http://www.humanlinks.com/manres/hbr3.htm>

Guidance on the delivery and assessment of this Unit

There is a natural progression through the Outcomes in this Unit. In delivering the Unit it will be possible and desirable to stress the progression between the separate Outcomes.

Ideally, candidates should progress through Outcomes 1–3 in that order, as each Outcome represents a clearly defined stage in the learning process.

Higher National Unit specification: support notes (cont)

Unit title: Organisational Change and Leadership in Sport and Recreation Management

The method of assessment for this Unit is flexible and may be assessed by way of a series of extended response questions, case studies/reports (Outcome 2) or a combination of the two or even an integrated assignment. Regardless of what method of assessment is chosen, the word count should be approximately 2,300–2,500 words.

If the Unit is to be delivered via distance learning or online, then it is advised that all Outcomes are completed using restricted or extended response assessment.

Open learning

This Unit could be delivered by open or distance learning. However, it will require planning by the centre to ensure sufficiency and authenticity of candidate evidence. For further information and advice on Open and Distance Learning, please see *Assessment and Quality Assurance for Open and Distance Learning* (SQA, February 2001 — publication code A1030).

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on the SQA website www.sqa.org.uk

General information for candidates

Unit title: Organisational Change and Leadership in Sport and Recreation Management

This Unit introduces you to the concepts and theories surrounding managing and leading change with a sport and recreation organisation practices.

It will also enable you to understand what areas of a sport and recreation organisation can be affected by change and what driving forces can cause an organisational to change.

You will also understand why the change management process can sometimes be resisted by organisations and individuals and also the various change strategies that can be employed to overcome this resistance.

Finally you will be able to understand leadership skills and styles that can be utilised in order to introduce effective transitional change within an organisation.

The teaching allocation time for this Unit is 40 hours. The method of assessment for this Unit is at the discretion of your lecturer and the word count should be approximately 2,300–2,500 words.