



CHRISTIAN HERITAGE COLLEGE

SO541

LEADERSHIP PRACTICE

This sample unit outline is provided by CHC for prospective and current students to assist with unit selection.

Elements of this outline which may change with subsequent offerings of the unit include Content, Required Texts, Recommended Readings and details of the Assessment Tasks.

Students who are currently enrolled in this unit should obtain the outline for the relevant semester from the unit lecturer.

Unit code	SO541														
Unit name	Leadership Practice														
Associated higher education awards	Graduate Certificate in Social Science Leadership														
Duration	One semester														
Level	Advanced														
Core/Elective	Core														
Weighting	Unit credit points: 10 Course credit points: 40														
Student workload	<p><i>Face-to-face on site</i></p> <table> <tr> <td>Contact hours</td> <td>39 hours</td> </tr> <tr> <td>Reading, study, and preparation</td> <td>59 hours</td> </tr> <tr> <td>Assignment preparation</td> <td>52 hours</td> </tr> <tr> <td>TOTAL</td> <td>150 hours</td> </tr> </table> <p><i>External</i></p> <table> <tr> <td>Engagement with study materials</td> <td>90 hours</td> </tr> <tr> <td>Assignment preparation</td> <td>60 hours</td> </tr> <tr> <td>TOTAL</td> <td>150 hours</td> </tr> </table> <p>Students requiring additional English language support are expected to undertake an additional one hour per week.</p>	Contact hours	39 hours	Reading, study, and preparation	59 hours	Assignment preparation	52 hours	TOTAL	150 hours	Engagement with study materials	90 hours	Assignment preparation	60 hours	TOTAL	150 hours
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Delivery mode	Face-to-face on site External														
Prerequisites/ Corequisites/ Restrictions	Nil														
Rationale	<p>The ability to lead effectively and ‘expertly’ is based on leadership practice that enables successful engagement with diverse and dynamic professional environments and tasks. Today’s leaders are more than ever challenged to continuously develop their personal leadership acumen so as to lead people and processes with tact, flexibility, finesse and proficiency. Striving to empower team members while grappling to prioritise complex and competing demands, contemporary leaders are called upon to progressively develop their people skills and problem solve in creative ways.</p> <p>This unit is intended to help students enhance their leadership practice and skills with regard to their outworking in professional contexts. It presents and explores relevant approaches to leadership practice and their application by means of readings, reflections, discussions and critical analysis of real life leadership tasks and challenges. It further considers the influence of personal qualities, traits and attributes on effective contextual leadership. It also encourages students to critically reflect upon and integrate a Christian worldview.</p>														
Prescribed text(s)	<p>Kouzes, J., & Posner, B. (2014). <i>Extraordinary leadership in Australia and New Zealand: The five practices that create great workplaces</i>. Brisbane, Australia: Wiley.</p> <p>MacArthur, J. (2010). <i>Called to lead: 26 leadership lessons from the life of Paul</i>. Nashville, TN: Thomas Nelson.</p>														

Recommended readings	<p>Books</p> <p>Bossidy, L., & Charan, R. (2002). <i>Execution: The discipline of getting things done</i>. London, UK: Random House Business Books.</p> <p>Clinton, R. (2012). <i>The making of a leader: Recognizing the lessons and stages of leadership development</i>. Colorado Springs, CO: Navpress.</p> <p>Covey, S. R. (2013). <i>The 7 habits of highly effective people: Powerful lessons in personal change</i>. New York, NY: Simon & Schuster.</p> <p>Harvard Business Review. (2011). <i>Harvard Business Review's 10 must reads on leadership</i>. Boston, MA: Harvard Business School.</p> <p>Kotter, J. P. (2008). <i>A Sense of Urgency</i>. Boston, MA: Harvard Business Press.</p> <p>Marquardt, M. J. (2014). <i>Leading with questions: How leaders find the right solutions by knowing what to ask</i>. San Francisco, CA: Jossey-Bass.</p> <p>McCauley, C. D., DeRue, D.S., Yost, P.R., & Taylor, S. (2013). <i>Experience-driven leader development: Models, tools, best practices and advice for on-the-job development</i>. San Francisco, CA: Jossey-Bass.</p> <p>Rock, D. (2006). <i>Quiet leadership: Six steps to transforming performance at work</i>. New York, NY: Harper Collins Books.</p> <p>Strom, M. (2014). <i>Lead with wisdom: How wisdom transforms good leaders into great leaders</i>. Milton, Australia: Wiley.</p> <p>Welch, J., & Welch, S. (2005). <i>Winning</i>. New York, NY: Harper Collins.</p> <p>Book Chapters</p> <p>Barling, J. (2014). <i>The science of leadership: Lessons from research for organizational leaders</i> (Chap. 2). London, UK: Oxford University Press.</p> <p>Maxwell, J. C. (2014). <i>Good leaders ask great questions: Your foundation for successful leadership</i> (Chaps. 1-3). Hachette, NY: Center Street.</p> <p>Zaccaro, S.J., Gulick, L. M.V., & Khare, V.P. (2008). Personality and leadership. In J. B. Ciulla (Ed.), <i>Leadership at the crossroads</i> (pp. 13-29). Westport, CT: Greenwood.</p> <p>Journal Articles</p> <p>Braynion, P. (2004). Power and leadership. <i>Journal of Health Organization and Management</i>, 18(6), 447 – 463.</p> <p>Carollo, S. (2011). Beyond dialogue: The nexus of active listening and servant-leadership: A pivotal point for pedagogy. <i>AUDEM: The International Journal of Higher Education and Democracy</i>, 2, 80-93.</p> <p>Journals</p> <p><i>The Journal of Sociology</i></p> <p><i>The Journal of Applied Christian Leadership</i></p> <p><i>Journal of Biblical Perspectives in Leadership</i></p> <p><i>Journal of Leadership Studies</i></p> <p><i>Nonprofit Management and Leadership</i></p> <p><i>Leadership & Organization Development Journal (LODJ)</i></p> <p><i>Strategic Leadership Review</i></p> <p><i>Strategy & Leadership</i></p>
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	<p>In addition to the resources above, students should have access to a Bible, preferably a modern translation such as The Holy Bible: The New International Version 2011 (NIV 2011) or The Holy Bible: New King James Version (NKJV).</p> <p>These and other translations may be accessed free on-line at http://www.biblegateway.com. The Bible app from LifeChurch.tv is also available free for smart phones and tablet devices.</p>
Specialist resource requirements	Nil
Content	<ol style="list-style-type: none"> 1. Introduction to leadership skills in professional practice - a framework of multi-dimensional leadership skills 2. Leadership and analysing for contextual understanding 3. Active listening towards conceptualisation of needs and directions 4. Leadership and the creation and communication of vision 5. Leadership and people skills - mobilisation, conflict management, fit to organisation, development of people, strength-based people empowerment and delegation 6. Building and leading cohesive teams 7. Planning and leading constructive change - the art of change and risk management 8. Creating simple and efficient institutional environments 9. Cultivating organisational culture towards innovation and pioneering 10. Building 'learning organisations' which are transformative and progressive 11. Building meaningful collaborative networks and multistakeholder coalitions 12. The leader's self management 13. The leader's continued learning and development
Learning outcomes	<p>On completion of this unit, students will have demonstrated that they have:</p> <ol style="list-style-type: none"> 1. identified appropriate skills, pathways and strategies for personal leadership formation towards effective and expert leadership practice; 2. critically analysed and evaluated leadership practice in the social sciences; 3. deeply interrogated skills and concepts of leadership practice and linked and critically applied these to personal and professional practices; 4. compared and contrasted ways of practising leadership, and the influence of personal qualities, traits and attributes on personal leadership practice; 5. critically evaluated leadership practice within the broader context of a Christian worldview; 6. critically reflected on the principles and practice of leadership in the social sciences as revealed in the academic literature and other relevant unit content; and 7. communicated at an appropriate tertiary standard giving special attention to correct grammars, punctuation, spelling, vocabulary, sentence structure, logic, style, referencing, and presentation.
Assessment tasks	<p>Task 1: Reflective Essay</p> <p>Write a reflective essay based on your learning from weekly journal entries.</p> <p>Word Length/Duration: 2000 words</p> <p>Weighting: 40%</p> <p>Learning Outcomes: 1-3, 5-7</p> <p>Assessed: Week 8</p> <p>Task 2: Comparative Leadership Case Study</p> <p>Critically analyse and appraise how and to what extent a chosen leader has demonstrated (or failed to do so) the relevant leadership skills and practices presented during the unit. Present a distilled comparative analysis exhibiting how your personal leadership acumen compares to those demonstrated by the chosen leader.</p>

	<p>Word Length/Duration: Oral Presentation - 15-25 minutes; Write-Up - 4,000 words</p> <p>Weighting: 60% (30% each)</p> <p>Learning Outcomes: 1-7</p> <p>Assessed: Oral Presentation - Week 12; Write-Up - Week 13</p>
Unit summary	This unit is intended to help students understand and develop leadership skills that are relevant to professional social science practice. It presents and critically explores relevant approaches to leadership practice and their application within a practical application framework.

SAMPLE