

## UNIT OUTLINE FOR MTL103.8 LEADING PEOPLE AND TEAMS

<b>Name of Unit 1 (Unit Code 1)</b>
Leading People and Teams (MTL103.8)

### SECTION 1 – GENERAL INFORMATION

#### Administrative details

<b>Associated higher education awards</b>	<b>Duration</b>	<b>Level</b> <i>(for example, introductory, intermediate, advanced level, 1st year, 2nd year, 3rd year)</i>	<b>Unit Coordinator</b> <i>(incl. academic title)</i>
GradCert, GradDip and Master of Leadership	One semester	Introductory	Head of Program

#### Core or elective unit

Indicate if the unit is a

- core unit
- elective unit
- other (please specify below):

#### Unit weighting

Using the table below, indicate the credit point weighting of this unit and the credit point total for the course of study (for example, 10 credit points for the unit and 320 credit points for the course of study).

<b>Unit credit points</b>	<b>Total course credit points</b>
6 credit points	24 / 48 / 72 credit points

#### Student workload

Using the table below, indicate the expected student workload per week for this unit.

<b>No. timetabled hours per week</b>	<b>No. personal study hours per week</b>	<b>Total workload hours per week</b>
3	6	9

For those students requiring additional English language support, how many additional hours per week is it expected that they will undertake?

Additional English language support:   0   hours per week

#### Pre-requisites and co-requisites

Are students required have undertaken a prerequisite or co-requisite unit for this unit?

- Yes     No

**SECTION 2 – ACADEMIC DETAILS****Brief description of the content of the unit**

This unit develops students' capacity to lead one-to-one and one-to-many. It explores team dynamics, the contribution of small groups and teams to organizational functioning, and ways to enhance team effectiveness. Students will also be introduced to basic HR considerations and workforce development principles and practices.

**Learning outcomes for the unit**

- 1) Explain and analyse team dynamics, the responsible use of power and influence, and key principles for effective team leadership in faith-based organisations
- 2) Initiate, plan, implement and evaluate effective team leadership activities, processes and initiatives
- 3) Devise solutions to common team problems encountered in faith-based organisations
- 4) Apply knowledge of workforce development principles and practices to the benefit of team members / organisational units that they lead

**Assessment tasks**

Type	Learning Outcome/s assessed	When assessed – year, session and week	Weighting
<b>Research Paper</b> Students are to write a research paper focussing on the responsible use of power and influence in faith-based organisations (2000-words).	1	Week 4	30%
<b>Group Assessment</b> <i>Part A: Case Study Responses</i> Students are to work in teams of 3 to propose solutions to situations / problems described in 3 case studies. For each case study a different member should take responsibility for leading the group (1500-words). <i>Part B: Analysis</i> Students are to analyse their group-work exercise, particularly focussing on team dynamics and why the group was effective / ineffective (500-words).	1-3	Week 10	40%
<b>Workforce Development Plan</b> Construct an individual or workforce development plan for their organisational context (1500-words).	2, 4	Week 14	30%

## 2.1 Prescribed and recommended readings

Provide below, in formal reference format, a list of the prescribed and recommended readings for the unit.

Prescribed reading:

Shapiro, Mary. *HBR Guide to Leading Teams*. Boston, MA: Harvard Business Review, 2015.

Recommended reading:

Cole, Kris. *Leadership and Management: Theory and Practice*. 7<sup>th</sup> ed. Melbourne: Cengage Australia, 2018. (See especially Part 3 "Leading and Managing Others")

Daskal, Lolly. *The Leadership Gap: What Gets Between You and Your Greatness*. New York, NY: Portfolio/Penguin, 2017.

Dockery, David S., ed. *Christian Leadership Essentials: A Handbook for Managing Christian Organisations*. Nashville, TN: B&H Academic, 2011.

Ellis, Lee. *Leading Talents, Leading Teams: Aligning People, Passions, and Positions for Maximum Performance*. Chicago, IL: Northfield, 2003.

Gangel, Kenneth O. *Coaching Ministry Teams: Leadership and Management in Christian Organisations*. Eugene, OR: Wipf & Stock, 2000.

Hartwig, Ryan T., and Warren Bird. *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*. Downers Grove, IL: IVP, 2015.

Katzenbach, Jon R., and Douglas K. Smith. *The Wisdom of Teams: Creating the High-Performance Organisation*. Reprint ed. Boston, MA: Harvard Business Review, 2015.

Kirkman, Bradley, and T. Brad Harris. *3D Team Leadership: A New Approach for Complex Teams*. Stanford, CA: Stanford University Press, 2017.

Northouse, Peter, G. *Introduction to Leadership: Concepts and Practices*. 4<sup>th</sup> ed. Los Angeles: SAGE, 2017.

Pardey, David. *Introducing Leadership*. Oxford: Butterworth-Heinemann, 2007. (See especially Chapter 7 "Getting the Best Out of Individuals" & Chapter 8 "Getting the Best Out of Groups and Teams")

Pitch, David, and Ann Messenger. *Leadership Matters: 7 Skills of Very Successful Leaders*. Melbourne, VIC: Major Street Publishing, 2017.

Rath, Tom, and Barry Conchie. *Strengths Based Leadership: Great Leaders, Teams, and Why People Follow*. New York, NY: Gallup, 2008.

Stark, David. *Christ-Based Leadership: Applying the Bible and Today's Best Leadership to Become an Effective Leader*. Bloomington, MN: Bethany House, 2005.

Wageman, Ruth, Debra A. Nunes, James A. Burrus, and J. Richard Hackman. *Senior Leadership Teams: What It Takes to Make Them Great*. Boston, MA: Harvard Business School Press, 2008.