

UNIT OUTLINE FOR MTL207.9 STRATEGIC LEADERSHIP

Name of Unit 1 (Unit Code 1)

Strategic Leadership (MTL207.9)

SECTION 1 – GENERAL INFORMATION

Administrative details

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

Unit credit points	Total course credit points
6 credit points	72 credit points

Student workload

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

No. timetabled hours per week	No. personal study hours per week	Total workload hours per week
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

If **YES**, provide details of the prerequisite or co-requisite requirements below.

Pre-requisite: MTL101.8 Leadership: Theories and Principles

SECTION 2 – ACADEMIC DETAILS

Brief description of the content of the unit

Organisations do not exist by themselves, and their success (or lack thereof) is often influenced by external factors (e.g., government policy settings). This unit encourages leaders to engage in strategic and transformative public discourse and advocacy, so that their organisations are not mere "victims" of broader social developments but can play a positive role in influencing and shaping them.

Learning outcomes for the unit

- 1) Evaluate the key strategic and contextual factors and constraints which influence their organisation in light of contemporary reflection on systems theory
- 2) Identify how Christians might strategically, proactively, and positively contribute to public discourse and debate in the light of contemporary leadership scholarship and the Christian tradition
- 3) Constructively critique current (or proposed) government legislation that directly impacts the functioning of their organisation

Assessment tasks

Type	Learning Outcome/s assessed	When assessed – year, session and week	Weighting
Contextual Analysis Paper Students are to write a paper that both identifies the strategic and contextual factors and constraints that affect their organisation and then discusses the exact nature of their impact in light of contemporary reflection on systems theory (2000-words).	1	Week 4	30%
Research Paper Drawing on at least three examples from either church history or contemporary church activity, outline 5 key principles for positive and effective Christian engagement in the public square. Students should also refer to contemporary leadership scholarship to shape these principles (2500-words).	2	Week 8	40%
Proposed Legislation Response Write a 1000-word response to the relevant government minister responding to a proposed new piece of / change in current legislation (1000-words).	3	Week 12	20%
Public Opinion Piece Write an opinion piece suitable for inclusion in a popular publication, which captures the essence of your response to 3), but which is understandable and compelling for a broader audience, including members of your organisation (500-words).	3	Week 14	10%

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:

Recommended reading:

Adair, John. *Strategic Leadership: How to Think and Plan Strategically and Provide Direction*. London, UK: KoganPage, 2010.

Archer, David, and Alex Cameron. *Collaborative Leadership: How to Succeed in an Interconnected World*. Oxford, UK: Elsevier, 2009.

Bertalanffy, Ludwig von. *General System Theory: Foundations, Developments, Applications*. Revised ed. New York, NY: George Braziller, 2015.

Carnall, Colin, and Chris Roebuck. *Strategic Leadership Development: Building World-Class Performance*. London, UK: Palgrave, 2015.

Hickman, Gill. *Leading Change in Multiple Contexts: Concepts and Practices in Organisational, Community, Political, Social, and Global Change Settings*. Thousand Oaks, CA: SAGE, 2010.

Hughes, Richard L., Katherine C. Beatty, and David L. Dinwoodie. *Becoming a Strategic Leader: Your Role in Your Organisation's Enduring Success*. 2nd edition. San Francisco, CA: Jossey-Bass, 2014.

Komives, Susan R., Wendy Wagner, and Associates. *Leadership for a Better World: Understanding the Social Change Model of Leadership Development*. Southern Gate, UK: John Wiley & Sons, 2009.

Luhmann, Niklas. *Introduction to Systems Theory*. Translated by Peter Gilgen. Cambridge, UK: Polity, 2013.

Mahoney, Meghan L., and Tang Tang. *Strategic Social Media: From Marketing to Social Change*. Southern Gate, UK: John Wiley & Sons, 2017.

McDermott, Ian, and L. Michael Hall. *The Collaborative Leader: The Ultimate Leadership Challenge*. Carmarthen, UK: Crown House, 2016.

Middleton, Julia. *Beyond Authority: Leadership in a Changing World*. New York, NY: Palgrave MacMillan, 2007.

Skyttner, Lars. *General Systems Theory: Problems, Perspectives, Practice*. 2nd ed. Singapore: World Scientific, 2005.

Steidle, Gretchen Ki. *Leading from Within: Conscious Social Change and Mindfulness for Social Innovation*. Cambridge, MA: MIT Press, 2017.

Stowell, Steven J., and Stephanie S. Mead. *The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organisations for the Future*. Hoboken, NJ: John Wiley & Sons, 2016.

Wang, Victor C. X., ed. *Strategic Leadership*. Charlotte, NC: Information Age, 2018.