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 Name: BS420  Leadership and Change Management

Nominal Duration: 12 weeks

Delivery Mode: External

Workload:
- Topic readings, exercises, review of study materials: 35 hours
- Reading and private study: 35 hours
- Assignment preparation: 50 hours
- TOTAL: 120 hours

Weight: 10 credit points

Unit Coordinator: Andrew Johnson

Teaching Staff: Andrew Johnson

Co / Prerequisite Units: BS400  Christian Thinking on Management

Core / Elective: Graduate Certificate in Management: Elective
Graduate Diploma in Management: Core

Rationale:
Volatility and increasingly rapid change epitomise the Australian business environment. Moreover, the globalisation of business activity means that business organisations have less influence and control than ever before over their external environment. Thus, a new level of responsiveness is required in managing organisational change. Current trends such as technological change, globalisation and changing philosophy of management, pose particular challenges for managers.

This unit is designed to provide individuals with knowledge and understanding of the nature of leadership and the values, attributes, ethics and skills required by leaders in the management of change of self, of others and of organisations. It is designed to allow current leaders to reflect on the topic of leadership and change management in a systemic way across a number of different contexts and situations.

Text Requirements:

Outcomes:
On completion of this unit, students will have provided evidence that they are able to:
1. Apply key concepts concerning leadership and change management.
2. Analyse an organisations structure and function using appropriate leadership and change management concepts.
3. Apply key leadership and change intervention skills.
4. Relate leadership and change issues to an organisation’s strategy.
5. Reflect upon Christian concepts of leadership and relate these to organisational change management.
6. Identify, confront, and resolve moral and ethical issues which arise in the context of organisational leadership and change management.

Content:

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<tr>
<th>Topic</th>
<th>Content</th>
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<td>1</td>
<td>Leadership theory and application</td>
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<td>2</td>
<td>Developing leaders</td>
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<td>3</td>
<td>Organisational climate, culture, and strategy</td>
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<td>Change processes and strategies</td>
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<td>Impediments to change</td>
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<td>Implementing change interventions for organisational development</td>
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<td>Promoting a culture for change</td>
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<td>Quality management</td>
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<td>Moral and ethical issues arising in change management</td>
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<td>10</td>
<td>Developing personal skills in organisational leadership</td>
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Assessment

Assessment Task #1 – Assignment 1 (Relates to Outcomes 1-6)

Part A: Critical Incidents (800-1000 words)
A critical incident describes a story that a person has been told about an issue, usually on the operations, management and strategic directions of an organisation. This assignment is to discuss an incident in each of these areas. Then discuss the common theme of these incidents and how they could be resolved.

Part B: Managers versus Leaders (800-1000 words)
This assignment discusses and justify whether personal qualities and roles of leaders and managers different, the same or something in between?

Part C: Self-evaluation (800-1000 words)
This assignment asks the student to identify if they have a natural tendency towards being task-orientated or relationship-orientated and how this relates to your leadership style.

Weighting: 50% Length: 2400-3000 words (total)
Due Date: Week 9

Assessment Task #2 – Assignment 2 (Relates to Outcomes 1-6)

Part A: Is Organisational Development still valid? (1000 words)
Develop a point-counterpoint argument on whether OD is valid or not as an approach to change management in non-profit organisations. You should also present your conclusion.

Part B: Organisational Development in your Organisation (1000 words)
Give a brief discussion of an organisation which you are familiar and discuss the validity of the OD interventions for developing your organisation as a learning organisation?

Part C: Self-reflection – What have you learned? (500 words)
This section is for you to reflect on what you have learnt and what you have gained from the course. Your comments will also give us feedback on the effectiveness of the course and will assist us in any revision needed for future students.

Weighting: 50% Length: 2500 words (total)
Due Date: Week 12

Academic & General Resource Requirements


Maxwell, J 2005, Developing the Leader within You, Developing the Leaders Around You. Thomas Nelson, Nashville, TN.


Journals

Journal of Leadership & Organizational Studies [ISSN 1548-0518]
Leadership & Organization Development Journal [ISSN 0143-7739]

Unit Summary

The purpose of this unit is to develop the ability of the manager to interpret, use and understand issues of leadership and organisational change. Topics covered include leadership theories, organisational culture, and change processes and strategies. Both personal and professional dimensions of leadership and organisational change are developed, and moral and ethical issues arising in change management are examined.