

# Postgraduate Certificate in Christian Approaches to Leadership Validated by the University of Winchester

## PROGRAMME DESCRIPTOR 2018/19

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*Please read the following carefully.*

### **Dates and Times**

The Postgraduate Certificate is completed part-time over a minimum of one year and a maximum of three years. Students at Sarum College usually complete the degree within one year. Students who satisfactorily complete three taught modules (60 credits) gain a Postgraduate Certificate awarded by the University of Winchester. Further details of student registration and progression are available in the University of Winchester's *Academic Regulations for Taught Programmes*.

All students will begin the Postgraduate Certificate in September. Students attend six 3½ day intensive modules at Sarum College supplemented by preparatory reading, individual study, tutorial support, access to the Sarum College Virtual Learning Environment (VLE) and assessed written work.

All taught modules are worth 20 credits. Students are expected to complete the two Core Modules (compulsory) and one Optional Module.

For a list of module dates, please refer to the 'Academic Diary 2018-20' document.

### **Hospitality Costs**

Students are not required to stay at Sarum College during a Module, or take up any of the meals. However, if they choose to do so, the hospitality rates are currently: £232 (residential, en-suite), £190 (residential, standard) and £55 (non-residential).

Note: all fees and prices will be reviewed at the beginning of July each year

The residential charge (whether en-suite or standard) covers: bed and breakfast from Monday to Thursday, lunch from Tuesday to Thursday and supper from Monday to Wednesday, plus refreshments throughout.

The non-residential charge covers: supper on Monday, lunch Tuesday to Thursday, plus refreshments throughout.

As noted above, students can opt out of the hospitality element entirely and are very welcome to bring in their own meals and refreshments.

(Note: occasionally, in the case of bank holidays etc, a Module may run from Tuesday to Friday. All meals referred to in the above would then be shifted along one day e.g. the first evening's supper would be on the Tuesday etc.)

## CORE MODULES

### **CORE MODULE 1: Christian Faith and Leadership** (20 Credits)

The module explores and analyses ways in which theology and spirituality underpin and challenge an understanding of leadership within and outside faith-based contexts. It encourages critical reflection on how leadership and management within the changing nature of contemporary society can be informed by insights from spiritual and theological traditions, especially Christianity, and be related to a theological view of faith, vocation, the Church and its mission. The connection between spirituality, theology and leadership is explored to reflect how these perspectives are integral to a Christian understanding of leadership. Different leadership models, secular and religious, are critically examined. Participants are encouraged to become confident in handling disciplines and methodologies that can inform an understanding of Christian approaches to leadership, including reflection on their contexts and preferred leadership styles. Students are introduced to relevant academic disciplines that are essential for study at level 7 as part of their induction to the programme.

### **CORE MODULE 2: Reflective Practice** (20 Credits)

The module is a methodological and hermeneutical study of how reflective practice can underpin and challenge an understanding of leadership. It will introduce students to contemporary models of reflective practice both in the educational, theological and business worlds and encourage reflection on how these models inform and critique one another. The module will provide practice in a variety of methods so that students can select and design their own model which they will be able to apply in their back home situations. At the conclusion of this module, students will gain the skills and confidence to use reflective practice as a research method for their own work.

## OPTIONAL MODULES

Each is normally offered every two years, subject to sufficient numbers of students registering to attend

### **Change and Conflict** (20 Credits)

This module critically examines theoretical and practical aspects of change and conflict through a number of disciplines, especially theology, ecology, psychology and complexity theory. Issues of discerning authentic from inauthentic change will be raised. Lessons from the natural world introduce organizations as living systems, with particular examination of the significance of decay and disturbance. Psychological insights examine differing reactions to change, with special reference to the leader's role in co-creating a secure environment from which exploration can occur. Emergence and self-organisation are studied alongside Newtonian concepts of control. The various strands are brought together to provide a holistic view of the origins and potentially transforming role of conflict. Throughout, students are encouraged to apply the concepts to their own situations, both to increase shared learning and provide practical insights for their own practice.

### **Christian Approaches to Leadership in the Public Square** (20 Credits)

This module will make a methodological/hermeneutical/theological study of the potential impact of Christian approaches to leadership on and within secular institutions at a time when religion is being marginalized and faith is under attack. It will encourage reflection on the current place of the Christian faith in the public square and will evaluate existing and emerging models of engagement between Christianity and the prevailing secular and pluralist culture of contemporary society, in e.g. business, education, and politics through the framework of business ethics and corporate social responsibility (CSR). The connection between personal faith and leadership in different workplace contexts, including organisations run by or on behalf of the Church, will be explored to enable participants to analyse their own leadership practice and the ethical issues that they may face. Potential areas of conflict, both internal and external, will be examined to illustrate this. How far should a leader's personal faith influence the development of the ethos that may be felt to be desirable? An integral part of the module will be opportunities for reflection by the participants on their own experience of the relationship between the leadership of a secular organisation, values and personal faith.

### **Leadership and the Unconscious** (20 Credits)

The module will use both theoretical presentations and experiential methods to introduce students to an understanding and working knowledge of unconscious processes, with special reference to their understanding of organisational life and their practice as leaders. There will be an examination of how contemporary understandings of the unconscious have been understood within a religious and faith perspective. The module will provide understanding in the light of peer and staff feedback in case studies from students own experience.

### **Personal Development** (20 Credits)

The module will make a methodological and hermeneutical study of contemporary management strategies for using feedback to develop and evaluate personal development plans in a variety of both faith based and secular contexts. There will be a critical study of the significance of emotional and spiritual intelligence theories for the development of self awareness and management of self in a leadership context. The module will provide an opportunity for students to design a feedback mechanism and personal development plan that they can test out in their context, and assess collaboratively as to their value.

### **Understanding Organisations** (20 Credits)

This module examines contemporary images and models of organisations, bringing multi-disciplinary critical insights into the emergence of organisational culture. The role of the leader is examined, especially through questions of power and authority and comparisons made between different approaches to ecclesiology and church organisation. Systems theory is used to examine organisations, including congregations: students are encouraged to reflect on their own situation and experience in the light of this. Contemporary approaches to organisational culture and organisational development (OD) are examined. The possibility of churches as learning organisations is examined, with students being encouraged to reflect on the practical implications of this. Differing methodological approaches to ethics are examined, with particular reference to alternative models for explaining and sustaining corporate values.

### **Working Together** (20 Credits)

This module encourages engagement with a hermeneutical approach grounded in the Holy Trinity, which is examined through a number of traditions. Biblical examples of ministry and working together are critiqued through the disciplines of sociology, psychology and organisational studies and implications drawn for an understanding of the various forms of authorised ministry and the role of the laity. A focus on relationships highlights both the significance of followership and the importance of internal and external boundaries: the latter are examined from the perspective of ecosystems. Students are encouraged to understand themselves and each other better through the use of teamwork profiling instruments and models. This leads to consideration of particular models of collaborative ministry in different traditions and the wider applicability of learning in the public square.

### **Re-imagining the Church in a Changing Culture** (20 Credits)

*Co-Validated with MA in Theology, Imagination and Culture*

Much has been written about the continuing decline in Church membership and attendance as evidence of 'the death of Christian Britain', raising questions about the future of 'organised religion'. This module aims to go beyond such 'headlines' and to equip students to critique the contemporary church, using both theological and sociological tools. The Church in Britain will be 'read' in the wider context of social, religious and cultural change, and compared with the situation in Europe, America and the developing world. Both the challenges facing the contemporary church, and the responses offered, will be critically examined, with particular reference to patterns of community, mission and ministry. This module will enable students to acquire the tools necessary to understand the Church in mission in contemporary culture. It will offer the opportunity to appraise new ways of being Church and assess the different types of Church growth both past and present. Students will be encouraged to learn about different cultures and explore different theologies in relation to mission e.g. liberation theologies, black theologies and green theologies.

## **Guided Reading (20 Credits)**

The module aims to provide students with the opportunity to pursue supervised study on a topic of their choice in any aspect of the field of Leadership which has been approved by the Academic Tutor/Programme Leader. It enables them to extend further the critical skills needed to interpret primary sources and/or to assess the judgements and interpretations of secondary sources. A reading schedule and essay question will be agreed with an assigned tutor and private study will be supported by tutorials.

## **ADDITIONAL MODULE INFORMATION**

The teaching component of each module begins on Monday\* afternoon and then run from 9.15 am until 5.15 pm on each full day over the next three days. Students may be residential or non-residential. Each intensive course will involve 20 classroom hours. In classroom sessions, learning will occur through a variety of methods, including lectures, discussion groups, and student-led seminars. During this residential portion of the module there will also be time for meeting with tutors and use of the library. Tutorial support (by visits, skype, telephone or email) for each module will be available until the completion of the assessed written work. Students receive further support through the Virtual Learning Environment (SarumLearn) which will offer students access to key reading materials, discussion groups, module-specific knowledge bases, and formative assessment exercises.

Each taught module (20 Credits) is completed over a three month period: three weeks of pre-course reading; the intensive at Sarum College and a further two months to complete the assignment(s).

\*Except in the instance of a bank holiday week, and not in the case of the Dissertation Research Skills Training

*Please note:* This course demands a real time commitment for individual reading, study and written work. This involves preparatory reading prior to each teaching week and significant work afterwards to complete the additional reading and written work.

## **How to Choose Your Optional Modules**

Please note that in addition to the Core (Compulsory) Module, two Optional Modules are needed to complete the Postgraduate Certificate. With prior approval from the Programme Leader, these may be obtained in the following ways.

1. Choosing two of the Optional Modules offered at Sarum College.
2. Substituting an Optional Module from another MA Programme at Sarum College subject to prior approval.

Students may only take one external Optional Module (from another of the Sarum MA programmes) and this must be agreed by the relevant Programme Leaders.

## **Attending Modules as General Study Courses** (normally referred to as Auditing)

Students may attend modules in addition to those which they are studying for credit, by permission of the Programme Leader. The hospitality rates will be the usual student rates, which are currently £232 (residential, en-suite), £190 (residential, standard) and £55 (non-residential), with an added educational fee of £100. Please note that students must give clear information on whether they are attending modules as part of their accredited study in advance of attendance. Should the module be oversubscribed, preference will be given to students taking the module for credit.

Note: all fees and prices will be reviewed at the beginning of July each year

## **Library, Information Technology & Bookshop**

Registered PGCert students will have membership of the College library for the duration of their course. They will also have access, when the College is open, to the IT facilities. Sarum College Bookshop is a

unique theological resource. Students registered for the PGCert automatically receive a discount. Books may be purchased by mail order.

### **Fees and Methods of Payment**

Please see the separate document 'Fees and Methods of Payment 2018/19' for full information about fees and payment methods.

### **Withdrawal from Study**

Students withdrawing from the course will be charged the full year's fees for the number of years of study that have been commenced, plus any additional modules over and above three modules in year 1. The date of withdrawal will be the date of receipt of a formal notification of withdrawal by Sarum College.

### **Period of Study**

The fees are calculated on the basis of 1 year of study at £2260, the total being £2260 for the PG Certificate plus the registration fee of £100.

If you wish to extend your period of study beyond the one year (i.e. beyond 1st September 2019) of the PG Certificate there will be a charge of £645 per year of agreed extension.

Some modules have additional charges for supplementary resources or trips e.g. the MA in Christian Approaches to Leadership programme has added fees in the range £40-100 for online questionnaires during the optional Personal Development and Working Together modules. These are to be paid before the start of the relevant module, if selected. Where there is an additional fee, this will be specified in the module descriptor.

### **Application Procedure**

Application for the course is made through the written application form. Please refer to the Application Checklist at the back of the Application Form for full instruction on requirements. Interviews are normally held in the spring and summer before the commencement of the course. Candidates will be notified by the Academic Administrator when a suitable time has been arranged. Owing to the demand for places, on being offered a place we require that students send us a £100 registration fee to secure their place. The course will run subject to satisfactory student recruitment.

### **Students with Disabilities and/or Special Needs**

Sarum College has an equal opportunities policy and welcomes students with disabilities onto its courses. The suitability of college facilities will be discussed during the application process separately from other discussions. Please fill in the necessary parts of the application form to facilitate this process.

### **Non-UK/EU students**

Students from outside the EU/EEA who seek no financial support nor UK residency may be eligible to apply for postgraduate study at Sarum. Please discuss your circumstances with the Academic Dean to determine eligibility and arrange the appropriate documentation.

*Academic Administrator, January 2018*