



Advancing God's Kingdom by Preparing Competent Christian
Leaders for Spirit-Empowered Life and Ministry

P422 Leadership Theory and Practice

3 credits. Prerequisite: G149 Foundations of Leadership.

Aug 31-Sep 4, 2020
Module/Live-Stream
Monday-Friday, 9am-4pm

Ron Kadyschuk, PhD
rkadyschuk@horizon.edu

Course Content and Goals

Course Description

The purpose of this course is to examine the theory and practice of leadership as it has developed historically and is evident in present contexts. Our study includes biblical models and examples of leadership and examines elements of organizational theory and behavior that are linked to effective leadership and management.

Relationship to Horizon's Mission

In relation to the mission of Horizon College and Seminary, and the core competencies of its competency-based curriculum, this course provides support for two primary competencies:

- Leadership and Administration
- Contextual Awareness

Core Competencies and Learning Outcomes

The learning outcomes for this course involve a combination of both competencies rather than addressing each one separately. To demonstrate competency in **Leadership and Administration** and **Contextual Awareness**, students will:

1. Review the historical development of leadership theory and leader qualities that are related to effective leadership.
 - *Assessment:* Participation in a Classroom Debate, Oral Presentation
2. Discover biblical principles and practices for effective leadership and explore a biblical theology of leadership
 - *Assessment:* Video Report & Online Discussion
3. Examine leadership, management, and administration aspects of contemporary organizations.

- *Assessment:* Written Report & Online Discussion
4. Analyze elements of influence related to bringing about change and managing conflict in a ministry organization.

- *Assessment:* Written Report & Online Discussion

*Learning Outcomes #3 and #4 are fulfilled through one case study in the context of a local church or alternate ministry organization.

Course Work

Required Readings

Blanchard, Ken, et.al. *Lead Like Jesus Revisited: Lessons from the Greatest Leadership Role Model of all Time*. Nashville: W Publishing (Thomas Nelson), 2016. ISBN: 978-0-7180-7725-9 (TP) (250 pages)

Northouse, Peter. *Introduction to Leadership: Concepts and Practice*. Fourth Edition. Thousand Oaks, CA: Sage Publications, 2018. ISBN: 978-1-5063-3008-2 (selections -150 pages)

The Book of Nehemiah.

**Students are responsible to purchase textbooks from a third-party retailer. For your convenience, Horizon has partnered with Kennedy's Parable to provide textbooks.

Course Assignments and Activities

Portfolio Components. *Video Report* and *Written Report*. These assignments must be edited and submitted to the Leadership and Administration *e-Project* in your Portfolio on *Portfolium*. See the Portfolio Guide: "What Goes in My Portfolio" for further information.

Pre-Module

Preparation for Classroom Debate.

In preparation for the classroom debate:

- a) Read chapters 9 and 10 in Northouse (35 pages)
- b) Study the debate topic posted under Lessons on populi course site
- c) Decide if you want to defend or oppose the topic statement
- d) Contact Dr. K. to request that choice -first come first served

During Module

Participation in Classroom Debate.

Students will participate in a classroom debate that examines the challenges of diversity, inclusion, and nonconformists in a Christian community or organization (Northouse chapters 9 and 10). The debate occurs on Wednesday during class.

- Related learning outcome(s): #1.
- **Assignment Length:** Two 2 to 3-minute speeches.
- Due date: **Wednesday, September 2, 2020.**

Oral Presentation.

A 20-minute oral presentation to the class on the leader's responsibility: i) To establish a constructive climate in an organization (Northouse ch.8), OR ii) To address ethics in leadership (Northouse ch.12). Chapters will be assigned on Monday and presentations will occur on Friday.

- Related learning outcome(s): #1.
- **Assignment Length:** 20 minutes.
- Due date: **Friday, September 4, 2020.**

Post-Module

Video Report: A Comparison of Nehemiah and Jesus as Role Models for Today's Christian Leader & Online Discussion.

- This assignment includes a Video Report as well as online discussion postings to share summary of findings with other classmates. The assignment requires a close reading of the Book of Nehemiah, web research related to Nehemiah as a leader, and a close reading of the book *Lead Like Jesus Revisited*.
 - a) Number of online postings: Two (initial summary then a second posting responding to all of the other students' initial summaries)
 - b) Length of each posting: 75-150 words
- Related learning outcome(s): #2.
- **Assignment Length:** 5 minutes video / 2 postings of 70-150 words.
- Due dates:
 - a) Video Report and first posting: **Friday September 18, 2020.**
 - b) Second posting: **Friday September 25, 2020.**

Written Report: A Case Study of a Ministry Organization: Its Principles and Practices for Establishing Vision and Goals, Executing Strategy, Assessing Success and Failure, Managing the Process of Change, and Dealing with Conflict in the Organization & Online Discussion.

- This assignment includes a Written Report as well as online discussion postings to share summary of findings with other classmates. The assignment requires background research to understand the elements being examined as well as awareness of the organization being studied. As a class we will do initial work in developing a questionnaire to use during interviews with personnel in the organization.
 - a) Number of online postings: Two (initial summary then a second posting responding to all of the other students' initial summaries)
 - b) Length of each posting: 75 to 150 words
- Related learning outcome(s): #3 and #4.
- **Assignment Length:** 7 to 8-page report (250 words/page) / 2 postings of 70-150 words.
- Due Dates:
 - a) Written Report and first posting: **Friday October 9, 2020.**
 - b) Second posting: **Friday October 16, 2020.**

Estimate of Time Investment (individual time investments may vary)

Readings	<i>Lead Like Jesus Revisited: 14 hrs</i> <i>Introduction to Leadership: 12 hrs</i> <i>Book of Nehemiah: 4 hrs</i>	30 hrs	See Assignments
Classroom time		30 hrs	Aug. 31-Sept. 4
Assignments	1. Classroom Debate Preparation	4 hrs	pre-module
	2. Participation in Classroom Debate	In class	Sept. 2
	3. Oral Presentation: a) Preparation; b) Presentation	4 hrs In class	Sept. 4
	4. Video Report & Online Discussion <i>Video Report: 12 hrs</i> <i>Online Discussion: 2 hrs</i>	14 hrs	Sept. 18 -video report and first posting Sept. 25 -second posting
	5. Written Report & Online Discussion <i>Written Report: 12 hrs</i> <i>Online Discussion: 2 hrs</i>	14 hrs	Oct 9 -written report and first posting Oct 16 -second posting
	Total =	96 hrs	

Assessment Rubrics

The rubric for each course assignment can be found at the course site in populi under the ‘Lessons’ tab.

The course assignments and final course assessment are entered into the course gradebook on populi as described below:

Group 1: Course Assignment Rubrics

In this group the four course assignments have equal value:

- Assessment of models for leadership development in three textbooks (100 marks)
- Presentation(s) to the class and/or the local church training seminar (100 marks)
- Review and evaluation of the local church training seminar (100 marks)
- A proposed model for leadership development in a local church (100 marks)

The marks total from the four assignments in Group 1 are not used to determine your final course assessment. That assessment comes from Group 2.

Group 2: Final Course Rubric (Assessment)

Each of the four course assignment rubrics provides an assessment of E (Exceeding), M (Meeting), BTM (Beginning to Meet), or NYM (Not Yet Meeting) expectations.

Using the ‘Horizon College Assessment of Student Work’ table below, I will combine the four assignment assessments on the CBE scale to determine your final course assessment.

For example, if on the four assignments you get two 'Exceeding' and two 'Meeting' assessments, your final course assessment will be an 'Exceeding' (which is in the 'A' letter-grade category on the course transfer marks scale).

In the event of a need for transferability of the course outside of Horizon College, the Group One final course assessments will be converted, using the table below, to obtain a percentage or letter grade.

Each assignment receives an assessment of E (Exceeding), M (Meeting), BTM (Beginning To Meet), or NYM (Not Yet Meeting) expectations.

See 'Horizon College Assessment of Student Work' below for details

Course Outline / Class Schedule

Class content for this course is drawn from the following topics:

- Origins and development of leadership theory and practice
- Understanding philosophies and styles of leadership
- Relationships between leadership, management, and administration
- Cycles of organizational activity (i.e., vision/mission, strategy, execution, assessment)
- 'Hard' and 'soft' leadership skills (i.e., technical/administrative/managerial vs EQ (emotional intelligence, person-focused, etc.))
- Organizational culture and norms
- Issues related to diversity, inclusion, and nonconformists in organizations
- Ethics in leadership
- Challenges in managing change and conflict
- Leadership in the Old Testament (e.g., Nehemiah, women in Old Testament)
- Leadership in the New Testament (e.g., leadership language, Jesus, Paul, Barnabas)
- A biblical definition of Christian leadership and theology of leadership

First submissions of assignments will not be accepted after October 16, 2020.

Revision Week – Oct 19-23, 2020	Revisions Due
Monday, October 19	
Tuesday, October 20	Assignment 3: Oral Presentation
Wednesday, October 21	Assignment 4: Video Report and Online Discussion
Thursday, October 22	Assignment 5: Written Report and Online Discussion
Friday, October 23	

No resubmission of assignments will be accepted after Friday October 23, 2020.

Academic Policies

General Assignment Guidelines

Please see the Horizon [Format Guide](#) for assignment submission, grammar, and formatting guidelines.

Late Assignments and Extensions

Students are expected to submit work by the assigned due dates, as part of their development of the Leadership and Administration competency. To submit extension requests, students must submit the [Assignment Extension Request Form online](#) and *before the due date*. Professors may grant extensions in the case of extenuating circumstances, such as significant illness or a family emergency. Furthermore, no extensions will be granted beyond the final day of a term or semester.

A late assignment will not be assessed until the student first meets with the professor or the Adjunct Faculty Advisor to discuss whether the student's reasons for the late submission are acceptable. Unexcused late submissions will be tracked across each student's program. If one assignment is submitted more than five days late or if a student incurs multiple instances of unexcused late submissions, it will result in academic discipline, such as required tutoring, academic probation, failure of the course, or failure to qualify for graduation. Similar to standard human resource employment practices, students will receive warnings and conditions with increasing severity of academic discipline.

Resubmission of Assignments

Students have until the last day of revision week to submit revisions, and students can only submit up to two revisions for each assignment. Students should follow the revision schedule outlined above.

Horizon College Assessment of Student Work

The goal of courses is to help students develop the stated competencies, not earn letter grades. Assignments are the means by which instructors evaluate development of those competencies. Consequently, students do not earn overall "grades" on individual assignments. Instead, assessment focuses on measuring students' competency as outlined in the syllabus and assignment rubric. For purposes of transferability to other institutions, the final competency designations will be translated to a comparable letter grade on a traditional transcript. The tables below explain Horizon's approach:

Horizon CBE Scale		Descriptor	Letter Grade	Grade Point	U of S Equivalency
E	Exceeding	Student exceeded competency requirements for some learning outcomes and met requirements for all remaining learning outcomes.	A+	4.0	90-100
			A	4.0	85-89
			A-	3.7	80-84
M	Meeting	Student met competency requirements for all learning outcomes and may have exceeded in one.	B+	3.3	77-79
			B	3.0	73-76
			B-	2.7	70-72

Students pass a course only after they have demonstrated that they have *met or exceeded all* competency requirements for a course. If the student chooses not to meet all course competency requirements, the course will not be sufficient to fulfill their program requirements at Horizon. Nevertheless, for transferability purposes, the student will receive a letter grade of C+ or below on a traditional transcript.

BTM	Beginning to meet	Student was beginning to meet competency requirements for any one or more learning outcomes, and met or exceeded competency requirements for all other outcomes.	C+	2.3	67-69
			C	2.0	63-66
			C-	1.7	60-62
NYM	Not yet meeting	Student was not yet meeting competency requirements for one or more learning outcomes.	D+	1.3	57-59
			D	1.0	53-56
			D-	0.7	50-52
			F	0.0	0-49

Academic Honesty

Horizon uses the University of Saskatchewan definition of plagiarism described as “the presentation of the work or idea of another in such a way as to give others the impression that it is the work or idea of the presenter. Adequate attribution is required. What is essential is that another person have no doubt which words or research results are the student’s and which are drawn from other sources” (Office of the University Secretary, 2012). Students are expected to give due recognition to sources from which all substantial phrases, sentences or even ideas are drawn. Note also that you may not submit work done in one course to satisfy the requirements of another course (unless both instructors agree beforehand to accept such work). See [here](#) for examples of plagiarism and further guidelines in the [Student Handbook](#).

Disability Services Information

If you would benefit from learning accommodations due to pre-existing physical or mental health conditions or learning disabilities, contact the Academic or Student Life departments at the beginning of the course. Horizon will work to meet your learning and/or physical needs where possible. If any conditions arise during the course that you wish to disclose, please contact us as soon as possible. In all cases you will need to provide current [documentation](#) of the disability or condition you wish to disclose. Horizon takes appropriate care to ensure confidentiality about any such disclosures. For more information, contact Bob Williamson, Dean of Students, at bwilliamson@horizon.edu; Heather Wood, Associate Dean of Students, at hwood@horizon.edu; or Leanne Bellamy, Academic Coach, at lbellamy@horizon.edu.

Class Attendance

Students should attend all classes in order to facilitate competency development. In the case of illness or other unforeseen circumstances, students may miss one day of a module course or three days of class in a term or semester course without academic penalty. A student must be present for the full duration of a class period in order to be registered as present for the class. Students who are absent for more than the number of classes stated above will automatically fail the course. Students wishing to be exempted from this policy due to extenuating circumstances may make an academic appeal, where they will need to document and verify those circumstances.

Students who miss a class are responsible to get missed notes or handouts from another student, rather than from the professor.

Campus Health Policy

While on campus, please maintain 2 metres of physical distance between yourself and others. Do not come on campus if you are experiencing symptoms (even if they are mild) of fever, cough, shortness of breath, sore throat, chills, runny nose, or a loss of your sense of taste or smell. If you have any of these symptoms, do not return to campus until advised by Public Health. You should self-isolate and contact HealthLine 811 for advice on whether you should be tested for COVID-19. This will help keep others safe and possibly spare them from self-isolation and testing. While you are in self-isolation, you may attend class online. The link to access your class is posted on the course page on Populi, under the Syllabus tab, under Links on the right side of the page.

Live-Streaming Etiquette

If attending class online via live-stream, keep your camera on and stay present and attentive throughout the class session. Access your class with a computer (preferably) or tablet, not a cell phone. Arrive to class on time, and dress as you would if you were attending class on campus. Join the class from a quiet space with minimal background noise, and mute your microphone until you wish to speak to the class.

Use of Technology

Horizon encourages the use of electronic devices in the classroom to enhance learning. Careful consideration must be given to privacy issues, copyrighted materials, and the general care and concern for others. Please respect the following classroom policies:

- Please use online access for course learning only. This is a matter of respect for the instructor's teaching, your own learning, and fellow students who may be distracted by other uses.
- Students should secure permission from the instructor to record any teaching material. This includes PowerPoint slides, white board illustrations, notes, and any form of audio or video.
- Student feedback is a valuable input for course improvements. Please resolve any classroom grievance about the instructor or course with the instructor personally, through the Horizon College and Seminary grievance procedures, or the Populi-based course evaluations. It is inappropriate to air classroom grievances on a social media platform.
- When instructors use recording mechanisms in the classroom, recorded materials will be used for the sole purpose of instruction and cannot be released to any social media outlet without the written consent of the students whose images have been recorded.
- In general, it is not acceptable to share photographs or videos of students in the classroom setting without permission from those whose images appear in such media.

Bibliography

A Leadership Bibliography is available on the Populi course website.