



## MA in Christian Approaches to Leadership

### FURTHER INFORMATION FOR APPLICANTS IN THE ACADEMIC YEAR 2011/12

*Please read the following carefully.*

#### Dates and Times

The MA can be completed full-time over 12 months or, more typically, part-time over a minimum of 11 months and a maximum of five years. Students at Sarum College usually study part-time and complete the degree within three years (two years for the taught part and a further year for the dissertation). Students who satisfactorily complete three taught modules (60 credits) obtain a Postgraduate Certificate. Students who satisfactorily complete six taught modules (120 credits) obtain a Postgraduate Diploma. Students who satisfactorily complete six taught modules and a dissertation (180 credits) gain an MA awarded by The University of Winchester. Further details of student registration and progression are available in the University of Winchester's *Common Academic Regulations for Taught Masters Programmes*.

Most students will begin the MA in September, but a January start will be available in 2011. 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**. Students are also required to attend a **research skills training course** at the start of their second year prior to beginning their dissertation (Research days: October 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> in 2011).

All taught modules are worth 20 credits. Students are expected to complete the two Core Modules (compulsory) and four Optional Modules. With prior approval of the programme leader, students may also choose to take a co-validated Optional Module from another MA programme offered by Sarum College or a Guided Reading Module under supervision.

#### CORE MODULE 1

##### **Christian Faith and Leadership (FL1)** Monday 24 – Thursday 27 October 2011

The module will explore and analyse the ways in which theology and spirituality can underpin and challenge an understanding of leadership both within and outside faith-based contexts. It will encourage critical reflection on how leadership and management within the changing nature of contemporary society can be informed by insights from selected spiritual and theological traditions within religion and especially Christianity and are related to a theological view of faith, vocation, the Church and its mission. The connection between spirituality, theology and leadership will be explored in order to reflect how these perspectives are integral to an understanding of faith-based leadership rather than simply an addition to it. Different models of leadership, both secular and religious, will be examined and evaluated that can illustrate this. The interface between theology, spirituality and secular insights into the nature of leadership will be explored and brought together. An integral part of the module will be opportunities for participants to develop skills in handling the methodologies proper to the different disciplines that can inform an understanding of faith-based leadership including reflection on their own preferred leadership styles. This module will include a personality inventory questionnaire which will be explored as part of the residential. Please note that a small additional charge for this will be made to cover costs.

## CORE MODULE 2

### **Reflective Practice (FL2)** Monday 9 – Thursday 12 January 2012

The module will make 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 models which they will be able to apply in their back home situations.

### **OPTIONAL MODULES (normally offered every two years) and provisional schedule**

#### **Change and Conflict (FL3)** dates to be scheduled in the 2013/2014 academic year

This module critically examines theoretical and practical aspects of change through a number of disciplines, especially theology, ecclesiology, missiology, ecology, psychology and complexity theory. From the first creation story in Genesis to the heavenly vision of Revelation, Hebrew and Christian scriptures are used to inform diverse attitudes and responses to change. 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.

#### **Organisational Culture (FL4)** dates to be scheduled in the 2013/2014 academic year

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 forms of church e.g. Liberation movements. Family systems theory is used to examine congregations: students are encouraged to reflect on their own situation and experience in the light of this. Contemporary approaches to organisational culture and change are examined, with special reference to Appreciative Inquiry and ecclesiology. 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.

#### **Personal Development (FL5)** Monday 14 – Thursday 17 May 2012

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.

#### **Christian Leadership and the Unconscious (FL6)** Monday 10 – Thursday 13 December 2012

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 in pre-modern times 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.

### **Christian Leadership in the Public Square (FL7) Monday 4 – Thursday 7 March 2013**

This module will make a methodological/hermeneutical/theological study of the potential impact of faith-based leadership on and within secular institutions at a time when religion is being marginalised and faith 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, especially in higher education, schools, politics, local and national government's social and healthcare policies, and business. 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.

### **Working Together (FL8) Monday 17 – Thursday 20 June 2013**

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 number of contemporary approaches to leadership, including distributed and liminal leadership, are examined for their historical antecedents and practical application. 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 a profiling instrument. This leads to consideration of particular models of collaborative ministry in different traditions and the wider applicability of learning in the public square.

### **Guided Reading (FL9)**

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 Theology, Spirituality and Leadership which has been approved by the Programme Committee. 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.

### **Dissertation (FL10)**

In 20,000 words, candidates must argue and discuss with a full critical method a stated proposition concerning faith-based leadership, which is to be presented and defended by demonstration of appropriate materials and the proper use of evidence. The proposition must be one which relates to the subject matter of the programme and which permits the demonstration of independent research, study and reflection.

### **Practical Research Project (FL11) – see below**

Students may ALSO take ONE module from another MA programme with the agreement of the Programme Leaders of both the MA in Christian Leadership AND the MA Programme Leader of the programme from which the optional module is taken. Note specifically the following:

## ***From the MA in Theology, Imagination and Culture***

### **Re-imagining the Church in a Changing Culture** Monday 9 – Thursday 12 January 2012

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.

### **OPPORTUNITIES FOR INDEPENDENT STUDY**

Students may elect to take ONE independent study module as one of their Optional Modules. There are two options for guided independent study:

**Guided Reading Module (20 credits)** *see above*

### **Research Skills Training – not normally for credit but compulsory for all students**

This 2 ½ day training session will provide students from across the Sarum College postgraduate academic programmes to further develop their research skills. Students will become familiar with a variety of research methodologies and techniques, become conversant in the regulations associated with the planning, research, writing, and submission of their dissertation, and engage in small group activities designed to support the initial stage of dissertation topic-selection and planning. However, arising from this, a student may elect to do a **Practical Research Project** on some area of Leadership and submit an assignment (**FL11**). However, *prior* attendance at the College's course on data research methodology will be compulsory before attempting this.

### ***Additional Module Information***

All modules begin on Monday afternoon and then run from 9.30 am until 5.15 pm on each full day over the next three days. Students may be residential or non-residential. On the first afternoon there is an important induction session and the first class takes place on the Monday evening. On each of the following days there will be two classes in the morning and two in the afternoon, each lasting 1½ hours. Each intensive course will thus involve 20 classroom hours. In classroom sessions, learning will occur through a variety of methods, including lectures, discussion groups, and student-led seminars. During the residential portion of the course there will also be time for meeting with tutors and use of the library. There is an 80% attendance requirement at modules. 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 (VLE) which will offer students access to key reading materials, discussion groups, module-specific knowledge bases, and formative assessment exercises. Each module 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 assignments.

*Please note:*

This course demands a real time commitment for individual reading, study and written work. This involves preparatory reading prior to each intensive and significant work afterwards to complete the additional reading and written work.

### **How to choose your Optional Modules**

Please note that apart from the Compulsory Modules, four Optional Modules are needed to complete the taught part of the MA course and qualify for a Postgraduate Diploma. With prior approval from the Programme Leader, these may be obtained in the following ways.

1. Choosing four of the Optional Modules offered at Sarum College.
2. Substituting an individually tailored Guided Study Module or Practical Research project for one of the Optional Modules.
3. Substituting an Optional Module from another MA Programme at Sarum College subject to prior approval.
4. Substituting an Optional Module from another compatible British University course subject to prior approval.

### **Attending Modules as General Study Courses (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 £190 (residential, en-suite) and £42 (non-residential), with an added administration fee of £20. 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.

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

Registered Certificate/Diploma/MA students will have membership of the College library for the duration of their course and access to the Virtual Learning Environment. 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 MA automatically receive a discount. Books may be purchased by mail order.

### **Fees and Methods of Payment for entry in 2011/12**

On accepting the offer of a place on the MA Programme, you will be asked to pay a non-refundable registration fee of £100 to secure your place.

The fee for each of the three years of the MA programme for students starting in September 2011 is £1850 (£2700 non-EU students) plus £100 for the personality questionnaire exercise in module FL1, so the total fee for 3 years, excluding the registration fee, is £5650 (£8200 non-EU students).

Students usually complete the MA within three years. If they take longer than three years a further charge of £500 per year will be payable.

Fees are due 1<sup>st</sup> September each year. There are three payment options available to pay in full or spread the payment of fees over the three years of the programme. If a student withdraws during the year the fees due will be either the cost of the number of individual modules/dissertation started or the cost of the number of academic years started, whichever is the greater.

The fees include: classroom teaching, supporting materials, essay and dissertation supervision, assessment of and feedback on written assignments, academic advice and support, research training, use of the Sarum and Winchester University libraries and word processing facilities, membership of the college research seminars, and administration.

The fee does not include meals or accommodation, for which a separate charge is made, which will be invoiced in advance of any module and payable four weeks before the start of the module. Modules can be taken on a residential or non-residential basis and the current prices are £147.00 (standard room) and £42.00 respectively. En-suite rooms and suites are available at extra cost but there is limited availability. The College regrets that it cannot refund meals or accommodation not taken up. These prices are reviewed at the beginning of July each year.

You may pay the fees for the programme by one of the following methods:

1. £5500 (£8050 non-EU students) paid in full **before** 1 September 2011. Early payment attracts a £150 reduction.
2. £5650 (£8200 non-EU students) paid in full on 1 September 2011.
3. £5550 (£8100 non-EU students) paid in three £1850 (£2700 non-EU students) annual payments due 1 September each year (standing order authority required). (The £100 for the personality questionnaire exercise during module FL1 is to be paid before the start of that module.)
4. £5550 (£8100 non-EU students) paid in six £925 (£1350 non-EU students) payments on 1 September and 1 March of each year (standing order authority required). (The £100 for the personality questionnaire exercise during module FL1 is to be paid before the start of that module.)

Please make cheques payable to '**Sarum College**'. If you decide to pay by standing order you will be asked to complete a Standing Order Mandate.

### **Withdrawal from study**

If you withdraw from the course, you will be charged the full year's fees for the number of years of study that you have commenced, plus any additional modules over and above 3 modules in year 1, 6 modules in year 2 and 6 modules and the dissertation in year 3. The date of withdrawal will be the date of receipt of a formal notification of withdrawal by the validating university.

### **Period of study**

The fees are calculated on the basis that the Masters degree will be completed within 3 years of commencing the course, the Postgraduate Diploma will be completed within 2 years of starting the course and the Postgraduate Certificate will be completed within 1 year of starting the course. Students who take longer to complete their studies will be charged £500 (£750 non-EU students) per year of continuing study.

Continuation fees will be applied as follows:

- Postgraduate Certificate – continuing beyond 1 September 2012.
- Postgraduate Diploma –continuing beyond 1 September 2013.
- Masters – continuing beyond 30th June 2014.

### **Audit Fees**

Students may attend modules in addition to those which they are studying for credit, by permission of the Programme Leader at the then current rates, presently £365 (residential, en-suite) and £210 (non-residential). Please note that students must give clear information on whether they are attending modules as part of their accredited study in advance of attendance.

### **Application Procedure**

Application for the course is made through the written application form. Interviews are normally held in the winter and spring before the commencement of the course. Candidates will be notified by the

Academic Administrator when a suitable time has been arranged. After interview the Programme Committee will consider all applications and students will be notified of their decision as soon as possible after that meeting. Owing to the demand for places, on being offered a place we require that students send us a £100 non-refundable deposit 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**

At present, Sarum College is not able to accept students from out with the UK/EU to study on any of our academic programmes, unless these students have already been granted the right to remain in the UK by the UK Border Agency. Students from outside the UK must provide evidence of their legal right to live and study in the UK prior to being accepted on this course. Sarum College is presently pursuing accreditation with the UK Border Agency to support international students and will amend this policy in the future.

(Dr) Mervyn Davies, *Programme Leader*