



SOWK14006 Professional Leadership in Human Services

Term 1 - 2017

Profile information current as at 20/05/2024 01:59 pm

All details in this unit profile for SOWK14006 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

This unit provides students with an overview of the ideas and practices of contemporary management and leadership and relates these to social work practice. Students should be able to critically analyse the role of social worker as a manager, evaluate management and leadership approaches, and explore alternative leadership strategies to assist in the integration of social work values and ethics alongside the role of the manager and specific agency requirements for the delivery of services. Students should be able to propose leadership models appropriate to social work practice contexts and provide relevant strategies to promote social work values and ethics, and collaborative leadership. Students will have opportunities in this unit to integrate their learning with experiences in the workplace or field education.

Details

Career Level: *Undergraduate*

Unit Level: *Level 4*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Successful completion of 48 credit points in any course and ability to draw on experience from field placement or work in human services.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2017

- Distance

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Written Assessment**

Weighting: 50%

2. **Written Assessment**

Weighting: 50%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Student evaluation

Feedback

Some students reported that they did not like the text book.

Recommendation

Review text book

Action

Textbooks were reviewed but none were identified as suitable.

Feedback from Student evaluation Personal feedback

Feedback

Students enjoyed the relevancy of the content to future social work practice. Additionally, students enjoyed the wide range of learning resources and the interaction by the lecturer in the weekly group discussions.

Recommendation

Continue to engage students in interactive teaching strategies throughout the course

Action

Used interactive teaching strategies to encourage student participation in course activities.

Feedback from Student evaluation

Feedback

Some students reported that the assessment items tried to cover too much scope

Recommendation

Review scope of content covered in the assessment items

Action

Reduced the scope of the assessment items and made assessments clearer.

Feedback from Student evaluation

Feedback

Students reported that they enjoyed the interactive group discussions and engagement by the lecturer in the group discussions

Recommendation

Lecturer to continue to participate in group discussions to encourage interaction with the course content

Action

Lecturer/Unit Coordinator continued to participate in group discussions.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Critically evaluate contemporary approaches to management within organisations where social work is practised including the trends and theories influencing these approaches.
2. Propose an ongoing management plan appropriate to social work practice contexts that promotes the integration of social work values and ethics and collaborative leadership, along with the role of manager/leader and specific agency requirements for service delivery.
3. Critically evaluate the limitations and potential of these proposals.
4. Produce appropriate leadership strategies for different cultural contexts including working in Indigenous contexts.
5. Create a personalised leadership framework appropriate to social work practice for ongoing critical reflection.
6. Critically reflect on leadership qualities and skills and articulate insights gained for future social work practice.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

 N/A Level	 Introductory Level	 Intermediate Level	 Graduate Level	 Professional Level	 Advanced Level
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Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Written Assessment - 50%	•	•	•	•		
2 - Written Assessment - 50%			•		•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving		•		•	•	•
3 - Critical Thinking	•	•	•	•	•	•
4 - Information Literacy	•	•		•		
5 - Team Work						
6 - Information Technology Competence						
7 - Cross Cultural Competence	•	•	•	•	•	•
8 - Ethical practice	•	•	•	•	•	•
9 - Social Innovation						
10 - Aboriginal and Torres Strait Islander Cultures						

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Written Assessment - 50%	•	•	•	•	•		•	•		
2 - Written Assessment - 50%	•	•	•	•	•		•	•		

Textbooks and Resources

Textbooks

SOWK14006

Prescribed

Social Work Management and Leadership: Managing complexity with creativity
(2010)

Authors: Lawler J., & Bilson, A.

Routledge

London , UK

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [Harvard \(author-date\)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

Paloma Cesare Unit Coordinator
p.cesare@cqu.edu.au

Schedule

Week 1 - 06 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to leadership	See Moodle - Study Schedule Week 1.	Commence weekly activities located in the study schedule on Moodle.

Week 2 - 13 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Management and leadership in the human services	See Moodle - Study Schedule Week 2.	

Week 3 - 20 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership, social work and practice contexts.	See Moodle - Study Schedule Week 3.	

Week 4 - 27 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership: Theoretical perspectives	See Moodle - Study Schedule Week 4.	

Week 5 - 03 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Leadership and culture See Moodle - Study Schedule Week 5.

Vacation Week - 10 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 17 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Ethical leadership in human services	See Moodle - Study Schedule Week 6.	Contemporary Leadership in Human Services Due: Week 6 Friday (21 Apr 2017) 11:45 pm AEST

Week 7 - 24 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership, power and influence	See Moodle - Study Schedule Week 7.	

Week 8 - 01 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Reflective practice for leadership	See Moodle - Study Schedule Week 8.	

Week 9 - 08 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership and change	See Moodle - Study Schedule Week 9.	

Week 10 - 15 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership: Relationships and collaboration	See Moodle - Study Schedule Week 10.	

Week 11 - 22 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership and evidence informed practice	See Moodle - Study Schedule Week 11.	

Week 12 - 29 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leadership: Supervision and ongoing professional development	See Moodle - Study Schedule Week 12.	Leadership framework for human services Due: Week 12 Friday (2 June 2017) 11:45 pm AEST

Review/Exam Week - 05 Jun 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 12 Jun 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Contemporary Leadership in Human Services

Assessment Type

Written Assessment

Task Description

In this academic paper you are required to:

- Critically analyse contemporary approaches to management in human service organisations and discuss the implications of these trends on social work practice which includes governance, markets and managerialism. Make specific reference to the context of practice in which you did field placement.
- Discuss the differences or similarities between leadership and management.

- Critically analyse and compare two leadership theories/approaches and evaluate the usefulness and relevancy of each to your field placement.

Include in your discussion:

- The appropriateness of each approach when working in different cultural contexts with specific reference to working in Indigenous contexts.
- The transferability of these approaches to other practice contexts giving consideration to the potentials and limitations.

Word Limit

1750 words (excluding references and appendices). You must remain within 10% of the word limit (maximum 1% of the mark will be deducted for every 100 words over or under this range).

Assessment Due Date

Week 6 Friday (21 Apr 2017) 11:45 pm AEST

Return Date to Students

Monday (8 May 2017)

Uploaded online through Moodle

Weighting

50%

Assessment Criteria

- Critically evaluate contemporary approaches to management within human service organisations and evaluates the difference between management and leadership.
- Critically evaluate and compare two leadership theories/approaches.
- Critically evaluate the usefulness of both leadership theories/approaches to other practice contexts and different cultural contexts, with specific reference to working in Indigenous contexts.
- Critically analyse the leadership theories/approaches in relation to the field placement experience.
- Demonstrates synthesis and integration of literature, strength and logic of argument, correct spelling (Macquarie) and punctuation with appropriate citation and referencing (Harvard).

Referencing Style

- [Harvard \(author-date\)](#)

Submission

Online

Submission Instructions

Online through Moodle

Learning Outcomes Assessed

- Critically evaluate contemporary approaches to management within organisations where social work is practised including the trends and theories influencing these approaches.
- Propose an ongoing management plan appropriate to social work practice contexts that promotes the integration of social work values and ethics and collaborative leadership, along with the role of manager/leader and specific agency requirements for service delivery.
- Critically evaluate the limitations and potential of these proposals.
- Produce appropriate leadership strategies for different cultural contexts including working in Indigenous contexts.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Cross Cultural Competence
- Ethical practice

2 Leadership framework for human services

Assessment Type

Written Assessment

Task Description

You are required to create your leadership framework/plan and demonstrate its application to the social work practice scenario provided. Students will draw on their reflective practice of leadership this term and how these insights have influenced their leadership approach.

Role of Student

You are a social worker with a community care service provider. You work in a multidisciplinary team that comprises of professions from nursing, occupational therapy, physiotherapy, dietetics, speech therapy and social work. You have been assigned the case manager role for Mrs Jenkins aged 52 years, who was recently discharged from the rehabilitation ward at the local hospital after experiencing a stroke three months ago. You continue to receive mixed feedback from your team, Mrs Jenkins, her friends and family about Mrs Jenkins's wellbeing since her return home and the current care plan in place. You arrange a special case planning meeting to address these issues.

Product

In an academic paper demonstrate the application of your leadership approach/framework to the case scenario ensuring you:

- Critically analyse the theories and approaches (including leadership theory) you might draw on, including your rationale for taking this approach.
- Apply knowledge of social work values and ethics into your leadership approach and provide examples of how you would do this.
- Critically evaluate your leadership approach including its potential and limitations.
- Draw on your research and reflective practice for leadership during the unit to discuss how the insights you have gained has influenced your leadership approach.
- Discuss the strengths and skills you bring to this situation and aspects that may be particularly challenging for you.
- Identify areas in leadership requiring further development and develop strategies to help you address these in your first year of practice.

Word Limit

2000 words (excluding references and appendices). You must remain within 10% of the word limit (maximum 1% of the mark will be deducted for every 100 words over or under this range).

Assessment Due Date

Week 12 Friday (2 June 2017) 11:45 pm AEST

Return Date to Students

Monday (12 June 2017)

Weighting

50%

Assessment Criteria

- Creates a personalised leadership framework appropriate to the social work practice situation for ongoing critical reflection.
- Demonstrates the integration of theory and social work values and ethics into the leadership plan.
- Critically evaluates the leadership plan with reference to human services and social work practice contexts.
- Critically reflects on leadership qualities and skills and articulates insights gained for social work practice.
- Demonstrates synthesis and integration of literature, strength and logic of argument, correct spelling (Macquarie) and punctuation, with appropriate citation and referencing (Harvard).

Referencing Style

- [Harvard \(author-date\)](#)

Submission

Online

Submission Instructions

Online through Moodle

Learning Outcomes Assessed

- Critically evaluate the limitations and potential of these proposals.
- Create a personalised leadership framework appropriate to social work practice for ongoing critical reflection.
- Critically reflect on leadership qualities and skills and articulate insights gained for future social work practice.

Graduate Attributes

- Communication

- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Cross Cultural Competence
- Ethical practice

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem