

Syllabus

Building and Managing an Effective Organization Professional Doctoral Seminar – CEAM 8303

Fall Trimester, 2008-2009
August 4-6, 2008

(Note: This seminar will be conducted CIV at the following campuses –
New Orleans, Orlando, Atlanta, and Little Rock)

New Orleans Baptist Theological Seminary
Division of Christian Education Ministries

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Mission Statement

The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries.

Course Description

This seminar offers useful and practical guidance in understanding church structure, diagnosing ministry effectiveness, and managing organizational change. Critical skills necessary for managing the organizational design, values, beliefs, and attitudes in the 21st century church will be discussed.

Course Objectives

By the completion of the course, each student will have had an opportunity to ...

1. To diagnose the social architecture of their church

2. To formulate an organizational design to facilitate a change process
3. To demonstrate knowledge of a change process model
4. To assess the strength and weaknesses of a church and its potential for development and growth

Texts

NOTE: Review the list of assignments before purchasing textbooks. Not all textbooks will be required by each participant in the class. Some books are assigned to specific alphabetic groupings.

Each student is to read the following textbooks and to be prepared to integrate their content into seminar discussions and presentations:

- (1) Anthony, Michael J., and James Estep, Jr. *Management Essentials for Christian Ministries*. Nashville: Broadman and Holman, 2005. (ISBN 0815431233)
- (2) Brand, Chad Owen, and R. Stanton Norman (ed.). *Perspectives on Church Government: Five Perspectives on Church Polity*. Nashville: Broadman and Holman, 2004. (ISBN 080542590-X)
- (3) Connellan, Tom. *Inside the Magic Kingdom: Seven Keys to Disney's Success*. Austin, TX: Bard Press, 1997. (ISBN 1-885167-23-7)
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- (4a) Collins, Jim. *Good to Great: Why Some Companies Make the Leap ... and Others Don't*. New York: HarperCollins, 2001. (ISBN 0-06-6620996)
And, Jim Collins's *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*. New York: Harper Collins, 2005. (ISBN 0977326403)

OR (See assignments)

- (4b) Deal, Terrence E., and Lee G. Bolman. *Reframing Organizations: Artistry, Choice, and Leadership* (3rd edition). San Francisco: Jossey-Bass, 2003. (ISBN 0787964271)

OR (See assignments)

- (4c) Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 1996. (ISBN 0-87584-747-1)

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(5a) Gostick, Adrian, and Chester Elton. *The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance*. New Press, 2007. (ISBN 0743290097)

OR (See assignments)

(5b) Kotter, John, and Holger Rathgeber. *Our Iceberg Is Melting*. New York: St. Martin's Press, 2005. (ISBN 0-312-36198-X)

OR (See assignments)

(5c) Lencioni, Patrick M. *Silos, Politics, and Turf Wars: A Leadership Fable about Destroying the Barriers that Turn Into Competition*. San Francisco: Jossey-Bass, 2006. (ISBN 0787976385)

OR (See assignments)

(5d) Watkins, Michael. *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*. Boston: Harvard Business School Press, 2003. (ISBN 1-59139-110-5)

Requirements

Before the Seminar

1. **Organizational Dynamics Book Critique:** Each student will prepare a four page critique and one page application summary of one of the four books listed above in item 5 according to the following schedule:

Last names beginning A-F: *The Carrot Principle*

Last names beginning G-I: *Our Iceberg Is Melting*

Last names beginning J-O: *Silos, Politics, and Turf Wars*

Last names beginning P-Z: *The First 90 Days*

Each critique should begin with a complete bibliographic entry and include a brief summary, strengths and weaknesses of the author's position, points of agreement and disagreement, and potential application to the student's personal ministry context. Also prepare a one to two page application summary of the assigned book for distribution to other participants in the seminar. This summary should identify at least five potential application points. For each point provide a one

paragraph explanation. Also discuss from a biblical and theological perspective the appropriateness of applying the organizational dynamic point to a church or ministry context. The summary portion to be distributed to other students may be single spaced.

Date Date: These book critiques and application summaries are due during the first session of the seminar, August 4, 2008.

2. **Executive Summary of Church Governance Perfectives:** Each student will prepare an executive summary of one of the approaches to church governance as identified in the *Perspectives* book. Specific chapter assignments will be available to students enrolled in the seminar by approximately July 1, 2008.

The executive summary should be single-spaced and approximately two pages in length. Begin with a two or three sentence summary of the assigned approach to church governance. Then identify key elements of the approach. Using an outline format with complete sentences is appropriate. Be sure to discuss the application and challenges to church administration (leadership, management, organizational design) of using the assigned approach to church governance. Prepare copies of the summary for all seminar participants. Be prepared to present the assigned approach during the seminar. (Note: This assignment does not require a formal book critique.)

Due Date: During the first session of the seminary, August 4, 2008.

3. **Content Outline:** Each student is to prepare a content outline of assigned chapters in the book *Management Essential for Christian Ministries*.

It is appropriate to single-space the outline. Use complete sentences and develop the content to the third level (i.e. -- I. A. 1.). Be sure to present key points identified in the book. In addition the student is to provide illustrations from actual church or ministry practice of how key points may be utilized. The illustrations may be of appropriate or inappropriate application. (Note: This assignment does not require a formal book critique.)

Chapter assignments will be available approximately July 1, 2007.

Students will highlight assigned materials during a brief in class presentation.

Due Date: This content outline is due during the first session of the seminar, August 4, 2008.

4. **Organizational Performance & Change Presentation:** Each student will present assigned chapters from the books *Reframing Organizations*, *Good to Great*, or *Leading Change*. Each presentation will be approximately ten minutes in length and should be accompanied by a printed summary to be distributed to all

seminar participants. Chapter assignments will be available approximately July 1, 2008.

Assignments will come from ...

Last names A-F: *Good to Great*

Last names G-L: *Reframing Organizations*

Last names M-Z: *Leading Change*

Date Due: During the week of the seminar, August 4-6, 2008.

During the seminar

5. **Seminar Presentations:** Each student will be assigned a portion of the textbooks for a presentation during the seminar. These presentations should be from the perspective of a practitioner in a ministry setting: local church, denomination, campus ministry, etc. The student should anticipate involving seminar participants in a discussion of the assigned material.
 - a. Presentation and discussion of *Organizational Dynamic Book Critique* material. (See #1)
 - b. Presentation of *Church Governance* material. (See #2)
 - c. Presentation of Content Outline from *Management Essentials*. (See #3)
 - d. Presentation of *Organizational Performance & Change Presentation* (See #4))

Due Date: The presentations will be scheduled throughout the seminar week, August 4-6, 2008.

6. **Seminar Participation:** Students are expected to be active participants in all sessions of the seminar. Note: The seminar actually begins with the receipt of the syllabus and continues through the material completed after the three day component. The seminar does not consist only of the three day session time component.

Following the seminar

7. **Evaluation of Church/Ministry Organizational Structure:** Each student will evaluate his current church or ministry organizational structure utilizing the seven key points of the book *Inside the Magic Kingdom*. Students should read the book before the in-class sessions. In this post-seminar assignment the student will list at least three organizational changes for their church or other ministry context for each of the seven key points. For each change briefly suggest an implementation plan. The report should conclude with approximately two pages of reflection by the student of how incorporating seminar content will impact their ministry

performance. It is anticipated that this report will be approximately seven pages in length.

Date Due: September 1, 2008.

Evaluation

Book Critique	10%
Executive Summary	10%
Content Outline	10%
Organizational Performance & Change Presentation	10%
Seminar Presentations	30%
Seminar Participation	10%
Evaluation Report	20%

Directed Study Component

In addition to the requirements above, students who desire to participate in this seminar on an “independent directed study” basis will complete the following additional requirements:

- (1) Prepare a videotaped version of your critique of the assigned *Organizational Dynamic* book. The presentation should be approximately 15 minutes in length. The tape should be received by the professor no later than July 31, 2008.
- (2) Prepare videotaped versions of the presentations listed in assignments # 2, 3, and 4. Each segment should be approximately fifteen minutes in length. The tape should be received by the professor no later than July 31, 2008.

Other assignments should be submitted as scheduled above.

Class Schedule:

The seminar is scheduled to meet from 1:00 to 7:00 p.m. (Central Daylight Saving Times) on Monday, August 4, 2008. Tuesday and Wednesday, August 5 and 6, the seminar will meet 8:00 – 11:00 a.m. and 1:00 – 4:00 p.m.