

Syllabus

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

Fall 2009 Trimester
August 3-5, 2009

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

New Orleans Baptist Theological Seminary

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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.

NOBTS Core Values and Core Value Focus

The Seminary's core values are: (1) Doctrinal Integrity, (2) Spiritual Vitality, (3) Mission Focus, (4) Characteristic Excellence, and (5) Servant Leadership. The 2009-10 core value focus is Spiritual Vitality.

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 organizational system of their church or ministry context
2. To formulate an organizational design to facilitate a change process
3. To utilize different organizational designs for application into a church/ministry setting.
4. To assess the strength and weaknesses of a church/ministry and its potential for development and growth

Textbooks

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 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: 0805431233)
- (2) Cockerell, Lee. *Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney*. New York: Doubleday, 2008 (ISBN: 0385523868)
- (3) 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)
- (4) Steinke, Peter L. *How Your Church Family Works: Understanding Congregations as Emotional Systems*. Herndon, VA: The Alban Institute, 2006. (ISBN: 1566993296)

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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, Re-issue Edition, 2009. (ISBN: 1439149178)

OR (See assignments)

(5b) 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)

(5c) 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)

Seminar Requirements

Before the Seminar

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

New Orleans Students: *The Carrot Principle*

Shreveport and Orlando Students: *Silos, Politics, and Turf Wars*

Atlanta Students: *The First 90 Days*

Each critique should begin with a complete bibliographic entry and include a brief summary of the book, 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 and a one paragraph discussion from a biblical and theological perspective the appropriateness of applying the organizational dynamic point to a church or ministry context. (Single-spaced, with a space between each paragraph, and no paragraph indentions).

Due Date: Students are to bring hard copies of the three-page critique for each professor on the first day of class (August 3, 2009). Students are to post the application summary on Blackboard no later than Friday, July 31, 2009, according to the instructions in the syllabus, for availability to the other students in the seminar.

2. **Reaction Paper for *How Your Church Family Works*:** Each student will prepare a three-page, single-spaced (utilizing the same format as Assignment #1) **Reaction** to the Steinke textbook *How Your Church Family Works*. The Reaction should involve a discussion of five (5) **key insights** from the book as applied to church organizational structure and five (5) **implications** for church organizations. (Note: This assignment does not require a formal book critique.)

Due Date: Students are to bring hard copies of the Reaction Paper for each professor on the first day of class and be prepared to discuss the insights and applications during the seminar.

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.)

Students will highlight assigned material in class presentations.

Part 2: Planning (chapters 3-8) – New Orleans Group 1 (Armstrong, Austin, Davis, Marshall)

Part 3: Organizing (chapters 9-13) – New Orleans Group 2 (Neal, Stewart, Townsend)

Part 4: Staffing (chapters 14-16) – Shreveport Students

Part 5: Directing (chapters 17-21) – Atlanta Students

Part 6: Evaluating (chapter 22-23) – Orlando Student

Due Date: Students are to post the Content Outline on Blackboard no later than Friday, July 31, 2009, according to the instructions in the syllabus, for availability to the other students in the seminar. Hard copies for the professors as usual.

4. **Organizational Performance:** Each student will read the textbook *Good to Great* by Collins and provide a list of ten (10) **Ministry Questions** (one-page) as related to a church ministry context, each referenced in the textbook by page

number or numbers. No hard copies or Blackboard postings required. However, students must be prepared to discuss their Ministry Questions during the seminar.

During the seminar

- 5. Seminar Presentations:** Each student will be involved in seminar presentations and discussions involving Assignments 1-4.
- 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 ten Strategies discussed in the book *Creating Magic*. In this post-seminar assignment the student will discuss at least two organizational changes for their church or other ministry context for each of the ten Strategies. For each change briefly suggest an implementation plan. The Evaluation 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 Evaluation will be approximately 10-12 pages, double-spaced, written according to Turabian 6th edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc.

Date Due: September 4, 2009.

Evaluation

Organization Dynamics Book Critique	20%
Reaction Paper	20%
Content Outline	20%
Organizational Performance	10%
Seminar Presentations/Participation	10%
Evaluation Report	20%

Directed Study Component

1. Organization Dynamics Book Critiques on all three books listed: *The Carrot Principle*; *Silos, Politics, and Turf Ward*; and *The First 90 Days*.

2. Reaction Paper on *How Your Church Family Works*, same as Assignment #2 above.
3. Content Outline of **ALL** 23 chapters of Management Essentials for Christian Ministries.
4. Write a three page book critique of *Good to Great* in addition to listing the ten ministry questions.
5. Evaluation Report as defined in Assignment #7 above.

Due Dates as defined above for Seminar Participants.

Class Schedule:

The seminar is scheduled to meet from 1:00 to 7:00 p.m. (Central Daylight Saving Times) on Monday, August 3, 2009, with no meal break. Tuesday and Wednesday, August 4 and 5, the seminar will meet 8:00 a.m. - 4:00 p.m. (Central Daylight Saving Times), with an appropriate Lunch Break.

How to Enroll in a Blackboard Course:

1. Know your course's specific COURSE ID: "CEAM8303", (no spaces) which is different from the COURSE NAME: "Building and Managing an Effective Organization"
2. Logon to [<http://courses.nobts.edu/webapps/login/>](http://courses.nobts.edu/webapps/login/)
3. Go to the COURSES tab in the top-left part of the web page.
4. In the COURSE SEARCH box, click the orange **GO!** button. This will bring you to the BROWSE COURSE CATALOG screen.
5. From the SEARCH CATALOG box search by "COURSE [ID] [CONTAINS]" and then type CEAM8303.
6. Click the square GO button instead of typing the Enter key on your keyboard. Now you will find a new area called SEARCH RESULTS, which should list your course.
7. Make sure that you find the specific COURSE ID you are looking for, and that it shows the correct COURSE NAME and INSTRUCTOR.
8. Click the ENROLL button. This will take you to the SELF ENROLLMENT screen.
9. Click the SUBMIT button.

Posting Assignments on a Discussion Board

1. Log-in to Blackboard.
2. Under MY COURSES, click on "Building and Managing an Effective Organization"

3. You will see a menu on the left side of the screen. Click on DISCUSSION BOARD.
4. On the discussion board page, click on the forum created for the specific assignment.
5. Under the title of the discussion board you will see several options. Click on THREAD.
6. On the ADD THREAD page complete Step 1—type the subject and any message you need to add.
7. Scroll down to Step 2 on the same page and click on ATTACH A FILE.
8. Choose the file you would like to attach.
9. Once you've written your message and chosen the file to attach, click SUBMIT.
10. Your thread and attached file will appear for any other students to access.

If you have any problems regarding Blackboard, call the NOBTS Institutional Technology Center (ITC) 800-662-8701, extension 8180 and ask for the "Blackboard Helpdesk."

Special Invitation: A FALL PLAN FOR READING THE BIBLE HAS BEEN INCLUDED. OUR CORE VALUE EMPHASIS FOR THIS YEAR AT NOBTS IS SPIRITUAL VITALITY. DR. KELLEY IS INVITING THE ENTIRE SEMINARY FAMILY TO READ THE BIBLE THROUGH TOGETHER. THERE IS NO FORMAL GRADE FOR THIS OPPORTUNITY BUT STUDENTS ARE ENCOURAGED TO PARTICIPATE.

Fall Semester Bible Reading Plan September 1, 2009 – December 19, 2009

SEPTEMBER

- 1 Genesis 1:1-2:25, Matthew 1:1-25, Psalm 1:1-6, Proverbs 1:1-4
- 2 Genesis 3:1-4:26, Matthew 2:1-23, Psalm 2:1-6, Proverbs 1:5-6
- 3 Genesis 5:1-6:2, Matthew 3:1-17, Psalm 2:7-12, Proverbs 1:7
- 4 Genesis 7:1-9:7, Matthew 4:1-20, Psalms 3:1-8, Proverbs 1:8-9
- 5 Genesis 9:8-10:32, Matthew 4:21-5:12, Psalm 4:1-8, Proverbs 1:10-14
- 6 Genesis 11:1-12:20, Matthew 5:13-32, Psalm 5:1-6, Proverbs 1:15-16
- 7 Genesis 13:1-15:6, Matthew 5:33-6:4, Psalm 5:7-12, Proverbs 1:17-19
- 8 Genesis 15:7-17:27, Matthew 6:5-24, Psalm 6:1-5, Proverbs 1:20-23
- 9 Genesis 18:1-19:22, Matthew 6:25-7:12, Psalm 6:6-10, Proverbs 1:24-27
- 10 Genesis 19:23-21:21, Matthew 7:13-8:4, Psalm 7:1-8, Proverbs 1:28-31
- 11 Genesis 21:22-23:20, Matthew 8:5-27, Psalm 7:9-17, Proverbs 1:32-33
- 12 Genesis 24:1-54, Matthew 8:28-9:17, Psalm 8:1-9, Proverbs 2:1-5
- 13 Genesis 24:55-26:11, Matthew 9:18-38, Psalm 9:1-6, Proverbs 2:6-8
- 14 Genesis 26:12-27:29, Matthew 10:1-20, Psalm 9:7-12, Proverbs 2:9-10
- 15 Genesis 27:30-29:12, Matthew 10:21-42, Psalm 9:13-20, Proverbs 2:11-15
- 16 Genesis 29:13-30:43, Matthew 11:1-19, Psalm 10:1-6, Proverbs 2:16-19
- 17 Genesis 31:1-55, Matthew 11:20-12:8, Psalm 10:7-12, Proverbs 2:20-22

- 18 Genesis 32:1-33:20, Matthew 12:9-37, Psalm 10:13-18, Proverbs 3:1-2
- 19 Genesis 34:1-35:29, Matthew 12:38-13:9, Psalm 11:1-3, Proverbs 3:3-4
- 20 Genesis 36:1-43, Matthew 13:10-35, Psalm 11:4-7, Proverbs 3:5-6
- 21 Genesis 37:1-38:30, Matthew 13:36-58, Psalm 12:1-5, Proverbs 3:7-8
- 22 Genesis 39:1-41:7, Matthew 14:1-21, Psalm 12:6-8, Proverbs 3:9-10
- 23 Genesis 41:8-42:4, Matthew 14:22-15:9, Psalm 13:1-6, Proverbs 3:11-12
- 24 Genesis 42:5-43:14, Matthew 15:10-39, Psalm 14:1-7, Proverbs 3:13-14
- 25 Genesis 43:15-44:34, Matthew 16:1-20, Psalm 15:1-5, Proverbs 3:15-16
- 26 Genesis 45:1-46:27, Matthew 16:21-17:13, Psalm 16:1-6, Proverbs 3:17-18
- 27 Genesis 46:28-48:22, Matthew 17:14-18:9, Psalm 16:7-11, Proverbs 3:19-20
- 28 Genesis 49:1-50:26, Matthew 18:10-35, Psalm 17:1-5, Proverbs 3:21-24
- 29 Exodus 1:1-2:25, Matthew 19:1-22, Psalm 17:6-12, Proverbs 3:25-26
- 30 Exodus 3:1-4:31, Matthew 19:23-20:19, Psalm 17:13-15, Proverbs 27-28

OCTOBER

- 1 Exodus 5:1-6:30, Matthew 20:20-21:11, Psalm 18:1-6, Proverbs 3:29-32
- 2 Exodus 7:1-8:32, Matthew 21:12-27, Psalm 18:7-12, Proverbs 3:33-35
- 3 Exodus 9:1-10:20, Matthew 21:28-46, Psalm 18:13-19, Proverbs 4:1-2
- 4 Exodus 10:21-12:36, Matthew 22:1-22, Psalm 18:20-24, Proverbs 4:3-4
- 5 Exodus 12:37-14:20, Matthew 22:23-46, Psalm 18:25-29, Proverbs 4:5-6
- 6 Exodus 14:21-16:20, Matthew 23:1-22, Psalm 18:30-36, Proverbs 4:7-9
- 7 Exodus 16:21-18:27, Matthew 23:23-39, Psalm 18:37-42, Proverbs 4:10-13
- 8 Exodus 19:1-20:26, Matthew 24:1-14, Psalm 18:43-50, Proverbs 4:14-17
- 9 Exodus 21:1-22:20, Matthew 24:15-35, Psalm 19:1-6, Proverbs 4:18-19
- 10 Exodus 22:21-24:18, Matthew 24:36-51, Psalm 19:7-14, Proverbs 4:20-22
- 11 Exodus 25:1-26:14, Matthew 25:1-13, Psalm 20:1-9, Proverbs 4:23-24
- 12 Exodus 26:15-28:14, Matthew 25:14-30, Psalm 21:1-7, Proverbs 4:25-27
- 13 Exodus 28:15-29:25, Matthew 25:31-26:5, Psalm 21:8-13, Proverbs 5:1-2
- 14 Exodus 29:26-30:38, Matthew 26:6-25, Psalm 22:1-5, Proverbs 5:3-6
- 15 Exodus 31:1-32:35, Matthew 26:26-50, Psalm 22:6-10, Proverbs 5:7-8
- 16 Exodus 33:1-34:35, Matthew 26:51-75, Psalm 22:11-15, Proverbs 5:9-10
- 17 Exodus 35:1-36:19, Matthew 27:1-23, Psalm 22:16-21, Proverbs 5:11-14
- 18 Exodus 36:20-37:29, Matthew 27:24-44, Psalm 22:22-26, Proverbs 5:15-17
- 19 Exodus 38:1-39:31, Matthew 27:45-66, Psalm 22:27-31, Proverbs 5:18-20
- 20 Exodus 39:32-40:38, Matthew 28:1-20, Psalm 23:1-6, Proverbs 5:21-23
- 21 Leviticus 1:1-3:17, Mark 1:1-20, Psalm 24:1-10, Proverbs 6:1-3
- 22 Leviticus 4:1-5:19, Mark 1:21-45, Psalm 25:1-7, Proverbs 6:4-5
- 23 Leviticus 6:1-7:21, Mark 2:1-22, Psalm 25:8-15, Proverbs 6:6-8
- 24 Leviticus 7:22-8:36, Mark 2:23-3:12, Psalm 25:16-22, Proverbs 6:9-11
- 25 Leviticus 9:1-11:12, Mark 3:13-35, Psalm 26:1-7, Proverbs 6:12-15
- 26 Leviticus 11:13-13:17, Mark 4:1-20, Psalm 26:8-12, Proverbs 6:16-19
- 27 Leviticus 13:18-14:14, Mark 4:21-41, Psalm Ps 27:1-6, Proverbs 6:20-22
- 28 Leviticus 14:15-15:12, Mark 5:1-20, Psalm 27:7-14, Proverbs 6:23-26
- 29 Leviticus 15:13-16:34, Mark 5:21-43, Psalm 28:1-5, Proverbs 6:27-29
- 30 Leviticus 17:1-19:10, Mark 6:1-20, Psalm 28:6-9, Proverbs 6:30-31

31 Leviticus 19:11-20:27, Mark 6:21-46, Psalm 29:1-6, Proverbs 6:32-33

NOVEMBER

- 1 Leviticus 21:1-22:33, Mark 6:47-7:16, Psalm 29:7-11, Proverbs 6:34-35
- 2 Leviticus 23:1-24:23, Mark 7:17-37, Psalm 30:1-6, Proverbs 7:1-3
- 3 Leviticus 25:1-55, Mark 8:1-21, Psalm 30:7-12, Proverbs 7:4-5
- 4 Leviticus 26:1-46, Mark 8:22-9:1, Psalm 31:1-8, Proverbs 7:6-8
- 5 Leviticus 27:1-34, Mark 9:2-29, Psalm 31:9-18, Proverbs 7:9-12
- 6 Numbers 1:1-54, Mark 9:30-50, Psalm 31:19-24, Proverbs 7:13-17
- 7 Numbers 2:1-3:16, Mark 10:1-22, Psalm 32:1-7, Proverbs 7:18-21
- 8 Numbers 3:17-4:20, Mark 10:23-45, Psalm 32:8-11, Proverbs 7:22-23
- 9 Numbers 4:21-5:31, Mark 10:46-11:11, Psalm 33:1-9, Proverbs 7:24-27
- 10 Numbers 6:1-7:29, Mark 11:12-33, Psalm 33:10-17, Proverbs 8:1-3
- 11 Numbers 7:30-89, Mark 12:1-27, Psalm 33:18-22, Proverbs 8:4-5
- 12 Numbers 8:1-10:10, Mark 12:28-44, Psalm 34:1-7, Proverbs 8:6-7
- 13 Numbers 10:11-11:35, Mark 13:1-20, Psalm 34:8-14, Proverbs 8:8-9
- 14 Numbers 12:1-14:4, Mark 13:21-37, Psalm 34:15-22, Proverbs 8:10-13
- 15 Numbers 14:5-45, Mark 14:1-21, Psalm 35:1-10, Proverbs 8:14-17
- 16 Numbers 15:1-41, Mark 14:22-42, Psalm 35:11-16, Proverbs 8:18-19
- 17 Numbers 16:1-50, Mark 14:43-72, Psalm 35:17-21, Proverbs 8:20-21
- 18 Numbers 17:1-19:8, Mark 15:1-21, Psalm 35:22-28, Proverbs 8:22-24
- 19 Numbers 19:9-21:9, Mark 15:22-47, Psalm 36:1-6, Proverbs 8:25-26
- 20 Numbers 21:10-22:41, Mark 16:1-20, Psalm 36:7-12, Proverbs 8:27-29
- 21 Numbers 23:1-24:25, Luke 1:1-23, Psalm 37:1-6, Proverbs 8:30-31
- 22 Numbers 25:1-26:22, Luke 1:24-56, Psalm 37:7-13, Proverbs 8:32-33
- 23 Numbers 26:23-65, Luke 1:57-80, Psalm 37:14-20, Proverbs 8:34-36
- 24 Numbers 27:1-28:31, Luke 2:1-20, Psalm 37:21-26, Proverbs 9:1-2
- 25 Numbers 29:1-30:16, Luke 2:21-38, Psalm 37:27-33, Proverbs 9:3-6
- 26 Numbers 31:1-54, Luke 2:39-52, Psalm 37:34-40, Proverbs 9:7-9
- 27 Numbers 32:1-42, Luke 3:1-20, Psalm 38:1-8, Proverbs 9:10-12
- 28 Numbers 33:1-56, Luke 3:21-38, Psalm 38:9-14, Proverbs 9:13-15
- 29 Numbers 34:1-35:34, Luke 4:1-21, Psalm 38:15-22, Proverbs 9:16-18
- 30 Numbers 36:1- Deuteronomy 1:46, Luke 4:22-44, Psalm 39:1-6, Proverbs 10:1-2

DECEMBER

- 1 Deuteronomy 2:1-3:29, Luke 5:1-20, Psalm 39:7-13, Proverbs 10:3-5
- 2 Deuteronomy 4:1-49, Luke 5:21-6:11, Psalm 40:1-5, Proverbs 10:6-8
- 3 Deuteronomy 5:1-6:25, Luke 6:12-36, Psalm 40:6-10, Proverbs 10:9-11
- 4 Deuteronomy 7:1-8:20, Luke 6:37-7:10, Psalm 40:11-17, Proverbs 10:12-14
- 5 Deuteronomy 9:1-10:22, Luke 7:11-35, Psalm 41:1-6, Proverbs 10:15-17
- 6 Deuteronomy 11:1-12:19, Luke 7:36-8:3, Psalm 41:7-13, Proverbs 10:18-21
- 7 Deuteronomy 12:20-14:21, Luke 8:4-25, Psalm 42:1-11, Proverbs 10:22-25
- 8 Deuteronomy 14:22-16:22, Luke 8:26-56, Psalm 43:1-5, Proverbs 10: 26-27
- 9 Deuteronomy 17:1-19:13, Luke 9:1-22, Psalm 44:1-8, Proverbs 10:28-30

- 10 Deuteronomy 19:14-21:23, Luke 9:23-45, Psalm 44:9-16, Proverbs 10:31-32
- 11 Deuteronomy 22:1-23:25, Luke 9:46-62, Psalm 44:17-26, Proverbs 11:1-4
- 12 Deuteronomy 24:1-26:19, Luke 10:1-24, Psalm 45:1-5, Proverbs 11:5-6
- 13 Deuteronomy 27:1-28:14, Luke 10:25-11:4, Psalm 45:6-12, Proverbs 11:7-8
- 14 Deuteronomy 28:15-68, Luke 11:5-28, Psalm 45:13-17, Proverbs 11:9-11
- 15 Deuteronomy 29:1-30:20, Luke 11:29-54, Psalm 46:1-11, Proverbs 11:12-13
- 16 Deuteronomy 31:1-29, Luke 12:1-21, Psalm 47:1-9, Proverbs 11:14-15
- 17 Deuteronomy 31:30-32:52, Luke 12:22-40, Psalm 48:1-7, Proverbs 11:16-18
- 18 Deuteronomy 33:1-34:12, Luke 12:41-59, Psalm 48:8-14, Proverbs 11:19-21
- 19 Joshua 1:1-3:17, Luke 13:1-21, Psalm 49:1-9, Proverbs 11:22-23