



## **Building and Managing an Effective Organization**

### **Professional Doctoral Seminar – CEAM 8303**

### **New Orleans Baptist Theological Seminary**

Winter Trimester March 1-3, 2021.

Jody Dean, PhD

Associate Professor for Christian Education  
Senior Regional Associate Dean for Extension Centers  
New Orleans Baptist Theological Seminary  
Frost Building 200A  
3939 Gentilly Blvd.  
New Orleans, LA 70126  
(504) 282-4455 Ext. 3349  
jdean@nobts.edu

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#### **Mission Statement**

*New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.*

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#### **Purpose of the Course**

The purpose of this course is to study organizational theories and practice applicable to the local church or ministry context. Topics of discussion include volunteer enlistment, leader training, church staffing, administrative guidelines and managing change. Special attention is given to organizational purpose and design.

#### **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 21<sup>st</sup> century church will be discussed.

#### **Student Learning Outcomes**

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

1. To be able to diagnose the organizational system of their church or ministry context.
2. To formulate an organizational design to facilitate a change process in ministry.
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 be prepared to integrate their content into seminar discussions and presentations:

Bolman, Lee G. and Terrence E. Deal. *Reframing Organizations 6<sup>th</sup> Ed.* Hoboken, NJ: Jossey-Bass, 2017.

Bolsinger, Tod. *Canoeing the Mountains.* Downers Grove, IL: IVP Books, 2015.

Morgan, Tony. *The Unstuck Church.* Nashville, TN: Thomas Nelson, 2017.

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### **And one of the following as assigned:**

(4a) Browning, Dave. *Deliberate Simplicity: How the Church Does More by Doing Less.* Grand Rapids, MI: Zondervan, 2009.

(4b) Deymaz, Mark. *The Coming Revolution in Church Economics.* Grand Rapids, MI: Books, 2019.

(4c) Scroggins, Clay. *How to Lead When You're Not in Charge.* Grand Rapids, MI: Zondervan, 2017.

## Seminar Requirements

### *Before the Seminar*

- 1. Content Outline:** Review the Reframing Organization text and create a framework for a church for a healthy organization that factors the framework for the structure, human resource, and leadership practices in light of a shifting culture and changing ministry environment. This assignment should be 3-4 pages in length double spaced and each colleague will present their perspective during seminar discussions.
- 2. Book Summary:** Each student will complete a two page application handout of "Canoeing the Mountains."

Each summary should include a brief summary of the book, key ideas and principles, strengths and weaknesses of the author's position, points of agreement and disagreement.

The application insert should be related to the student's personal ministry context and should identify at least five potential application points. Headlines and bullet points should be cited on the reverse side with adequate space for notes by class members.

**Due Date:** Students are to post the application summary on Blackboard no later than Monday March 1, 2020.

- 3. Reaction Paper.** Each student will be assigned either *Deliberate Simplicity*, *The Coming Revolution in Church Economics*, or *How to Lead When You're Not in Charge* as a practical application text book. Students will prepare a two-page, single-spaced **Reaction** to the assigned book. 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 full-book critique.)

**Due Date:** Students are to submit their paper in Blackboard on the first day of class and be prepared to discuss the insights and applications during the seminar.

- 4. Organizational Assessment and Improvement.** Each student will write a one page case study of a specific organizational issue or area of needed improvement in their current or previous ministry setting. Copies of the case study will be made available to seminar participants through Blackboard. Please do not include names of individuals. Be prepared to present in 7-10 minutes during our seminar meeting. This is a single space non Turabian formatted assignment.

### *During the seminar*

**Seminar Presentations:** Each student will be involved in seminar presentations and discussions involving Assignments 1-4.

**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*

- 5. Application of Organizational Principles.** Each student will evaluate his current church or ministry organizational structure utilizing the ideas and principles discovered and discussed during the seminar. A 5-6 page application paper outlining appropriate actions to address the issue or improvement prepared and presented as a **case study (assignment 4)**. This paper should be double-spaced, written according to Turabian 8<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc.  
**Date Due: March 22, 2020.**

- 6. Evaluation of Church/Ministry Organizational Structure** Each student will evaluate his current church or ministry organizational structure utilizing the strategies discussed in the book *The Unstuck Church*. In this post-seminar assignment the student will discuss one organizational change for their church or other ministry context. Also any systems that the church needs to developed or retooled should be discussed. For each change briefly suggest an implementation plan. The valuation should conclude with approximately two pages of reflection by the student of how incorporating seminar content will impact their ministry performance. The evaluation will be approximately 5-6 pages, double-spaced, written according to Turabian 8<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc. **Date Due: March 29, 2020.**

### Evaluation

Reframing Organizations Content Outline	15%
Book Summary “Canoeing the Mountains	15%
Reaction Paper (Assigned Text from list of 3)	15%
Organization Assessment/Case Study Report	15%
<i>Application of Organizational Principles</i>	20%
Evaluation of Church/Ministry Organizational Structure	20%

**Class Schedule:** (specific assignments are subject to change)

The seminar is scheduled to meet from 1:00 to 9:00 p.m.(CST) on Monday March 1, 2021. Tuesday and Wednesday, March 2-3, 2021, the seminar will meet 8:00 a.m.- 4:00 p.m. (CST).

### Monday

1:00-1:20pm	Introductions and Seminar Overview
1:20-1:45pm	Biblical/Theological Backgrounds
1:45-2:10pm	<i>Reframing Organizations</i> Group Coordination.
2:10-3:00pm	Planning & Organizing
3:00-3:15 pm	Break
3:15-4:15pm	Staffing & Evaluating
5:00-6:30pm	Break for dinner
6:30-9:00pm	Case Study Presentations

## Tuesday

8:00-8:30am	Devotion & Review
8:30-9:15am	Presentation Preparation (group work)
9:15-10:00am	Presentation <i>Canoeing the Mountains</i>
10:00-10:15am	Break
10:15-11:45am	Presentations: <i>Coming Revolution in Church Economics</i>
11:45-1:00pm	Lunch
1:00-1:30pm	<i>TED talk on Healthy Organizations</i>
1:30-2:30pm	Discussion and Dialogue
2:30-2:45pm	Break
2:45-4:00pm	Talking Points

## Wednesday

8:00-8:30 am	Devotion & Review
8:30-9:45am	Presentation: <i>Deliberate Simplicity</i>
9:45-10:15am	Break
10:15-11:00am	Presentation
11:00-11:45am	Discussion and Dialogue <i>Leading and Positions/Structure</i>
10:45-11:45am	Lunch
1:00-2:30pm	Strategic Structure Forecast <i>The Unstuck Church</i>
2:30-2:45pm	Break
2:45-4:00pm	Wrap up, unfinished business, follow up assignments.

Directed Study:

Options can be discussed with the professor as needed.