



STRATEGIC LEADERSHIP & ORGANIZATIONAL
CHANGE: PMCL9400 / CEAM9401
New Orleans Baptist Theological Seminary
PhD Seminar – Christian Leadership Major

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

Purpose of the Course

The purpose of this seminar is to provide quality theological education for students in the area of strategic leadership and organizational change in the context of a local church, a denominational entity, or a ministry organization.

Core Value Focus

Doctrinal Integrity – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

Spiritual Vitality – We are a worshiping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

Mission Focus – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

Characteristic Excellence – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

Servant Leadership – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For the 2019-2020 academic year that Core Value is *Spiritual Vitality*.

Curriculum Competencies Addressed

This course will address the following curriculum competencies:

1. *Interpersonal Skills*: Understand how to build relationships with other ministry leaders within a local church, denominational entity, or ministry organization.

2. *Servant Leadership*: Determine how the local church leaders and ministry managers can serve one another while still providing the appropriate leadership required for the effectiveness of operation, management, and ministry.
3. *Spiritual and Character Formation*: As a leadership team intentionally “grow up in all things into Him who is the head – Christ” (Eph. 4:15b, NKJV).

Course Description

This seminar will involve studying and researching strategic leadership theory and its applications and implications upon churches and ministry organizations. Strategic dimensions of leadership to be examined include strategic thinking, foresight, influence, team-building, and action. The seminar will explore also the leadership disciplines required to initiate and implement successful organizational change. Attention will be given to creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Student Learning Outcomes

By the end of this seminar, the student should be able to:

1. Define strategic leadership and analyze its impact upon churches and ministry organization.
2. Define organizational change and understand the leadership disciplines required to initiate and implement successful change.
3. Synthesize strategic thinking, foresight, influence, team-building, and action into a comprehensive philosophy and theology of strategic leadership.

Required Readings

The following texts and resources are required reading for class discussions and assignment completion. They must be read in their entirety unless otherwise specified.

Strategic Leadership Texts

Burns, John S., John R. Shoup, and Donald C. Simmons, Jr., Editors. *Organizational Leadership: Foundations and Practices for Christians*. Downers Grove, IL: Intervarsity, 2014.

Goodwin, Doris Kearns. *Leadership in Turbulent Times*. New York: Simon and Schuster, 2018. (To be used with Assignment 3.)

Hughes, Richard L., Katherine Colarelli Beatty, and David L. Dinwoodie. *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*. Second Edition. San Francisco: Jossey-Bass, 2014.

Steinke, Peter L. *Uproar: Calm Leadership in Anxious Times*. Lanham, MD: Rowman & Littlefield, 2019.

Organizational Change Texts

Anderson, Donald L. *Organizational Development: The Process of Leading Organizational Change*. 5th Edition. Thousand Oaks, CA: Sage Publications, 2019.

Bridges, William. *Managing Transitions: Making the Most of Change*, 4th ed. Philadelphia: Da Capo, 2016.

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing Group, 2018.

Kotter, John P. *Leading Change*. Boston: Harvard Business Review Press, 2012. **Note:** Please utilize this 2012 version, updated and with a new preface by Kotter, instead of the original 1996 version.

Course Teaching Methodology

Units of Study

- I. Foundational Concepts of Strategic Leadership and Organizational Change
- II. Leadership in the Context of the Christian Organization
- III. Theory and Practice of Strategic Leadership and Organizational Change

Teaching Method

The format of the seminar is student research, writing, and report and discussion with professional referee by the faculty conveyor. Students will be expected to present a synthesis of required text, conduct a case study, write a major paper and submit a reflection paper. Students are expected to engage in scholarly research, participate in class discussion, and offer peer evaluation of major paper. All students will be expected to make presentations and lead in discussion of their assigned or selected topics.

Assignments and Evaluation Criteria

Students must register for this course on Blackboard and complete all pre-work required on the site. Directions for registering and submission of papers will be provided at the beginning of the semester. Submission of the following assignments will be via Blackboard.

1. Leadership Concepts: Presentation

Students will read **all** required texts and extrapolate and synthesize four (4) key concepts from **each** of the two textbook areas: strategic leadership and organizational change. Students are expected to create a multimedia presentation for each area. The presentations will highlight the concepts identified. The presentations should be interactive in nature reflecting the scope/content of all textbooks. The two presentations are to be submitted to the professors through Blackboard two days prior to the first seminar meeting. Following Seminar Session 1 students will be asked to post their presentations in the Discussion Board on Blackboard for access by other students.

2. Research Question

Students will submit a Research Question for the major paper within a week following the first seminar meeting. This assignment will address SLO#1.

3. Contextualizing Leadership: Case Study

Students will be assigned a leadership and organizational change situation from which to develop a case study. Situations may include major change in a local church, a denominational entity, a Christian higher education institution, or a para-church organization. Students will work independently and collaboratively in small groups to produce individual case study reports and a group presentation. Students are to analyze the assigned case study utilizing the leadership styles and principles identified in *Leadership in Turbulent Times*. The case study report should include a description/narrative of the context (setting) (3-4 pages), identification and application of the leadership principles from Goodwin (6-8 pages), and a conclusion addressing lessons learned (3-4 pages). Total page count approximately 12-15 pages. The individual reports are due 2 days prior to the 2nd seminar meeting. (Submit through Blackboard) Students will also present a collaborative group report of the case study at the seminar meeting. Also prepare a one-page bullet list summary of the case study to guide the class discussion. This assignment will address SLO#3.

4. Theory and Practice of Strategic Leadership and Organizational Change: Major Paper

Students will write a 30-35 page research paper on a topic (research question) dealing with strategic leadership and/or organizational change in either the local church, Christian organization, or Christian institution of higher education. The paper will include:

- a. A biblical rationale for strategic leadership should be included as a foundation for the particular area of study the student has chosen to research.
- b. A complete discussion of strategic leadership and/or organizational change with reference to the effect of specific variables researched. Other topics can also be explored and if the student desires to expand the variables (that license is permissible.)
- c. Specific examples of effective application for the context for which the paper addresses should be explored and explained. (context: local church, non-profit or church affiliated, or institution)

Students will post their papers in BlackBoard two days prior to the seminar meeting assigned for the presentation. Students will be assigned a presentation time in either the third or fourth seminar meeting. The seminar presentation of the selected research should be creative and not a recitation of the paper (the paper will already have been read). Seek to involve the seminar participants in a meaningful dialogue and discussion. The presentation and discussion should last no longer than 30-40 minutes and then followed by peer/professor evaluation. Peer evaluators will be assigned for each paper and presentation to evaluate documents for content, writing and formatting. The assessment rubric (google forms) will be available through BB and should be completed prior to seminar attendance. This assignment addresses SLO#2

5. Leadership Awareness: Reflection Paper

At the conclusion of the seminar students will write a reflection paper (3-5 pages) detailing the acquisition, application and appreciation of the disciplines under consideration in this class. First person is permitted for this assignment only.

Course Policies

Academic Policies: Academic policies relate to absences, grading scale, final examination schedules, and other topics can be found in the current online catalog: [New Orleans Baptist Theological Seminary Graduate Catalog](#).

Absences: Absences are not permitted. You must see the Associate Dean, Research Doctoral Programs, for any exception to this policy.

Academic Honesty Policy: All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

Assignment Formatting: Unless otherwise noted, all assignments are to be created in Turabian format. All written assignments must be Word or PDF documents, written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font.

Assignment Grading: Assignments requiring grading will be returned to the student within a reasonable period of time. Student feedback on graded assignments will be provided through the grading rubric located in the student's Blackboard Grade Book. The student will find comments in the grading rubric, as well as on graded paper assignments.

Assignment Submission: All assignments are to be submitted to Blackboard 11:59 pm of the assignment posting date. Do not send files as attachments via email to the professor. For technical reasons, this mode of file transmission is extremely inefficient.

Cell phones: Phones must be silenced during class time. The use of a cell phone for the purposes of texting, email or other social media is not permitted. Anyone who is observed text messaging or using an electronic device during class may be asked to drop the course

Classroom Decorum: Your participation is required for every session. You are expected to:

- Come to the sessions with a constructive point of view, prepared to interact with the readings and resources related to the course topic.
- Dress appropriately and in accordance with the NOBTS Student Handbook.
- Turn off cell phones and not accept any calls and/or text messages during class.
- Utilize laptops and other technology for class purposes only.
- Maintain confidentiality when someone shares personal information.

Grading Scale: Your final grade will be based on your total accumulation of points as indicated under the *Assignments and Evaluation Criteria* section of this syllabus according to the grading scale in the NOBTS 2019-2020 catalog.

A 93-100 B 85-92 C 77-84 D 70-76 F 69 and below

Late Assignments: Only under extreme circumstances, and with prior approval, will a late assignment be accepted. Late assignments will be assessed an initial 10-point penalty and 1 point for each day after the due date. No assignments will be accepted more than two weeks after the original due date. Missed presentations may not be made up.

Netiquette: Netiquette refers to appropriate online behavior in Blackboard or other online discussions. Each student is expected to demonstrate appropriate Christian behavior when working online on Discussion Boards or whenever interaction occurs through web, digital, or other electronic medium. The student is expected to interact with other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.

Plagiarism: NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

Recording Policy: Recordings of class, including any audio and/or video recordings, regardless of the media or format, and regardless of the intended or actual use, are not permitted without prior written permission of the professor. The class will be notified in advance should any such recording be approved. This policy is intended to protect the privacy of the students.

Revision of the Syllabus: The course syllabus is not a legal contract. Any syllabus revision will be preceded by a reasonable notice to students. The standards and requirements set forth in this syllabus may be modified at any time by the professor. Notice of such changes will be by announcement in class or by email notice.

Withdrawal from the Course: The administration has set deadlines for withdrawal. These dates and times are published in the academic calendar. Administration procedures must be followed. You are responsible to handle withdrawal requirements. A professor can't issue a withdrawal. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in the course if you choose not to attend once you are enrolled.

Additional Information:

Blackboard and SelfServe: You are responsible for maintaining current information regarding contact information on Blackboard and SelfServe. The professor will utilize both to communicate with the class. Blackboard and SelfServe do not share information so you must update each. Assignment grades will be posted to Blackboard. **Students will self-enroll in the Blackboard shell for this course.**

Correspondence with the Professor: Every effort is made to respond to emails and phone calls within 24-48 hours, excluding weekends. Please feel free to contact the professor(s) with any question you may have regarding this course.

Help for Writing Papers at "The Write Stuff"

This is the official NOBTS Writing Center online help site for writing academic papers and essays. <http://www.nobts.edu/writing/default.html> You will discover writing guides, tips, and valuable information to help you become a better writer. Go here for Turabian and APA style helps and guidelines. You will also find language fonts for Greek and Hebrew.

Hurricane/Severe Weather Evacuation: For up-to-date weather information stay tuned to:

- WBSN FM-89.1
- WWL Channel 4
- WWL AM-870
- www.nobts.edu

Mandatory Evacuation: Hurricane season lasts from June 1 to November 30. If the Mayor or the President of NOBTS recommends that you leave the city, then do so. If a mandatory evacuation is called everyone except emergency personnel must leave. Staying on campus is not an option. See the *Student Handbook* for further information regarding hurricane preparedness, evacuation, and shelter.

NOBTS Emergency Text Messaging Service: Once you have established a SelfServe account you may sign up for the NOBTS emergency text messaging service by going to <http://nobts.edu/NOBTSEmergencyTextMessage.html>.

Special Needs: If you need an accommodation for any type of disability, please set up a time to meet with the professor(s) to discuss any modifications that you may need and we are able to provide.

Technical Support: For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

- Selfserve@nobts.edu - Email for technical questions/support request for help with the site (Access to online registration, financial account, online transcript, etc.).
- BlackboardHelpDesk@nobts.edu - Email for technical questions/support requests with the NOBTS Blackboard System.
- [Student Bb Help](#) - Visit for student assistance in using Blackboard.
- ITCSupport@nobts.edu – Email for general technical questions/support requests.
- www.NOBTS.edu/itc/ - View general NOBTS technical help information on this website.

Assignment Format

Unless otherwise specified in this syllabus, all papers will be produced in a digital format. The student should utilize the writing style of Turabian 8th edition or newer. Papers will be created in accordance with the standards established in the Doctoral Program Handbook. Copies of all papers will be distributed to each member of the seminar via BlackBoard. A copy of any PowerPoint presentation, in hand-out format, will be provided the professors before the presentation begins.

Course Schedule

Four seminar sessions will convene:

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|----------------------------|---------------|---|
| Thursday, February 6, 2020 | 8am – 5pm CST | Leadership Concepts: Presentations |
| Thursday, March 5, 2020 | 8am – 5pm CST | |
| Thursday, April 2, 2020 | 8am – 5pm CST | Contextualizing Leadership: Case Study |
| Thursday, May 7, 2020 | 8am – 5pm CST | Theory and Practice: Major Paper |
| Post Seminar: | | Theory and Practice: Major Paper |
| | | Leadership Awareness: Reflection Paper |

Evaluation of Grade

The student's grade will be computed as follows:

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| Leadership Concepts: Presentation | 15% |
| Leadership Contextualization: Case Study | 20% |
| Leadership Research: Major Paper | 55% |
| Leadership Awareness: Reflection Paper | 10% |

Selected Bibliography

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- Anderson, Leith. *A Church for the 21st Century*. Minneapolis, MN: Bethany, 1992.
- _____. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.
- _____. *The Effective Pastor*. Chicago, IL: Moody Press, 1985.
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