



Building and Managing an Effective Organization: CEAM9403
New Orleans Baptist Theological Seminary
Christian Education Division

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Spring 2010

Friday: 1-9 p.m.; Saturday: 8-11 a.m.
2/19-20, 4/9-10, 4/30-5/1

*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.*

Purpose of the Course and Core Value Focus

The purpose of this course is to provide quality theological education for students in the area of advanced administration skill in the context of the local church. The course will emphasize the seminary's current core value focus assigned annually by the Administrative Council

Curriculum Competencies Addressed

This course will address the following curriculum competencies:

1. *Interpersonal Skills*: Understand how to build relationships with other ministry leaders within the local church.
2. *Servant Leadership*: Determine how the local church leaders can serve one another while still providing the appropriate leadership required for the local church at large.
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 guides students in the understanding, evaluation, and research of management systems utilized in churches, Christian organizations, denominational entities, and Christian higher education institutions. Special attention is given to diagnosing organizational health and guiding productive change. The seminar explores the impact of various forms of church governance on management expressions in churches and the denomination.

Learning Objectives

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

1. *Prioritize* leadership principles that will personally enable them to be successful in their respective ministry settings.
2. *Synthesize* their analysis of the leadership principles integral to successful ministry in their respective ministry settings.
3. *Develop* a model of building and managing an effective organization.

Course Teaching Methodology

This course will utilize a lecture and interactive discovery-learning format.

Required Readings

The following text and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified. All text should be read prior to the first day of class (2/19/10).

Required Texts

Berkley, James D. *Leadership Handbook of Management and Administration*. Revised and Expanded Edition. Grand Rapids: Baker Books, 2007.

Brand, Chad Owen, and R. Stanton Norman. *Perspectives on Church Government: Five Views of Church Polity*. Nashville: Broadman & Holman, 2004.

Cockerell, Lee. *Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney*. New York: The Doubleday Publishing Group, 2008.

Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Leading Human Resources*. 9th ed. Upper Saddle River, NJ: Prentice Hall, 2007.

Kotter, John P. *A Sense of Urgency*. Boston: Harvard Business, 2008.

Mancini, Will. *Church Unique: How Missional Leaders Cast Vision, Capture Culture, and Create Movement*. San Francisco: Jossey-Bass, 2008.

Marston, Cam. *Motivating the "What's In It For Me?" Workforce: Manage Across the Generational Divide and Increase Profits*. Hoboken, NJ: John Wiley, 2007.

White, James Emery. *Rethinking the Church*. Grand Rapids: Baker Book, 2003.

Assignments and Evaluation Criteria

The following learning activities and assessments are to be completed as described below by the scheduled dates.

Assignment Formatting

- Unless otherwise noted, type all assignments according to Turabian format.
- All papers must be written in third person.
- Use 12 point Times New Roman font.
- Use the same number of references as assigned pages.
- Use correct spelling and grammar.
- Use proper pagination.
- Include your name on the *Cover Page*.
- Staple assignments together as necessary or as required (*no report covers please*).
- Write the *full* assignment.

Required Assignments Summary – 100 points

All 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.

- Personal Leadership and Management Principles Critical Reflection Paper and Presentation - *30 points: Due: 2/8*
- Leadership Management Model for Ministry Organizational Health Paper and Presentation- *30 points Due: 3/29*
- Strategic Leadership and Management Handbook for Ministry Organizational Health Paper and Presentation - *40 points: Due: 4/19*

Personal Leadership and Management Principles Critical Reflection Paper and Presentation - 30 points

The student will create a critical reflection paper synthesizing 12 – 15 leadership and management principles derived from the course readings as well as personal research, ministry and life experience. (The student must be able to validate his or her experience.) These principles will guide the student in the understanding, evaluation, and research of management systems utilized in churches, Christian organizations, denominational entities, and Christian higher education institutions with preference given to their own personal ministry settings. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings via PowerPoint during the seminar. **Pay close attention to the Assignment Formatting section of this syllabus!**

Leadership Management Model for Ministry Organizational Health Paper and Presentation- 30 points

The student will use the revised principles from the previous paper in the creation of a ministry model for ministry organizational health. Effective direction should be given for the reader to be able to utilize and implement this model in his or her own respective ministry. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings via PowerPoint during the seminar. **Pay close attention to the Assignment Formatting section of this syllabus!**

Strategic Leadership and Management Handbook for Ministry Organizational Health Paper and Presentation - 40 points

Utilizing the two previous papers the student will create an extensive handbook that will cover what he or she considers to be the important components of building and managing an effective organization in his or her respective setting. Turabian need not be followed for this assignment. Further instruction will be given during the seminar. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings via PowerPoint during the seminar.

Classroom Decorum

Participation is required for every course session due to the interactive learning format of the course. A positive attitude can only enhance the learning experience. Therefore, for the purposes of this class, a *positive attitude* and *participation* are defined as productive and interactive engagement with classroom presentations and classroom dialogues throughout a full course session. You cannot participate effectively if you are not focused on the subject matter while in the classroom. Consequently, the student is expected:

- To come to class with a constructive point of view, prepared to interact with the readings and resources on the course topic in discussion groups and classroom dialogues.
- To dress appropriately and in accordance with the NOBTS Student Handbook.
- To turn off cell phones and not to accept any phone calls and text messages during class.
- To use laptops appropriately during class.
- ***Please remember you are PhD students!***

Course Policies

The following policies will to be observed in the duration of this course:

Absences and Late Assignments

Absences are not permitted and late assignments will not be accepted. Assignments must be submitted at the beginning of the seminar on the day due. No grades of Incomplete will be issued for this course.

Professors' Covenant

The intent of this syllabus is to accurately provide the course description, learning objectives, readings, assignments and evaluation standards, course policies, reference list, and other information necessary for students to appraise the course. During the course of the term, the professors will relate to each student as an individual. Moreover, he reserves the right to amend any part of this syllabus, as he may deem necessary due to events and circumstances that transpire during the semester, with the exceptions of increasing the assignments or expectations of the course.

Student's Covenant

I have received a copy of the syllabus for Building and Managing an Effective Organization CEAM 9403 for the Spring 2010 semester. I have read the syllabus and have been offered an opportunity to ask questions about it. I understand, agree and realize that I am entirely responsible for completing to the requirements in this syllabus. I will be faithful to the tasks before me.

Name _____ Date _____

Selected Reference List

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- _____. *The Effective Pastor*. Chicago, IL: Moody Press, 1985.
- _____, Jack Hayford, and Ben Patterson. *Who's in Charge?* Sisters, OR: Multomah Press, 1993.
- Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Massachusetts: Human Resources Development Press, Inc., 1992.
- Anderson, Robert C. *Circles of Influence*. Chicago, IL: Moody Press, 1991.
- Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.
- Augsburger, David. *Caring Enough to Confront*. Pennsylvania, Scottdale: Herald Press, 1981.
- Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004.
- Barber, Cyril J. *Nehemiah and the Dynamics of Effective Leadership*. Neptune, NJ: Loizeaux Brothers, Inc., 1991.
- Barna, George, ed. *Leaders on leadership*. Ventura, CA: Regal Books, 1997.
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- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3rd ed. New York: Free Press, 1990.
- Beck, John D.W. and Neil M. Yeager. *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams*. New York: John Wiley, 1994.

Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.

_____ and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.

_____ and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.

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Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids, MI: Baker Books, 1994.

Biehl, Bobb. *Master-Planning*. Nashville, TN: Broad & Holman Press, 1997.

Blackaby, Richard, and Henry Blackaby. *Spiritual Leadership*. Nashville, TN: Broadman & Holman Press, 2001.

Blanchard, Ken, and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times*. Nashville: W. Publishing Group, 2005.

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Boyatzis, Richard and Anne McKee. *Resonant Leadership*. Boston: Harvard Business School Press, 2005.

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Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.

Callahan, Kennon L. *Twelve Keys to an Effective Church: Strategic Planning for Mission*. San Francisco, CA: Harper San Francisco, 1983.

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- _____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.
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