MARANATHA BAPTIST SEMINARY
DOCTOR OF MINISTRY
DLE 807 – Organizational Leadership
Class Syllabus
Dr. Jeffrey A. Drost
Pre-Course Work: May 10th
Residential/Synchronous Session: June 7-11, 2021

COURSE DESCRIPTION

The application of the biblical principles of organizational leadership frequently found in the business world to ministry today, with an examination of non-biblical principles which must be rejected. (4 credit hours)

COURSE TEXTBOOKS:

<u>Unless otherwise noted, read the following textbooks in their entirety, taking notes of each chapter (to be discussed in class):</u>

Yukl, G. (2013). *Leadership in Organizations (8th ed.).* Upper Saddle River, NJ: Pearson Education.***STUDENTS MAY USE THE 6TH, 7TH OR 8TH EDITIONS.***

Burns, J. S., Shoup, J. R., & Simmons, D. C. Jr. (Eds.). (2014). *Organizational Leadership: Foundations & Practices for Christians.* Downers Grove, IL: IVP Academic.

Van Dierendonck, D., & Patterson, K. (Eds.). (2010). *Servant Leadership: Developments in Theory and Research.* New York: Palgrave Macmillan.

Shaw, Patricia. (2002). *Changing conversations in organizations: A complexity approach to change.* New York: Routledge.

Hughes, R. T. (2001). *How Christian faith can sustain the life of the mind.* Grand Rapids, MI: Eerdmans.

Eisenberg, E. M., Trethewey, A., & Goodall, H. L. (2014). *Organizational Communication: Balancing Creativity and Constraint (7th ed.).* Boston, MA: Bedford/St. Martins. ***Read pages 1-153 and 191-342.*** ******NOTE: THIS IS NOT THE LATEST/NEWEST EDITION.***

<u>Unless otherwise assigned below, read only those sections in the following textbooks with which you are less familiar.</u>

Ivancevich, J. M., Konopaske, R., Matteson, M. T. (2014). *Organizational Behavior & Management (10th ed.).* New York, NY: McGraw-Hill.

Greenleaf, R. G. (2002). *Servant Leadership: A Journey in the Nature of Legitimate Power & Greatness (25th Anniversary Edition).* Mahwah, NJ: Paulist Press.

Gallos, J. V., (Ed.). (2006). *Organization Development: A Jossey-Bass Reader.* San Francisco, CA: Jossey-Bass.

Arrow, H., McGrath, J. E., & Berdahl, J.L. (2000). *Small Groups as Complex Systems: Formation, Coordination, Development, and Adaptation.* Thousand Oaks, CA: Sage Publications, Inc.

Hickman, G. R., (Ed.). (2010). *Leading Organizations: Perspectives for a New Era (2nd ed.).* Thousand Oaks, CA: Sage Publications. ***NOTE: THIS IS NOT THE LATEST/NEWEST EDITION.***

Schein, E. H. (1999). *The Corporate Culture Survival Guide.* San Francisco: Jossey-Bass.

In order for students to engage in scholarly discussion commensurate with a Doctor of Ministry degree, students should prepare themselves for class assignments and discussion by reading from the above textbooks as needed. However, students are not required to read everything, nor is there a requirement for students to keep track of the number of pages read. Just be sure to come to class prepared to engage in lively, scholarly discussion.

PURPOSE OF THE COURSE

Doctor of Ministry Outcomes. By the time a student finishes the Doctor of Ministry degree, he should be able to demonstrate clearly and biblically the following outcomes.

1. Articulate and apply Biblical and secular models of leadership to a ministry context. Graduates will be able to formulate and describe a

personal philosophy/style of Church Leadership and be able to defend it as appropriate to New Testament congregational polity.

2. Effectively communicate God's Word in both an interactive teaching venue and a public preaching setting so that Biblical content is doctrinally accurate, informative, and sustains listener engagement and attention.
3. Demonstrate the ability to effectively plan, organize and deploy Gospel outreach and discipleship ministry programs for a typical small, medium or large congregation.
4. Display essential skills and knowledge of Pastoral Leadership and preaching through the production of an integrated project that includes a motivational sermon(s), a formal article and a practical outline of a proposed program that would seek to address an issue, problem, or opportunity for improvement common to a typical Baptist church.

Course Objectives. By the end of this class, the student should be able to:

1. Articulate the importance for Christian leaders to engage in a scholarly study of organizational behavior, organizational communication, and theories and models of organizational leadership.
2. Conduct an organizational culture assessment.
3. Articulate key elements and characteristics of effective biblical leadership and of non-biblical "leadership" to be rejected by Christian leaders.
4. Identify organizational issues and develop a proposal requiring leader intervention by conducting an organizational analysis.

Note: the course is so constructed that the student will learn not only through lecture, reading, writing, planning, and organizing, but also through interaction with the concepts of authors and fellow students.

CLASS SCHEDULE and ASSIGNMENTS

1. Pre-class (May 10- June 6):
    a. Organizational Leadership Overview:
        i. Read the following:
            1. *How Christian Faith Can Sustain the Life of the Mind* (Hughes)
            2. *Organizational Leadership: Foundations & Practices for Christians* (Burns, Shoup, & Simmons, eds.).
            3. *Organizational Behavior and Management* (Ivancevich et al.) chapter 1
            4. *Organizational Communication: Balancing Creativity and Constraint* (Eisenberg et al.) chapters 1 & 2

ii. Write a minimum of two pages explaining why it important for Christian leaders of organizations to study organizational behavior and organizational communication (as part of studying organizational leadership) from the perspective of someone who is both a Christian scholar and a Christian practitioner of organizational leadership. How might the Christian scholar/leader reconcile the apparent tension between the "Christian faith" and scientific scholarship from the perspective of a biblical worldview? Feel free to supplement your overview with appropriate references to Scripture.

b. Organizational Culture Assessment:

i. Drawing upon the material from the list that follows, write a discussion post describing the culture of an organization with which you are familiar (approximately 1000-1500 words). This assessment will provide the foundation for a proposed organizational intervention to be submitted after the class meets. Approach this assessment using a *critical* perspective; the purpose is to get an <u>accurate</u> assessment of the *actual* organizational culture (as opposed to describing the culture organizational leaders hope exists or seek to develop). As part of your assessment, be sure to describe the following elements: (a) external survival issues and integration issues, (b) readily visible/observable artifacts and creations, (c) organizational values (real and expressed), (d) underlying organizational assumptions, (e) dominant networks of organizational communication, and (f) the process by which socialization occurs for new members of the organization you assess.

ii. Reading material for this assignment:

1. *Organizational Behavior and Management* (Ivancevich et al.) (Read the chapters on culture and socialization; read other chapters as needed)

2. *Organization Development: A Jossey-Bass Reader* (Gallos) chapters: 15, 16 and other chapters as needed.

3. *Organizational Communication: Balancing Creativity and Constraint* (Eisenberg et al.) (Read as needed [pages 1-153 and 191-342].)

4. Read as needed (highly recommended): *The Corporate Culture Survival Guide* (Schein).

5. Other sources as applicable.

c. Preparation for Class Discussions on Leadership:
   i. Reading. Read Yukl's *Leadership in Organizations* and Van Dierendonck and Patterson's *Servant Leadership: Developments in Theory and Research* in their entirety and chapters 6 through 18 of *Leading Organizations: Perspectives for a New Era* (Hickman, ed.). As you read, note the strengths, weaknesses, limitations, and applicability of the theories and models presented in each chapter. Consider how we, as Christian leaders and scholars applying a biblical worldview, might interpret and apply that which is presented in a manner consistent with Scripture.
   ii. Leadership Presentations. You will be assigned a section of this material to present in class.
      1. The presentation should be approximately 50 minutes.
      2. The use of PowerPoint is recommended.
      3. The first 25-30 minutes should summarize the main points of the most significant theories and models presented.
      4. The next 10-15 minutes should present your evaluation of the strengths, weaknesses, limitations, and applicability of the theories and models presented from the perspective of biblical worldview.
      5. The final 10-15 minutes should be used for discussion based on the notes other students brought to class.
d. While working on these three pre-class projects, also begin creating a list of what you view to be the key characteristics/elements of effective Christian leadership based upon the assigned reading. Annotate your list, identifying why (biblically, theologically, practically) these key characteristics/elements are so important. We will discuss this in class (as part of the readings in Yukl, Van Dierendock & Patterson, and Hickman) and see what we can do to draw up a list of our own, so have a copy on your laptop or tablet, or print a copy to bring to class with you.

2. Class (June 7-11)
   a. We will meet from 8:30 am to about 4:00 pm each day, with time out for lunch and breaks, Monday through Friday. Maranatha is located a little over an hour from the Milwaukee and Madison airports. Plan your travel accordingly. If you are taking the class from home, please be sure to preserve this time so that you do not miss any class. Meals and very limited housing are available on campus. Badger Bus can get you from the Milwaukee Airport

to Johnson Creek (just eight miles south of Watertown) and back again; Guest Relations will pick you up in Johnson Creek (contact them for information on applicable fees). Go to badgerbus.com for schedule and costs. Contact Guest Relations at 920-206-2370 for information on the shuttle, meals, and housing.

b. We will discuss the various theories and models of leadership according to the schedule below. The time of your class presentation will depend on which chapter you were assigned.

Day	Topics	Class Presentations
Monday	Intro to the Nature and Power of Leadership, Organizations, and Communication; Leadership Traits, Skills and Behaviors	• Power & Influence Tactics (Yukl 8) • Yukl 6 or 3
Tuesday	Organizational Culture, Contingency Theories and Adaptive Leadership; Dyadic Relations and Followers	• Yukl 7 or Hickman 10 • Dyadic Relations & Followers Followership (Yukl 9)
Wednesday	Charismatic and Transformational Leadership; Dialogue, Systems, Empowerment and Participative Leadership	• Yukl or Hickman 6, 7, & 9 • Yukl 5 or Hickman 14 & 15
Thursday	Ethical, Servant, Spiritual, and Authentic Leadership; Positioning Servant Leadership and Becoming the Servant Leader; Building Servant Leadership Culture & Servant-Leaders' Influence on Followers	• Ethical, Servant, Spiritual, & Authentic Leadership (Yukl 13) • Van Dierendonck & Patterson 5-8
Friday	Leadership and Communication in Teams and Decision Groups; Strategic Communication and Leadership and Leader Development	• Van Dierendonck & Patterson 9-13 • Strategic Leadership in Organizations (Yukl 11)

Note: Topics to be covered in class are subject to change. Changes will be posted to the course website prior to class.

3. Post Class (June 12-September 3rd):
    a. During the first two weeks after class:
        i. Develop the plan for your Course Project (June 12-26).
            1. Based upon your analysis of the organization you evaluated for the Organizational Culture

Assessment, select **one** of three types of organizational projects to conduct and prepare a:
    a. Communication Audit & Improvement Proposal Report and Presentation.
    b. Job Design and Characteristics Analysis & Improvement Proposal Report and Presentation.
    c. Team Development Assessment & Improvement Proposal Report and Presentation.

2. Submit your plan by June 26.
    ii. Finalize your list of the key characteristics/elements of effective Christian leadership. Post an annotated list.
b. During weeks three through ten, conduct the selected audit/assessment and prepare your improvement proposal report and presentation. (June 20 – August 21)
    i. While no specific format is specified (i.e., MLA, APA, Turabian, etc.), you should utilize a report format that would likely appeal to those in leadership of the organization chosen for your project. Feel free to locate one (make sure it is not copyrighted) or design/develop your own. It is entirely acceptable to utilize a readily available template (such as one available through Microsoft Word).
    ii. Your report should:
        1. Incorporate key elements from the Organizational Culture Assessment conducted as part of the pre-class work.
        2. Report the process by which your assessment was conducted.
        3. Report the qualitative and/or quantitative findings of your assessment in a manner that accurately represents your findings *and* is suitable to your anticipated audience.
        4. Demonstrate a solid understanding of the various facets of relevant theories and models of leadership, organizational behavior, and organizational communication that emerge from your assessment.
        5. Clearly list your proposed improvement that includes solid rationale for your recommendations based upon course reading material and the type of leadership approach that will best facilitate your proposed improvement.
    iii. Develop and record a presentation of your report. This presentation should be approximately 30 minutes in length and it should utilize PowerPoint or Prezi.

      iv. Record your presentation to YouTube and post a link to your recording to the class page.

  c. Finalize your list of characteristics of effective leadership. Post an annotated list.

  d. During the last two weeks of class (August 22-September 3) , you will evaluate the recorded presentations of two of your fellow students. There will be a posted rubric to use in your evaluation.

GRADING

Organizational Leadership Overview	7%
Organization Culture Assessment	20%
In-Class Leadership Presentations	8%
Class Participation	8%
Annotated List	7%
Course Project (Report)	30%
Course Project (Presentation)	10%
Post-Class Presentation Evaluations	10%

GRADING SCALE	
94-100	A
92-93	A-
90-91	B+
85-89	B
83-84	B-
81-82	C+
75-80	C
73-74	C-
64-72	D
0-63	F

ADA STATEMENT

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, the law requires that all students with disabilities be given a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability

requiring an accommodation, please contact the Academic Success Program Director, in the Library, 920.206.2340 or email AcademicSuccess@mbu.edu. (revised spring 2019)

CONTACTS

PROFESSOR:
Dr. Jeffrey A. Drost
Office: 920-206-2338
E-mail: jeff.drost@mbu.edu I check my email daily except on weekends.

ONLINE OFFICE:
920-206-2323
Email: online@mbu.edu

IT SUPPORT
920-206-2322
There is a link on my.mbu.edu to email IT Support