Course Description

The course examines how people come together in organizations and how leadership and governance processes, structures, and cultures can influence their work together in these contexts. This course explores organization in churches, non-profits and general organizations with the goal of exploring how they can improve their effectiveness in areas such as design, function, governance, organizational culture, activities and relationships.

Course Integration

Research shows few pastors or Christian leaders have much formal or informal training enabling them to understand their congregations or Christian ministries as organizations. And it is ironic that many challenges these leaders face in their assemblies or non-profit ministries revolve around organizational leadership.

That said, there is a universal dearth of properly trained leaders in profit and non-profit organizations. Indeed, the need for "leaders at all levels" is one of twelve critical issues identified in the Global Human Capital Trends 2014 survey issued in March 2014 by the publishing arm of Deloitte Touche Tohmatsu Limited (Deloitte), the largest professional services firm in the world. In a paper examining the report’s findings, Deloitte points out that leadership “remains the No. 1 talent issue facing organizations around the world,” with 86% of respondents to the survey rating it “urgent” or “important.” Even so, only 13% of respondents say they do an excellent job developing leaders.

Organizations have become increasingly complex, but most Christian leaders are not prepared or equipped to deal with these complex issues adequately. How leaders respond to organizational challenges and develop leaders at all levels will impact the health and success of their entities significantly.

Texts

Bell, Michel A, Business Simplified, serving people, becoming better stewards, creating value, Niagara-on-the-Lake, Managing God’s Money, Ontario, 2017


*Highly Recommended Texts*


*Students are expected to refer to Briercrest Seminary’s Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: [https://www.mybriercrest.ca/seminary/documents/](https://www.mybriercrest.ca/seminary/documents/).*

*These texts are available in store and online at the Briercrest Bookstore: [http://briercrest.ca/bookstore](http://briercrest.ca/bookstore).*

*Students are responsible for course materials and communication on Canvas ([https://briercrest.instructure.com](https://briercrest.instructure.com); cf. [http://briercrest.ca/online/canvas](http://briercrest.ca/online/canvas)) and their myBriercrest.ca email account.*

**Case Studies**

You will be required to purchase five case studies (costing about USD 40.00) from *Harvard Business Publishing*. I will upload a URL link to Canvas on or before January 12, 2019.
Course Outcomes

At end of the course, you should have developed a deep appreciation for the need for effective organizational leadership, ongoing strategic management, and sound governance in every organization. Particularly, you should understand:

1. The Bible contains the foundation of proven organizational, governance, and leadership principles
2. Evolution of organizational theory and the need for appropriate organizational design and complementary management systems
3. Importance of having the right people, relevant and updated strategies, and proper governance to achieve an organization's mission routinely and ethically
4. Similarities between effective governance and organizational principles in for-profit and not-for-profit organizations
5. Roles and effects of culture, teams, meetings, and relationships in achieving organizational mission
6. How to embrace conflicts and deal with them correctly to benefit the overall enterprise
7. Selective organizational governance models and their effects
8. The need to apply effective stewardship in the development and in all aspects of organizations, habitually
9. The need for leadership to promulgate the organization’s mission, values, and critical success factors often and clearly throughout the organization

Course Outline and Content

1. Organizational theory
   1. Evolution of organization theory
   2. Organizational characteristics
   3. Organizational design
   4. Profit versus not-for-profit organizations
   5. Foundations of organization structure

2. Organizational development and renewal
   1. Organizational mission, vision, values
   2. Biblical principles underpinning effective organizations
   3. Effective stewardship and risk taking
   4. Identification and optimization of core competencies
   5. Organizational renewal and continuous improvement

3. Organizational governance & leadership
   1. Organizational stewardship and effective decision making
   2. Leadership approaches and people empowerment
   3. Role and responsibilities of boards of directions
   4. Resource optimization and value creation
   5. Roles of finance, performance indicators, (KPIs), and critical success factors (CSFs)

4. Organizational culture
   1. Foundations of group behaviour
   2. Understanding work teams
   3. Communications
4. People, power, politics
5. Conflicts and conflict resolution

Course Assignments

Pre-Course Assignment - 1, due January 11, 2019 (20%)
In a coherent paper of about 1500-2000 words, address the following matters from Classics of Organization Theory (Classics), Nonprofit Stewardship (Stewardship), Business Simplified (Simplified), and Six Simple Rules (Rules):

1. Explain five basic themes that permeate Classics and show how they apply today in an organization familiar to you.
2. Discuss essential messages in Stewardship and describe how they compare with basic themes identified in Classics.
3. In a non-profit organization, how might culture discussed in Classics affect negatively or positively, value creation, people management, strategic management, decision making, and marketing presented in Simplified?
4. Discuss this statement: In the context of organizational evolution and development shown in Classics, introducing the six simple rules in a modern organization will cause chaos.

Pre-Course Assignment - 2, due January 11, 2019 (15%)
Read The Handbook of Board Governance (Governance) and Teams That Thrive (Teams). Governance looks beyond the church, while Teams focusses on churches—two different worlds. Nevertheless, in about 1500-2000 words, respond to each question below in one comprehensive paper:

1. Describe briefly essential messages in Governance.
2. Explain the main disciplines of collaborative church leadership.
3. How would you synthesize the main disciplines of collaborative church leadership with Governance’s essential messages?
4. Based on Governance’s main messages, develop a set of governance principles for a church or non-profit organization.
5. Indicate the benefits of the tailored principles in four (4) you would present to the board of elders of a church consisting of people with no business experience who are skeptical of business and business executives?

Class Discussions, Communications & Case Studies: (10%)
You must complete and upload pre-course work on time to participate in class discussions and case studies. Be prepared to discuss key highlights of each book in class.

You are expected to participate insightfully in class discussions to enhance knowledge within the group. Please bring course textbooks to class daily.

Grading will be based on attendance, punctuality, attentiveness, timely Canvas communications, and general attitude in class.

Case study due March 15, 2019 (15%)
Summarize The Mind of a Leader in around 500-750 words. With key principles in this book as a backdrop, write a case study of about 1500 words focusing on an organizational issue facing an organization familiar to you (church, non-profit, business, other). The case study should include:
1. A specific significant organizational issue or conflict that's causing, or has caused, problems or concerns
2. Background information on the context of the situation
3. Attempts that have been or are being made to deal with the problem or issue
4. Results to date
5. Explanation of the process that's being followed or was followed
6. Based on knowledge gained in the course, particularly after reading chapter two of *Business Simplified* and *The Mind of a Leader*, how would you change the process followed or being followed to deal more effectively with the issue?
7. Your recommendations to resolve this issue including your advice for preventing and, if necessary, handling future conflicts in the organization

Please be alert to confidentiality issues and take steps to protect the people involved.

**Final Exam (major research paper) - Governance in Action - March 15, 2019 (40%)**

Based on interviews as needed, review of academic research, academic literature, books, and other scholarly sources, among other areas, in a paper of about 5000 words (including comments on groups one and two below), discuss key factors that influence modern organizational design (design), organizational structure (structure), and governance to produce effective ongoing results.

As well, the paper should address each of these matters, among others (included in 5000 words):

1. Compare and contrast governance models (models), design, and structure of one company or organization from each of the two groups below.
2. Comment on changes, if any, you would suggest to both organizations to improve their effectiveness. If you would not suggest changes indicate why.
3. Explain how each particular governance model, design, and structure relate to the stated mission of each organization.
4. Comment on each organization's use of teams to carry out its mission.
5. Indicate your main take away from this research project.

**One from business group - 1:**

1. Accenture plc
2. Air Canada
3. Royal Bank of Canada
4. Netflix
5. Deloitte

**One from non-profit group - 2:**

1. Focus on the Family (USA)
2. Compassion Canada
3. President Choice Children Charity
4. Calgary Inter - Faith food Bank
5. Canadian Tire Jump Start Charities
Course Grading & Assignment Submission
In answering questions, cite relevant references from books and from the Bible. The word count is a guide only; you are free to decide the length of answers provided answers are complete, and deal directly with questions.

Assignments must be submitted via Canvas on or before indicated dates—those dates are final. Each section of the paper should be double-spaced.

Grammar, coherence, presentation, clarity, answers’ specificity, and relevance to questions asked, will be main grading criteria.

SEMINARY CALENDAR
Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar: https://www.briercrestseminary.ca/academics/calendar/.

Attendance Policy
Students are expected to attend 100% of each modular for which they register. If this is impossible, arrangements must be made with the course professor. A maximum of 1 full day of class can be foregone. Students should request to withdraw from the course or move the course to an audit if additional time is missed.

Course Schedules
Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission
All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the academic calendar.

Return of Graded Assignments
Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the Seminary. If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty
Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 24-25 in the academic calendar for more information.

Academic Accommodations
Any student with a disability, injury, or illness who may need academic accommodations should discuss them with the course instructor after contacting the Student Success Centre in person (Room #215), by telephone (1-306-756-3230) or by email (studentsuccesscentre@briercrest.ca).

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Bibliography


Bell, Michel A., *Business Simplified, serving people, becoming better stewards, creating value*, Niagara-on-the-Lake, Managing God’s Money, Ontario, 2017


Hummel, Charles E. *Freedom from Tyranny of the Urgent*, Downers Grove IL: InterVarsity Press, 1997


Kolditz, Thomas, A. *In Extremis Leadership: Leading As If Your Life depended On It (J-B Leader to Leader Institute/PF Drucker Foundation)*, San Francisco: Jossey-Bass, 2007


Steinke, P., *Congregational leadership in anxious times*. Herndon, VA: The Alban Institute, 2006


The Winter Design Working Group, a subcommittee of the WinterCity Advisory Council, is dedicated to completing the actions of the Winter Design Pillar. The group is made up of a diverse set of volunteers from the public and private sectors, educational institutions and not-for-profit organizations, including the Edmonton Federation of Community Leagues. The individuals were chosen because of their expertise and interest in urban planning, urban design, architecture, transportation, engineering, landscape architecture and land development. About the Autumn/Winter 2018 Top 12 Color Palette. Autumnal hues that evoke the feeling of leaves on the forest floor, rich plumage and twilight reveal a modern fall palette of deep and rich tones with outbursts of colorful surprise. With the addition of Pink Peacock and Mellow Rose to the London palette, we see an enhanced feeling of playfulness and a color range whose greater variety offers more opportunity for intriguing color combinations. PANTONE 19-1536. Red Pear. Deliciously deep red, whose luscious depth entices. Organizational ambidexterity has emerged as a valuable contemporary lens on organizational design and action, examining the dynamic relationships between exploitative (extant) and explorative (evolving) resources within organizational contexts and environments. A variant of this method is suggested by Mackenzie [19, 20] in his design technology referred to as "Organizational Audit and Analysis." The "sociotechnical systems" approach [3] also requires intuition and judgment in forming groups by examining task flows and tasks interdependancies. Kilmann [10] offers a statistical approach by suggesting the use of correlational and factor analyses from questionnaire data on respondents' perceptions of task requirements.