

BRIERCREST

LE601 ORGANIZATIONAL DESIGN, GOVERNANCE AND FUNCTION WINTER 2018-19



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Phone: 905-854-5248
Class Location: TBA
Class Time: January 14-18, 2019
(Monday 9:00 AM - 5:00, Tuesday to Thursday 8:30 AM-4:30 PM, Friday 8:30 AM - 12:30 PM)
3 Credit Hours

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

Brinckerhoff, Peter, C., *Nonprofit Stewardship, A Better Way to Lead Your Mission-Based Organization*, Saint Paul, MN, Wilder Publishing Center, 2004

Hartwig, Ryan T., Bird Warren, *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*, Downers Grove IL, InterVarsity Press, 2015

Hougaard Rasmus, Carter Jacqueline, *The Mind of the Leader: How to Lead Yourself, Your People, and Your Organization for Extraordinary Results*, Cambridge, Massachusetts, Harvard Business Review Press, 2018

LeBlanc, Richard, *The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members*, Hoboken, New Jersey, John Wiley & Sons, 2016

Morieux, Yves, and Tollman, Peter, *Six Simple Rules: How to Manage Complexity without Getting Complicated*, Boston, MA: Harvard Business Review Press, 2014

Shafritz, Jay M. , Ott, J. Steven, Jang, Yong Suk: *Classics of Organization Theory*, Boston, Mass., Cengage Learning, 2016

Highly Recommended Texts

Drucker, Peter F.: *Managing the Nonprofit Organization*, New York, NY, Harper Collins Publishers, 2006

Patterson, Kerry, et al: *Crucial Conversations: Tools for Talking When Stakes Are High*, McGraw-Hill, 2012

Schein, Edgar H. *Organizational Culture and Leadership (The Jossey-Bass Business & Management Series 4th Edition)*, San Francisco: Jossey-Bass, 2010

Weiss, Marco, *Efficient Organizational Design—Balancing Incentives and Power*, New York, New York, Palgrave MacMillian, 2007

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/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>); cf. <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).

Bibliography

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- Anderson, V., & Johnson, L., *Systems Thinking Basics: From concepts to causal loops*. Waltham, MA: Pagasus Communications, Inc., 1997
- Ashkenas, R., *The Boundaryless Organization: Breaking the chains of organizational structure*. San Francisco, CA: Jossey-Bass Publishers, Revised and updated 2002
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- Blake, R. R., & Mouton, J. S., *Managerial grid III: A new look at the classic that boosted productivity and profits for thousands of corporations worldwide*. Houston, TX: Gulf Publishing Company, 1989
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- Boone, L. E., & Bowen, D. D. (Eds) *The great writing in management and organizational behavior* (2nd ed) New York: Random House, 1987
- Bossidy Larry, Charan Ram, Burck Charles, *Execution: The Discipline of Getting Things Done*, Random House Business Books, Revised Edition, 2011
- Branham, Leigh, *The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late*, New York,:AMACOM, A Division of American Management Association, 2005.

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- Cameron, K. S., Sutton, R. I., & Wheeten, D. A. (Eds.), *Readings in organizational decline: Frameworks, research, and prescriptions*. Boston, MA: Ballinger Publishing Company, 1988
- Cherniss, C., & Goleman, D. (Eds.), *The emotionally intelligent workplace*, San Francisco, CA: Jossey-Bass Publishers, 2001
- Collins, J. C., *Good to great: Why some companies make the leap and others don't*. New York, NY: HarperBusiness, 2001
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Van Duzer, Jeff, *Why Business Matters to God: (And What Still Needs to Be Fixed)*, Downers Groves: Inter Varsity Press, 2010

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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 interdependencies. Kilmann [10] offers a statistical approach by suggesting the use of correlational and factor analyses from questionnaire data on respondents' perceptions of task requirements.