

ML565 A & B: UNDERSTANDING ORGANIZATIONAL DYNAMICS (A 2 units, B 2 units).

Shelley Trebesch, Assistant Professor of Leadership

DESCRIPTION:

All ministries exist in some form of organization, whether it be a church, mission agency, or other type of Christian organization. Therefore, understanding various organizational dynamics such as organizational culture, structures of organizations, and organizational leadership is critical for any leader desiring to have effective ministry within the organization. This course will provide an introduction to the seminal theories in organizational dynamics including purpose/vision of ministries, ministry values, learning organizations, and organizational structures, culture and lifestyles. Through the use of the seminal theories, case studies and the final project, students will have the opportunity to analyze their own organizations and plan for the future.

LEARNING OUTCOMES: By the end of this course, students will have:

- Built an organizational leadership community
- Interacted with seminal theories of organizational dynamics
- Observed their church/organization through a variety of organizational dynamics theories
- Evaluated their church/organization in order to diagnose health and offer prescriptives if necessary
- Sharpened their organizational leadership expertise

COURSE FORMAT:

This course sequence consists of pre-course reading and class participation in a one-week intensive, which includes spiritual formation, lectures, small groups, case studies, and exercises (part A). It is part of the Global Leadership Seminar 2, a required two-week intensive course for the MA in Global Leadership. **NOTE: Before the campus seminar students will read** *Built to Last: Successful Habits of Visionary Companies* AND *Good To Great*.

REQUIRED READING: If students have read any of the required texts for another course, please select an alternative text from the recommended reading list, or a book approved by the instructor.

- Adizes, Ichak. *Managing Corporate Lifecycles*. Paramus, N.J.: Prentice Hall Press, 1999 (or, an earlier edition of *Lifecycles* is fine)
- Collins, James and Jerry Porras. *Built to Last: Successful Habits of Visionary Companies*. New York: Harper Collins, 2002.
- Collins, James, *Good to Great: Why Some Companies Make the Leap... and Others Don't*. New York, NY: Harper Business, 2003. (Please read this and the above book before coming to class)
- Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York, NY: Doubleday, 1994.
- Stark, David. *Christ-based Leadership*. Minneapolis, MN: Bethany House, 2005.

One of the following:

- Mintzberg, Henry. *Structure in Fives: Designing Effective Organizations*. Englewood Cliffs, NJ: Prentice Hall, 1993.
- Schein, Edgar H. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass, 1992.
- Senge, Peter et. al. *The Fifth Discipline: Fieldbook*. San Francisco, CA: Jossey-Bass, 1997.
- Trebesch, Shelley G. "Organizations that Develop Persons: A Case Study of OMF International." FTS Dissertation, 2001.

(Students may choose to wait to purchase these last four books until the theories are introduced in class.)

RECOMMENDED READING: (Available on Reserve Shelf)

- Asheknas, Ron et al. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. Jossey-Bass, 2002.
- De Pree, Max. *Leading Without Power: Finding Hope in Serving Community*. Holland, MI: Shepherd Foundation, 2003.
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. *The Organization of the Future*. San Francisco, CA: Jossey-Bass, 1997.

ASSIGNMENTS PART A:

1. Book reports (theoretical) for the two Collins books.
2. Class participation.

ASSIGNMENTS PART B:

1. Discern and/or write the purpose and core values of your ministry OR Analyze your ministry using *Corporate Lifecycles*.
2. Final project analyzing and applying at least one of the organizational theories to your ministry.
3. Book report for the David Stark book.

PREREQUISITES: This course is only available to those who belong to a Cohort in the MA in Global Leadership.

RELATIONSHIP TO CURRICULUM: A required course for the Cohort portion of the MA in Global Leadership.

NO AUDITORS.

FINAL EXAMINATION: None.