

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

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**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 and write analytical book reports for** *Built to Last: Successful Habits of Visionary Companies* AND *The Starfish and the Spider*.

**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 ed. of *Lifecycles* is fine)
- Brafman, Ori and Beckstrom, Rod, *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations*. London: Portfolio, 2006. (Please read this and *Built to Last* **before coming to class** and write an analytical book report for both.)
- 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.
- Goleman, Daniel, Boyatzis, Richard, and McKee, Annie *Primal Leadership: Learning to Lead with Emotional Intelligence*. Boston: Harvard Business School Press, 2004.

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. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York, NY: Doubleday, 1994.
  - 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. (available in the course shell)
- (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.
- Hofstede, Geert and Hofstede, Gert-Jan, *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2004.

**ASSIGNMENTS PART A: (Fall 2008)**

1. Analytical book reports for Collins *Built to Last*, Collins *Good to Great*, and Brafman *The Starfish and the Spider* books.
2. Reading log for other required books.
3. Exercises.
4. Class participation.

**ASSIGNMENTS PART B: (Winter 2009)**

1. Project 1: Discern and/or write the purpose and core values of your ministry OR Analyze your ministry using *Corporate Lifecycles*.
2. Project 2: analyzing and applying at least one of the organizational theories to your ministry.

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

**RELATIONSHIP TO CURRICULUM:** This two-quarter sequence, ML565A and B, is part of the required MAGL cohort series of courses. *NO AUDITORS*.

**FINAL EXAMINATION:** None.