

ML 565: UNDERSTANDING ORGANIZATIONAL DYNAMICS (4 units).

Shelley Trebesch, Adjunct 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.

COURSE FORMAT:

The course consists of spiritual formation, lectures, small groups, case studies, and assignments. This is a one-week intensive that forms part of the Global Leadership Seminar 2, a required two-week intensive course for the MA in Global Leadership.

REQUIRED READING:

If you 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. *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About It?* 4th edition. Englewood Cliffs, NJ: Prentice Hall, 1998.
- Collins, James and Jerry Porras. *Built to Last: Successful Habits of Visionary Companies*. New York: Harper Collins, 1997.
- Collins, James, *Good to Great*. 2003.
- Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1994.
- Thomas, Viv. *The Future Leader: Spirituality, Mentors, Contact, and Style for Leaders of the Future*. London: Paternoster Press, 1999.

One of the following: (Available on Library Reserve Shelf)

- Mintzberg, Henry. *Structure in Fives: Designing Effective Organizations*. Englewood Cliffs, NJ: Prentice Hall, 1983.
- Schein, Edgar H. *Organizational Culture and Leadership*. San Francisco: Jossey-Bass, 1985.
- Senge, Peter et. al. *The Fifth Discipline: Fieldbook*. San Francisco: Jossey-Bass, 1997.
- Trebesch, Shelley G. *Organizations that Develop Persons: A Case Study of OMF International*. FTS Dissertation, 2001.

RECOMMENDED READING: (Available on Reserve Shelf)

- Ashkenas, Ron et al. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. Jossey-Bass, 1995.
- De Pree, Max. *Leading Without Power: Finding Hope in Serving Community*. Holland, MI: Shepherd Foundation, 1997.
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. *The Organization of the Future*. San Francisco, CA: Jossey-Bass, 1997.

ASSIGNMENTS:

1. Interactive reading of various texts.
2. Reading of case studies.
3. Discern and/or write the purpose and core values of your ministry OR Analyze your ministry using *Corporate Lifecycles*.
4. Final project 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: A required course for the Cohort portion of the MA in Global Leadership. *NO AUDITORS*.

FINAL EXAMINATION: None.

Updated September 2005