

ML565: ORGANIC ORGANIZATIONS AND CHURCHES (4 units: 160 hours)
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DESCRIPTION:

All ministries, whether a church, mission agency, business, school or other, have some form of organization. Therefore, understanding organizational dynamics is critical for any leader desiring to do effective work within the organization. This course will provide an introduction to seminal theories in organizational dynamics including vision/mission/values of the organization, learning organizations, organizational structures, organizational culture and organizational life cycles. Further, in light of the increasingly complex and interdependent world in which most organizations now exist, the course will also provide an introduction to contemporary responses to some of the adaptive challenges facing many organizations today. Through the examination of the seminal theories and creation of a final project, participants will have the opportunity to analyze their own organizations and plan for the future.

LEARNING OUTCOMES: Upon the successful completion of the course, participants will have

1. built an organizational leadership learning community;
2. interacted with seminal theories of organizational development;
3. considered reflective leadership competencies and practices that impact personal growth as Christian leaders;
4. observed their mission/church/organization through a variety of organizational development theories;
5. evaluated their mission/church/organization, identifying significant contextual factors affecting them and diagnosing organizational health;
6. articulated a plan for engagement with organizational development, offering prescriptives where necessary;
7. sharpened their organizational leadership expertise.

COURSE FORMAT:

This course will be conducted online on a ten-week schedule aligned with Fuller's academic calendar. Students are required to interact with the material, with each other, and with the instructor regularly through online discussions, reading, and other assignments that promote active learning.

REQUIRED READING: Approximately 1,400 pages of reading (70 hours)

If participants have previously read any of the required texts, please contact the instructor for alternative reading assignment(s).

Heifetz, Ronald and Marty Linsky. *Leadership on the Line: Staying Alive Through the Dangers of Leading*, revised edition. Harvard Business Review Press, 2017. ISBN: 978-1633692831, Pub. Price \$35.00 [288 pp.] Available as Fuller eBook.

Trebesch, Shelley. *Made to Flourish: Beyond Quick Fixes to a Thriving Organization*. InterVarsity Academic, 2015. ISBN: 978-0830844401, Pub. Price \$20.00; Kindle Ed. \$19. [208 pp.] Available as Fuller eBook.

Choice Text - One of the following:

Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Unleashing the Power of Emotional Intelligence*. 2nd Ed. Boston: Harvard Business School Press, 2013. ISBN: 978-1422168035, pub price \$25.00 [336 pp.]

Livermore, David, *Leading with Cultural Intelligence: The Real Secret to Success*, 2nd edition. AMACOM, 2015. 978-0814449172, Pub price \$26.95 [272 pp.] Available as Fuller eBook.

This ECD is a reliable guide to the course design but is subject to modification.

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Rah, Soong-Chan. *Many Colors: Cultural Intelligence for the Next Church*. Chicago: Moody, 2010. ISBN: 978-0802450487, pub price \$14.00 [208 pp.]

Project Text - *One* of the following books:

(Participants may choose to wait to purchase these books or book sets until the theories are introduced in the first week of the course.)

Bolman, Lee G, and Terrence E Deal. *How Great Leaders Think: The Art of Reframing*. San Francisco, CA: Jossey-Bass, A Wiley Brand, 2014. ISBN: 978-1118140987, pub. price \$30.00. [240 pp.] Available as Fuller eBook.

Friedman, Edwin H. *A Failure of Nerve: Leadership in the Age of the Quick Fix*, revised edition. New York: Church Publishing, Inc., 2017. ISBN: 978-1596272798, pub. price \$ 29.95. [288 pp.]

Hofstede, Geert, and Gert-Jan Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2010. ISBN-10: 0071664181, pub. price \$32.00 [576 pp.]

Schein, Edgar H. *Organizational Culture and Leadership*, 5th edition. San Francisco: Jossey-Bass, 2016. ISBN: 978-1119212041, pub. price \$65.00 [408 pp.] 4th edition available as Fuller eBook.

Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*, revised and updated. New York: Doubleday, 2006. ISBN: 978-0385517256, Pub. Price \$28.00 [445 pp.]

ML565 Reader. Available on Canvas and in eReserves. [Approx. 200 pp.]

The documents in the Reader focus on two key points: 1. introducing seminal organizational dynamics literature and 2. addressing intercultural leadership concerns. These resources assist participants in analyzing the seminal literature in light of global and local contextual concerns.

ASSIGNMENTS AND ASSESSMENT:

1. Instructional content – Instructor videos and other course documents. [This assignment is related to learning outcomes #2, 3 and 5.] [15 hours]
2. Approximately 1,400 pages of required reading. [This assignment is related to learning outcomes #2 and 3.] [70 hours].
3. Online interaction, including (but not limited to) weekly online discussions, synchronous small group discussions, and instructor-facilitated discussion sessions (20%). [This assignment is related to learning outcomes #1, 2, 5] [25 hours].
4. Context exercises, including but not limited to Organizational Challenges Reflection, Organizational Challenge Interview, Organizational Lifecycle Analysis, Organizational Structure Analysis, Vision, Mission & Values Assessment, and EQ/CQ presentation. (30%). [This assignment is related to learning outcomes #2-4] [25 hours].
5. Organizational Dynamics Analysis Project—Analysis of participant’s mission, church, or business utilizing course content and *one* of the following theories: reframing organizations, culture and organizations, learning organization, and organizational culture. (50%) [This assignment is related learning outcomes #2- 5] [25 hours]

PREREQUISITES: This course is only available to those who are accepted into the MA in Global Leadership.

RELATIONSHIP TO CURRICULUM: ML565 is a required course in the Cohort portion of the MA in Global Leadership. This course addresses the MAGL PLO #5: Graduates will examine various organizational dynamics and apply selected administrative theories. The course is designed to answer the “so what?” question with a particular focus on how previous learnings might impact the student’s contribution to the organization she or he works for. To that end, students are invited, in community, to use foundational theories of organizational leadership as lenses to assess both their own role within their organization and to evaluate the health of the organization with the desire to help it be more effective in fulfilling its mission. *NO AUDITORS*.

FINAL EXAMINATION: None.

This ECD is a reliable guide to the course design but is subject to modification.

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