ML 565 A/B Hybrid / Pasadena

Summer/Fall 2017

Downes

**ML565: ORGANIC ORGANIZATIONS AND CHURCHES (A is 2 units, B is 2 units: 160 hours)**   
Dr. Donna Downes, Associate Professor of Global Leadership

**DESCRIPTION:**

All ministries exist in some form of organization, whether a church, mission agency, or marketplace 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 projects, students will have the opportunity to analyze their own organizations and plan for the future.

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

1. built an organizational leadership learning community;
2. interacted with seminal theories of organizational development;
3. observed their church/organization through a variety of organizational development theories;
4. evaluated their church/organization in order to diagnose health and offered prescriptives, if necessary;
5. sharpened their organizational leadership expertise.

**COURSE FORMAT:**

ML565 A/B is a hybrid course, meaning that it is a ten-week course with nine weeks of online instruction and one week of classroom instruction. The course will meet in Pasadena for classroom instruction the first week of a required two-week intensive residency for the MA in Global Leadership from 8:30 a.m. to 5 p.m. Monday through Friday. This course sequence consists of pre-course reading, proactive book reports, and on-campus class participation in the one-week intensive, which includes spiritual formation, lectures, small groups, case studies, and exercises (part A) and a concluding section that includes additional reading and two analytical/ integrative writing projects (part B).

**REQUIRED READING: 1,170 pages [65 hours]**

If you have previously read any of the required texts, please contact the instructor for options concerning an alternative text.

**ML565-A Reading [470 pages, 25 hours]:**

The following texts and articles must be read prior to the intensive seminar meeting in Pasadena

Heifetz, R. and Linsky, M. *Leadership on the Line*. HBSP, 2002. ISBN: 978-1578514373, Pub. Price $22.00; Kindle Edition $19.

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.

*ML 565 Reader: Studies in Cross-Cultural Leadership*. Compiled by Donna R. Downes (Available in ML 565 Course) 70 pages approximately.

**ML565-B Reading [700 pages, 40 hours]:**

Students may choose to wait to purchase books or book sets for ML565B until the theories are introduced in class so that they can choose books based on application of theories to their final project papers.

**PROJECT 1 READING (ML565B): Read one of the following books (200 pp. assigned).**

Goleman, Daniel, Boyatzis, Richard, and McKee, Annie. *Primal Leadership: Learning to Lead with Emotional Intelligence*. 2nd Ed. Boston: Harvard Business School Press, 2013. ISBN-10: 1422168034, pub price $22.00; Kindle Edition $12.

Olson, David T. *Discovering Your Leadership Style: the Power of Chemistry, Strategy and Spirituality*. Downers Grove, IL: IVP Books, 2014. ISBN: 083084113X, pub. price $11.20; Kindle Ed $10.

Scazzero, Peter. *The Emotionally Healthy Leader: How Transforming Your Inner Life Will Deeply Transform Your Church, Team, and the World*. Zondervan, 2015. ISBN: 0310494575, pub. price $22.99; Kindle Edition $10.

**PROJECT 2 READING (ML565B): One of the following books or sets of books (500 pages assigned)**

Ashkenas, Ron, et al. 2002. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. Rev. Jossey-Bass, 2002. ISBN-10: 078795943X, pub. price $40 ; Kindle Edition $22.

Adizes, Ichak. *Managing Corporate Lifecycles*. Paramus, NJ: Prentice Hall Press, 1999 (or, an earlier ed. of Lifecycles is fine) ISBN-10: 0735200572, pub. price $48.95 ( Kindle ed. 2012. $9. OR Adizes, Ichak. *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About It?* 4th ed. Englewood Cliffs, NJ: Prentice Hall, 1998. ISBN-10: 0131744267.

Hill, Linda, et al. *Collective Genius: The Art and Practice of Leading Innovation*. Boston: Harvard Business Review Press, 2014. ISBN-10: 1422130029, pub. price $28.00; Kindle Edition $17 AND Zschille, Dwight J. *The Agile Church: Spirit-Led Innovation in an Uncertain Age*. New York: Morehouse Publishing, 2014. ISBN-10: 0819229776, pub. price $18.00; Kindle Edition $10.

Schein, Edgar H. *Organizational Culture and Leadership*. San Francisco: Jossey-Bass, 2004. ISBN-10: 0787975974, pub. price $38.7; Kindle Edition (2010) $35 AND EITHER Hofstede, Geert, and Hofstede, Gert-Jan. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2010. ISBN-10: 0071664181, pub. price $19.77; Kindle Edition $13 OR Chand, Samuel, R., *Cracking Your Church’s Culture – Seven Keys to Unleashing Vision & Inspiration*. San Franscisco: Jossey-Bass, 2011. ISBN-10: 0470627816, pub. price $17.76; Kindle Edition $13.

Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Broadway Business, 2006. ISBN-10: 0385517254, Pub. Price $16.47; Kindle Edition $18 AND Senge, Peter, et al. *The Fifth Discipline: Fieldbook.* San Francisco: Jossey-Bass, 1997. ISBN-10: 0385472560, Pub. Price $21.97; Kindle Edition $19.

Trebesch, Shelley G. "Organizations that Develop Persons: A Case Study of OMF International." FTS Dissertation, 2001. (available in the Moodle course)

**ASSIGNMENTS AND ASSESSMENT:**

**ML565A (Summer 2017) [80 hours]**

1. Pre-intensive assignments and Readings: [35 hours]
   1. Exercise 1 – Personal Information Sheet [This assignment is related to learning outcome #1]
   2. Exercise 2 – Organizational Challenge Reflection, Part A [This assignment is related to learning outcome #5]
   3. Touchpoint Online Forum [This assignment is related to learning outcomes #1, 5]
   4. Required Reading:
      1. Heifetz & Linsky, *Leadership on the Line*
      2. Trebesch, *Made to Flourish*
      3. *ML 565 Reader: Studies in Cross-Cultural Leadership*
   5. Proactive Reading Reports for Heifetz & Linsky and for Trebesch) [This assignment is related to learning outcome #2]
2. Intensive Seminar assignments: [40 hours]
   1. Classroom and small group participation
   2. Exercise 3 – Organizational Challenge Interview [This assignment is related to learning outcomes #1, 2, 5]
   3. Exercise 4 – Final Day Exercise [This assignment is related to learning outcomes #1, 5]
3. Post-Intensive assignments: [5 hours]
   1. Exercise 5 – Organizational Challenge Reflection, Part B [This assignment is related to learning outcomes #3, 5]

**ML565B (Fall 2017) [80 hours]**

1. Required Reading (700 pages) [40 hours]
2. Project Choice Rationale (brief statement - week 1)
3. Project 1: Person of the Leader in Context—participant’s self-analysis of adaptive leadership capacity and either emotional intelligence or leadership style. [This assignment is related to learning outcomes #2- 5] [15 hours]
4. Project 2: Organizational Analysis—analysis of participant’s business, church, or organization utilizing one of the following theories: lifecycles, learning organization, organizational culture, or organizational structures. [This assignment is related to 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**: A required course for the Cohort portion of the MA in Global Leadership. *NO AUDITORS.*

**FINAL EXAMINATION:** None.

NOTE: This ECD is a reliable guide to the course design but is subject to modification. Textbook prices are set by publishers and are subject to change.

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