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CL614 Leading Groups and Organizations

Thomas F. Tumblin, Ph.D.

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(Version 9/01)

Purpose:

Transforming large and small groups, including associations of multiple groups (organizations), requires exceptional insight and skill. This course will examine the social psychological aspects of leadership from both the classic literature and from Christian parallels. Organic systems and the impact of belief structures will frame the discussion.

Objectives: Upon completion of this course the student will be able to:

1. Demonstrate an understanding of the four classic organizational frames.
2. Recognize selected organizational change processes and how to resolve the inherent conflict that accompanies change.
3. Practice the basic disciplines for personal leadership development.
4. Demonstrate a comprehension of key strategies for developing other servant leaders.
5. Articulate the basic concepts of organizational psychology, especially as they apply to Christian organizations.
6. Evaluate social psychological models through the lense of ecclesiology.
7. Implement leadership development strategies through groups and teams.

Required Reading:

Reframing Organizations: Artistry, Choice and Leadership, 2nd ed. by Lee G. Bolman and Terrence E. Deal (San Francisco: Jossey-Bass, 1997) ISBN: 0787908215 (450 pages).

Leading Congregational Change: A Practical Guide for the Transformational Journey by Jim Herrington, Mike Bonem and James H. Furr. (San Francisco: Jossey Bass, 2000) ISBN: 0787947652 (186 pages).

Organizational Culture and Leadership, 2nd ed., by Edgar H. Schein (San Francisco: Jossey-Bass, 1997) ISBN: 0787903620 (448 pages).

After Our Likeness: The Church as the Image of the Trinity by Miroslav Volf (GrandRapids, MI: Eerdmans, 1998) ISBN: 0-8028-4440-5 (314 pages).

FaithQuest: A Journey Toward Congregational Transformation (Bible Study) by Dan R. Dick (Nashville: Discipleship Resources, 1998) ISBN: 0881772399 (168 pages).

Articles on Electronic Reserve (see page 5)

Suggested Resources:

Making Sense of the Organization by Karl E. Weick. (Cambridge, MA: Blackwell, 2000) ISBN: 0631223193 (496 pages).

Images of the Church in Mission by John Driver. (Scottsdale, PA: Herald Press, 1997) ISBN: 0836190580 (240 pages).

Managing with Power: Politics and Influence in Organizations by Jeffrey Pfeffer (Boston: Harvard Business School Press, 1992) ISBN: 087584314X (392 pages).

Birth of the Chaordic Age by Dee Hock. (NY: Berrett-Koehler, 1999) ISBN: 1576750744 (350 pages).

Faith-based Management: Leading Organizations That Are Based on More Than Just Mission by Peter C. Brinckerhoff. (NY: John Wiley & Sons, 1999). ISBN: 0471315443 (272 pages)

Small Group and Team Communication by Thomas E. Harris and John C. Sherblom. (Boston: Allyn and Bacon, 1999) ISBN: 0205289894 (271 pages).

Leading and Managing a Growing Church by George C. Hunter III. (Nashville: Abingdon Press, 2000) ISBN: 0687024250 (160 pages)

Assignments:

1. Create and monitor an interactive group or team for a minimum of 10 weeks. At the end of the semester submit a field notebook on the

group dynamics demonstrating proficiency in organizing, diagnosing and enhancing a team or group. [Objective #2, #4, #7]

2. Select a case study and write a 10 page analysis of the organizational elements, including frame, issues, and development plan. [Objective #1, #2, #4, #5, #6, #7]
3. Team project report (10-15 pages; one report per team): integrate the organizational psychology and ecclesiology literature to describe a healthy model of a Christian organization and the leader's role in that organization's development. [All objectives]
4. Write a detailed analysis (20-25 pages) of your church or Christian organization and include issues such as organizational frame, ecclesiology, group dynamics, leadership patterns, social structures, future challenges, and change and conflict. [All objectives. Doctoral students should write a 30-40 page paper.]
5. Doctoral students will also do a 10 page critique of Katz and Kahn's *The Social Psychology of Organizations*.

Grading (total of 100 points possible):

Course Interaction (including quizzes)	20
Group Dynamics Field Notebook	20
Case Study Analysis	15
Team Project Report	15
Organizational Analysis	<u>30</u>
TOTAL	100

"A" quality work will

- Use articles and books beyond the required and recommended course material
- Present cogent, compelling and documented arguments
- Through synthesis and extrapolation create new knowledge

As a reminder, the academic catalog provides the following description of grading and evaluation:

A – exceptional work: surpassing, markedly outstanding achievement of course objectives

B – good work: strong, significant achievement of course objectives

C – acceptable work: basic, essential achievement of course objectives

D – marginal work: inadequate, minimal achievement of course objectives

Week	Topic	Reading	Assignments
1 9/6	Team Building	ER: Katzenbach, FQ1	
2 9/13	Intro to Social Psychology	Bolman & Deal, FQ2	
3 9/20	Group Dynamics	Schein, FQ3, ER: Harris, HBR	
4 9/27	Developing Yourself and Others	ER: Spears, FQ4	Mast.: Quiz Doct.: Quiz, Personal dev plan
5 10/4	Wesley on Groups & Organizations	ER: Henderson, Watson, FQ14	Mast.: Doct.: coaching plan
6 10/11	Ecclesiology	Volf, FQ5	Mast.: Doct.: Link with other ecclesiologies
7 10/18	Church as Organization	Harrington, FQ6	Mast.: Case Study Analysis Doct.: Case Study Analysis
8 10/25	Change & Innovation	ER: Conger, FQ8	Mast.: Mid-term Interviews Doct.: Mid-term Interviews
9 11/1	Conflict	ER: Friedman, FQ10	Mast.: Quiz Doct.: Quiz
10 11/8	Systems Models	ER: Senge, FQ12	
11 11/15	Leading Organizations	ER: Carroll, Mintzberg, FQ9	Mast.: Organizational Analysis Doct.: Organizational Analysis
12 11/22	READING WEEK		
13 11/29	Scenario Planning	ER: Biehl, Morris, FQ17	Mast.: Quiz Doct.: Quiz
14 12/6	Global Models	FQ13	Mast.: Field Notebooks Doct.: Field Notebooks
15 12/13	Exam Week	Group Presentations	Mast.: Team Projects Doct.: Team Projects

Electronic Reserves (ER) Abbreviated Bibliography:

Biehl, Bob. *Masterplanning* excerpt

Carroll & Johnson. *Decision Research* excerpt

Conger, et al. *The Leaders Change Handbook* excerpt

Friedman, Edwin. *Generation to Generation* excerpt

Harris & Sherblom. *Small Group & Team Communication* excerpt

Henderson, Michael. *John Wesley's Class Meeting* excerpt

Katzenbach & Smith. *The Wisdom of Teams* excerpt

Levy, Paul. "The Nut Island Effect"

Mintzberg & Westley. "Decision Making: It's Not What You Think"

Morris & Olsen. *Discerning God's Will Together* excerpt

Senge, Peter, et al. *The Dance of Change* excerpt

Spears, Larry. *Reflections on Leadership* excerpt

Watson, David Lowes. *The Origins and Significance of the Early Methodist Class Meeting* dissertation excerpt