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CL 611 X Foundations of Leadership

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CL 611ExL Syllabus

“Leadership is a Verb”

CL 611X FOUNDATIONS OF LEADERSHIP

ExL Fall, 2002

Asbury Theological Seminary

Wilmore, Kentucky

Professor: Rick Gray, Ph.D.

Subject to revision!!

Welcome to CL611X, Foundations of Leadership. Did you catch the significance of the opening statement? By asserting that leadership is a verb, we are saying that it involves action. The message for you and the intent of this course is to help you understand that we do not seek to BE leaders, rather we work to DO leadership. Understanding that leadership is a verb is crucial to ones growth and effectiveness in this area and it is my desire that I play a part in helping to grow you into the best leader that you can be.

Recent history has suggested that our society desperately needs our help as Christian leaders. My teenage son came to me not long ago and just blurted out "the world is going to Hell." Kids are killing kids in schools, sex outside of marriage has become a leisure time activity that few resist, our leadership seems to lack moral character and drinking and drugs are a regular way of life for all but a few. In my sons words was hidden a plea for some reason to be hopeful. My son is not alone and I want to make sure that you are equipped to help as a servant leader to give our world the one sure hope -- Jesus Christ.

Teaching this course on this medium is becoming more and more comfortable for me. That is not to say that I am not still learning, I am. But because I've done this a few times now, my comfort level has increased and I know that if you invest the time necessary, it will be positive experience for you. You and I will be learning and growing into this course together and I can almost promise that before the semester is over you will see that I am human and I'm sure that I will discover the same thing about you. Together, we will make this experience significant for both of us. Having said that, let me assure you that I understand when things begin to pile up and time just seems to get away from you. If you should run into difficulties as we navigate our way into a deeper understanding of leadership, communicate with me so that we can find a way to deal with the problem.

Where to find me

For this course, I've set up office hours from 1:30 to 2:30 pm every Tuesday and Thursday. During this time I will be available in the Conference Center for real time conversation with anyone who is interested. At any other time, please post your questions and inquiries in the Discussion Center and I will respond to your communications. I'm sure that on occasion I will need to be away from my desk and unavailable to be "on-line". When that happens, I will let you know and I will also inform you when I will be back on line so that you can plan better our conversation times. Why don't you do the same for me? Don't be shy about asking me questions during these times, others are probably as interested in the answers as you are. Please be aware of the limitations of trying to communicate through this medium and give others a chance to express themselves as well.

Foundations of Leadership is a three-hour course that meets for a total of fourteen weeks not including fall break or "reading week" as we call it here at Asbury. You might have a difficult time contacting me during "reading week," as I don't plan on doing much reading (even on a computer screen). I've never tested my sun glasses under the hot sun of the Bahamas or seen the sands of Jamaica!! This course requires 107 hours of student involvement. If you can set aside approximately 8 hours per week for course work, you should do just fine. My home phone number is (606) 858-4729. We are on Eastern Standard Time. You can e-mail me at rick_gray@asburyseminary.edu. I will be checking this e-mail daily in case of emergencies.

Course Purpose

This course is designed to introduce you to the historical development of the leadership discipline. Special attention will be given to the theoretical constructs that under-gird the major leadership paradigms beginning with the Great Man Era and ending with the Age of Complexity. Because some are suspicious of the value of theory for usefulness in the church, this course will be intentionally sensitive to the interplay between management theory and its usefulness to a Christian context.

Some believe that anyone can do leadership. How many of us have had the misfortune of serving under someone who believed them self to be a leader only to end up frustrated and disillusioned about ourselves and our place in God's service. This course will help to prepare us to identify those individuals who should best be understood as managers and those individuals who should be tapped for service as leaders.

Finally, this course will provide practical help in areas such as delegation, conflict resolution and problem solving.

Learning objectives of the course are as follows: The student will be able. . .

1. To articulate the most effective ways to attain proficiency in the art and practice of Leadership,
2. To employ classic leadership theory and the basic disciplines for personal Christian leadership development,
3. To practice management, decision-making, and leadership selection/development skills,
4. To articulate and practice how to accept and respond to management and leadership within the Church and various Christian ministries while utilizing key strategies for developing other servant leaders,
5. To articulate the relevance of leadership theory for the development and growth of the church
6. To demonstrate an understanding of the four classic organizational frames
7. To recognize selected organizational change processes and how to resolve the inherent conflicts that accompany change.

REQUIRED READING:

Clinton, J. Robert, *The Making of a Leader*. Colorado Springs: NavPress, 1988. 272 pages

Crainger, Stuart., *The Management Century: A Critical Review of 20th Century Thought and Practice*. San Francisco, CA: Jossey-Bass Publishers, 2000. 262 pages

Hersey, Paul and Ken Blanchard., *Management of Organizational Behavior*. Englewood Cliffs, NJ: Prentice Hall, 1996. 536 pages

Wren, Thomas J., *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995. 554 pages

RECOMMENDED READING:

Yukl, Gary A., *Leadership in Organizations*. Englewood Cliffs, NJ: Prentice Hall, 1982

Shriberg, Lloyd, Shriberg., *Practicing Leadership*. New York: John Wiley & Sons, 1997.

Course Requirements

We have found that the easiest way to be consistent with all students with regards to grading is to set up a means whereby you can "contract" for the grade you want to earn. Your grade will be dependent upon the amount of work you complete and the quality of that work. I have assigned point values to the various assignments. The more points you earn, the higher your grade.

To earn a grade in the "C" range: Complete at least 1200 pages of reading and submit your reading log to CL611 Office by the end of class. Additionally, you must complete all interaction activities as assigned.

571 - 600 = C+
539 - 570 = C
500 - 538 = C-

For a grade in the "B" range: Complete all of the "C" range requirements. In addition, complete at least 1500 pages of reading and submit your reading log to CL611 Office by the end of the class. Additionally, you must complete the comparison chart, and the critical review of The Management Century.

751 - 800 = B+
741 - 750 = B
601 - 740 = B-

For a grade in the "A" range: Complete all "B" requirements. In addition, you must complete the Leadership Development Study spelled out in Module Six and interview two leaders.

Points for an "A" grade:

925 - 1000 = A
801 - 924 = A-

Course Requirements

Participate in on-line discussions, assignments and exercises as requested in the particular Module. Prepare a critical book review. Interview two leaders, one from church setting, the other from a para-church setting. Use library sources to prepare a Leadership Development Study. Develop a comparison chart. Prepare and share two reflection papers. One paper to deal with the subject of leadership identification and the other to focus on the difference between leadership and management.

Course Schedule

September 3 - September 21

MODULE ONE Leadership Eras

- *Send personal greetings to other course members
- *Prepare a reflection paper on your personal experience with a leader. Was it a positive experience or was it negative? Why? What made that person a leader?
- *Prepare a three page review of *The Management Century* comparing it with the Leadership Paradigms
- *Communicate with at least three other students and defend your belief as to whether leaders are born leaders or whether they are made.

September 21 - October 5

MODULE TWO Theoretical Foundations of Leadership

- *Identify the assumptions that undergirded each of the Paradigms
- *Develop a paper that critically examines which theory discussed would be most useful to a church/para-church context
- *Share with three other students which statement you are most in agreement with and why

October 5 - October 19

MODULE THREE Leadership Styles

- *Describe the difference between Hersey/Blanchard, Fiedler, and Blake/Mouton
- *Of the styles used by the Apostle Paul describe which best fits your approach to dealing with people
- *Discuss these findings with at least three class members

October 19 - November 2

MODULE FOUR The Leader and Power

- *Reading Week
- *Develop definitions for persuasion, manipulation, and force as they relate to power
- *Develop a chart that relates Hersey/Blanchard, Clinton and Wrong's Power
- *Share the results of your chart with at least three other class members

November 1 - November 16

MODULE FIVE The Major Tasks of Leadership

- *Develop a list of benefits that could result from successful delegation
- *Develop a case study
- *Share your profiles with at least three other class members

November 16 - November 30

MODULE SIX Counting the Cost of Leadership

- *Do a Leadership Development Study
- *Interview two leaders (one a church leader and one a para-church leader)
- *Share your findings with three class members

November 30 - December 13

MODULE SEVEN Leadership vs Management

- *Compare/contrast the terms Leadership and Management
- *Write out your own understanding of the difference between Leadership and Management
- *Develop a reflection paper on the quality of management practices in churches or para-church organizations. From the perspective of a leader, explain why you feel these to be good or bad.
- *Share your reflections with three class members

All written materials that need to be mailed in relation to this course must be post marked no later than midnight Dec 15. (But as much as possible try and send me the information electronically.)

Needful Things

The primary components of our classroom consists of a Course Center, a Discussion Center, a Chat Center and an Office. Additionally you will find an Archive and Resource Center. In the Course Center you will be able to access necessary information about course materials, modules and my instructions to you. Any interactions that need to take place between you and other class members will take place in the Discussion Center. The Chat Center is the place for live interactions with me and other class members. These conversations can only take place when we are on-line at the exact same time. Think about pre-arranging times to be together in the Chat Center. If you wish a private conversation with me, it needs to occur in the CL 611 Office. Conversations that take place in the Discussion Center can be retained and stored in the Archive Center but any conversation you have in the Chat Center is not stored and I will not have a record of it.

Most of our work will take place in the Course Center. This is because the Modules contain the basic information that you will need to successfully complete the requirements for this course and these Modules will be posted in the Course Center. Be sure to digest the information in the Module fully before you begin working on specific assignments. If you don't understand the information or instruction you receive, e-mail me, contact me through the Office Center or through the Discussion Center. Any question you might have probably has troubled someone else, so don't hesitate to seek clarification. Also, develop the habit of checking the various Centers on a regular basis.

More Needful Things

When I respond to Discussion Center inquiries, I will note the name of the person to whom I am replying. In that way you can quickly scan for my replies to you. This will be especially helpful when you don't have the time to read everything.

At the beginning of each Module, I will direct you to the devotional thought or prayer. You should get into the habit of opening each Module with a prayer of your own. Also, take time to share with us your prayer requests and updates. I also want to encourage you to participate in the Wilmore campus chapels that you can access through the Resource Center.

Every effort should be made to stay within the Module time frames. This will help both of us maximize the course experience. In that this is the first time I will be teaching through this medium, your timeliness will help keep me from getting confused and I will be able to respond to your lessons and assignments more quickly.

I will also "open" two Modules at a time for those of you who may want to work ahead. This means that I will open Modules 1 and 2 at the beginning of the course. When the time expires for Module 1, I will open Module 3 so Modules 2 and 3 will be open at the same time and so on.

Don't forget, this is not an independent study. Some Modules are only one week long. It is important that you keep pace and not fall behind. I will be asking you to share at various times with others in the class. They are depending on you so look ahead and plan wisely. LET ME KNOW IMMEDIATELY if you start running into timing difficulties.

Even More Needful Things

A final thought, from time to time you might run into some difficulties of a technical nature. Should that happen, there is available to you excellent sources of help. One such source is Andy Adams. You can contact him at Exl_support@asburyseminary.edu. For problems related to this course contact Amy Jo Adams. You can find her at Exl_coach@asburyseminary.edu and for library assistance contact Hannah_Kirsh@asburyseminary.edu. She is the research librarian and will be the place to begin your preparation for any research paper. Finally, Dorothy James can help you with any books or articles you might need to request from the Fisher Library. You can contact her at dorothy_james@asburyseminary.edu.

Thank you for choosing this course. You might want to print out a hard copy of this syllabus and the instructions given within each module. Calendar the due dates and look at them often.