

# SYLLABUS

## SEATS

### Organizational Culture

#### I. Course Description

The purpose of this course is to introduce students to several concepts including organizational culture, congregational culture, leadership culture, and most importantly changes in culture. We will spend quite a bit of time looking at how cultural change comes about in organizations. Of course there are those who say culture cannot be changed. Will consider that as well.

Since the class is made up of largely of pastors and Christian workers the focus of the course will spend a lot of time on the concept of congregational culture. Students will look at this concept as a subset of organizational culture. The concept of congregational culture does take us in some new directions. Unlike organizations most congregations are more national and even international in scope. Therefore a portion of the time in the class we look at how congregations interact with other congregations, national cultures and even the interactions between the cultures from other organizations and countries.

#### II. Course Objectives

This course aims to help students:

1. Become familiar with the language of culture, organizational culture and congregational culture, etc.
2. A fair bit of time during the course will take the student through the process of reading cultures. They should gain some proficiency in looking at a particular grouping of people and coming up with a coherent description of its culture.
3. After the students have learned how to read a culture they will learn how to diagnose this culture and determine if there is coherence between what the organization's objectives are and where its culture is taking it.
4. Finally after diagnosing the health of a particular culture students will be introduced to some strategies and techniques that can bring about the cultural change these organizations need to make in order to become healthy.
5. Research indicates that a key figure in the creation and maintenance of an organizations culture is its leader. Therefore, a good part of the classes time will have this notion in the background. It will assume that the students are aspire to be leaders. Therefore the course will teach the students how to do a better job as organizational leaders.

### III. Course Textbook/Materials

#### III. Resources

##### A. Books

Borden, Paul D. (2003) *Hit the Bullseye*

Borden, Paul D. (2006) *Direct Hit: Aiming Real Leaders at the Mission Field.*

Bremer, Marcella. (2012) *Organizational Culture Change: Unleashing your Organization's Potential in Circles of 10.*

Brown, Laverne E.; Penfold Gordon; Westra, Gary E. (2016) *Pastor Unique: Becoming A Turnaround Leader.*

Bullard George W. (2005) *Pursuing the Full Kingdom Potential of Your Congregation.*

Fullan, Michael (2006) *Turnaround Leadership.*

Gutterman, Alan S. (2019) *Organizational Culture.*

McIntosh, Gary L. (2012) *There's Hope For Your Church.*

Lutzer, Erwin (1976) *Flames of Freedom.*

Malhpurs, Aubrey (2013) *Look Before You Lead: How To Discern and shape Your Church Culture.*

Malhpurs, Aubrey; Penfold Gordon. *Re:Vision: The Key to Transforming Your Church* (especially chapter 11).

Malhpurs, Aubrey (2013) *Advanced Strategic Planning.*

Malhpurs, Aubrey (2013) *Being Leaders: The Nature of Authentic Christian Leadership.*

Fink, Sharon Birkman (2013) *The Birkman Method.*

Jocano, F. Landa, (1999) *Management By Culture* (Not in Scribd). Will be available through Google Drive).

Schein, J. Edgar, Schein, Peter (2016) *Organizational Culture and Leadership - Fifth edition.*

Simon, Andi, (2016) *On the Brink: A Fresh Lens to Take Your Business to New Heights.*

##### B. Videos

1. "What is Culture", ([here](#)) p. 5.
2. "What is Organizational Culture", ([here](#)) p. 9.
3. "Lucy and the Chocolate Factory", ([here](#)) p. 11.
4. "Basketball Awareness Test", ([here](#)) p. 17.
5. "What Is Belief?", ([here](#)) p. 19
6. "What's Your Worldview? Quiz" ([here](#)), p. 20.
7. "The 3D Gospel", ([here](#)) p. 20.
- 8a. "HSBC Funny Culture Ads (Subway, Bart, Golf)", ([here](#)) p. 29.

- 8b. "HSBC Funny Culture ads Subway, Bart, Golf 2" ([here](#)) p.29
9. "Filipino Values - Understanding Culture", ([here](#)) p. 32.
10. "Former FBI agent Explains How To Read Body Language", ([here](#)) p. 34.
11. "Resistance To Change", ([here](#)) p. 42.
12. "Surviving an Honour Killing", ([here](#)) p. 44.
13. "Organizational Change and Culture", ([here](#)) p. 45.
14. "Funny video clip of corporate employees doing in their routine work", ([here](#)) p. 60.
15. "Who is Sunday Adelaja", ([here](#)) p. 71.
16. "The Canadian Revival by Bill McLeod", ([here](#)) p. 71.
17. "Ezra Nehemiah", ([here](#)) p. 63.
18. "Change Management Model", ([here](#)) p. 67.
19. "Church Life Cycles", ([here](#)) p. 68.

### **C. Internet Sites**

1. 11 Things You Should Know About Filipino Culture ([here](#)).
2. Growing Healthy Churches, Dr Paul Borden ([here](#)).
3. Church Health Initiative Dr Paul D Borden ([here](#)).
4. Organizational Culture Assessment Instrument online ([here](#)).
5. Turnaround Pastors ([here](#))
6. "Changing Minds" gives us twelve Unfreezing Techniques ([here](#)).

## **IV. Assignments**

### **II. Student Assignments**

#### **A. Readings**

##### 1. Class Notes

Students will be asked to read the class notes that follow in this document and also some other work. These notes will be made available through a Google Drive link.

##### 2. Books

Read 250 pages from one or more of the books listed in III A Resources. Choose from those books that have an asterisk " " beside the title. All of the books with asterisks can be found in Scribd. If you open a one month introductory membership in Scribd you should be able to access the books for free.

- a. After each reading please write a summary of what it was all about (75-100 words each).

## **B. Videos**

View again the videos (see list above) on the concepts covered in the course. After watching the videos please write a summary of what these concepts are all about (50 words each). We will also watch most or all of these videos during class sessions.

## **C. Project**

### 1. Read a congregation's culture

Students will form groups of two or three to work on a cultural analysis of any church they are familiar with. Use the cultural analysis frameworks presented in the course for this assignment. Students may prepare:

- a written version of this analysis or
- they can record their findings in a video.
- as part of this project the students should refer to any relevant appendices which are found in the file OCC Appendices.

**OR**

### 2. Read the culture of an Amish congregation.

You can form groups of three to work on a cultural analysis of the video "Breaking the Silence" ([here](#)).

- You can prepare a written version of this analysis or
- You can record your findings in a video.

As part of this project the students should refer to any relevant appendices which are found in the file OCC Appendices.

## **V. Course Outline**

The course has twelve lessons which we'll cover in six sessions, two per evening.

Here are the titles of the twelve lessons:

1. What Is Culture?
2. Organizational Culture
3. Organizations Create Cultures.
4. Why Organizations Create Cultures
5. Organizational Values Are Rooted In Beliefs
6. How Organizations Relate To Outside Cultures.
7. Reading An Organization's Culture.
8. How To Read A Leader's Culture
9. Founders Create Cultures.
10. Leaders Renovate Cultures.
11. Turnaround Leaders.

12. How Turnaround Leaders Renovate Culture.

## **V. Assignment Deadlines**

### **1. Readings**

Notes - please try to read these note between the session they cover and before the following session.

Books - I'd like to have these readings completed by the end of March. But keep in mind if you are using a free SCRIBD account it lasts only a month.

### **2. Videos**

Please watch and report on these videos by the end of March as well.

### **3. Project**

Due to the nature of this project I'd like you to finish it by the end of April but just let me know if you need more time.