

Biblical Understanding of Management

Professor: Dr. Gary Hoag | Course Administration: CIM Team

COURSE SYLLABUS 2024

I. COURSE DESCRIPTION

This course is designed to equip leaders with a biblical understanding of management that will inform their thinking and transform their management practices. Learners will explore God's Word on management in four areas—theological reflections, biblical examples, practical principles, and personal applications—to prepare them to manage in a manner that reflects their Christian faith.

II. COURSE OBJECTIVES

By the end of the course, learners would have been able to:

- Summarize the four management models in Scripture and identify at least one biblical text for each one. (WEEK 1)
- Suggest practical ways to help those you serve become good and faithful managers for God. (WEEK 1)
- Share biblical examples of individual managers engaged in resource mobilization and related to teamwork and succession and biblical examples of collective groups of managers practicing governance and accountability and managing structures and systems for scaling (WEEK 2)
- Recall the four governance councils in the Scriptures and the mindset and model that comes into view for modern application. (WEEK 2)
- Explain four biblically informed contrasting principles linked to resource management; teamwork, collaboration, and succession; governance and accountability; and legal compliance. (WEEK 3)
- Articulate the difference between the world's way of raising resources and God's design for managers. (WEEK 3)
- Describe the four areas that biblical managers demonstrate restored relationships in their everyday management. (WEEK 4)
- Summarize the kingdom path in contrast to the common path as God's design for management to contribute to organizational and community flourishing. (WEEK 4)

III. COURSE METHODOLOGY

The methodology for this course will combine online video conference interaction, viewing videos, reading the course material /books, and responding to discussion questions online on a schedule. Learners must use good time management to get work done before deadlines as part of fulfilling the educational requirements. Learners will need access to the moodle platform to watch videos, attend video conferences, and answer discussion questions.

IV. COURSE EXPECTATIONS

To optimize learning, learners are expected to:

- Participate in two video conferences to interact with the Faculty member. Read the two required readings
- Answer a total of 16 discussion questions linked to the 16 videos and course content according to the course schedule.
- Complete two one-page reflection papers linked to the two required textbooks.

In addition, Doctoral candidates are expected to:

- Read (your choice) three of the five reading from the additional articles listed below.
- Write a total of three one-page response papers that each has two sections:
 - stating the core idea(s) you gained in each additional reading and
 - sharing how you will apply what you learned in your context.

V. COURSE READINGS

Required:

1. Hoag, Gary G. *Good and Faithful: Ten Stewardship Lessons for Everyday Living*. Nashville: Seedbed, 2017. Read text and watch ten short videos.
2. Hoag, Gary G., R. Scott Rodin, and Wesley K. Willmer. *The Choice: The Christ-Centered Pursuit of Kingdom Outcomes*. Winchester: ECFA Press, 2014.

Additional Readings:

1. Hoag, Gary G., R. Scott Rodin, and Wesley K. Willmer. *The Council: A Biblical Perspective on Board Governance*. Winchester: ECFA Press, 2018.
2. Rodin, R. Scott and Gary G. Hoag. *The Sower: Redefining the Ministry of Raising Kingdom Resources*. Winchester: ECFA Press, 2010.

Additional Articles (only for Doctoral Candidates):

1. Blue, Ron and Michael. "Four Biblical Principles of Money Management" in *Master Your Money: A Step-By-Step Plan for Experiencing Financial Contentment*. Chicago: Moody, 2016. pp. 19-30.
2. Hoag, Gary G. in "Steward Leaders are Sowers: Ten Insights for Encouraging Christian Generosity" in *Becoming A Steward Leader: Fundamentally Change The Way You Think, Lead, and Live*. Edited by Mark L. Vincent and Joseph Krivickas. San Clemente: Christian Leadership Alliance, 2012. pp. 69-86.
3. Lee, P.K.D. "Stewardship of the Ministry" in *Be Rich in Good Works*. PDF. Chapter 6.
4. Martin, Rob. "Trustworthy Leadership" in *When Money Goes on Mission: Fundraising and Giving in the 21st Century*. Chicago: Moody. pp. 127-136.
5. Williams, Dallas. "Gospels of Sin Management" in *The Divine Conspiracy: Rediscovering Our Hidden Life in God*. New York: HarperCollins, 1997. pp. 35-60.

VI. COURSE CONTENT

The online course content is presented in 16 videos rooted in various but related biblical texts.

WEEK 1

Unit One—Theological Reflections: Four Models of Management

1. God's Design in Genesis – Model: Stewards of God
2. God's People in the Old Testament – Model: People of God
3. God's Son in the Gospels – Model: Son of God
4. God's Church in the New Testament – Model: Church of God

WEEK 2

Unit Two—Biblical Examples: Four Aspects of Management

1. Resource Mobilization – Moses, David, James, and Paul
2. Teamwork and Succession – Moses and Joshua, Elijah and Elisha, Jesus with the Disciples, and Paul and Timothy
3. Governance and Accountability – Council of Moses, Jewish Council of the First Century, Council of Ephesus, Council of Jerusalem
4. Structures and Systems for Scaling – Levites and Priests, Apostles and Prophets, Elders and Deacons, and Pastors and Teachers

WEEK 3

Unit Three—Practical Principles: Twelve Principles for Managers

1. Resource Management – Accounting, Allocation, Generosity, Service
2. Teamwork and Succession – Delegation, Empowerment, Relationships, Honor
3. Governance and Accountability – Character, Standing, Faithfulness, Peers
4. Legal Compliance – Submission, Respect, Humble, Policy

WEEK 4

Unit Four—Personal Applications: Twelve Characteristics of Managers

1. Relationship to God – Steward, Prayer, Vision, Faith
2. Relationship to Ourselves – Self-controlled, Honest, Humble, Teachable
3. Relationship to Others – Serve, Listen, Delegate, Report
4. Relationship to Creation – Work, Common Good, Sustainability, Legacy

VII. COURSE POLICIES

Learners are required to do all their *own original work* following the guidelines for academic assignments at CIM. Each learner will seek to attain 100 marks in this course following this breakdown.

- Attend and participate on two video conference calls (6 marks each) = 12 marks
- Watch 16 videos, read related course content, and respond to 16 questions on Moodle (3 marks each) = 48 marks
- Read two books and submit one-page reflection paper for each book on schedule (20 marks each) = 40 marks

VIII. COURSE ASSESSMENT

For Non-Doctoral Candidates

Attend and participate on two video conference sessions (6 marks each) = 12 marks

- Each student that attends the two video conference sessions and actively participates will receive six marks for each session.
- Each student that attends but does not engage in discussion will receive only three marks for that session.
- Each student that fails to attend a video conference session will receive no marks for that session.

Watch 16 videos, read related course content, and respond to 16 questions online (3 marks each) = 48 marks

- Each learner that reports that they watched the videos, read the related Scriptures, and demonstrates this by answering each discussion question with at least 200 words with deep understanding and thoughtful engagement will receive three marks.
- Each learner that reports that they watched the videos, read the related Scriptures, and demonstrates this by answering each discussion question with less than 100-200 words that reflects emerging competence with the topic will receive two marks.
- Each learner that reports that they watched the videos, read the related Scriptures, and demonstrates this by answering each discussion question with less than 100 words that reflects knowledge of the topic will receive one mark.
- Learners that fail to respond to a discussion question will get no marks for that question.

Read two books and submit one-page reflection paper for each book on schedule (20 marks each) = 40 marks

- Each learner that reads each book on schedule gets five marks per book. A learner who reads a book late lose one mark for each day the book is late. Each learner that does not read the book on schedule will receive no marks for the book.
- Learners that submit a one-page reflection paper that says they read the book on schedule and summarizes the themes of the book, shares top two favorite quotes and two future applications will receive another up to another 15 marks per book.
- Learners that fail to share their two favorite quotes or two future applications will lose three marks for each missing item.
- Learners that do not submit a reflection paper get no marks for that book.

For Doctoral Candidates

Attend and participate on two video conference sessions (4 marks each) = 8 marks

- Each student that attends the two video conference sessions and actively participates will receive four marks for each session.
- Each student that attends but does not engage in discussion will receive only two marks for that session.
- Each student that fails to attend a video conference session will receive no marks for that session.

Watch 16 videos, read related course content, and respond to 16 questions online (2 marks each) = 32 marks

- Each learner that reports that they watched the videos, read the related Scriptures, and demonstrates this by answering each discussion question with at least 200 words with deep understanding and thoughtful engagement will receive two marks.
- Each learner that reports that they watched the videos, read the related Scriptures, and demonstrates this by answering each discussion question with less than 200 words that reflects emerging competence with the topic will receive one mark.
- Learners that fail to watch the video, read the Scriptures, and respond to a discussion question will get no marks for that question.

Read two books and submit one-page reflection paper for each book on schedule (15 marks each) = 30 marks

- Each learner that reads each book on schedule gets five marks per book. A learner who reads a book late lose one mark for each day the book is late. Each learner that does not read the book on schedule will receive no marks for the book.
- Learners that submit a one-page reflection paper that says they read the book on schedule and summarizes the themes of the book, shares top two favorite quotes and two future applications will receive another up to another 10 marks per book.
- Learners that fail to share their two favorite quotes or two future applications will lose three marks for each missing item.
- Learners that do not submit a reflection paper get no marks for that book.

Read three articles and submit one-page reflection paper for each article on schedule (10 marks each) = 30 marks

- Each learner that reads each book on schedule gets five marks per book. A learner who reads a book late lose one mark for each day the book is late. Each learner that does not read the book on schedule will receive no marks for the book.
- Learners that submit a one-page reflection paper that says they read the book on schedule and summarizes the themes of the book, shares top two favorite quotes and two future applications will receive another up to another 15 marks per book.
- Learners that fail to share their two favorite quotes or two future applications will lose three marks for each missing item.
- Learners that do not submit a reflection paper get no marks for that book

IX. COURSE REQUIREMENTS

WEEK 1

- **Video Conference / webinar (one hour with Faculty member) 10 July 2024 @6pm IST**
- Watch four videos (1-4), read related Scriptures (1-4) and respond to discussion questions on Moodle (1-4) by 17 July 2024
- Read *Good and Faithful* by 19 July 2024.

WEEK 2

- Watch four videos (5-8), read related Scriptures (5-8) and respond to respond to discussion questions on Moodle (5-8) by 24 July 2024
- Submit one-page book review of *Good and Faithful* by 26 July 2024

WEEK 3

- Watch four videos (9-12), read related Scriptures (9-12) and respond to respond to discussion questions online (9-12) by 31 July 2024
- Read *The Choice* by 2 August 2024

WEEK 4

- Watch four videos (13-16), read related Scriptures (13-16) and respond to respond to discussion questions online (13-16) by 7 August 2024
- Submit one-page book review of *The Choice* by 9 August 2024
- **Video Conference/ webinar (one hour with faculty member) 16 August 2024 @6pm IST**

Additional Requirement for Doctoral Candidates to be submitted by 15 August 2024

Write a total of three one-page response papers that each has two sections:

- stating the core idea(s) you gained in each additional reading and
- sharing how you will apply what you learned in your context.