



# COURSE SYLLABUS

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## SECTION 1: COURSE INFORMATION

**Format:** 8 weeks.

**Course ID:** PMIN 3213

**Course Title:** Strategic Ministry

**College:** Ministry and Theology

**Prerequisites:** None

**Credit Hours:** 3

**Instructor:** See the online course in MyFIRE for instructor contact information and availability.

### Course Description

This course is a study of approaches to strategic planning and the execution of strategic plans in ministry contexts. The course also examines the role of designing, communicating, creating, and evaluating systems necessary for the fruition of strategic plans.

## Course Overview

In a fast-paced environment, leaders must be able to respond quickly to emerging challenges such as adding services or even new campuses. Planning processes must keep pace with the changing realities. The ability to think with strategic flexibility places a leader in a position to be of great service. This course engages students in the application of strategic theory, change theory, and implementation disciplines. It is the intent of the instructors that organizations within which students operate will be enhanced because of their increased ability to develop, initiate, and facilitate effective strategies in response to new challenges.

## Course Workload

Time spent on course assignments will vary by student depending on familiarity with course content, reading rate of speed, writing rate of speed, and other individual factors. Based on averages for most students, it is estimated that the course workload estimate for this course is **6.03 hours per week**.

## Course Materials

### Required:

- HBR's 10 must reads on strategy. (2011). Boston: Harvard Business School Publishing Company.
- Hurson, T. (2008). Think better: an innovator's guide to productive thinking. New York: McGraw Hill.
- Allison, M., & Kaye, J. (2015). Strategic planning for nonprofit organizations: A practical guide for dynamic times (3rd ed.). Hoboken, NJ: John Wiley & Sons.
- Malphurs, A. (2013). Advanced strategic planning: A 21st-century model for church and ministry leaders (3rd ed.). Grand Rapids, MI: Baker Books.

#### Additional (Recommended) Resources:

- Deutschman, A. (2007). Change or die. New York: HarperCollins Publisher.
- Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Boston: Harvard Business School Press.
- Kotter, J. P. (2016). Leading change. Boston: Harvard Business School Press.

Required and optional textbooks are accessed and ordered through [SEU's bookstore](#).

**Disclaimer:** The resources utilized in this course provide information, thoughts and insights that should encourage critical thinking on the part of the student. Please note as well that as an Assembly of God institution, Southeastern University does not necessarily endorse specific personal, religious, philosophical, or political positions found in these resources.

## Course Topics

**The purpose of this course is to introduce, reinforce, and measure learning on the following topics:**

- Strategic Thinking
- Blue Ocean Theory
- Competitive Advantage
- Steps, Not Programs
- SWOT Analysis
- Program Analysis
- Defining Excellence
- Sigmoid Curve

## Intended Learning Outcomes

**As a result of reading, study, and assessments in this course, the student should be able to:**

- Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings.
- Distinguish between various methods of organizational change with specific attention to their application in the local church and other ministry settings.
- Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team.
- Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future.

## Late Work

None accepted.

## Extra Credit

None accepted.

## **SECTION 2: SOUTHEASTERN POLICIES**

### **Academic Policies**

View this link to see Southeastern's Policies regarding SEU's Mission and Vision Statements, Title IX Statement, Student Services, Class Participation, Official Email, MyFIRE Use, Technical Difficulties, Technical Support, Disability Statement, Academic Honesty, Course Evaluation, Official Withdrawal, Grading Scale, and Netiquette.


## SECTION 3: COURSE SCHEDULE

The **Course Schedule** provides a listing of your work in this course. The assessments are listed by Module and include the due dates and point values.


**Note:** Assignments are due by 11:59 p.m. EST on the due date, unless otherwise noted.

### AIM, LEARN, AND APPLY DESCRIPTIONS


#### Aim

 When you see the Aim icon, you will be introduced to topics and ideas that will be covered throughout this module. The AIM will also provide you with a glimpse into your learning objectives and an introduction to this module.

#### Learn

 When you see the Learn icon, all of your reading assignments will be listed and may include additional resources that your instructor is providing to help you complete the activities and assessments for the module.

#### Apply

 When you see the Apply Icon, it will be time to demonstrate your learning for the module. The items here are those in which you'll be graded and may include discussions, activities, assignments, quizzes, exams, and projects.

**MODULE 1:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings.
- Discuss your historical interactions with strategy.
- Explain how the content found in "HBR's 10 Must Reads on Strategy" can assist in providing solutions to a few of the challenges your organization faces.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)



**Learn**

- View: Course Introduction video, by Dr. Kizer
- Read: "HBR's 10 Must Reads on Strategy"



**Apply**

- Module 1 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Paper: HBR Strategy
  - Due: Tuesday
  - Points: 50



**MODULE 2:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Distinguish between various methods of organizational change with specific attention to their application in the local church and other ministry settings.
- List and explain/discuss some stated or unstated Patterns and Parameters in your organization.
- Discuss the most important competitive and other external forces to which you must respond.
- Describe what you believe to be "going on" in your specific ministry challenge.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)



**Learn**

- View: Purpose Patterns Parameters video, by Dr, Kizer
- Read: "Strategic Planning for Nonprofit Organizations"
- Step 4 - Environmental Scan (Chapter 4)
- Read: "Think Better"
- Step 1 – What's Going On? (Chapters 6 and 7)



## Apply

- Module 2 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 2 Post
  - Due: Tuesday
  - Points: 20
- Module 2 Application & Response Assignment
  - Due: Tuesday
  - Points: 20

**MODULE 3:**  
**XX/XX/XX-X/XX/XX**



**Aim**

- Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team.
- Discuss the current PROGRAM view of your ministry. Then, discuss a new and improved STEPS view of your ministry.
- Discuss how your overall program strategy, known as a theory of change, and your mix of programs should evolve.
- Describe and support what you have defined success to be for your challenge.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)
  - Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future. (ILO 4)



**Learn**

- Read: "Steps, Not Programs" (excerpt from the book Seven Practices of Effective Ministry by Stanley, Jones & Joiner)
- Read: "Strategic Planning for Nonprofit Organizations"
  - Step 5 - Theory of Change and Program Portfolio (Chapter 5)

- Read: "Think Better"
  - Step 2 – What's Success? (Chapter 8)
  - Step 3 - What's the Question? (Chapter 9)



### Apply

- Module 3 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 3 Post
  - Due: Tuesday
  - Points: 20
- Module 3 Application & Response Assignment
  - Due: Tuesday
  - Points: 20

**MODULE 4:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future.
- Discuss two programs in your ministry and their current status on the curve.
- Discuss what should your business model be going forward.
- Post content that demonstrates the range of answers which you are considering.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)
  - Distinguish between various methods of organizational change with specific attention to their application in the local church and other ministry settings. (ILO 2)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)
  - Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future. (ILO 4)



**Learn**

- Explore Sigmoid Curve Concepts (links provided in course)
- Read: "Advanced Strategic Planning" by Malphurs

- Pages 7-19
- Read: "Strategic Planning for Nonprofit Organizations"
  - Step 6 - Business Model (Chapter 6)
- Read: "Think Better"
  - Step 4 – Generate Answers (Chapter 10)



### Apply

- Module 4 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 4 Post
  - Due: Tuesday
  - Points: 20
- Module 4 Application & Response Assignment
  - Due: Tuesday
  - Points: 20

**MODULE 5:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Complete a SWOT analysis worksheet for a specific area you lead.
- Discuss how organizational resources, systems, and structures need strengthening.
- Compose a stress-tested solution.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)
  - Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future. (ILO 4)



**Learn**

- Read: SWOT Analysis resources (provided in course)
- Read: "Strategic Planning for Nonprofit Organizations"
  - Step 7 - Organization Capacity (Chapter 7)
- Read: "Think Better"
  - Step 5 – Forge the Solution (Chapter 11)



**Apply**

- Module 5 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 5 Post
  - Due: Tuesday
  - Points: 20
- Module 5 Application & Response Assignment
  - Due: Tuesday
  - Points: 20



**MODULE 6:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Discuss some ways in which you might be able to "close the gap" within your organization.
- Discuss how you will optimize staff and board leadership and governance.
- Compose an EFFECT plan that solves a short term challenge in your organization.
- Addresses the following ILO's:
  - Distinguish between various methods of strategic planning with specific attention to their application in the local church and other ministry settings. (ILO 1)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)
  - Evaluate the effectiveness of strategic plans through collecting feedback, analyzing risk, and reorganizing for the future. (ILO 4)



**Learn**

- Read: "Closing the Gap"
- Read: "Strategic Planning for Nonprofit Organizations"
  - Step 8 - Leadership (Chapter 8).
- Read: "Think Better"
  - Step 6 – Align Resources (Chapter 12)



**Apply**

- Module 6 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 6 Post
  - Due: Tuesday
  - Points: 20
- Paper: 3 Month EFFECT Plan
  - Due: Tuesday
  - Points: 100

**MODULE 7:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Discuss the Church Management Systems (CMS) your ministry implements and describe the positives and shortcomings of the current suite of solutions.
- Complete a CMS Case Study
- Addresses the following ILO's:
  - Distinguish between various methods of organizational change with specific attention to their application in the local church and other ministry settings. (ILO 2)
  - Design a strategic ministry plan driven by mission, vision, and culture that can be communicated and executed in the context of a ministry team. (ILO 3)



**Learn**

- View: Data Driven Decision Making video
- View: Church Management Systems video
- Read: four data driven decision articles (provided in course)
- Read: "Advanced Strategic Planning" by Malphurs
- Introduction and Part One (pages 7-101)



**Apply**

- Module 7 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30

➤ Module 7 Application & Response Assignment

- Due: Tuesday
- Points: 20

➤ Paper: CMS Case Study Form

- Due: Tuesday
- Points: 100

**MODULE 8:**

**XX/XX/XX-X/XX/XX**



**Aim**

- Summarize your research findings from your mentor interviews.
- Create and record a live presentation that visually summarizes Steps 4-8 as found in “Strategic Planning for Nonprofit Organizations”.
- Addresses the following ILO’s:
  - Distinguish between various methods of organizational change with specific attention to their application in the local church and other ministry settings. (ILO 2)



**Learn**

- Read: “Advanced Strategic Planning” by Malphurs
  - Part Two (pages 103 – 282)



**Apply**

- Module 8 Discussion Forum
  - Due: Saturday, Tuesday
  - Points: 30
- Module 8 Application & Response Assignment
  - Due: Tuesday
  - Points: 20
- Final Project: 3 Year Strategic Plan
  - Due: Tuesday
  - Points: 200

## SECTION 4: ASSESSMENTS

### Discussion Forums

#### Description

Each week you are expected to post your response to Discussion Forum items. Each of your original posts should thoroughly answer the posed questions or report the required information as outlined in the directions below. However, posts should also be concise, without excess or unnecessary words.

Posts need to be well written, in complete sentences, like college-level essays. When information from the assigned textbook chapters is utilized or quoted, you need to include a parenthetical citation that includes the authors' last names and the page number as utilized throughout the textbook (Clinton & Ohlschlager, p.25).

Lastly, each of your original posts is due on Saturday at 11:59 p.m. EST. This will give you time to interact with your classmates in the Discussion Forums. Replies to your classmates are due on Tuesday at 11:59 p.m. EST. You are required to reply to at least 2 classmates per forum. Of course, more discussion is better!

#### Total Possible Points

240

#### Grade Weight

30%

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### Weekly Assignments

#### Description

Students will complete a variety of reflections and self-assessments throughout the course. These posted assignments assist students in further engaging the content from course content and readings.

Students are encouraged to peruse their classmates' posts for further learning; however, threaded discussions and interaction is not required.

**Total Possible Points**

220

**Grade Weight**

30%

## SECTION 4: ASSESSMENTS

### Projects and Papers

#### Description

The projects and papers for this course are the largest portion of your grade.

- Paper: HBR Strategy Paper: See grading rubric (provided in course). Submit a 3–5 page paper that explains how the content found in "HBR's 10 Must Reads on Strategy" can assist in providing solutions to a few of the challenges your organization faces. Do your best to weave the theories together in a manner that solves 3–6 organizational challenges. Provide a concluding paragraph that explains the strategic move or thought that is feasible within 6 months and which will provide the greatest benefit to your organization.
- Paper: 3 Month EFFECT Plan: See grading rubric (provided in course). Following the EFFECT model presented in "Think Better" Step 12 – Align Resources (Chapter 12) compose an EFFECT plan that solves a short term challenge in your organization. The plan should be able to be implemented by you and your team with reasonable resources and within 3 months.
- Paper: CMS Case Study Form: See Form (provided in course). Complete the Attached Case Study Form: 1. Identify and describe an area where data driven decisions is critical. 2. Define why this specific decision requires data. 3. Describe the type of information that is required to make such a decision with clarity and confidence. 4. Describe the existing gaps in technology or reporting. 5. Suggest software, surveys or processes that would resolve the gap between reality and intended outcome.
- Final Project Video: See grading rubric (provided in course). Create a record a live presentation that visually summarizes Steps 4-8 as found in Strategic Planning for Nonprofit Organizations. The strategic Plan should address a significant project that can be reasonably achieved in 24-36 months. The project should include a clear presentation of the 5 steps: Organizational Scan, Theory of Change, Business Model, Organization Capacity and Leadership.

#### Total Possible Points

450

#### Grade Weight

40%