

15800 Calvary Road
Kansas City, MO 64147-1341

Course: MS322 D(DN) – Administrative Process
Credit: 3 Semester Hours
Semester: Spring 2027, Session 2 (3/15-5/7)
Time: Tuesday/Thursday 11:00 – 12:20
Location: CABRE 104; Online through Canvas/Teams
Instructor: Dr. Joshua Paxton, Joshua.paxton@calvary.edu, (816)322-5152 ext. 1353
(816)679-9387(cell)
Office: CABRE 108

I. DESCRIPTION

A course designed to train the student in the application of group dynamics and leadership training used in enlisting, training, and supervising staff and volunteers in local church ministries. Included are studies in organization, human relations, management, and counseling.

This course is offered in two formats: in-person and online. Students registered for in-person attend the classes in person, online students attend the classes via the online classroom. For both in-person and online students, assignments, and interaction outside of the class period are done in the learning management system.

II. OBJECTIVES

A. General competencies to be achieved:

1. Acquire and understanding of the biblical basis for leadership and administration. (PLO1, 2); Assignments (A, B, C, D, E)
2. Develop a greater understanding of leadership roles and responsibilities. (PLO 2 ,3, 4); Assignments (A, B, D, E)
3. Begin to develop a personal philosophy of leadership and administration (PLO 2, 4); Assignments (A, B, C, D, E)

B. Specific competencies to be achieved:

1. Articulate a biblical philosophy of leadership for ministry and work. (PLO 2, 5) (Assignment B).
2. Gain experience in solving organizational problems by applying principles of organization and administration (PLO 3,4,5) (Assignment B, D)
3. Acquire a knowledge of the qualifications and qualities of an effective leader (PLO 1,2,3,4,5) (Assignments A, B, C, D, E)

Our Mission: "...to prepare Christians to live and serve in the church and in the world according to the Biblical worldview."

III. REQUIREMENTS

1. Reading

Read the course textbooks according to the schedule below and in Canvas.

2. Exams

There will be two "take home" exams, a "midterm" and a "final". They will be given through Canvas, the student is to take them on their own apart from class time, according to the tentative schedule. Exams are open notes, Bible, and brain and consist of essay questions. There is no time limit. As such students are encouraged to give thorough, well thought out answers with Scripture in support.

3. Research Paper

You will write a research paper of 8-12 pages, reviewing an individual, event, or organization to assess at least four key areas of biblical leadership. Exam how the subject is either a good or poor example of biblical leadership displayed in practice. Paper's should be written in Turabian research format. The professor is available for questions or suggestion of subjects to consider.

4. Group Project

The class will be divided into groups, possibly an in-class group and an online group. You will be assigned a case study in leadership to review and make a presentation on. Presentations are to be in the form of a video uploaded to Canvas.

5. Discussion Questions

Students will be expected to answer discussion questions regarding the course content in Canvas. Questions will be given during the lecture/discussion portion of class and should be answered in the appropriate place in Canvas.

IV. METHODS

A. In-class methods: listening to lectures, participating in class discussions, writing, and taking tests.

B. Out-of-class methods: reading, writing, research, and studying for tests.

1. Grading:

	Points
1. Midterm.....	100
2. Final.....	100
3. Research Paper.....	200
4. Group Project.....	200
5. Reading.....	200
6. Discussion Questions.....	200
Total	1000

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2. "See Grading Scale in the University Catalog"

- C.** The Bible is a required textbook in every course at Calvary University. To facilitate academic level study, students are required to use for assignments and research an English translation or version of the Bible based on formal equivalence (*meaning that the translation is generally word-for-word from the original languages*), including any of the following: New American Standard (NASB, English Standard Version (ESV), New King James (NKJV), or King James (KJV). Other translations and versions based on dynamic equivalence (*paraphrases, and thought-for-thought translations like NLT and NIV*) may be used as supplemental sources. Please ask the professor if you have questions about a particular translation or version.
- D.** All class papers must follow the Turabian style according to *A Manual for Writers of Research Papers, Theses, and Dissertations*, 8th edition. Unless otherwise indicated book reports and study questions may be in non-research format, interviews and other research papers should be in research paper format. A copy of the Turabian Style Guide is available on the Clark Academic Center page of Calvary's website.
- E. Late Assignments:** Assignments will be penalized according to the professor's late policy as explained in Canvas.
- F. Plagiarism:** Plagiarism is defined as copying any content without identifying the source. This also includes taking another person's or AI entity's ideas or constructs and presenting them as your own. Plagiarism of any kind will not be tolerated. Most assignments at Calvary require the student to produce original work. Therefore, unless specifically permitted by the instructor, the use of AI-generated content is prohibited (even if cited) as it does not represent original work created by the student and is an unreliable aggregate of ideas from other sources. AI, however, may be utilized in cases where the instructor has explicitly permitted its use to accomplish specific tasks. It is only in these cases that AI-generated (or modified) content may be submitted by the student. If there are any questions as to the permissibility of AI use for an assignment, please ask your instructor for clarification.
- Any assignment that includes plagiarism will receive a zero (0) grade. Students should note that papers will be submitted in Canvas via "Turn-It-In". This program automatically gives the student's work a plagiarism score, students should strive for a score less than 20.*
- G. Disabilities:** Students with disabilities have the responsibility of informing the Accommodations Support Coordinator (aso@calvary.edu) of any disabling condition that may require support
- H. The Clark Academic Center** (learning@calvary.edu), located in the library building, is dedicated to providing free academic assistance for all CU students. Student tutors aid with all facets of the writing process, tutor in various subject areas, prepare students for exams and facilitate tests. Please take advantage of this service.
- I. Attendance Policy** – Calvary has no official attendance policy, the attendance policy of the professor will be explained in class and in Canvas.

V. REQUIRED MATERIALS

The Bible (Instructor will use CSB)

Edward Dayton and Ted Engstrom, *Strategy for Leadership: Planning, Activating, Motivating, Evaluating*. Old Tappan, NJ: Fleming H. Revell Company, 1979. ISBN 0-8007-0994-2, price \$55.03. Available used for about \$3.95.

Kenneth O. Gangel, *Feeding & Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1989. ISBN 0-89693-678-3, price \$23.68. Available used for about \$4.95.

Myron Rush, *Management: A Biblical Approach*. Colorado Springs, CO: NEXGEN, 2005. ISBN 078143745-8. Price \$17.93.

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VI. TENTATIVE CLASS SCHEDULE

Subject to Change

A final schedule will be posted in Canvas prior to the start of class

Lesson	Modules	Subject	Reading*
1	Module 1 -	Biblical Leadership	Rush-Chap1 Gangel-Chap 2 Dayton&Engstrom-Chap 6
2		Taking Care of People	Rush-Chap 2 Gangel-Chap 15 Dayton&Engstrom-Chap 3
3	Module 2 -	Work Environment	Rush-Chap 3 Gangel-Chap 18 Dayton&Engstrom-Chap 3
4		Team work	Rush-Chap 4 Gangel-Chap 12 Dayton&Engstrom-Chap 1
5	Module 3 -	Working Relationships	Rush-Chap 5 Gangel-Chap 13
6		Planning	Rush-Chap 6 Gangel-Chap 6 Dayton&Engstrom-Chap 14-17
7	Module 4 -	Decision-Making Process	Rush-Chap 7 Gangel-Chap 12 Dayton&Engstrom-Chap 9
8		Communications (Midterm)	Rush-Chap 8 Gangel-Chap 14 Dayton&Engstrom-Chap 2
9	Module 5 -	Delegation	Rush-Chap 9 Gangel-Chap 19 Dayton&Engstrom-Chap 5
10		Time Management	Rush-Chap 10
11	Module 6 -	Attitudes Influencing Actions	Rush-Chap 11
12		Evaluating Performance (Group Project)	Rush-Chap 12 Gangel-Chap 19 Dayton&Engstrom-Chap 10-13
13	Module 7 -	Conflict Management	Rush-Chap 13 Dayton&Engstrom-Chap12
14		Leadership Styles (Research Paper)	Rush-Chap 14 Gangel- Chap 3 Dayton&Engstrom-Chap 3
15	Module 8 -	Christian Leader in Society (Final Exam)	Rush-Chap 15 Gangel-Chap 20