

Institute for Christian Teaching
Education Department of Seventh-day Adventists

**CONVEYING CHRISTIAN VALUES
IN TEACHING MANAGEMENT**

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Introduction

Today's business world requires now, more than ever, the presence of strong leaders, with a deep commitment to christian values and principles as they perform in different instances. Thus the need to prepare professionals in this field with a biblical perspective.

The major functions of management: planning, organizing, leading (directing) and controlling (evaluating) along with the roles of managers will be explored in this endeavor through the use of the Bible as the frame of reference.

Biblical values and christian principles should be the foundation of adventist administrators and educators, as they integrate their faith in the teaching and learning process in a school setting that conveys christian values in teaching management.

Purpose

The purpose of this essay is to introduce Christian principles, values and ethics as key elements in the preparation of adventist administrators and teachers in their work place so that Christ will be uplifted and be seen as the Leader in all perspectives of life.

Integrating their faith in the teaching and learning process will therefore be the key element to achieve the above goal. The concepts of planning, organizing, leading and evaluating (controlling) will be explored based on the scholarly scientific definition of their significance along with practical matters that include the Biblical perspective of each of the above elements.

Conceptualization

Faith

McInervhny (1993:2) cited by Lifton (2004), says faith involves taking a claim to be true on the word of another. And in this instance the word taken as true is from God. Faith, says the writer of Hebrews as he begins his accounts of the great heroes of faith, "Is the assurance of things hoped for, the conviction of things not seen" (Heb.11:1).

What, then, is faith? Faith is: trust, love, knowledge, empowering, word of God, gift of God, healing spirit, belief in Jesus and His saving power. According to Sawyers Penniecook, the book of Hebrews establishes all the ingredients of what faith is: Things hoped for (11:1), work of love (6:10), belief to

enter in rest (4:3), belief that He is able to save the soul (10:29), confidence in the great reward (10:35), hope as an anchor to the soul (6:19), full assurance in God (10:22), taste of the goodness of the Word of God (6:5).

Integration of Faith

The integration of faith and learning is a deliberate and systematic process of approaching the entire educational enterprise... both curricular and co-curricular, from a Christian perspective (Rasi, 2006)

Integrating faith in the teaching and learning process as these professionals are been prepared, implies nurturing faith in students' life, developing growth in faith and experiencing a relationship with the author of faith, Jesus. As Claerbout (2004:94) states, "learning must have a God-consciousness for education to be truly Christian. If a scholar checks his faith at the door of a discipline in order to be "scientific" and "value free", that scholar may be a Christian, but he is not a Christian scholar."

Faith integration in the preparation of Christian scholars has clarity of purpose, it prepares students "that they may know You, the only true God, and Jesus Christ whom you have sent" (John 17:3). This will purposely bring students to God (1 Pet. 3:18).

It is to make all students children of God (John 1:12); to reconcile students' life, thinking, action, lifestyle, to God (Rom.5:10); to know the only true God (John 17:3).

Integrating faith in the teaching and learning process is the way the Divine Family intervenes in the life of students to prepare them for a heavenly home with the holy saints. Its special features are:

Fatherhood of God

Lordship of Jesus Christ

Teacher and Comforter: the Holy Spirit

Authority of Truth: the Holy Bible

Message: the Everlasting Gospel

Assistant teachers: the Holy Angels

All the Heavenly Family cooperates in the teaching and learning of all students.

Values

Becerra (2006) defines value as a process method by which we arrive at what we value and not only a worthwhile product. Its a process that begins in one's childhood and continues throughout our entire life experience.

Raths and others, in their value clarification model, suggest seven steps that must be present, so a value system can be considered valid. These steps are the following:

1. Choosing freely
2. Choosing from among real alternatives
3. Choosing after thoughtful considerations of the consequences of each alternative
4. Prizing and cherishing what has been chosen
5. Being willing to affirm the choice publicly
6. Acting upon the choice
7. Repeating the action so that it becomes a part of one's life pattern.

The above steps are well defined; nevertheless from a Christian perspective I think we should include two additional aspects: one, all the above steps should be considered under the spectrum of a God-centered worldview; and two, there should always be a praying spirit before making a choice.

Worldview

A Seventh-day Adventist Christian administrator acquires scholastic administrative training to be utilized in uplifting, propagating and preserving God's teachings, family and church. Through divine aid, he is determined to help the church educate and prepare its members to meet Christ, and to live a lifestyle which is in accordance with His divine will in spite of the world's sophistication and modernization.

He wants to be an agent in strengthening God's people to continuously cling to His saving grace, invigorating the youth that serve as the church's future backbone, reflecting God's banner of salvation and radiating His love.

Management

Management is as old as any discipline of study that has been conceived. It is the very essence of administration. Yet it has been a very controversial issue through human history and development. The concept of management and managing can be traced back as far as creation, when the Supreme Manager, Administrator and Creator of all things, including Planet Earth and its first inhabitants, Adam and Eve, according to the Biblical records of creation (Genesis one through three) delegated to them the responsibility to be the first managers and administrators of the Earth.

The first laws of management were established there, along with the core value system and ethics code that should govern them: the Ten Commandments.

A Seventh Day Adventist administrator based on a God-centered worldview will at least practice the following principles:

1. Recognize and fully rely upon the leading of the Lord through his Holy Spirit
2. Be a role model for peers, superiors and subordinates
3. Promote a spiritual learning environment in the institution, and in the community

4. Treat everyone as a precious soul whom Christ died for.

Management Functions

Planning

The Supreme Administrator, the Almighty God, gave evidence of planning, organizing, leading and controlling (evaluating) in the creation of the universe, setting the foundation and therefore the example for the Seventh Day Adventist Christian education system as it prepares men and women to manage and to teach management, conveying Christian values and ethics as key elements and displaying actions that highlight heavenly standards all to the glory of the Father and Jesus Christ the Son.

Seventh Day Adventist Christian Education in its endeavor to prepare Christian business professionals needs to approach them in a God like manner, with faith in Jesus. So the challenge of educating management scholars is to become fellow laborers (Phip.4:13) and fellow helpers (3 John 8), to the divine agencies in opening the door that students may open their hearts to Jesus, and accepting the gift of salvation, as Eph.2:8 describes, "for by grace are ye saved through faith...it is the gift of God".

Planning helps each individual take into account the present situation, the past and projects him into the future. Plunkett and Attner define planning as a systematic preparation for tomorrow, an orderly process that allows managers to determine what they want and how to get it.

Planning, according to Plunkett and Attner, answers six basic questions: What? When? Where? Who? How? How much? The Christian manager will include Christian values and ethics as he/she answers each and every one of those questions as the planning process is been done taking into account the philosophy, the vision, the mission statement, the objectives and goals of the organization, which will be determined by the worldview of the manager.

According to Cohen in his book "The seven habits of highly effective people", managers, administrators, and business oriented people have been singled out by the following:

Habit	Characteristics
Independence	1. Be proactive 2. Do things with an end in mind 3. Manage your personal priorities
Interdependence	4. Operate on a winning basis 5. Empathize – just understand, then be understood 6. Work to create synergy
Renewal	7. Preserve and enhance your productive capacity,

physical, social, emotional, mental and spiritual

It would be wise to add a number eight: Do all the above with a God-centered Worldview. However, a Christian scholar when planning will work on a much more particular foundation: "in our planning we need to look above and beyond and (look ahead to the second coming of Jesus in the clouds, look for that city that pioneers dreamt off and to hear the voice of holy angels singing).

There are key elements that planning at any given level includes: philosophy, vision, mission, values, and goals.

Philosophy

The statements of philosophy of planning reflect the key ideas, principles and beliefs that will be the frame of reference, the anchor points, the standards that give shape to the entire process, programs and lives involved in and out of the institution.

If we look at the life of Moses, we see that a major thrust in all his planning revealed a spirit of Christ-like identity. Identity gives answers to questions such as: Who is my Master? Who do I know? Who do I serve? Who do I believe? Whose truth shapes my thinking, actions and loyalty?

In Moses' early relationship with God (Ex. 3:2 - 4). God called him and he answered "here am I". God then spoke to Moses and told him who He was, revealed His identity to Him, stating: "I am the God of they father, the God of Abraham, the God of Isaac, and God of Jacob". In the same way, all business students need to learn, know and evidence in their planning an identity with God the Creator.

A spirit of Christ-like identity was seen in the life and business of Daniel in the palace.

Nehemiah before the king in the palace

Queen Esther in the palace

Joseph away from home

These all had a Christ-like identity that moved them to worship the One to whom they rendered their loyalty, and as Jesus said glorified (John 17: 4) the Father while doing their daily work.

Vision

Planning also relates to a vision statement. A vision has to do with the future perspective of the entire being. Vision, according to Rolin (1994:513), is an "idealized goal that proposes the ability to articulate the follower's needs and hence, acts as motivating force". Willmoore (2004:28) adds that "vision is the all encompassing umbrella that embraces everything the organization wants to be. It is the philosophical framework on which all the organization improvement and action planning are linked". All business students are to be encouraged in developing their vision, not only in the professional setting but particularly in the

spiritual area. Stanley (1999:63) calls this the act of worship, stating: "When we embrace a vision in its infancy before anything has really happened, we are making a statement about our confidence in the person and character of God. Pursuing the divine vision is really an act of worship. It is a declaration of our confidence in God. It is a proclamation of how important we believe His agenda is. And God is honored".

The business scholar should be encouraged to develop a Christian vision by:

- Studying the life of Christian servants who lived a life of vision.
- Considering ways in which to please the Lord.

Mission

Mission deals with the present purpose of embracing future actions. The business scholar should be taught to serve God, with all their heart and love, as God inspired Moses to tell the people of God. This service rendered to God implies accomplishing the Father's will as Jesus did:

He came to serve (Matt. 20: 28)

He come to preach (Luke 4: 43)

He came to seek (Matt 18: 11)

He came to be light (John 12: 46)

He came to save the world (John 12: 47)

He came to give life (John 10: 10)

He came to die (John 12: 27, 28)

He came to do the will of God (John 6: 38)

This service is described and seen in the words of Jesus (Luke 4:18,19):

"The spirit of the Lord is upon me . . . Anointed me to preach the gospel, heal the broken hearted, preach deliverance, . . . recovery of sight to the blind, give liberty to the oppressed. To preach the acceptable year of the Lord."

God's mission to Moses was "come now therefore and I will send thee unto Pharaoh, that thou mayest bring forth my people the children of Israel out of Egypt" (Ex. 3:10).

Goals

Goals help define objectives as(2005:145) states:
Effective performance of objectives should be:

S	Specific
M	Measurable
A	Achievable
R	Realistic
T	Time – framed

C	Clear
C	Concise
M	Measurable
C	Challenging
F	Flexible

Source: Jones, J. (2005) Management skills in school: A resource for school leaders. London: Paul Chapman Publishing, p. 145)

Business students should be taught skills that will enhance their performance as business professionals, and these should also be shared integrating faith in the learning experience.

Decision Making

A well needed skill that future business professionals should develop is the acquirement of standards in making decisions.

According to Gillespie (1989: 94) decision making involves “developing a conscious choice by selecting among alternatives. Decisions may be made about familiar and unfamiliar tasks and problems. Who shall do it? What should be the best way to do it? Where would it best fit to continue a smooth functioning of the organization? When should it be undertaken? How should it be done? Why should it be done that way?”

Decision making calls for analysis and selection from among alternatives. Here the five W's that should be dealt with are Who, What, Where, When, and Why. There are some analytical tools that business scholars should develop and practice:

SWOT Analysis which helps to establish a foundation in arriving to sound decisions.

S – Strengths, these are undertaken according to the point of view of the client you serve and service the organization offers; what is the business really good at?

W – Weaknesses. Look at the institution's weak points, list them, weigh their impact to arrive to a decision.

Those constitute the internal analysis of the institution; then turn to the External analysis:

O – Opportunities Decisions are made at times in response to opportunities that present unique circumstances and have unpredictable results and important consequences. Managers should be prepared to take advantage of such opportunities..

T – Threats. These are situations that an institution can face and that managers are required to confront using available valid and ethical mechanisms to such threats in opportunities for the institution.

A Christian business professional should not be limited to the above, he/she also must take in account God's direction as decisions are being made. God's Ten Commandments are the frame of reference for any decision a Christian scholar must make.

Leading

That's the actual duty of a leader, to lead, to exercise leadership. What then is leadership? Penniecook (1985), defines leadership as the ability to have others do things willingly that they would not have done under normal situations. Robbins (1994), said that a leader is one who is able to influence others and who possesses managerial authority. Plunkett and Attner (1998) defined leadership as part of the seamless fabric of management functions. The concepts of leadership, communication, and motivation are inextricably interrelated, and they are closely linked to the manager's directing and controlling tasks. They continue to say that leadership in its management application is the process of influencing individuals and groups to set and achieve goals. Influence is the power to sway other people to one's will. You see leaders guide, control, direct, etc. others, by influence, therefore a Christian leader's worldview should definitely be God centered.

Organizing

An organization's structure describes its frame work in respect to all the knots and bolts of the institution, the internal environment and the procedures that have to do with the external environment.

The purpose of organizing is to avoid confusion and let every individual in the institution be aware, be acquainted with the key roles and what is expected of him/her.

Paul put it in these words: "Now there are diversities of gifts, but the same Spirit. And there are differences of administration, but the same Lord. And there are diversities of operations but it is the same God, which works all in all. Now ye are the body of Christ, and members in particular. And God hath set some..." (1Cor.12:4-7; 27-28)

Organizing is the process of establishing a logical allocation of resources in the pursuit of the institutional goals and objectives; making sure that activity and

authority are related. There are several steps to be considered when performing the function of organizing:

1. The institution's God centered worldview should not be divorced from its functions and activities.
2. The institution's plans and objectives should be reviewed for consistency and applicability.
3. Activities must be prioritized and grouped according to importance with a timetable tag.
4. Assigned the "what" the "who" and the "how much" to each activity (delegate the task to be done, the resources that are necessary and authority required)
5. Determine the horizontal and vertical relationships in the institution

To organize is to work with order; God is a God of order. White (1915:460) states: "The Lord is not pleased with the present lack of order and accuracy among those who do business in connection with His work. Even in the business meeting of the conference, much time could be saved and many mistakes avoided...everything that bears any relation to the work of God should be as nearly perfect as human brains and hands can make it."

Biblical examples of this function can be seen in the life of Joseph during the time of abundance and famine in Egypt (Genesis 41:29-). Another is Moses' experience in his journey in the wilderness following the instructions of his father-in-law Jethro (Exodus 18:13).

Controlling (Evaluating)

Control can be defined as the process of monitoring activities to ensure that they are being accomplished as planned and correcting any significant deviation (Robbins, 1994). The same author continues to say that "the criterion that determines the effectiveness of a control system is how well it facilitates goal achievements. The more it helps managers achieve their organization goals, the better the control system is"(1994:571). Bettel cited by Plunkett & Attner (1998:92), noted: "Controlling is the function that brings the management cycle full circle." It is the guiding mechanism that ties all the other functions in the managerial endeavor.

In the Christian perspective it is the capstone to all other functions. The function of controlling or evaluating in a Christian setting will be guided by the worldview of the administrator. God the Master Evaluator, did not perceive this function as a negative element in the administrative process, He gave such an importance that He submitted His creative power and authority to such a procedure. His own performance was subjected to an evaluation (Genesis 1:4,10,12,18,21,25,31). Surely God evaluated His own creation, and He set the standards by which His intelligent creatures will be evaluated—the Ten Commandments (Exodus 20:1-17, Revelation 14:12).

Joseph, whose worldview was God-centered, when being tested (evaluated) by Potiphar's wife, was able to pass the test. His identity was defined (Genesis 39:9). The same can be said of Daniel (Daniel 6:5).

Christian values should be incorporated in all aspects of evaluation, and as a teacher, when grading students or when administering tests, Christian values should be present.

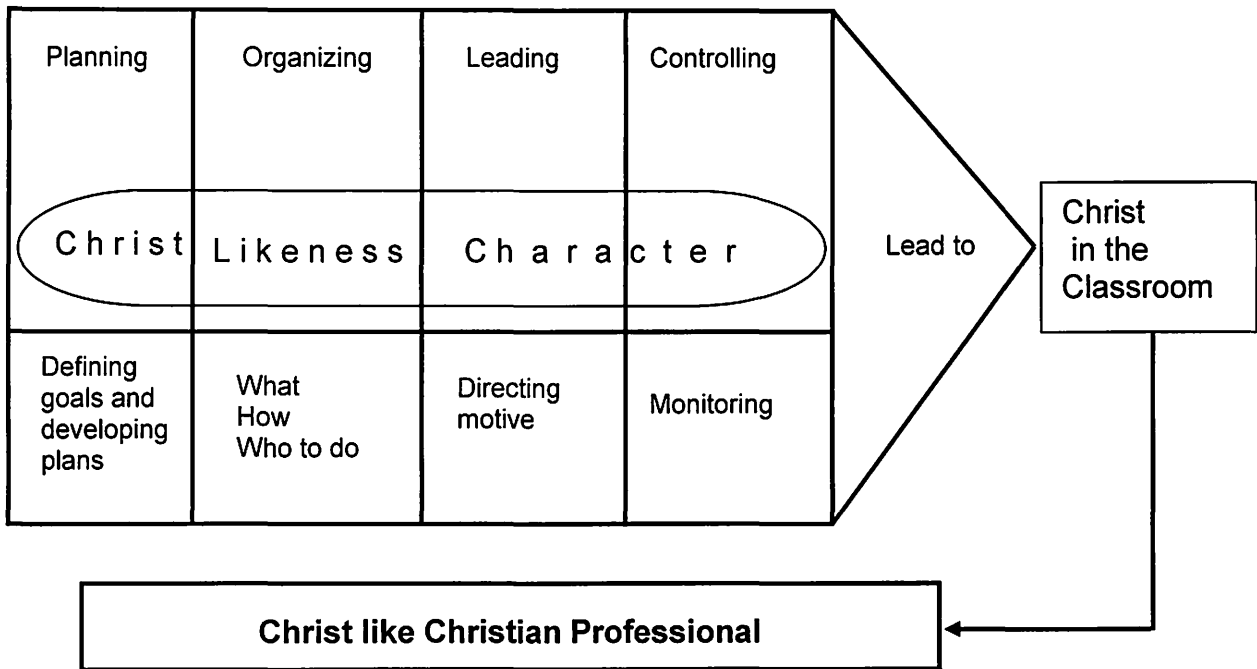
All these skills are important in preparing Christian business managers. But how do you teach them to become Christ-like professionals?

Christ-like Professionals

Some strategies to teach students to develop and nurture a Christ-like identity are seen in Jesus' life (John 7).

1. Teaching them about the Father: I have manifested thy name unto the men which thou gave me out of the word.
2. Teach them from the word of the Father: I have given unto them the words which thou gave me;
3. Teach the way to communicate with the Father: I pray for them. I pray not for the world, but for them which thou hast given me, for they are thine.
4. Teach them God's truth.

As we have seen in this work, integration of faith in the learning of business managers, taking administration's basic elements into account, will develop a character that is Christ-like in a student, who will become a Christ-like professional.



Conclusion

Seventh Day Adventist institutions are asked to step up to the plate and prepare managers, teachers and administrators that will be able to pass the acid test. Men and women such as:

The slave girl in a stressful, hostile, adverse and unfavorable environment (2 Kings 5:2-4).

Daniel in the lion's den Daniel (6:16).

Joseph before Potiphar's wife and in the dungeon (Genesis 39:9-)

Shadrach, Meshach, and Abednego in the fiery furnace (Daniel 3:21)

Elijah on Mount Carmel (1 Kings 18:21-)

I invite each and every one of us to also step up to the plate and renew our commitment, live the life of integration of faith in our respective places, so that Jesus can be uplifted through us and it can be said of us as what was said of Daniel "Then said those men, we shall not find any occasion against this Daniel, except we find it concerning the law of his God" (Daniel 6:5).

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