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BOOK REVIEWS

MANAGEMENT: A FAITH-BASED PERSPECTIVE

*By Michael E. Cafferky
Upper Saddle River, NJ: Pearson
Education (2012)
Hardcover, 619 pages*

*Review by ANNETTA M. GIBSON
and CHARLES H. TIDWELL, JR.*

One of the pedagogical issues for both the Christian business teacher and the student is the dearth of formal materials to assist in the integration of faith and learning in the classroom. This issue finds a beginning resolution in Michael Cafferky's *Management: A Faith-Based Perspective*. Through this book, Dr. Cafferky, professor of business and management at Southern Adventist University, shows how management may be integrated with "a faith-based perspective founded on values and teachings common" to Christians. The foundation of the text is Cafferky's assumption that the reader understands, first, the importance of approaching management with an understanding of one's own perspective, and, second, that the perspective of religious faith is valid when dealing with "things in life and work

that have meaning and where values are key influencing elements" (p. xv).

The methodology adopted is "to integrate faith and learning about management at the chapter level" (p. xx) with a section on the Bible and a section on contemporary management scholarship in each chapter. This parallel approach allows the reader to see what the Bible has to say on a particular management topic while at the same time to discover what current management thought has to say on the same topic. The goal is that after understanding the two perspectives, students and teachers alike will carefully consider what their own religious faith will lead them to do in a similar management situation (p. xxi). Cafferky cautions the reader not to expect Scripture to speak to every management question and not to expect that what is presented is always unique to the Christian religion. He does, however, hope that by using this approach readers will carefully consider which management theories are acceptable to a Christian as they practice management in today's world.

Of particular importance in understanding the outline of the book is the explanation of Cafferky's management pyramid model (p. 5). The model illustrates three key elements—"being and becoming," "thinking and feeling," and "action"—in a pyramid, provides numerous biblical texts to illustrate these elements (p. 7), and then expands these elements from the individual to the organization and ultimately to the community (p. 8). For example, in applying the management pyramid model to the concept of the individual, "being and becoming" describes who we are (identity, spirituality, values, character, worldview, etc.). "Thinking and feeling" incorporates one's aware-

ness of self and others and the situation, while “action” are the steps taken that affect not only the person taking the action but also other people, organizations, and the larger community. Cafferky refers to this pyramid as the “framing” device for the entire book.

The text covers the management topics expected in a basic management text: management history; environmental issues; cross-cultural management; moral and social responsibility; planning and decision-making; strategic thinking; human resource management; communication; motivation; leadership; change, power and conflict; and managerial control and accountability.

A unique chapter is the one titled “Spirituality, Faith, and Management” (Chapter 15). Here Cafferky identifies a number of aspects of spirituality and highlights the differences between “religion” and “spirituality.” The chapter, however, was not as well structured as expected and did not adequately summarize the role of spirituality and faith in the workplace. For the final chapter of the text, a more complete wrap-up of the importance of spirituality and faith in management would have been helpful.

Of more interest (and help from the perspective of an instructor) was the appendix on the assumptions of management. This discussion of what is assumed by most management textbooks and how those assumptions fit into the Christian worldview will be particularly helpful for both students and teachers who wrestle with the integration of Scripture with the traditional management philosophies.

Each chapter opens with a brief “case” that highlights the central issue of the chapter, and ends with a good summary of the chapter.

Substantial references in the endnotes to each chapter are especially helpful to instructors if they wish to follow up on a particular quote or item. Each chapter also contains good discussion questions and exercises. Finally, there are 10 short cases at the end of the book that are integrated into the chapter topics through a table provided on the inside cover of the text. Instructors will find these cases and the table extremely helpful when discussing these concepts in the classroom.

Management: A Faith-Based Perspective is not a text for those who do not want to think. Fortunately, Cafferky has not done the thinking for the student! However, he has set the stakes in the ground for integration by providing information that will require both careful teaching (by the instructor) and careful thought (by the student). Instructors will have material at their fingertips to use for deliberate classroom discussions and the students will have ample opportunity to argue the points from various perspectives. But isn't this what the integration of faith and learning requires? If so, Cafferky has given his readers a good starting point.

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