



ACHIEVE TRUE SUCCESS IN THE MARKETPLACE

# BUSINESS BY THE BOOK

## FOR INDIVIDUAL STUDY AND GROUP WORKSHOP



Join Others Who Have Learned the True Principles of Business Success

CD & DVD TRAINING

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FOR INDIVIDUAL STUDY  
AND GROUP WORKSHOP



CROWN FINANCIAL MINISTRIES  
[CROWNUK.ORG/BUSINESS](https://crownuk.org/business)

# CONTENTS



Welcome to <i>Business By The Book</i> .....	5
Introduction .....	9
1. Ownership and Purpose .....	11
2. Leadership.....	23
3. Finance .....	35
4. Human Resources.....	49
5. Organisation and Marketing .....	63
6. Planning .....	79
7. Business Excellence .....	91
Become Involved.....	99
Prayer Requests .....	101
Key: Other Questions to Answer .....	105
<b>Appendix A</b> - Establish a Personal Relationship with Christ .....	107
<b>Appendix B</b> - Outline for Developing a Business Plan .....	109
<b>Appendix C</b> - Core Values .....	113
<b>Appendix D</b> - Starting a Christian Business Leader Group.....	115
Crown Financial Ministries - Our “Money Bible” Resources.....	117

# MODULE ONE

# OWNERSHIP

# AND PURPOSE



I have a call from God. I am convinced that His purpose for me is in the business world. My business is my pulpit.

**Stanley Tam**

Note: You will see words appearing on the screen. They are included in the masters received from Crown Financial Ministries in the USA. We have left them on the DVD and may help you follow the DVD and the notes together.



## DVD NOTES

1. Business school textbooks, once filled with biblical principles, have given way to the pragmatics of the bottom line.
2. Although God does call some people out of business, He calls most to serve Him in business, where they can influence their customers, suppliers, employees, and competitors for Christ.

## GOD'S WAYS OF CONDUCTING BUSINESS ARE DIFFERENT

3. Regardless of how different God's thoughts and ways seem to be, the Word of God is just as applicable to business as it has ever been. *Isaiah 40:8* reads, "The grass withers, the flower fades, but the word of our God stands forever."

This workshop is designed to help you achieve three objectives:

- |                 |   |
|-----------------|---|
| Objective one   | - To integrate principles from Scripture with your daily practices  |
| Objective two   | - To grow your company profitably   |
| Objective three | - To develop leadership skills and to grow in Christ so that you will be more like Him as a business leader |

4. Doing business God's way is not a shortcut to more profits and fewer difficulties. From time to time it may cost you money as in the case of Will and his manufacturing company. But honest profit, earned in a way that glorifies God, is essential to your business. *Isaiah 48:17* says, "I am the Lord your God, who teaches you to profit, who leads you in the way you should go."

## OWNERSHIP

5. *Psalms 24:1* tells us that "The earth is the Lord's, and all it contains." This is one of many Scriptures that identify the Lord as the owner of everything. After creating all things, He never transferred the ownership of His creation to people. Recognising God's ownership is foundational to making Jesus Christ the Lord of our businesses. He is the owner of every business, large or small, public or private.

## CONTROL

6. Although we are incapable of comprehending how His sovereignty encompasses our free will, we are clearly told that He is in ultimate control. *1 Chronicles 29:11* says, "We adore you as being in control of everything" (TLB). And *Psalms 135:6* reads, "Whatever the Lord pleases, He does, in heaven and in earth."
7. First, He allows difficult circumstances to accomplish His intentions.
8. Second, He allows difficult circumstances to develop our character.
9. Third, He allows difficult circumstances to discipline His children.

## OUR RESPONSIBILITY

10. Our responsibility is summed up in *1 Corinthians 4:2*: "Moreover it is required in stewards, that a man be found faithful" (KJV). A steward is a manager of someone else's possessions.
11. The businessperson is in a position to influence people for Christ who would rarely consider attending a Church

## OUR PURPOSES IN BUSINESS

Five purposes should drive our business:

Purpose one – To glorify God

12. Christian business leaders try to build win-win relationships, not only because it is a good business practice, but because they sincerely care

about other people. It glorifies God and earns the right to introduce others to Jesus Christ.

**Purpose two** – To meet the needs of its customers

**Purpose three** – To support the work of Christ

13. There is an interdependent relationship between those involved in Christian ministry and Christians in business. They need each other. This is not an accidental relationship; God designed it that way.
14. When business men and women understand that they are strategic in funding the work of Christ, their work takes on eternal significance.

**Purpose four** – To spiritually impact our sphere of influence

**Purpose five** – To make a profit



## GROUP DISCUSSION QUESTIONS

1. What especially impacted you in the DVD?
2. Think of your top two or three purposes for being in business. How do you think they compare with the purposes God has for you in business?
3. Share a difficult circumstance you have experienced in business and how the Lord ultimately used it for good in your life.
4. What did you see in the DVD that you can apply to your business life? How will you do it?



## DIG DEEPER AND LEARN MORE

Each session contains optional exercises you may do on your own that will help you learn and apply *Business By The Book*. This includes a Scripture to memorise and some questions to answer.



## SCRIPTURE TO MEMORISE

*Everything in the heavens and earth is yours, O Lord*  
(1 Chronicles 29:11, TLB).



## OTHER QUESTIONS TO ANSWER

1. Read *1 Chronicles 29:11-12*. List at least two principles it teaches.
2. Read *Genesis 45:5,8* and *50:20*. Then read *Romans 8:28*. Finally, read *Hebrews 13:6*. How do these verses help you trust God's ability to protect you when you seek to fit in with His plan?
3. Read *1 Corinthians 4:2*. In the context of business, what does being faithful mean to you? How might you grow in faithfulness?



## KEY PRINCIPLE

The love of money is a shallow love that seduces the heart of man and becomes a cheap substitute for God's love. But it does not satisfy, it will not last, and it will not produce Kingdom fruit. Freedom is characterised by generosity, which does produce Kingdom fruit and results in eternal reward.

4. In what aspect of finances do you find it most difficult to experience financial freedom?
5. Are you free to be generous with God's resources? If not, why not? How can you gain this freedom?



## PRAYER LOG

Prayer works. We provide a prayer log for you to record your prayer requests after each study. Complete these and record how the Lord answers prayer.

# MODULE ONE

# OWNERSHIP AND PURPOSE

Note: These notes are intended to provide further detailed biblical and practical help. The content may, alternatively, be listened to on the accompanying [Biblical Business Management Principles](#) CDs.

## STARTING AND RUNNING A BUSINESS

There are a range of legal entities that may be utilised to run a business. Some engage in their business as a sole trader (or a sole practitioner for those engaged in delivering professional services), partnership (which is often defined as “two or more individuals carrying on in common with a view to profit”), a limited liability partnership (again, often the preserve of those engaged in professional practice), a limited company or a public limited company.

Your business activity may be one whereby you are applying your personal skills and earning an independent income. Often there is minimal trading - buying and selling goods or services - and overheads are generally limited to those costs attributable to your personal business activities. Income from this type of business will reflect your expertise and demand for the service coupled with your ability to charge what you perceive you are worth and how much your client or customer is willing to pay. Typically there is minimal risk relating to these types of owner-managed businesses - the income derives from the demand for your services and your personal expertise. However, you may be engaged in employing others and selling their expertise while you still buy, sell and trade in goods and/or services.

Your business may be a first-generation business - you started it and you continue to manage it, or it may be a business that you have bought or have become the owner of as a result of a business passing from one generation to the next or from the founder(s) to the managers.

Whatever the legal entity and regardless of how you came into ownership, it is your hard work that has contributed to the development of the business; it

may have been your capital and maybe you can even relate to the input of your own blood, sweat and tears.

If you have already watched the first *Business By The Book* DVD that accompanies this programme you will perhaps be wondering why I refer to the business as though you are the owner of the business. We will be looking at who actually owns the business. This first module addresses who owns the business and what its purpose is from a biblical perspective. However, before we look at this, let me start by admitting that I owned and managed three businesses over a twenty-five year period and during that time I was very involved in Church leadership. It was only *after* I sold the last of my businesses that the Lord led me to Crown Financial Ministries that I learned that God had owned the businesses and that I had therefore unknowingly been a steward of God's business. You might have already arrived at first base and regard this as obvious. Having interviewed countless business owners who fully acknowledge God's ownership I conclude that this was something that I wished I had understood but also realise it is not possible to turn back the clock.

However, this discovery - if I may call it that - fuels my passion for this *Business By The Book* programme. It is my desire to ensure that Christian business owners see how their faith applies to daily business life. This adds an exciting dimension to the dynamics of being in business.

When I started in business the range of books on business management would fit on one shelf. Today books on management are sub-divided into a range of subjects and commandeer many shelves. But the Bible is one book that never appears on these shelves yet it has much to say that will lead and guide those who are Christians and engaged in stewarding God's business. Let's start exploring the best-selling business management book of all time.

## OWNERSHIP

The Lord owns our possessions and our businesses. *"To the Lord your God belong...the earth and everything in it" (Deuteronomy 10:14). "The earth is the Lord's and all it contains" (Psalm 24:1).*

The Lord created all things, and He has never transferred the ownership of His creation to people. Recognising God's ownership is crucial in allowing Jesus Christ to become the Lord of our businesses. He is the owner of every business, large or small, public or private.

## OUR OWNERSHIP OR HIS LORDSHIP

As Christians we should acknowledge God's ownership and effectively transfer ownership of our business to the Lord. *"No one of you can be My disciples who*

*does not give up all his own possessions” (Luke 14:33).* Is that easy? Maybe, maybe not, but we must give up any claim to ownership. Sometimes the Lord will test our willingness to give up one of the very possessions that is most important to us.

The most vivid example of this in the Bible is when the Lord instructed Abraham to *“take now your son, your only son, whom you love, Isaac...and offer him there as a burnt offering” (Genesis 22:2).* When Abraham obeyed, demonstrating his willingness to give up his most valuable possession, God responded with *“do not lay a hand on the boy.... Now I know that you fear God, because you have not withheld from me your son” (Genesis 22:12).*

When we acknowledge God’s ownership, every business decision becomes a spiritual decision. No longer do we ask, “Lord, what do You want me to do with my business?” The question is restated, “Lord, what do You want me to do with Your business?” How is that for a pressure reliever? How many times have you experienced the pain and burden of managing the business? It is to the glory of God that He owns the business and that we serve Him with our God-given talents and abilities.

## LET’S GET PRACTICAL

Consistently recognising God’s ownership is difficult. It is easy to believe intellectually that God owns all you have and yet live as if it were not true. Here are a number of practical suggestions to help us recognise God’s ownership:

1. For the next 30 days, meditate on *1 Chronicles 29:11-12* when you wake up and just before you go to sleep. *“Everything in Heaven and earth is Yours, O Lord...”*
2. Be careful in the use of personal pronouns; consider substituting “the” or “the Lord’s for “my,” “mine,” and “ours.”
3. Ask the Lord to make you aware of His ownership, and help you to relinquish ownership. Pray about this over the next 30 days.

I shared at the beginning how I had not known that it was God who owned my business. Nevertheless, I had endeavoured to apply Scripture to my business practices and when I learned about God’s ownership I spent time looking back over the previous 25 years and thank God that I had conducted my business affairs, at least financially, as though they had belonged to the Lord. I had prayed about the business, I had sought to be as godly as I could in all my business dealings but if I knew back then what I know today I would have approached a lot of business issues differently. How exciting that I am able to share these truths with you today while you remain in the business arena!

## OUR PURPOSE IN BUSINESS

When lecturing accountants on management I have on many occasions asked this question, “What is the purpose of being in business?” The usual response of about 80 per cent is “to make a profit,” to which I respond that making a profit is but an *outcome* of running a business – the *real* purpose of a business is to meet [indeed, wherever possible, exceed] the needs of the customer. Profit is one of the outcomes of managing a successful business. If there is an over-emphasis on “making a profit” the business may run the risk of cutting corners, over-pricing and impairing the delivery of a quality service. The result? Maybe the customer looks elsewhere for alternative sources of supply. One good example is the restaurant trade. Restaurateurs know that they live or die by the quality of the food, service and restaurant ambience. There are plenty of restaurants around from which to choose and a successful restaurateur knows that they need to have a good reputation if diners are to return and recommend the establishment to friends.

However for the Christian owner there is a higher level of purpose - and that is to glorify God.

Business owners and managers should glorify God in their personal and business lives. I am always aware that as a Christian I represent Jesus Christ in all I do and how I say or do it. It is a sad fact that I have known a good number of Christians who have not been a good witness – I am always astounded when Christians blaspheme and seek to adopt business practices that are contrary to their faith. Faith is not just for Sundays – it is for life. We are Christ’s disciples and we must seek to conduct ourselves and manage His business in a Christ-like manner. Now I am not suggesting that I have always honoured Christ in the marketplace – far from it – but it is essential that we should get the basics of our lives in accordance with the standards required of a Christian. *Proverbs 15: 3* tells us that “*the eyes of the Lord are everywhere, keeping watch on the wicked and the good.*” It is important for every believer to know that not only is God with us He is watching [over] us.

## IS IT OKAY TO MAKE A PROFIT AS A CHRISTIAN?

It certainly is. Contrary to the opinion of some, there is no biblical admonition against making a profit. If a business cannot generate profit it will fail, and its ministry to the employees and customers will cease.

Every Christian in business - employer and employee alike - should work to maximise profits, but never by sacrificing the other principles of a biblically-based business. For instance, an employer must not maximise profits by under-paying employees or by dishonestly representing products or services to customers.

There are many reasons why businesses fail to earn a profit. Sometimes businesses fail because of a bad economy – construction companies are often the first to suffer in a recession. So there may be other external circumstances – matters beyond the control of a business owner. A business may fail because of a high level of debt that is too great to service because of a lack of profit or poor cash flow, or maybe the line of credit from a lender or supplier is restricted or even withdrawn.

Some businesses fail because they are unable to compete. Some are disorganised. Some are unable to attract good employees. Some do not recognise changes in customer needs.

Wise businesspeople know that even a small change in the external business environment or a bad mistake on pricing or defective service can be the difference between making a profit and incurring a loss. It may be nothing to do with a lack of sales. Rather the profits may be eaten up by overheads or misspent.

For 15 years as an adviser to businesses I counselled business owners to separate their business finances from their personal finances. It is important to resist the temptation to draw on business finances when times are good only to find there are inadequate capital resources when times are tough. It is a simple principle that I call the “Joseph” rule - leave profit and cash in the business for the lean times. It is important to manage the business so that it can provide for the owner’s needs. Whatever the legal entity the business owner(s) should receive a salary and, if payroll taxes are not deducted because you are not legally an employee, then I recommend that tax should be set aside out of that income as though the owner was an employee. How much? See your accountant, but as a default at least start at a minimum of 25 per cent of all business drawings to cover tax and national insurance.

Another trap I have seen owners fall into, especially those new to business, is to buy a new or expensive car on finance. I have only bought a new car once and that was after I had been in business for eight years – and I did not sell it until it had over 100,000 miles on the clock. That was also the last car I bought on finance as I decided that I could save for my next car (a second-hand car with 8,000 miles on the clock) and pay cash - thus eliminating the monthly expense of the car repayment and the interest charge in my profit and loss account.

Many people are driven by pride and greed to grow businesses much faster than they should. They are not content to be profitable – they want to get rich quickly. They expand too rapidly by going deeply into debt or faster than they can develop the necessary infrastructure to sustain a growing enterprise.

The commitment to being profitable means wisely building a business with a solid financial foundation and not allowing greed and presumption to put employees, investors, customers or suppliers at undue risk. It is no sin to fail in business. However, seek to conduct your business in such a way that promotes financial stability.

## SUPPORTING THE WORK OF CHRIST

There is a strong relationship between those involved in Christian ministry and Christians in business. They need each other. This is not an accidental relationship - God designed it that way. Paul wrote to the Roman Church *"since we have gifts that differ according to the grace given to us, let each exercise them accordingly; if prophecy, according to the proportion of his faith; if service, in his serving...or he who gives, with liberality"* (Romans 12:6-8). Then to the Corinthian Church: *"God has placed the members, each one of them, in the body just as He desired.... The eye cannot say to the hand, 'I have no need of you'"* (1 Corinthians 12:18, 21).

The first part of this dependent relationship is obvious. Churches and ministries cannot exist without regular, generous giving. Fortunately, the need is not limited to their side of the equation; Christian businesspeople have a need – the need to give. Those who are called to business need to establish financial partnerships with those who are able to put money to work effectively for the sake of Christ. Giving is one of the purposes of Christians in business; it is what God has called and gifted them to do. When business owners recognise that they are strategic in funding the work of Christ, their work takes on eternal significance.

## TO SPIRITUALLY IMPACT YOUR SPHERE OF INFLUENCE

The Lord has given you a position of influence in the workplace in order to impact your co-workers, suppliers and even your competitors. On two occasions I called my main publishing competitor to draw his attention to an incorrect VAT treatment that we were both inadvertently adopting and then to help him correct the tax data card he was about to publish for his [accounting firm] customers.

The Lord has appointed you to represent Him and bring His principles, values, love and presence to your workplace. This is a platform for evangelism, for discipleship and for influencing those around you by serving others and then communicating His message through your words and actions.

## BUILDING ON THE ROCK

What makes a solid foundation that will endure the ups and downs of the changing marketplace? Jesus said *“everyone who hears these words of Mine, and acts upon them, may be compared to a wise man, who built his house upon the rock. And the rains descended, and the floods came, and the winds blew and slammed against that house, and yet it did not fall, for it had been founded upon the rock”* (Matthew 7:24-25). No matter how hard you labour to build your business, if you are not building on the solid foundation of God’s Word, sooner or later the financial rains, floods and winds will expose the inferior foundation.

*Psalm 127:1* tells us that *“unless the Lord builds the house, its builders labour in vain.”* This principle is also applicable to business. God’s principles of business are not offered “cafeteria style.” In other words, you cannot choose to implement those you like and ignore the others without suffering the consequences.

If you are faithful to conduct your business the Lord’s way, you please Him and place yourself in a position where He is more able to use you in the lives of others.

# BUSINESS BY THE BOOK

## Individual Study and Group Workshop

Based on Larry Burkett's (USA) best-selling book, *Business by the Book*. This DVD and CD individual or group workshop has taught thousands of business people how to transform their business and marketplaces. Now these workshops are available in a CD and DVD format, complete with the *Business Excellence* outreach movie, looking at one successful UK entrepreneur.

The *Business by the Book* workshop teaches business owners and managers in all walks of life how to conduct business according to biblical principles.

### Each Lesson Includes:

- DVD – each film is between 15 and 25 minutes
- DVD notes – summarising the key points
- Group discussion questions
- Personal applicability questions
- Key principle
- Dig deeper and learn more
- Topic commentary

### The Seven Main Topics Include:

- Having purpose in business
- The importance of servant-based leadership
- Making good financial decisions
- Finding and effectively managing employees and staff
- The role of organisation and marketing
- Business planning
- Business excellence (can also be used by a group as an outreach)

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"Business by the Book is THE handbook for any Christian who seeks to understand what the Bible says about operating a business from a biblical perspective. Every Christian in business should take this study – it will make a difference and you will 'graduate' better qualified to build a business that is congruent with your Christian faith."

- **Mark Mitchell, Mitchell Group, Chester**

Our Christian Business Leaders groups have used the *Business by the Book* workshop for over five years. Without question, we regard this as the finest study for Christians in business leadership. The programme has helped our members make good, solid financial decisions; and, Crown has helped show us the freedom that comes from practising good stewardship with the resources that God has allowed us to manage."

- **James Shand, Christian Business Leaders**



**CROWN FINANCIAL MINISTRIES™**  
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Crown Financial Ministries is an interdenominational ministry equipping people worldwide to learn, apply and teach biblical financial principles.