

LIDLAW COLLEGE

Te Wananga Amorangi

575.715 Pastoral Leadership and Management Course Assessment and Delivery Outline

Campus: Distance Learning

Semester 2, 2015
NQF Level: 7, 15 credits

CONTENT OVERVIEW:

1. Biblical and theological principles for Christian leadership.
2. Characteristics and personal qualities of effective leaders.
3. Defining leadership: leadership and/or management.
4. Leadership styles; appropriate styles for different situations and people.
5. The leadership development process and life-stages; coaching and mentoring; leadership assessments.
6. Power and authority; leadership misconduct.
7. Leadership self-care; dealing with stress.
8. Developing and maintaining vision; philosophy of ministry.
9. Working in teams.
10. Managing conflict in congregational and organisational life.
11. Implementing change
12. Organisational principles; systems theory.

ASSESSMENT TASKS AND DUE DATES:

Participation in the Online Discussion Forum

<i>Learning Outcomes:</i>	a, b, d
<i>Due Dates:</i>	11.59PM Sunday end of semester weeks 2, 4, 5, 6, 9, 11
<i>Percentage Weighting:</i>	20%
<i>Word Count:</i>	As specified below

In lessons 2, 4, 5, 6, 9, and 11 you will find **Assessment Exercises** which will require you to make an online posting of 200 words on the Online Discussion Forum to a question about some aspect of that lesson. In addition to your initial posting or contribution, you will be required to make at least one further posting of at least 50 words, which interacts with what other students have said. The second posting for each assessment exercise must be within 7 calendar days of the due date for the initial posting.

Essay A

<i>Learning Outcomes:</i>	a, b, c, d
<i>Due Date:</i>	11.59 PM Sunday end of semester week 7
<i>Percentage Weighting:</i>	35%
<i>Word Count:</i>	2500

Write a 2500 word essay, in which you interact with the material in your lessons and in your wider reading about the theological, biblical and practical foundations of leadership. You must demonstrate rigorous research skills, using biblical material, recommended course texts and at least five other sources such as books or journal articles. Critical reflection is expected at this level as well as original thought in terms of application.

Choose from **one** of the following topics:

- a) Discuss biblical leadership, comparing the relative importance of character, theology and spirituality with skills and competencies. Consider the extent to which biblical leadership can be developed, and with reference to biblical examples and other research, the process of leadership development.
- b) If you were starting a new independent church, what leadership structures and processes would you build in? Justify these, from a biblical/theological stance as well as on pragmatic grounds. If you were working within an existing church within a known denomination, how might you modify the leadership structures and processes to make them more effective?
- c) Analyse the presence of power in ministry, its use and abuse. In what ways is power in ministry acceptable? Give your reasons. Evaluate the importance and place of authority in contemporary church ministry, with suggestions for the local church.
- d) To what extent are principles of church leadership dependent on cultural context, and to what extent are they universal and biblically derived? Discuss, in relation to two or more cultures.

Essay B

<i>Learning Outcomes:</i>	a, d, e
<i>Due Date:</i>	11.59PM Sunday end of semester week 12
<i>Percentage Weighting:</i>	45%
<i>Word Count:</i>	3000

Write a 3000 word essay, in which you interact with the material in your lessons and in your wider reading about the theological, biblical and practical foundations of leadership. You must demonstrate rigorous research skills, using biblical material, recommended course texts and at least five other sources such as books or journal articles. Critical reflection is expected at this level as well as original thought in terms of application.

Choose from **one** of the following topics:

- a) Discuss the risk factors leading to self-care issues within ministry. You may narrow your selection to just one specified issue. Evaluate a range of safety measures that may be implemented to avoid or protect against such an issue or issues.
- b) Discuss the ways in which, in the New Zealand church context a church may develop a united vision. To what extent can leadership impart a vision and encourage a church to own it, without imposing it, dividing the church, or veering off course?
- c) Discuss the place of teams in Ministry. Discuss the attributes of a healthy team, and how it can best function for effective ministry and sustained growth. Locate biblical examples of a team ministry and analyse with particular reference to contemporary application.
- d) Evaluate the effect of congregation size on churches. Then choosing one size of church, discuss the particular challenges it faces, and how these might be addressed.
- e) Discuss the notion and place of change, and its role in the growth of the Kingdom. To what extent should the principles of change management be used?

CRITERIA FOR ASSESSMENT:

Participation in the Online Discussion Forum

Before beginning your first online discussion, please see the grading grid (rubric) on the “online discussion grading guide and mid-semester feedback” for further details on how these criteria will be applied.

- Engagement with material
- Constructive engagement with others
- Structure and presentation
- Timeliness

Essay A

- Critical Reflection: the seriousness, sense of personal conviction, depth and insight with which you have reflected and critically analysed the issues raised in the question
- Critical and in-depth interaction with the biblical, theological and practical foundations of leadership.
- Reading & Research: the nature and extent of the reading and research that lies behind the essay, and critical interaction with this material.
- Clarity of expression: the extent to which you have been able to articulate and analyse the intellectual, vocational or spiritual issues you have addressed and the "discoveries" you have made.
- Communication and presentation: Clarity, format, spelling and grammar; annotation and bibliography.

Essay B

- Critical Reflection: the seriousness, sense of personal conviction, depth and insight with which you have reflected and critically analysed the issues raised in the question
- Critical and in-depth interaction with the biblical, theological and practical foundations of leadership.
- Reading & Research: the nature and extent of the reading and research that lies behind the essay, and critical interaction with this material.
- Clarity of expression: the extent to which you have been able to articulate and analyse the intellectual, vocational or spiritual issues you have addressed and the "discoveries" you have made.
- Communication and presentation: Clarity, format, spelling and grammar; annotation and bibliography.

LEARNING HOURS:

575.715 is a 15 credit course consisting of 150 learning hours. The assignment tasks and learning hours are as follows:

Study of Course Materials, extra readings, reflection, and research	60 hours
Participation in Online Discussion Forum	20 hours
Essay A	30 hours
Essay B	40 hours
Total:	150 hours

Although this guideline regarding learning hours is not intended to be applied rigidly, it should help ensure a balanced workload.

TEXTBOOKS:

Required Textbooks

The following two books are **required** for this course.

Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids, MI: Baker Books, 2003.

Wright, Walter C. *Relational Leadership: A Biblical Model for Leadership Service*. Second Edition. Colorado Springs: Paternoster Publishing, 2009.

BIBLIOGRAPHY:

Additional Resources

The following resources should be consulted for further reading, and will also help you as you prepare for the assessment tasks for this course. While some of these relate specifically to leadership and personal leadership development, some are more concerned with the church context in which pastoral leadership often occurs. The first section contains books that are available through Laidlaw's Deane Memorial Library.

Allender, Dan B. *Leading with a Limp: Turning your Struggles into Strengths*. Colorado Springs: Waterbrook Press, 2006.

Anderson, Leith. *Leadership that Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis, MN: Bethany House, 1999.

Armerding, Hudson T. *The Heart of Godly Leadership*. Wheaton, Ill: Crossway, 1992.

Banks, Robert & Bernice Ledbetter. *Reviewing Leadership: a Christian evaluation of current approaches*. Grand Rapids: Baker, 2004.

Barna, George. *Leaders on leadership: wisdom, advice, and encouragement on the art of leading God's people*. Ventura, CA: Regal, 1997.

Barna, George. *The habits of highly effective churches: being strategic in your God-given ministry*. Ventura CA: Regal, 1999.

Barna, George. *The Power of Vision*. Regal Books, 2003.

Bass, Bernard M. & Ralph M Stogdill. *Bass and Stogdill's Handbook of Leadership Theory, Research and Marginal Applications*. London: Collier Macmillan, 1990.

Baxter, Richard. *The Reformed Pastor*. Carlisle: Banner of Truth, 1974 (Orig 1656).

Bredfeldt, Gary J. *Great Leader, Great Teacher: Recovering the Biblical Vision for Leadership*. Chicago: Moody Publishers, 2006.

Bugg, Charles B. *Transformational Leadership: Leading with Integrity*. Macon, GA: Smyth & Helwys Pub, 2010.

Campbell, Dennis G. *Congregations as Learning Communities*. Tools for shaping you future: Bethesda: Alban, 2000.

Campolo, Anthony. *The Power Delusion*. Wheaton, IL: Victor Books, 1983.

- Clarke, Andrew D. *Serve the Community of the Church: Christians as Leaders and Ministers*. Grand Rapids: Eerdmans Pub Co., 2000. Clinton, J. Robert. *The Making of a Leader*. Colorado Springs, CO: Navpress, 1988.
- Cooperrider, David, Whitney, D, Stavros, J. *Essentials of Appreciative Inquiry*. Brunswick: Crown Custom Pub. 2008.
- Dodd, Brian J. *Empowered Church Leadership: Ministry in the Spirit According to Paul*. Downers Grove, Ill: InterVarsity Press, 2003.
- Elmer, Duane. *Cross-cultural Conflict: Building Relationships for Effective Ministry*. Downers Grove, IL: InterVarsity, 1993.
- Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values & Empowering Change*. Downers Grove, IL: InterVarsity Press, 1991.
- Gangel, Kenneth O., and S. L. Canine. *Communication and Conflict Management: in Churches and Christian Organisations*. Nashville, TN: Broadman, 1992.
- Gibbs, Eddie. *Followed or Pushed*. Bromley: MARC Europe, 1986.
- Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- Harney, Kevin. *Leadership from the Inside Out: Examining the Inner Life of a Healthy Church Leader*. The leadership network innovation series. Grand Rapids, Mich: Zondervan, 2007.
- Hersey, Paul & Kenneth Blanchard et al. *Management of Organisational Behaviour: Utilizing Human Resources*, (7th Ed). Englewood Cliffs, NJ: Prentice Hall, 1996.
- Hunter, George. *Leading and Managing a Growing Church*. Nashville: Abingdon, 2000.
- Jones, Jeffrey D. *Heart, Mind, and Strength: Theory and Practice for Congregational Leadership*. Herndon, Va: Alban Institute, 2008.
- Kaldor, Peter. *Shaping A Future: Incorporating Lifting the Lid on the New Zealand Church*. Adelaide: Openbook Publishers, 1998.
- Kouzes, James M. and Barry Z. Posner. *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others*. San Francisco: Jossey-Bass, 2003.
- Kouzes, James M. And Barry Z. Posner. *The Leadership Challenge*, San Francisco: Jossey-Bass, 2007.
- Logan, Robert E. *Beyond church growth*. Old Tappan, NJ: F H Revell, 1989.
- MacNair, Donald J., and Esther L. Meek. *The Practices of a Healthy Church*. Phillipsburg, NJ: P&R, 1999.
- Malphurs, Aubrey. *Advanced Strategic Planning: a New Model for Church and Ministry Leaders*. Grand Rapids, MI: Baker, 1999.
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- Malphurs, Aubrey. *Developing a Vision for Ministry in the 21st Century*. Grand Rapids, MI: Baker, 1992.

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- Malphurs, Aubrey. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids, MI: Baker, 1996.
- Mann, Alice. *Can our Church Live?* Bethesda MD: Alban Institute, 1999.
- Mann, Alice. *The In-Between Church: Navigating Size Transitions in Congregations*. Washington: Alban Institute, 1998.
- Marshall, Tom. *Understanding Leadership: Perspectives on the Essentials of New Testament Epistles*. Chichester: Sovereign World Books, 1992.
- Maxwell, John C. *Developing the Leader within You*. Nashville, TN: Thomas Nelson, 1993.
- Maxwell, John C. *The 21 Irrefutable Laws of Leadership: Follow These and People Will Follow You*. Nashville, TN: Thomas Nelson, 1998.
- McFayden, Kenneth F. *Strategic Leadership For a Change: Facing our Losses, Finding Our Future*. Herndon: Alban Institute, 2009. **This book is available as an EBook from Laidlaw's Library**
- McIntosh, Gary, & Elmer L. Towns. *Evaluating the Church Growth Movement: Five Views*. Grand Rapids, MI: Zondervan, 2004.
- Miller, Gordon. "Towards Purpose Driven Churches in New Zealand." *Leadership Letter* 148 (Sept/Oct. 1997).
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- Rinehart, Stacy T. *Upside Down: The Paradox of Servant Leadership*. Colorado Springs: Navpress, 1998.
- Schaller, Lyle E. *The Change Agent*. Nashville, TN: Abingdon, 1972.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. Milsons Point, NSW: Random House, 1990.
- Standing, Roger. "Rising from a Glorious Past: Where to start when your church isn't what it used to be." *Leadership Magazine* 15, 3 (Summer 1994): 62-66.

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- Sweet, Leonard I. *Aqua Church: Essential Leadership Arts for Piloting Your Church in Today's Fluid Culture*. Loveland, CO: Group Publishing, 1999.
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See also numerous articles in: *Leadership Magazine* (held at the Deane Memorial Library).

Books that aren't available from the Laidlaw library:

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