



**Columbia Campus**

**PM 604 CO  
CHRISTIAN LEADERSHIP AND CHURCH ADMINISTRATION  
Stephen Clyborne, D.Min.  
Adjunct Professor of Practical Theology  
Fall, 2011**

**Saturdays, September 24, October 22, November 12, and December 10  
9:00 a.m. - 5:00 p.m.**

**I. COURSE DESCRIPTION**

This course is a study of Christian leadership as it relates to the Christian Church. Emphasis is placed upon organizational dynamics, conflict management, spiritual formation, leadership skills, and management practices. Assessment of structures and individuals, problem-solving, and the guidance of the Holy Spirit are formulated in the context of ecclesiastical life cycles and polity.

*Required for M.Div. students. Three hours.*

**II. COURSE OBJECTIVES**

The Seminary's mission statement affirms: "The mission of Erskine Theological Seminary is to educate persons for service in the Christian Church." Since service in the Christian Church involves leading and equipping the church to use its resources wisely and responsibly to achieve its mission, a course in Christian leadership and church administration is at the very heart of the Seminary's mission. More specifically, by the end of this course, the student should be able to:

- A. Describe the distinctive challenges of Christian leaders in a postmodern world.
- B. Demonstrate how administration and ministry are related.
- C. Describe the Biblical and theological foundations for Christian leadership and church administration.
- D. Diagnose the personality of a local church.
- E. Identify his/her own personality type, leadership stance, leadership style, leadership strategies, role models for ministry, approach to decision-making, approach to conflict resolution, and spiritual gifts.
- F. Explain the Biblical concept of authority as it relates to Christian leadership.
- G. Define burnout, discuss its causes and symptoms, and develop a strategy for preventing and coping with it.

- H. Identify practical functions and leadership skills necessary for effective church administration.
- I. Provide leadership that would enable a local church to discover meaning and purpose in its activity.
- J. Develop a bibliography for the field of Christian leadership and church administration.

**III. REQUIRED TEXTBOOKS** - Students are expected to secure their own copies of all required textbooks. As a convenience, the seminary has a bookstore portal of the website at <http://www.erskineseminary.org/bookstore.html>. There you will find links to familiar vendors (CBD, Amazon, B&N, and Books-A-Million) and can check availability of texts, compare prices, and place orders. The ETS SBA will receive a modest percentage of the profits from students' and professors' purchases through this portal. The Erskine Campus Bookstore will carry a limited number of copies of every required text and orders for books can be placed through the Campus Bookstore.

- A. Robert Dale, *Pastoral Leadership: A Handbook of Resources for Effective Congregational Leadership* (Nashville: Abingdon, 1986). ISBN: 0-687-30349-4
- B. Robert Dale, *Leadership for a Changing Church: Charting the Shape of the River* (Nashville: Abingdon, 1998). ISBN: 0-687-01485-9
- C. Roy M. Oswald and Otto Kroeger, *Personality Type and Religious Leadership* (The Alban Institute). ISBN: 1-56699-025-4
- D. A Bible in the English translation of the student's choice.

#### **IV. COURSE REQUIREMENTS AND EVALUATION**

- A. Attendance/Participation - Students are required to attend all class sessions. Students **must** attend the first meeting of the course. Students who cannot attend the first course meeting should not register for the course or, if already registered, should drop the course and complete the drop/add form. (If the drop/add form is not completed and turned in to the Registrar, the student will still be charged for the course and will receive an "F" grade.) If students have to be absent for part or all of another class meeting day, they are still responsible for all work missed and all work due. A student who misses as much as one full class day or its equivalent in late arrival or early departure should consult with the professor to see whether it is still possible to pass the course. Students are also required to prepare for each class session by completing all assignments for that session, bringing all textbooks and materials to class, and participating in class discussions and activities. Attendance/participation will count ten percent of each student's final grade.
- B. Paper - A paper (ten to fifteen pages in length) will be required according to the schedule listed in the Course Outline/Schedule of Assignments. This paper must be typed/processed (twelve-point type, double spaced, one-inch margins) and fully

documented, following the standards in the “Style and Form Standards for All Masters Level Programs” (Erskine Seminary). In this course, footnotes and a bibliography are required in each paper. The paper’s cover page and bibliography are not counted towards page requirements. The paper must be submitted on time, and prepared according to the guidelines provided below. Severe penalties will be levied against papers turned in late. The professor reserves the right to reject work that is excessively late. Papers will be evaluated not only on the basis of content, but also in regard to style. The paper will count twenty percent of each student's final grade.

1. Using the *Myers-Briggs Type Indicator* (MBTI), identify your personality type. Review Oswald and Kroeger’s book *Personality Type and Religious Leadership* and describe the ways your personality type affects your leadership in the church. Apply specific observations in the book to your own personality type and ministry.
2. Interview three people in your church (at least one person close to you and at least one person who only observes you from a distance). Try to include among the people you interview at least one person who has been critical of you. Ask them to identify your leadership style (catalyst, commander, encourager, or hermit) and give their reasons why they chose that label to describe your style. Summarize their responses and compare/contrast their perceptions with your own analysis of your leadership style.
3. Identify your role model for ministry. From your perspective, what is his or her personality type and leadership style? Why is that person your role model? In what ways are you like that person? In what ways are you unlike that person?

- C. Mid-Term Exam - A mid-term exam will be given at the beginning of session three. The exam must be taken on the assigned date and may be made up only in extreme circumstances with the prior approval of the professor. The exam will give students the opportunity to reflect upon the Biblical, theological, theoretical, and academic dimensions of Christian leadership and church administration. A study guide will be given at the end of session two to prepare students for the exam. The mid-term exam will count thirty percent of each student's final grade.
- D. Major Project - The major project is due the last class session and will consist of a paper (fifteen to twenty pages in length) and a class presentation (in the time allotted). The paper must be typed/processed (twelve-point type, double spaced, one-inch margins) and fully documented, following the standards in the “Style and Form Standards for All Masters Level Programs” (Erskine Seminary). In this course, footnotes and a bibliography are required in each paper. The paper’s cover page and bibliography are not counted towards page requirements. The project paper must be submitted on time, and prepared according to the guidelines provided below. The paper will be evaluated not only on the basis of content, but also in regard to style. The class presentation will be evaluated by the professor and the students based on

creativity and usefulness to the class. The major project will count forty percent of the student's final grade (twenty percent for the paper and twenty percent for the class presentation).

1. Write a paper and divide it into two sections:
  - a. Discuss the subject matter covered in this course that was most helpful/interesting to you. Subject matter must be pre-approved by the professor. Conduct a project in your church/ministry setting - - presenting, testing, and/or applying that subject matter. Report and analyze your findings. The experiment could consist of interviews, surveys, statistical analysis, group discussions, etc.
  - b. Discuss a subject in the field of Christian Leadership/Church Administration covered in this course which you would like to explore further or a subject in the field of Christian Leadership/Church Administration important for you that was not covered at all in this course. Subject matter must be pre-approved by the professor. Research the subject (drawing from a variety of sources) and summarize your findings.
2. Be prepared to present the paper to the class on December 10, in the time allotted. Be as creative as possible in your presentation. Include handouts, audio-visual aids, bibliography, etc. to make your presentation interesting and useful to the class.

E. Grading Scale - The Seminary grading scale will be used:

A 95-100	C 80-83
A- 93-94	C- 78-79
B+ 91-92	D+ 76-77
B 88-90	D 72-75
B- 86-87	D- 70-71
C+ 84-85	F 0 - 69

## V. SEMINARY POLICIES

-See [http://seminary.erskine.edu/content\\_policies/SeminaryPoliciesforETSSStudents.pdf](http://seminary.erskine.edu/content_policies/SeminaryPoliciesforETSSStudents.pdf).

## VI. COMMUNICATION WITH THE PROFESSOR

The professor is available before or after class for conversation with students or at other times by appointment. Students are welcome to call, fax, write, or e-mail the professor. The professor's contact information is listed below:

Office Phone: (864) 233-5332, Extension 204  
Home Phone: (864) 627-0238

**Christian Commitment and Excellence in Learning**

Cell Phone: (864) 354-8473  
 E-mail Address: [stephen@ESBCgreenville.org](mailto:stephen@ESBCgreenville.org)  
 Fax: (864) 233-0082  
 Mailing Address: 225 West Earle Street - Greenville, SC 29609  
 Seminary Website Address: [www.erskineseminary.org](http://www.erskineseminary.org)

**VII. CLASS MEETING DATES/TIMES/PLACE**

Classes will meet on the following Saturdays from 9:00 a.m. until 5:00 p.m. at the Columbia Campus of Erskine Theological Seminary, located at 1500 Lady Street – Columbia, South Carolina 29201: September 24, October 22, November 12, and December 10.

**VIII. COURSE OUTLINE/SCHEDULE OF ASSIGNMENTS**

**A. Course Outline**

**B. Reading Assignments**

**9/24 Session 1**

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|---|-------------|
| 1. Course Introduction, Preview, Requirements, etc. | Syllabus    |
| 2. Christian Leadership in a Postmodern World       | LCC, 9-43   |
| 3. Church Administration as Ministry                |             |
| a. Definitions of Administration                    |             |
| b. Views of Administration                          |             |
| 4. An Understanding of the Church                   |             |
| a. Biblical/Theological Foundations                 |             |
| -Biblical Images of the Church                      |             |
| -Mission of the Church                              |             |
| -Spiritual Gifts                                    |             |
| b. Diagnosing the Personalities of Local Churches   | PL, 169-185 |

**10/22 Session 2 - PAPER DUE (See guidelines on page 3.)**

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|--------------------------------------|-----------------------|
| 5. An Understanding of Leadership    | LCC, 45-95            |
| a. Biblical/Theological Foundations  | PL, 13-33             |
| b. Leadership Stance                 | PL, 34-35; LCC, 45-63 |
| c. Leadership Styles                 | PL, 37-77; LCC, 65-80 |
| d. Role Models                       |                       |
| e. Personality Types                 | PTRL, 1-178           |
| f. Approaches to Decision-Making     |                       |
| g. Approaches to Conflict Resolution | PL, 158-168           |
| d. Leadership Strategies             | LCC, 81-96            |
| e. Authority                         |                       |

6. Review for Mid-Term Exam	Study Guide
<b>11/12</b> <u>Session 3</u> - <b>MID-TERM EXAM</b>	
7. Practical Functions and Skills of Church Administration	<i>PL</i> , 81-157
8. Burnout: The Greatest Danger of Servant Leadership	<i>PL</i> , 189-236
9. Meaning-Making	<i>LCC</i> , 97-120
<b>12/10</b> <u>Session 4</u> - <b>MAJOR PROJECT DUE (See guidelines on page 4.)</b>	Research
10. Student Presentations	
11. Review, Reflections, Evaluations	