

**PM301 PASTORAL THEOLOGY AND LEADERSHIP 1
SYLLABUS**

I. COURSE DESCRIPTION

A study of the theology and leadership of the church, with attention given to the leader's personal development and the core concepts for "building Christ's church" such as the church's leadership, values, mission, vision, and strategy, including community, disciple making, teaming, and finances. 3 hours

II. COURSE OBJECTIVES

A. Cognitive:

1. Articulate the concept of ministry values.
2. Articulate the concept of ministry mission.
3. Articulate the concept of ministry vision.
4. Articulate the five elements that make up the ministry strategy.

B. Affective:

1. Sense what it's really like to pastor a church.
2. Determine if one has a pastor's heart.
3. Sense if the student is cut out for pastoral ministry.

C. Behavioral:

1. Conduct a ministry analysis of a church.
2. Discover and develop a core values statement for that church.
3. Develop a mission statement for that church.
4. Develop a vision statement for the church.
5. Evaluate and develop a disciple making strategy for the church.

III. COURSE TEXTBOOKS

A. Required:

Malphurs, Aubrey. *Advanced Strategic Planning*, 3rd ed., Grand Rapids: Baker Books, 2005.

Malphurs, Aubrey. *Being Leaders*, Grand Rapids: Baker Books, 2003.

Malphurs, Aubrey. *Developing Emotionally Mature Leaders: A Matter of the Heart*, Grand Rapids: Baker Books, 2016

- B. Supplementary Bibliography.
See course bibliography below.

IV. COURSE REQUIREMENTS

- A. Reading Assignments
Malphurs, Aubrey. *Advanced Strategic Planning*, 2nd. ed., Grand Rapids: Baker Books, 2005.
Malphurs, Aubrey. *Being Leaders*, Grand Rapids: Baker Book House, 2003.
Malphurs, Aubrey. *Developing Emotionally Mature Leaders: A Matter of the Heart*, Grand Rapids: Baker Books, 2016.

Additional reading per contracted grade.

- B. Written Assignments
Optional field assignments (per contracted grade).
- C. Church Strategic Planning/Revitalization Assignment
Team project involving strategic planning/church revitalization.
- D. Attendance
Attend classes per Student Handbook requirements.

V. COURSE POLICIES

- A. Letter/Numerical Grade Scale

A+ 99-100	B+ 91-93	C+ 83-85	D+ 75-77	F 0-69
A 96-98	B 88-90	C 80-82	D 72-74	
A- 94-95	B- 86-87	C 78-79	D- 70-71	

- B. Weighing of Course Requirements for Grading

Class work: Required reading for each class according to the syllabus, additional reading, unexcused absences, field projects, etc. 20%

Final exam: 40%

Team project: 40%

- C. Late Assignments
No late assignments will be accepted.

D. Absences and On Time Attendance

The attendance policy for this course is in accordance with the attendance policy found in the Student Handbook, which means you may miss four class sessions without grade penalty.

The professor believes that on-time attendance is a mark of responsibility and respect for the students as well as the instructor. Students, therefore, are expected to be on time for class. Three tardies equals one absence.

The student will keep track of both attendance and tardiness on the attendance sheet and will only report any classes cut (beyond the four classes allowed) on the final grade sheet

E. Weighing of Course Requirements for Grading

The student will contract for one of the grades below and fulfill all the requirements.

This is a *modified contract* approach that seeks to balance *quantity* (the amount of work) with *quality* (how well the work is done) in the context of a real-life church.

The team project below makes up 40% of your final grade. The rest of the material (required reading, outside reading, unexcused absences, etc.) is your personal work that makes up 20% of your final grade.

1. For a grade of C.

- a. Complete the course/team real-life leadership project. (List of team leaders, who is on which team, and the lab church is due the third week of classes.) This is 40% of your final grade.
- b. Read the required texts for this course. As you read, jot down some questions that you have that the books might raise, bring them to class, and be prepared to ask them. (The reason you're asked to read these three books by your professor is that few, if any others, have written on these topics.) These books are written on the level of today's average pastor.

The professor will assign certain pages of the books that are due each class even if students are absent (cf. Course Outline). Students will keep a record of whether or not they are prepared for each class even if they miss the class. Failure to read the required reading for a class will result in a one point reduction from the student's grade for each.

- c. Read 400 pages in the area of leadership and management in addition to the required texts. The purpose of this assignment is to expose the student to other writers and viewpoints that might prove helpful to some aspect of leadership and church ministry. See course bibliography for suggestions.

The student may include listening to audio tapes, viewing video tapes, podcasts, CDs, webinars, or perusing ministry websites as a part of this assignment. The library has both audio and video tapes. The student is to keep track of the amount of time spent in listening/viewing the tapes and/or websites and count one page of reading for each minute listening/viewing/ attending It will not be necessary for the student to turn this material in to the professor. Instead, students are to state that they have completed the required reading for a B grade on their final grade sheet.

- d. Make at least a grade of C on the final exam.

2. For a grade of B.

Fulfill all the requirements for a C plus the following:

- a. Read and critique a total of 800 pages in the areas of leadership and management.

- b. Complete a field assignment. It involves assisting a pastor in any area of pastoral ministry, preferably one that you have not experienced. The following are some suggestions: visitation (home and hospital), a premarital counseling session, a wedding, a funeral, an ordination, collecting and accounting for the offering, etc. Turn in a piece of paper with the final grade sheet that briefly identifies what ministry option you completed.
 - c. Make at least a grade of B on the final exam.
3. For a grade of A.
- Fulfill all the requirements of a C and B plus the following:
- a. Read and critique a total of 1,200 pages in the area of leadership and management.
 - b. Complete two field assignments. Identify the assignments and turn this in with the final grade sheet at the last class.
 - c. Make a grade of A on the final exam.

VI. COURSE SUPPLEMENTAL INFORMATION

Real-life Course Project

Experience teaches that no amount of classroom instruction by itself can prepare leaders for the real challenges that face them and their churches. Out in the real ministry world, leadership is best learned in the laboratory of real-life experience.

To simulate this, top-ranked business schools use the case-study method. However, this course will go them one better. It will use real-life contexts (actual churches) where you will develop and sharpen your gifts and skills as leaders. The following is designed to implement this real-life approach to leadership development.

- A. The class will divide into pastoral leadership teams. Each person in the class will be on a pastoral leadership team that seeks as feasible to be involved in some way in strategic planning and revitalization of an actual local church in the Dallas-Fort Worth Metroplex.
 - 1. Based on their divine designs, the students will determine their role on the pastoral team (point, support pastor, etc.). If the student doesn't know his role or understand the divine design concept, he needs to consult *Maximizing Your Effectiveness* (required reading for the 901 internship). The student's work on the team should align as much as possible with his divine design. (I would encourage those who desire to be point pastors to be proactive and lead a team.)
 - 2. Those with similar interests, values, vision, international backgrounds, should team together to complete the course project that involves the potential revitalization of a church that one of the students attends locally or a church located somewhere in the Dallas-Fort Worth Metroplex, preferably a smaller church.
 - 3. The team will locate a church, explain the nature of the course project, and then secure permission to work with the church as much as the leadership will allow. Ultimately, this church will serve as a real-life lab for the student teams regardless of how much it will involve them in its ministry.
 - 4. The teams should form and initiate the project **as soon as possible**.

- B. If the team doesn't have a leader, it will need to select a team leader or point person to oversee this project as he would a local church ministry.
1. The point person is one who desires to lead in pastoring and revitalizing or planting a future local church.
 2. The point person will lead the team and has authority to make sure that all the members have and complete their part in the church revitalization project, including the final presentation.
- C. Each team will complete a real-life church strategic planning/revitalization project (It will serve as a future ministry prospectus and strategic planning tool). The project will consist of the following items that deal with the church's core identity (DNA) or very heart and soul.
1. General information about the church:
Its name, denomination, location, size (average worship attendance), collar color (blue/white collar), occupation, average income, ethnicity, average education, age, marital status, families, and any other relevant information. You will get this information through observing the church, interviewing its leaders and members, and using the Ministry Analysis.
 2. A ministry analysis. (cf. *Advanced Strategic Planning*, pp. 72-76).
The team will conduct the Ministry Analysis on their lab church. You will use this information to create a sense of need and urgency for transformation.
 3. A mission statement.
The team will develop its own mission statement for the church. (cf. *Advanced Strategic Planning, Developing a Dynamic Mission*, and/or *The Ministry Nuts and Bolts*). If the church has a mission statement, identify and include it in your project.
 4. The church's core values.
Identify the church's core values and articulate them in a values statement or credo. (Cf. *Advanced Strategic Planning*, Ch. 4, *Values-Driven Leadership*, and/or *The Ministry Nuts and Bolts*.)
 5. A vision statement.
The team will develop its own vision statement for the church. (cf. *Advanced Strategic Planning, Developing a Vision for Ministry in the 21st Century*, and/or *The Ministry Nuts and Bolts*.) If the church has a vision, identify and include it in the project.
 8. A strategy.
The team will develop a strategy for the church. This will include the following:
 - a. Community Outreach. Identify the church's ministry community (boundaries) and the people who live there that they will attempt to reach plus a recommendation regarding the church's future-merge, church plant, revitalize, relocate, etc. (cf. *Advanced Strategic Planning*).
 - b. Disciple Making. Develop a process for making disciples (including 5 characteristics of a mature disciple-the horizontal axis and the church's primary activities-the vertical axis).
 - c. Board Governance, Staffing, and Mobilization. Does the church have a governing board, and-if so-what's its role? Does the church have adequate staffing? What percent of the people in the church have been mobilized for ministry?
 - d. Ministry Setting. Is the church located in the best place geographically to reach its community? Is there room for future growth at the current site, or do you believe that it needs to relocate to another site?

- e. Stewardship Management. In your opinion, how is the church doing financially? Does the church have a stewardship strategy for raising the funds necessary for doing ministry? (Most have something in place.) Articulate it and evaluate it using the one in chapter 12 of *Advanced Strategic Planning*.
- D. Each team will present its project to the class on one of the dates set aside for presentations in this syllabus. The presentation will be graded. The presentation should reflect creativity and will begin with general information about the church for the class's benefit (name, location, etc.). Otherwise, you are free to take whatever approach you desire with the project as long as you communicate well your work to the class. For example, you might assume that the class is the congregation and present information from the Ministry Analysis and any demographics that demonstrate the church's need to revitalize and create a sense of urgency for a new direction. Most likely, you will present such items as the mission, vision, and strategy to show how the church will address the revitalization process.
1. Each team will work on the project as the course progresses. You would be wise to start this project as soon as possible.
 2. The team will use Power Point to communicate its work to the class. (The class will verbally critique the team's effectiveness in showcasing the project.)
 3. The team will need to select the particular day for their final presentation and sign up for the time they desire. This is on a "first-come-first-serve" basis. However, teams with graduating senior will present first. (Professor will pass a sign-up sheet in the course.)
 4. The team leader is responsible to deal with any team member who isn't sharing the project load (the "deadbeat" team member). If the person doesn't respond, then the team leader needs to bring this to the professor's attention. (It's also dealt with on the final grade report.)
- E. DTS does not discriminate on the basis of disability in the operation of any of its programs and activities. To avoid discrimination the student is responsible for informing the Coordinator of Services for Students with Disabilities and the course instructor of any disabling condition that will require modifications.

VII. COURSE LECTURES AND ASSIGNMENT SCHEDULE

No.	Date	Objective	Assignment
The Pastor's Preparation for Leadership			
1.	Aug 29	Introduction to the Course: Syllabus and Course Project. Presuppositions	<i>Advanced Strategic Planning, 3rd ed,</i> Introduction and Chapter 1.
2.		State of the Church: Problems, and Solutions (the senior pastor's profile)	
3.	Sept 5	Preparation: 1. Securing the necessary support 2. Forming a leadership team 3. Communicating to the congregation	<i>Advanced Strategic Planning,</i> Chapters 2.
4.		4. Assessing the church's readiness	<i>ASP</i> , chapter 2 List of team members,

		5. Conducting a ministry analysis 6. Setting time expectations 7. Preparing the team spiritually	leader, and lab church is due.
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The Pastor's Process of Leadership

5.	Sept 12	The Church's Mission (Mt. 28:19-20)	<i>Advanced Strategic Planning</i> , chapter 4.
6.		The Church's Vision (Dt. 8:7-10)	ASP, chapter 5.
7.	Sept 19	The Church's Values (Ac. 2:41-47)	<i>Advanced Strategic Planning</i> , chapter 6.
8.		The Church's Strategy: Community Outreach (Acts 1:8)	ASP, chapters 7-8.
9.	Sept 26	The Church's Strategy: Community Outreach	<i>Advanced Strategic Planning</i> , chapters 8.
10.		The Church's Strategy: Disciple Making (Matt. 28:19-20)	ASP, chapter 9
11.	Oct 3	The Church's Strategy Team: Congregational Mobilization (Eph. 4:11-13)	<i>Advanced Strategic Planning</i> , chapter 10.
12.		The Church's Strategy Team: Recruiting and Developing Staff (Ac. 15:36-41.	ASP, chapter 10
13.	Oct 10	The Church's Strategy Team: Working with a Staff (Acts 15:36-41)	<i>Advanced Strategic Planning</i> chapter 10.
14.		The Church's Strategy Team: Working with a Staff (Acts 15:36-41)	ASP, chapter 10
15.	Oct 17	The Church's Strategy: Ministry Setting: Location and Facilities (Acts 1:8)	<i>Advanced Strategic Planning</i> chapter 11.
16.		The Church's Strategy: Managing Finances (1 Tim. 5:17-18)	ASP, chapter 12.
17.	Oct 24	The Church's Strategy: Raising Finances (1 Tim. 5:17-18).	ASP, chs. 13-14
18.		The Church's Practice: Evaluation (Rev. 2-3)	

19.	Oct 31	The Church's Practice: Implementation (Phil. 1:4).	<i>Being Leaders</i> , chapters 1-8.
20.		The Pastor's Core & Heart	
21.	Nov 7	The Pastor's Core & Heart	
22.		Credibility and Capability.	
		Reading Week	
		Thanksgiving Break	
23.	Nov 28	The Pastor's Influence and Followers.	
24.		The Pastor's Influence and Followers.	
25.	Dec 5	The Passtor's Emotional Maturity	Due: <i>Developing Emotionally Mature Leaders: A Matter of the Heart.</i>
26.			
27.	Dec 12	Presentation of Projects	Due: All assignments
28.		Presentation of Projects	

VIII. COURSE BIBLIOGRAPHY

Books on Leadership and Management

- Alexander, John W. *Managing Our Work*. Downers Grove, IL: Intervarsity Press, 1969.
- Anderson, Leith. *Dying For Change*. Minneapolis: Bethany House Publishers, 1990.
- Barker, Joel Arthur. *Discovering the Future: The Business of Paradigms*. St. Paul, MN: ILI Press, 1985.
- Bennis, Warren and Nanus. *Leaders: The Strategies for Taking Charge*. New York: Harper and Row, 1985.
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- Biehl, Bobb, and Ted W. Engstrom. *Increasing Your Boardroom Confidence*. Sisters, OR: Questar Publishers, Inc., 1988.
- Blanchard, Kenneth and Spencer Johnson. *The One Minute Manager*. New York: William Morrow and Company, 1982.
- Blanchard, Kenneth and Terry Waghorn. *Mission Possible*. New York: McGraw-Hill, 1997.
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- Clinton, J. Robert. *The Making of a Leader*. Colorado Springs, CO: NavPress, 1988.
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- Collins, James C. and Jerry I. Porras. *Built to Last*. New York: Harper Business, 1994.
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- Dayton, Edward R. *Tools for Time Management*. Grand Rapids: Zondervan, 1984.
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- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. San Francisco: Jossey-Bass Publishers, 1987.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- Lawrence, William D. *Effective Pastoring*. Nashville: Thomas Nelson, 1999.
- McIntosh, Gary L. *Make Room for the Boom or Bust*. Grand Rapids: Fleming H. Revell, 1997.
- McIntosh, Gary L. and Samuel D. Rima, Jr. *Overcoming the Dark Side of Leadership*. Grand Rapids: Baker Book House, 1997.
- McIntosh, Gary L. *One Size Doesn't Fit All*. Grand Rapids: Fleming H. Revell, 1999.
- Malphurs, Aubrey. *Developing a Vision for Ministry in the 21st. Century*, Grand Rapids: Baker Book House, 1992.
- _____. *Planting Growing Churches for the 21st. Century*, Grand Rapids: Baker Book House, 1993.
- _____. *Pouring New Wine Into Old Wineskins: How to Change a Church Without Destroying It*. Grand Rapids: Baker Book House, 1993.
- _____. *Vision America: A Strategy for Reaching a Nation*, Grand Rapids: Baker Book House, 1994.
- _____. *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*, Grand Rapids: Baker Book House, 1995.
- _____. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*, Grand Rapids: Baker Book House, 1996.
- _____. *Strategy 2000: Churches Making Disciples for the Next Millennium*, Grand Rapids: Kregel Publications, 1996.
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Books on Pastoring the Small Church

- Hughes, Kent and Barbara. *Liberating Ministry from the Success Syndrome*. Wheaton, IL: Tyndale House Publishers, Inc., 1988 (204 pages).
- Klassen, Ron & John Koessler. *No Little Places: The Untapped Potential of*

the Small-Town Church. Grand Rapids, MI: Baker Books, 1996 (113 pages).

Wells, Barney; Geise, Martin; and Klassen, Ron. *Leading Through Change: Shepherding the Town and Country Church in a New Era*. St. Charles, IL: ChurchSmart Resources, 2006 (112 pages).

(Only the last one is in print, but all three of these books can be ordered through the following website: <http://www.rhma.org/Resources.htm>.)

The Pastor's Rural and Rurban Immersion Course, <http://www.christianresourcecenter.info/PraRI.php>

Periodicals

Leadership Journal. 465 Gunderson Drive, Carol Stream, IL 60188.

McIntosh, Gary L. *The McIntosh Church Growth Network: Ministry Insights for Church Leaders*.

P.O. Box 892589, Temecula, CA 92589-2589.

Church Executive. 4742 North 24th Street, Suite 340, Phoenix, AZ. 85016. ron@churchexecutive.com

Exceptional Ministry Websites

Rick Warren's Ministry Toolbox. www.pastors.com.

The Malphurs Group. www.malphursgroup.com

Ministry E-mail Services

The Barna Update. A bi-weekly e-mail from George Barna. barnaupdate@barna.org

The Leadership Network. A very innovative e-mail service for Christian leaders.

Leadership_Network@leadnet.org

Rick Warren's Pastor's Toolbox. A monthly newsletter from Rick Warren. newsletters@pastors.com