



Special Topics in Leadership/Administration
CEAM 6192/6292/6392
New Orleans Baptist Theological Seminary
Discipleship & Ministry Leadership Division
Spring 2019

Professor's Name: Dr. Joe Sherrer
Title: Professor of Discipleship & Ministry Leadership
Phone: (405) 312-4995
Email: jsherrer@nobts.edu

Mission Statement

The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries.

Core Value Focus

The seminary has five core values.

1. **Doctrinal Integrity:** Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. This course addresses Doctrinal Integrity specifically by preparing students to grow in understanding and interpreting of the Bible.
2. **Spiritual Vitality:** We are a worshipping community emphasizing both personal spirituality and gathering together as a Seminary family for the praise and adoration of God and instruction in His Word. Spiritual Vitality is addressed by reminding students that a dynamic relationship with God is vital for effective ministry.
3. **Mission Focus:** We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries. This course addresses Mission Focus by helping students understand the biblical foundations for fulfilling the Great Commission and the Great Commandments.
4. **Characteristic Excellence:** What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ. Characteristic Excellence is addressed by preparing students to excel in their ability to interpret Scripture, which is foundational to effective ministry.
5. **Servant Leadership:** We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us. Servant Leadership is modeled by classroom deportment.

The core value focus for the academic year 2018-2019 is **Doctrinal Integrity**.

Curriculum Competencies

NOBTS faculty members realize that all ministers need to develop specific competencies if they are going to have an effective ministry. To increase the likelihood of NOBTS graduates having an effective ministry, the faculty developed a competency-based curriculum after identifying seven essential competencies necessary for effective ministry. All graduates are expected to have at least a minimum level of competency in all of the following areas:

1. **Biblical Exposition:** to interpret and communicate the Bible accurately.
2. **Christian Theological Heritage:** To understand and interpret Christian theological heritage and Baptist polity for the church.
3. **Disciple Making:** To stimulate church health through mobilizing the church for missions, evangelism, discipleship, and church growth.
4. **Interpersonal Skills:** To perform pastoral care effectively, with skills in communication and conflict management.
5. **Servant Leadership:** To serve churches effectively through team ministry.

- 6. Spiritual and Character Formation:** To provide moral leadership by modeling and mentoring Christian character and devotion.
- 7. Worship Leadership:** To facilitate worship effectively.

Course Description

The purpose of this course is to expose students to the professional discipline of Christian ministry leadership and administration through interaction with practitioners in the field. A variety of topics will be explored through the annual meeting of the Baptist Association of Christian educators. The 2019 annual meeting of BACE will be held at the Hunter Street Baptist Church, Hoover, Alabama. Students will engage with leaders of Christian education for mentorship and information to lead discipleship in any church setting.

Learning Outcomes

The student involved in this course should be able to accomplish the following:

1. Be able to demonstrate knowledge and understanding of current approaches, topics, and available resources for leadership and administration in the local church.
2. Be able to gain skills in the area of analyzing and developing leadership skills in a local church context.
3. Value personal leadership skills and developing leadership skills in other ministry leaders in the church.

Required Texts

Greear, J. D. *Gaining by Losing*. Grand Rapids: Zondervan, 2015.

Im, Daniel. *No Silver Bullets: Five Small Shifts That Will Transform Your Ministry*. Nashville: B & H Academic, 2017.

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

Parrott, Roger. *The Longview: Lasting Strategies for Rising Leaders*. Colorado Springs: David C. Cook, 2009.

Course Teaching Methodology

This course will emphasize observation and listening comprehension skills during the conference sessions and require conversation and analysis skills for assignment completion and discussions.

Assignments and Evaluation Criteria

1. Conference Participation & Outline & Summary: Due: April 15, 2019.

All students (CEAM 6192/6292/6392) should complete Assignment 1. The student is expected to participate fully in all conference sessions Thursday through Friday. The student is expected to attend at least one debriefing meeting during a meal time or break time at the conference. (See additional information under Course Schedule.) The student will submit an annotated outline and summary of plenary conferences and breakout conferences attended. It is anticipated that these notes will be typed and at least five pages in length. Formal writing and documentation is not required.

2. Conference Analysis and Reflection Due April 31, 2019

Students taking this course for two or three hours credit (CEAM 6292 and 6392) are expected to submit a four page reflection and analysis of the conference sessions and content gleaned. Plans for incorporating or implementing the conference content into their ministry setting should be addressed in the paper.

3. Book Critiques:

Due April 31, 2019

CEAM 6192 – No book critique required.

CEAM 6292 – One book critique from the three textbooks. Student choice.

CEAM 6392 – Three book critiques. All three textbooks required.

Write a 2 page single spaced critique for each required textbook. (Note: The critique should begin with a summary of the leadership skill development strategy or strategies presented in the text. Strengths and weakness should then be presented for the local church context for implementing that strategy. The critique should conclude with implications for leadership skill development in the local church and how the theories or practices presented contribute to carrying out ministries of the local church.

Course Schedule

A conference schedule is available from the Baptist Association of Christian Educators (baptisteducators.org). In addition students in this special topics seminar will meet with the professor at a time to be determined.

Please be aware that students must register for the conference itself as well as enrolling in the selected course. This special topics course will meet at the conference location both days – Thursday and Friday – of the conference.

Course Policies

Assignment Formatting

- Submit assignments through Blackboard.
- Unless otherwise noted, type all assignments according to Turabian format
- All papers must be written in third person and double-spaced
- Use 12 point Times New Roman or similar font
- Use the same number of references as assigned pages
- Use correct spelling and grammar
- Use proper pagination
- Include your name on the *cover page*
- Write the *full* assignment

Late Assignments

Personal time management is as much a requisite skill for ministry as is mastery of the course content. Accordingly, assignments are due *by 4:00 pm* on the date indicated in the Course Schedule. Assignments not submitted *at this time* are considered late and will be automatically penalized 10% for each date late including weekends. Late assignments will not be accepted one week beyond the original due date, *no exceptions*. **No grades of Incomplete will be issued for this course. If a late assignment is not received by the final course session, a grade of "F" is automatically earned for the course.**

Netiquette: Appropriate Online Behavior. Each student is expected to demonstrate appropriate Christian behavior when working online in discussion board dialogues or whenever interaction occurs through the web, digital, or other electronic medium. The student is expected to interact with other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.

Academic Honesty Policy

All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

Grading Scale

Your final grade will be based on your total accumulation of points as indicated under the *Learning Activities and Assessments* section of this syllabus according to the grading scale in the NOBTS 2018-2019 catalog.

A 93-100 B 85-92 C 77-84 D 70-76 F 69 and below

A grade of "F" may require the student to retake the course to complete the degree.

No grades of INCOMPLETE will be issued in this course.

Technical Assistance

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. Selfserve@nobts.edu - Email for technical questions/support requests with the Selfserve.nobts.edu site (Access to online registration, financial account, online transcript, etc.)
2. BlackboardHelpDesk@nobts.edu - Email for technical questions/support requests with the NOBTS Blackboard Learning Management System NOBTS.Blackboard.com.
3. ITCSupport@nobts.edu - Email for general technical questions/support requests.
4. www.NOBTS.edu/itc/ - General NOBTS technical help information is provided on this website.

Help for Writing Papers at "The Write Stuff"

NOBTS maintains a Writing Center designed to improve English writing at the graduate level. Students can receive writing guides, tips, and valuable information to help in becoming a better writer.

Plagiarism on Written Assignments

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

Selected Bibliography

The Arbinger Institute. *Leadership and Self-Deception*. San Francisco: Berrett-Koehler Pub., 2002.

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

Anderson, Leith, Jack Hayford, and Ben Patterson. *Who's in Charge?* Sisters, Oregon: Multomah Press, 1993.

Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Massachusetts: Human Resources Development Press, Inc., 1992.

Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.

Augsburger, David. *Caring Enough to Confront*. Pennsylvania, Scottdale: Herald Press, 1981.

- Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004.
- Barna, George, ed. *Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People*. Ventura, CA: Regal Books, 1997.
- _____. *The Power of Vision*. Ventura, Regal Books, 1984.
- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. (3rd ed.). New York: Free Press, 1990.
- Beck, John D.W. and Neil M. Yeager. *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams*. New York: John Wiley, 1994.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.
- Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.
- Berkley, James D. ed. *Leadership Handbook of Management and Administration: Practical Insight from a Cross Section of Ministry Leaders*. Grand Rapids, MI: Baker Books, 1994.
- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Nashville: Broadman and Holman, 2001.
- Blanchard, Ken, and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times*. Nashville: W. Publishing Group, 2005.
- Blanchard, Ken and Michael O'Connor. *Managing by Values*. San Francisco, CA: Berrett-Koehler, 1997.
- Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership*. Nashville: Broadman and Holman Publishers, 2005.
- Boyatzis, Richard and Anne McKee. *Resonant Leadership*. Boston: Harvard Business School Press, 2005.
- Burns, James. *Leadership*. New York: Harper and Row, 1978.
- _____. *Transforming Leadership*. New York: Grove Press, 2003.
- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
- Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.
- Conger, Jay A. *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass, 1991.
- Covey, Stephen R. *Principle-Centered Leadership*. New York: Summit Books, 1991.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, Texas: Harcourt, 1999.

- Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.
- Dalziel, Murray M. *Changing Ways: A Practical Tool for Implementing Change Within Organizations*. New York: American Management Association, 1988.
- DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.
- _____. *Leadership Jazz*. New York: Currency Doubleday, 1992.
- _____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.
- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.
- Echols, Steven F. and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: Broadman and Holman, 2011.
- Echols, Steven F. "Transformational/Servant Leadership: A Potential Synergism for an Inclusive Leadership Style." *Journal of Religious Leadership* 8 (Fall 2009), 85-116.
- Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton: Victor Books, 1994.
- Ford, Leighton. *Transforming Leadership*. Downer's Grove: Intervarsity, 1991.
- Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.
- _____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*, 4 Volumes. Thousand Oaks, California: Sage Publications, 2004.
- Gangel, Kenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Nashville: Broadman Press, 1992.
- Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.
- _____. *Five Minds for the Future*. Boston: Harvard Business School Press, 2006.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Goldsmith, Marshall, and Laurence Lyons. *Coaching for Leadership*, 2nd ed. San Francisco: John Wiley and Sons, 2006
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
- Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.
- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- _____. *Seeker and Servant: Reflections on Religious Leadership*. Edited by Anne T. Franker and Larry C. Spears. San Francisco: Jossey-Bass Publishers, 1996.

- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Upper Saddle River, New Jersey: Prentice Hall, 1999.
- Hall, Kenneth F. (ed.) *Living Leadership: Biblical Leadership Speaks to Our Day*. Anderson, Indiana: Warner Press, Inc., 1991.
- Halverstadt, Hugh F. *Managing Church Conflict*. Louisville, KY: Westminster/John Knox Press, 1991.
- Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville: Word Publishing, 1998.
- Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.
- Herrington, Jim, R. Robert Creech, and Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.
- Hesselbein, Francis., ed. *The Leader of the Future: New Visions, Strategies, and Practices for the Next Era*. San Francisco: Jossey-Bass, 1996.
- Hesselbein, Francis, and Marshall Goldsmith. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
- Hunter, James C. *The Servant: A Simple Story About the True Essence of Leadership*. Roseville, CA: Prima Publishing, 1998.
- Kassestad, Walt and Steve Schey. *Total Quality Ministry*. Minneapolis: Augsburg Press, 1994.
- Kaplan, Bob, with Rob Kaiser. *The Versatile Leader: Make the Most of Your Strengths Without Overdoing It*. San Francisco: John Wiley and Sons, 2006.
- Kim, W. Chan and Renee Mauborgne. *Blue Ocean Strategy*. Harvard Business School Press, 2005.
- Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.
- _____. *Leading Change*. Boston: Harvard Business School Press, 1996.
- _____. *What Leaders Really Do*. Boston: Harvard Business School Press, 1999.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- _____. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1990.
- Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.
- Luecke, David S. *New Designs for Church Leadership*. St. Louis: Concordia, 1990.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
- Malphurs, Aubrey. *Pouring New Wine into Old Wineskins: How to Change a Church Without Destroying It*. Grand Rapids: Baker Books, 1993.
- _____. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Book House, 1996.

- Maxwell, John C. *Be a People Person*. Wheaton: Victor Books, 1989.
- _____. *Developing the Leaders Around You*. Nashville: Thomas Nelson, 1995.
- _____. *Developing the Leader Within You*. Nashville: Thomas Nelson, 1993.
- _____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. Nashville: Thomas Nelson, 1998.
- Means, James E. *Leadership in Christian Ministry*. Grand Rapids: Baker Book House, 1989.
- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman and Holman, 1995.
- Murren, Doug. *Leader Shift*. Ventura: Regal Books, 1994.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass Pub., 1992.
- Pearce, Terry. *Leading Out Loud: The Authentic Speaker, the Credible Leader*. San Francisco: Jossey-Bass, 1995.
- Rainer, Thom. *Eating the Elephant*. Nashville: Broadman and Holman, 1994.
- Rush, Myron. *The New Leader*. Wheaton: Victor Books, 1987.
- Sashkin, Marshall, and Molly Sashkin. *Leadership that Matters: The Critical Factors for Making a Difference in People's Lives and Organization's Success*. San Francisco: Berrett-Koehler, 2003.
- Schaller, Lyle E. *The Change Agent*. Nashville: Abingdon Press, 1972.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.
- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville: Abingdon Press, 1993.
- Shelley, Marshall, ed. *Renewing Your Church Through Vision and Planning*. Minneapolis: Bethany House Publishers, 1997.
- Spears, Larry C. *Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant- Leadership Influenced Today's Top Management Thinkers*. Toronto: John Wiley and Sons/The Robert K. Greenleaf Center for Servant Leadership, 1995.
- _____. *Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership*. New York: John Wiley and Sons, 1997.
- Tichy, Noel M. and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Vance, Mike and Diane Deacon. *Break Out of the Box*. Franklin Lake, NJ: Career Press, 1996.
- Warren, Rick. *The Purpose-Driven Church*. New York: Addison-Wesley Pub. Co. 1995.
- Weems, Lovett H. *Church Leadership: Vision, Team Culture, and Integrity*. Nashville: Abingdon Press, 1993.
- Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass Pub., 1998.

Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.

Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, New Jersey: Prentice Hall, 2010.