

MS840/DMC803 INTERCULTURAL LEADERSHIP

Fall, 2005

Professor: S. H. Larsen, D.Min., Ph.D. (rev. 22 June 2005)

COURSE DESCRIPTION:

3 hours. Addresses the theory and practice of effective leadership for ministry, including ministry in intercultural contexts. Considers biblical principles and cultural paradigms for organizational development, decision making, strategic planning and goal setting, budgeting, organizing, directing, evaluating, and other administrative and leadership concepts. Focuses especially upon pastoral leadership skills necessary for a local church and for multi-cultural ministry teams.

COURSE OBJECTIVES: Course participants will demonstrate the following competencies:

1. Outline biblical leadership principles and criteria for assessing the health of a local church and its leadership.
2. Discuss the ways in which globalization influences the leader's local ministry.
3. Demonstrate ability to apply a biblical model of contextualization for ministry.
4. Understand how interpersonal and intercultural dynamics influence development and exercise of intercultural leadership.
5. Demonstrate ability to access materials published by both Christian and secular authors and to critically evaluate them with respect to biblical consistency and usefulness in Christian ministry.
6. Demonstrate skill in management tools and understanding of appropriate leadership styles which fit the participant's ministry context.

REQUIRED READING:

Clinton, J. Robert. 1988. *The making of a leader: Recognizing the lessons and stages of leadership development.* Colorado Springs, Colo.: NavPress. (272 pp.)

Leigh, Andrew, and Maynard, Michael. 2002. How to survive multicultural teams. In *Leading your team: How to involve and inspire teams*, 184-199. London: Nicholas Brealing Publishing. (highly recommended, but optional since available only in English – 15 pp)

Lingenfelter, Judith. 2001. Training leaders in our classrooms. *Missiology* 29 (4): 449-459. (highly recommended, but optional since available only in English – 10 pp)

Northhouse, Peter G. 2004. *Leadership theory and practice*. Thousand Oaks, Calif.: Sage. (343 pp.)

Warren, Rick. *The purpose driven church: Growth without compromising your message and mission*. 1995. Grand Rapids, Mich.: Zondervan. (399 pp.)

RECOMMENDED READING:

Adeyemo, Tokunboh. 1993. *The making of a servant of God*. Nairobi, Kenya: Christian Learning Materials Centre. (82 pp.)

Berghoef, Gerard, and De Koster, Lester. 1980. *The deacons handbook: A manual of stewardship*. Grand Rapids, Mich.: Christian's Library Press. (269 pp.)

----- . 1979. *The elders handbook: A practical guide for church leaders*. Grand Rapids, Mich.: Christian's Library Press. (303 pp.)

Bruce, A. B. 1971. *The training of the twelve*. Grand Rapids, Mich.: Kregel Publications. (552 pp.)

Collins, Jim. 2001. *Good to great*. New York: HarperCollins. (300 pp.)

Covey, Stephen R. 1991. *Principle-centered leadership*. New York: Simon and Schuster. (334 pp.)

Drucker, Peter F. 1967. *The effective executive*. New York: Harper and Row. (178 pp.)

Eims, Leroy. 1982. *Be the leader you were meant to be: Biblical principles of leadership*. Wheaton, Ill.: Victor Books. (132 pp.)

Engstrom, Ted W., and Juroe, David J. 1979. *The work trap*. Old Tappan, N.J.: Fleming H. Revell. (222 pp.)

Gangel, Kenneth O. 1981. *Building leaders for church education*. Chicago: Moody Press. (428 pp.)

Greenway, Roger S., ed. 1987. *The pastor-evangelist: Preacher, model, and mobilizer for church growth*. Phillipsburg, N.J.: Presbyterian and Reformed. (205 pp.)

Hanks, Geoffrey. 1995. *Sixty great founders*. Fearn, Scotland: Christian Focus Publications. (495 pp.)

- Hersey, Paul, and Blanchard, Ken. 1982. *Management of organizational behavior: Utilizing human resources* (4th ed.). Englewood Cliffs, N.J.: Prentice-Hall. (343 pp.)
- Hull, Bill. 1988. *The disciple making pastor*. Grand Rapids, Mich.: Fleming H. Revell. (253 pp.)
- Lakein, Alan. 1973. *How to get control of your time and your life*. New York: Signet.
- MacDonald, Gordon. 1985. *Ordering your private world*. Crowborough, East Sussex, Great Britain: Highland Books. (192 pp.)
- Morton, Scott. 1999. *Funding your ministry*. Colorado Springs, Colo.: Dawsonmedia. (219 pp.)
- Muller, Roland. 2000. *Honor and shame: Unlocking the door*. www.xlibris.com: Xlibris. (109 pp.)
- Peters, Thomas J., and Waterman, Robert H., Jr. 1982. *In search of excellence: Lessons from America's best-run companies*. New York: Warner Books. (360 pp.)
- Peters, Tom. 1987. *Thriving on chaos: Handbook for a management revolution*. New York: Harper and Row. (708 pp.)
- Peterson, Eugene H. 1987. *Working the angles: The shape of pastoral integrity*. Grand Rapids, Mich.: Eerdmans. (137 pp.)
- Richards, Lawrence O., and Hoeldtke, Clyde. 1980. *A theology of church leadership*. (425 pp.)
- Rickett, Daniel. 2000. *Building strategic relationships: A practical guide to partnering with non-western missions*. Pleasant Hill, Calif.: Partners International. (74 pp.)
- Robert, Henry M. 1967. *Robert's rules of order*. Westwood, N.J.: Fleming H. Revell. (204 pp.)
- Roembke, Lianne. 2000. *Building credible multicultural teams*. Pasadena, Calif.: William Carey Library. (287 pp.)
- Sanders, J. Oswald. 1980. *Spiritual leadership*. Chicago: Moody Press. (255 pp.)
- Senge, Peter M., Kleiner, Art, Roberts, Charlotte, Ross, Richard B., and Smith, Bryan J. 1994. *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York: Doubleday. (593 pp.)

Taylor, William D., ed. 1994. *Kingdom partnerships for synergy in missions*. Pasadena, Calif.: William Carey Library. (270 pp.)

Walton, Mary. 1986. *The Deming management method*. New York: Perigee Books. (262 pp.)

Westermann, John. 1997. *The leadership continuum: A biblical model for effective leading*. Deer Lodge, Tenn.: Lighthouse. (273 pp.)

COURSE ASSESSMENT:

1. This course is designed as a directed study that requires participation in a one-day seminar. Class interaction, informed by assigned readings, is required. (30%)
2. Major paper. Participants will explore, contextualize, and apply some aspect of leadership theory in an intercultural ministry context. Topics must be pre-approved by the Professor, and participants should nominate their proposed topics not later than the beginning of the one-day seminar. Papers will be 18 - 22 pages in length, excluding any appendices and reference list (or bibliography). Papers will follow the RTS Ph.D. program *Research and Writing Guide* and will have been competently edited before submission. (70%)

OFFICE HOURS:

Dr. Larsen is available outside of class hours by appointment.

Seminar Schedule
Discussion Topics

1. Welcome, introductions, administrative matters, course expectations
Overview of the course (syllabus); “Principles and Guidelines for Learning”
“God’s Criteria for Healthy Churches and Healthy Church Leadership”
2. Management models:
Historical survey: SM, MBO, TQM, LO, & hedgehog theories
Elements in management: decision-making, strategic planning, goal-setting, budgeting, organizing, directing, evaluating
Case study: MTW Brisbane planning documents
3. Discussion of assigned reading (including key theoretical concepts and intercultural applicability of each work):
Class interaction with J. Robert Clinton’s *The Making of a Leader*
Class interaction with Rick Warren’s *The purpose driven church*
Class interaction with Peter G. Northouse’s *Leadership theory and practice*
4. Symposium topics:
“Leadership and Vision: A Reformed Perspective”
“Leadership and Delegation”
5. Submission of topics for major papers
Discussion of major paper topics (emphasis on theory and research)
 - structure (components)
 - methodology
 - assessment criteriaQuestions – ???
6. Course evaluation