

ASSEMBLIES OF GOD THEOLOGICAL SEMINARY

PTHI 501 CHURCH LEADERSHIP AND ADMINISTRATION

2 CREDIT COURSE

Kenneth O. Gangel, Ph.D.

Independent Studies Program

COURSE SYLLABUS

COURSE DESCRIPTION

A course designed to develop leadership potential in students and to give them a familiarity with the various elements of the administrative process, including: goal setting and achieving, organization, delegation, human relations, group dynamics, supervision and the training of other leaders. Though the principles are universal, the focus of the course is the local church.

OBJECTIVES

1. The student shall understand the theory and philosophy of leadership in the broad sense.
2. The student shall be able to apply principles of group dynamics and leadership techniques in order that he/she may become a reproductive Christian leader.
3. The student shall develop proper understanding of leadership responsibilities, such as ethics, motivation, planning and administration.
4. The student shall understand the principles of educational administration with special focus on the training of leadership in the local church.
5. The student shall comprehend and implement the spiritual dimension of leadership and administration with respect to spiritual gifts.

TEXTBOOKS

Ford, Leighton. Transforming Leadership. Downers Grove, IL: InterVarsity Press, 1991.

Gangel, Kenneth O. Feeding and Leading. Wheaton, IL: Victor Books, 1989.

BASIC OUTLINE

1. The Church as the Context for Leadership
2. Teaching a Biblical View of Leadership
3. Leadership Behavior: Three Biblical Models
4. What is Leadership?
5. How is Church Leadership Different?
6. What is Administration?
7. Organizing Yourself and Your Tasks
8. Setting and Achieving Goals
9. Relating to Superiors and Subordinates
10. Control as a Leadership Function

11. Motivating Yourself and Others
12. The Process of Change
13. Making Effective Decisions
14. Delegation: The Key to Survival
15. Supervising Workers
16. Long-Range Planning
17. Organizational Communication
18. Conducting Business Meetings
19. Evaluation as a Leadership Tool
20. Quality Control in Leadership
21. Understanding Spiritual Leadership
22. Spiritual Leadership & The Success Syndrome
23. Balancing on the Leadership Ladder
24. Training Other Leaders

COURSE LECTURER

Kenneth O. Gangel Ph.D., Toccoa Falls College

Dr. Ken Gangel, distinguished Professor Emeritus of Christian Education at Dallas Theological Seminary, is currently the Executive Director of Graduate studies at Toccoa Falls College in Toccoa Falls, Georgia. A popular speaker and the author of numerous books on teaching ministry, Dr. Gangel has traveled extensively and lectured in more than one thousand churches worldwide. His writings include *The Christian Educator's Handbook on Teaching* (editor), *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision, Feeding and Leading*, and *Christian Education: Its History and Philosophy*. His education credentials are:

Grace Theological Seminary, MDiv.
Fuller Theological Seminary, M.A.
Concordia Seminary, S.T.M.
University of Missouri – Kansas, Ph.D.
Mercy College, Litt.D.

METHODOLOGY

The Independent Studies Program provides the opportunity to study selected subjects at a distance without attending classes. Individuals taking an independent studies course use:

- a set of required textbooks,
- a lecture series on cassette tapes,
- a study guide and a set of specific course assignments.

COURSE REQUIREMENTS

A. **Recorded Lectures and Study Questions (25%)**

The student is expected to answer study questions based on the taped lectures as well as the required readings. The questions based on the taped lectures may be found in the Guide to the Recorded Lectures which is included with the course materials. Also the student is responsible for completing the study questions located at the end of each chapter in Feeding and Leading. These answers may be written out on the Programmed Study Guide or in a separate notebook. Please insure that the answers are coherent, legible, and properly labeled. This assignment accounts for 25% of the grade.

B. Collateral Reading. (20%)

The student is required to read 600 pages from books listed on the bibliography contained in this syllabus. The student will record on a reading report form the number of pages read. This represents 20% of the course grade.

C. Preparation of a Written Paper. (30%)

The student is required to write an 8-10 page paper dealing with a Christian philosophy of leadership and administration. The paper should explore the various aspects of leadership from a biblical point of view, offering appropriate texts and interpretations and dealing with such matters as: leadership styles, examples from the New Testament, and the gift of administration. This assignment accounts for 30% of the grade.

D. Final Examination. (20%)

There will be one final examination for the course, consisting of 44 alternative multiple-choice questions and 6 brief essay questions. The exam will cover both tapes and required reading. This accounts for 20% of the grade.

INTERACTIVITY ASSIGNMENT (5%)

To fulfill the interactivity assignment for your course, do the following:

1. Register with the online forum at www.ITScourses.org to receive your user name and password.
2. Post an original answer to each interactivity question for your course (2 questions – 75 word minimum each).
3. Reply to one answer given to each question (75 word minimum).
4. Submit to AGTS a document containing:
 - a. The questions of the forum,
 - b. Your original answers to the questions,
 - c. Your replies to other students' answers, and
 - d. The students' answers to which you replied.

NOTE: Since the questions often synthesize the course, you should complete this assignment at the end of your course work.

COURSE GRADING

Interactivity Assignment:	5%
Recorded Lectures and Study Questions:	25%
Collateral Reading:	20%
Preparation of a Written Paper:	30%
Final Examination:	20%

COURSE GLOSSARY

The student should be familiar with the terms commonly found in textbooks on leadership and administration. Many of these terms will be used in the course readings as well as the taped lectures. The appendix to the syllabus contains a glossary of these leadership terms.

GRADING PROCEDURE

All course requirements are to be sent to:

AGTS
Office of Continuing Education
1435 N Glenstone
Springfield, MO 65802

SELECTED BIBLIOGRAPHY FROM AGTS

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- Ortberg, John. *The Life You've Always Wanted: Spiritual Disciplines for Ordinary People*. Philadelphia, PA: Miniature Editions, 2004.

Parker, Glenn M. *Team Players and Teamwork: The New Competitive Business Strategy*. 1st ed. San Francisco, CA: Jossey-Bass Publishers, 1996.

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_____. *Change the World: How Ordinary People Can Achieve Extraordinary Results*. 1st ed. Jossey-Bass Business & Management Series. San Francisco, CA: Jossey Bass Publishers, 2000.

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SPECIFIC DATA

Please refer to the catalog for specific data regarding all Independent Studies Program (ISP) policies. All questions regarding ISP courses should be referred to the Office of Continuing Education at the contact information below:

AGTS

Office of Continuing Education

1435 N. Glenstone Ave.

Springfield, MO 65802

1-800-467-2487 ext. 1046

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http://www.agts.edu/continuing_education/index.html

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APPENDIX

Glossary of Leadership Terms

- Anthropology - The scientific study of the nature of man.
- Autocratic Leadership - Leadership that focuses on the importance and control of the "top person."
- Axiology - The scientific study of values.
- Bureaucracy - A term describing the size and administrative detail characteristic of large organizations.
- Centralization - A philosophy of organization that vests authority or programming in a few persons, places or ideas.
- Centricity - Attitudes and activities of group members that cause them to reflect inwardly on themselves rather than the group.
- Communication - The transmission of ideas from one person to another in a language that is common to both.
- Compensation - A mechanism that enhances self-esteem by overcoming a failure or deficiency in one area through achievement recognition in another area.
- Control - The extent of regulation upon group members by the leader or the group itself.
- Counseling - The process of helping other people to understand, face and solve their own problems.
- Cybernetics - An attempt to bring together and reexamine lines of research; study of behavior on the basis of a theory of machines, particularly computers
- Decentralization - A philosophy of organization that vests authority or programming in as many persons, places, or ideas as possible.
- Delegation - The consigning of certain tasks and authority to other persons in the organization.
- Democratic Leadership - Leadership that focuses on the group and its goals, ideas, and decisions.
- Differentiation - The process of correctly discerning or identifying the perspective between two items that appear to be similar.
- Emergent Leadership - Leadership that is neither elected nor appointed but develops from among the group itself, probably as a result of the situation.
- Empathy - Identifying oneself with the members of the group.
- Epistemology - The scientific study of the nature and limits of knowledge.
- Equalitarianism - The leader treating group members as equals.
- Frustration - A state of being unable to discharge a painful or uncomfortable excitation.
- Group Attractiveness - The degree to which a group promises rewards to its members.
- Group Effectiveness - The degree to which a group rewards its members and achieves the goals which it sets out to perform.
- Habituation - The process of forming patterns of behavior which become almost automatic through repetition.
- Hawthorne Effect - The behavior that results in individuals as a result of non-controlled variables in an experimental situation.
- Hedonic Tone - Satisfactory group relationships. The atmosphere that makes a member "like" his group.

Heterogeneity - The degree to which outsiders are able to get into a group. Also, the diverse makeup of the group itself.

Homogeneity - The degree to which members of the group are similar with respect to socially relevant characteristics.

Hostility - A feeling of enmity or antagonism between people or perhaps on the part of one person toward others.

Ideation - The process of thinking which produces ideas.

Idiographic Organization - Organization that places heavy emphasis on the needs and personal goals of individuals, possibly to the point of insufficient concern for the achievement of the institution.

Initiative - The leader or a member of the group originating ideas, developing new procedures, and starting the group out on progress.

Insight - One's ability to perceive the underlying or genuine nature of things.

Interaction - Confrontation of group members with one another (usually verbal).

Intimacy - The degree to which members of the group are mutually acquainted with one another and familiar with personal details of one another's life.

Job Description - A specification of the duties and responsibilities that accompany a given task. Sometimes called "role definition" or "job analysis."

Laissez-Faire Leadership - Leadership that withdraws authority and control in favor of extreme permissiveness.

Line-Staff Relationships - Line relationships refer to vertical positions of authority or subordinancy as shown on the organizational chart. Staff relationship is shown horizontally and generally depicts equal authority. Any leader is in line and/or staff relationship to someone else in the organization.

Media - Plural of medium: the channel used to communicate the message, such as a recorder, film, etc.

Metaphysics - The scientific study of the nature of reality.

Motive - A conscious or subconscious factor that serves as an impetus in determining behavior.

Nomothetic Organization - Organization that places heavy emphasis on the goals and achievements of the institution without proper consideration to the individuals who work in it.

Perception - Any differentiations the individual is capable of making in his perceptual field whether an objectively observable stimulus is present or not.

Polarization - The centering of interest, discussion, or thought on one person or idea.

Projection - The process of shifting the responsibility for an act or thought from oneself to an outside agency or to another person; taking an attitude of oneself and attributing it to someone else.

Radicity - Attitudes and activities of group members that cause them to reflect on the group and its projects rather than themselves.

Rapport - The relationship between people marked by attitudes of friendliness, harmony, and cooperation.

Rationalization - A device whereby the individual provides plausible reasons for his behavior rather than the actual reasons which are too painful to acknowledge; the substitution of a socially approved motive for a socially disapproved one.

Regression - The process of relieving anxiety or threat by falling back upon the thoughts,

feelings, or behavior which worked successfully during an earlier period of life.

Reinforcement - Rewards and recognition that will serve as an impetus for group members to continue to perform in a constructive capacity.

Repression - An unconscious process wherein shameful thoughts, guilt-producing memories, painful experiences, or distasteful tasks are removed from awareness or forced below the level of consciousness.

Role - A description of how a person is supposed or expected to behave in a given situation.

Role Set - A structure of defined relationships involving two or more people in given positions.

Self-Actualization (Self-Realization) - The process of "becoming" a complete person realizing one's own abilities and goals and accepting one's self realistically.

Self-Concept - One's image or evaluation of himself. It has been determined by his environment in the past as well as internal spiritual factors. Now it governs the way he behaves in various situations.

Span of Control - The number of officers in an organization over which a given leader has authority and for whose work he bears responsibility.

Stability - The extent to which a group persists over a period of time with essentially the same characteristics.

Stratification - Process of a group's placing its members in status hierarchies.

Substitution - A device that makes it possible to discharge tensions by diverting one's energies from a desired goal to an alternative goal.

Supervision - The directing of the activities of other people toward the accomplishing of organizational goals.

Suppression - The deliberate, conscious control of one's hazardous and undesirous thoughts or impulses.

Surgency - Generally defined in terms of personality, talkativeness, outreach, and gregariousness.

Syntality - The prediction of group performance or effectiveness.

Transactionalism - An attempt to reconcile structurally and otherwise the goals and needs of the organization with those of the individuals who work in the organization.

Transference - Reaction toward people in present situations motivated and controlled by one's attitudes toward important people earlier in life.

Value Systems - The importance that a person places upon concepts or people which in turn determines the way he treats them.

Viscosity - The group's acting as a unit, working together toward group goals.