

**EVANGELICAL THEOLOGICAL SEMINARY OF INDIA**  
**DOCTOR OF MINISTRY 801**  
**THE MINISTRY LEADER**

**I. COURSE DESCRIPTION**

A “walk-through” of the development of a Christian Leadership Case Study. This includes theoretical grounding, literature review, biblical-theological foundation, conception, creation, drafting and effective presentation of a case study. A key aspect of this course is the development of one case study on church leadership issues, from inception to presentation.

A study of the leadership issues, challenges, and opportunities confronting pastors, denominational leaders, educational leaders and other Christian leaders.

This course will use case studies as a means to discuss issues of Christian leadership. The background reading in leadership can be used to supplement the case study and class discussion.

To understand and agree to the seven principles of the ETS Doctor of Ministry program:

1. Case Study Method—learned and utilized for original research
2. Hone leadership ability and capacity through open dialogue
3. Originality of thought and expression: no rote learning
4. Studious preparation for each concentrated class
5. Free and extensive reading in the area of one’s desired growth
6. Results driven goal—publishable dissertations
7. Frequent dialogue via Google Group, private web site and e-mail

**II. COURSE OBJECTIVES AND RATIONALE**

**A. Case Study Goals:**

1. Understand the nature, scope, process, limitations and standards of a case study. Design a Christian leadership case study with a clearly formulated problem, a specific biblical foundation and a defined scope of research. Organize and conduct doctoral-level library and field research. Understand the development and then conduct field research of the case study. Evaluate results of the field research and write the case study. Present the case study in the class next year (2008).
2. This course will prepare the student for research leading to the D.Min. Applied Research Project. The student will be able to select from among topics of potential interest, those which are suitable for D.Min. research. Locate and read with understanding, published reports of research on topics relevant to an Applied Research Project topic. Appreciate the need for adherence to research design and the creative freedom to resolve issues in personal ministry, both of which are inherent in D.Min. research.

**B. Leadership Goals:**

1. Cognitive Objectives
  - a. The student will be able to analyze a leadership situation with a deeper understanding of leadership principles.
  - b. The student will recognize the current social and cultural trends that impact ministry now and in the future.
2. Affective Objectives
  - a. The student will affirm and appreciate the value of interactive learning.
  - b. The student will become more aware of how his own personal issues impact his leadership.
3. Behavioral Objectives
  - a. The student will develop enhanced leadership skills related to the focus of the course.
  - b. The student will be able to apply the case study method to future leadership issues in his own ministry.

### III. COURSE TEXTBOOKS

#### A. Required—books and cases will be provided to the student

##### 1. Case Studies:

***Learning by the Case Method***

John S. Hammond III

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 376241

Publication Date: April 01, 1976

\$6.50 online

Length: 4 pages

*Helps students fully capitalize on the case method. Succinctly introduces the benefits, format, and process while offering lots of "how-to" advice. Widely used as an introductory handout for executive, MBA, and undergraduate courses. Describes how case discussion enables the exchange of managerial experience and knowledge. Emphasizes the need to identify the real issues and do rigorous analysis in the course of reaching a management decision and that there is typically more than one "right" answer.*

***Willow Creek Community Church (A)***

Leonard A. Schlesinger, James Mellado

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 691102

Publication Date: June 18, 1991

\$6.50 online

Length: 31 pages

*Describes the historic evolution and current positioning of a Christian church which focuses on the attraction of "unchurched" individuals. Describes the church's strategic service vision and its current growth and leadership problems.*

***Willow Creek Community Church (B): Cracks In the Foundation***

Leonard A. Schlesinger

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-899-123

Publication Date: Jan 21, 1999

\$3.50 online

Length: 3 pages

***Willow Creek Community Church (C): Rebuilding the Foundation***

Leonard A. Schlesinger

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-899-124

Publication Date: Jan 21, 1999

\$3.50 online

Length: 11 pages

***Financial Reporting in the Catholic Church***

Gregory S. Miller, Thomas Doyle

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-104-057

Publication Date: Feb 4, 2004

\$6.50 online

Length: 12 pages

*The Catholic Church is a large and complex international organization with several layers of management spread across a diverse range of services and geographical areas. In 2003, the Catholic Church suffers from financial withholding by many external stakeholders, possibly impairing its ability to continue to provide services.*

*The following case studies are available from the ETS India D.Min. web site (contact the professor for the password). Case studies are first to be skimmed—see the instructions with each case on how to read a case study.*

***Christ Community Church:***

***Stacey Campbell: From Pastor to XP—Close Encounters of the Sexual Kind***

January 2006

24 pages

***Fellowship Bible Church North:***

***Exit of a Founding Pastor—Jeff Jones to 'Replace' Gene Getz***

January 2006

24 pages

***Irving Bible Church: The XP as Catalyst***

December 2004            21 pages

***Liberty Church Tulsa: The Perfect Storm***

December 2004            21 pages

***Oak Cliff Bible Fellowship: To XP or Not to XP—that is the Question!***

December 2004            13 pages

***Stonebriar Community Church: The XP & Church Growth, Parts 1 & 2***

November 2004           33 pages

***Woodinville Alliance Church: Mary Jammerman—From Executive to XP***

January 2006             25 pages

2. Leadership Books: The student will fulfill his/her reading requirement by choosing from the list of books attached as Appendix 1 at the end of this document. All of the books are available in the ETS Library. Each student will also receive copies of selected books.

**B. Supplementary Bibliography**

A more complete bibliography is available upon request.

**IV. COURSE REQUIREMENTS**

**A. Pre-Resident Assignments—none for this class**

**B. Resident Assignments**

1. Be prepared to *actively* discuss each assigned case study during class. You will be called on to present your positions regarding each case study. Note: this is quite different than most seminary work—you will be asked to defend your positions with facts of the case study. The quality of your thinking and analysis will be key.

**C. Post-Resident Assignments**

1. Select books from Appendix I. You must read at least a total of 2000 pages. Send in a brief summary of each book read with a paragraph about what you learned from the reading. Due June 1, 2007.
2. Construct a Christian Leadership Case Study.
  - a. If desired, you can contact the Professor by e-mail ([drfletcher@xpastor.org](mailto:drfletcher@xpastor.org)) to discuss potential leadership issues for your case study. Inform the Professor of your case study topic in a one to four paragraph statement no later than February 15, 2007.
  - b. Your topic should be of vital interest to you and to the Christian community. Select a topic that is both narrow enough to be examined in a case study and important enough to merit your attention. Successful case studies do not necessarily have answers imbedded in them but provide springboard for deeper thought.
  - c. The final draft should be 10-20 pages and sufficiently document a significant ministry problem in the local church or other Christian ministry. E-mail in MSWord or Adobe Reader your final case study to the Professor ([drfletcher@xpastor.org](mailto:drfletcher@xpastor.org)) by June 1, 2007.

**V. COURSE POLICIES**

**A. Weight Given to Course Requirements for Grading**

1. Class Assignments & Participation            30%
2. Post-Resident Assignments                    70%

**B. Class Participation**

One of the major benefits of D.Min. study is interaction with other class members. Each member of the class brings the experience of years of ministry as well as their own personal study and training. The success of the class depends upon the willing contribution of all members, therefore all members are expected to participate.

**C. Late Assignments**

Late assignments must receive the prior approval of the professor. A reduction of grade may be involved.

**D. Absences**

Because of the intensive format of the course, students are expected to attend every class session. Exceptions for emergencies must be cleared beforehand with the professor.

**E. Letter/Numerical Grade Scale (Grades lower than B- are considered a failure for doctoral work)**

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

**VI. COURSE SUPPLEMENTAL INFORMATION**

ETS 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**

**SEE NEXT PAGE.**

| <b>DATE</b><br><b>TIME</b> | <b>MONDAY</b><br><b>JAN 1</b>                  | <b>TUESDAY</b><br><b>JAN 2</b>                          | <b>WEDNESDAY</b><br><b>JAN 3</b>                                      | <b>THURSDAY</b><br><b>JAN 4</b>                             | <b>FRIDAY</b><br><b>JAN 5</b>                       |
|----------------------------|--|---|---|---|---|
| MORNING                    | No class                                       | Chapel & Introductions                                  | Case Study and Research Methods                                       | Learning the Case Method: Harvard University Press & Chapel | Case Study techniques leading to a dissertation     |
| Lunch Break                |  |   |   |   |   |
| AFTERNOON                  | No class                                       | Introduction to the D.Min. program, class and syllabus  | Eye Institute Case Study & Financial Reporting In The Catholic Church | Willow Creek Community Church (A,B,C)                       | Stonebriar Community Church: An Instant Mega Church |
| <b>DATE</b><br><b>TIME</b> | <b>MONDAY</b><br><b>JAN 8</b>                  | <b>TUESDAY</b><br><b>JAN 9</b>                          | <b>WEDNESDAY</b><br><b>JAN 10</b>                                     | <b>THURSDAY</b><br><b>JAN 11</b>                            | <b>FRIDAY</b><br><b>JAN 12</b>                      |
| MORNING                    | Future Lectures & Open Discussion              | Next Steps & Chapel                                     | Reading, Research & Case Writing                                      | Reading, Research & Case Writing                            | Reading, Research & Case Writing                    |
| Lunch Break                |  |   |   |   |   |
| AFTERNOON                  | Oak Cliff Bible Fellowship: to XP or not to XP | Fellowship Bible Church North—Exit of a Founding Pastor | Reading, Research & Case Writing                                      | Reading, Research & Case Writing                            | Reading, Research & Case Writing                    |

## Appendix 1: Reading Requirement:

### Required:

The Arbinger Institute. *Leadership and Self-Deception*. San Francisco: Berrett-Koehler Publishers, Inc., 2000. ISBN:1-57675-094-9

### Required:

The remainder of the required reading will come from the books noted below. You may choose the books you will read based on your interest and current felt need in ministry. You must read at least a total of 2000 pages from the list below.

You will send in a brief summary of each book read with a paragraph about what you learned from the reading.

### 1. Leadership, Staffing, and Organization (How do we lead, organize and work together to fulfill the mission of the church?)

#### Leadership

Blanchard, Ken, Hybels, Bill, and Hodges, Phil. *Leadership by the Book*. New York: Waterbrook Press, William Morrow and Company, Inc., 1999.

Carter, Les; Jim Underwood. *The Significance Principle: The Secret Behind High Performance People and Organizations*. Nashville: Broadman & Holman Publishers, 1998.

Getz, Gene A. *Elders and Leaders: God's Plan for Leading the Church*. Chicago: Moody Publishers, 2003.

Kouzes, James M. & Posner, Barry Z. *The Leadership Challenge, Third Edition*. San Francisco, CA: Jossey-Bass Publishers, 2002.

McIntosh, Gary L. & Rima, Samuel D., Sr. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids, MI: Baker Books, 1997. ISBN 0-8010-9047-4

Means, James E. *Leadership in Christian Ministry*. Grand Rapids, MI: Baker Book House, 1989.

Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville, TN: Broadman & Holman, 1995.

Nelson, Alan E. *Leading Your Ministry*. Nashville, TN: Abingdon Press, 1996.

Weems, Lovett H. *Church Leadership: Vision, Team, Culture, Integrity*. Nashville, TN: Abingdon Press, 1993.

#### Boards

Anthony, Michael J. *The Effective Church Board*. Grand Rapids, MI: Baker Book House, 1993.

Biehl, Bobb, and Ted W. Engstrom. *Increasing Your Boardroom Confidence*. Sisters, OR: Questar Publishers, Inc., 1988.

\_\_\_\_\_. *The Effective Board Member*. Nashville, TN: Broadman & Holman Publishers, 1998.

Carver, John. *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. 2nd ed. San Francisco: Jossey-Bass Publishers, 1997.

Malphurs, Aubrey. *Leading Leaders: Empowering Church Boards for Ministry Excellence*. Grand Rapids: Baker Books, 2005.

#### Teams

Barna, George. *Building Effective Lay Leadership Teams*, Ventura, CA: Issachar Resources, 2001.

Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass Publishers, 1999.

Cordeiro, Wayne. *Doing Church as a Team*. Ventura, CA: Regal, 2001.

Lencioni, Patrick. *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass, 2002.

MacMillan, Pat. *The Performance Factor*. Nashville, TN: Broadman & Holman Publishers, 2001.

Mallory, Sue. *The Equipping Church*. Grand Rapids MI: Zondervan. 2001

McIntosh, Gary L. *Staff Your Church for Growth; Building Team Ministry in the 21<sup>st</sup> Century*. Grand Rapids, MI: Baker Books, 2000

**2. Organizational Culture and Change (How do we move the church in the direction God wants it to go?)**

Anderson, Leith. *Dying for Change*. Minneapolis, MN: Bethany House, 1990.

Bridges, William. *Managing Transitions*. Reading, MA: Addison-Wesley Publishing Company, 1991.

Conger, Jay A & Spreitzer, Gretchen M. & Lawler, Edward E. *The Leader's Change Handbook*. San Francisco, CA: Jossey-Bass Publishers, 1999.

Conner, Daryl R. *Managing at the Speed of Change*. New York: Villard Books, 1992.

Herrington, Jim, Bonem, Mike & Furr, James H. *Leading Congregational Change: A Practical Guide for the Transformational Journey*, San Francisco: Jossey-Bass Publishers, 2000.

Johnson, Spencer. *Who Moved My Cheese?* New York: G.P. Putnam's Sons, 1998.

Kotter, John P. *Leading Change*. Boston, MA: Harvard Business School Press, 1996.

Lewis, Robert and Cordeiro, Wayne. *Culture Shift: Transforming Your Church From the Inside Out*. San Francisco: Jossey-Bass, 2005.

Nelson, Alan and Appel, Gene. *How to Change Your Church (without killing it)*. Nashville, TN: W Publishing Group, 2000. (345 pp.)

O'Toole, James. *Leading Change*. New York, NY: Ballantine Books, 1995.

Schein, E. H. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass Publishers, 1987.

Southerland, Dan. *Transitioning: Leading Your Church Through Change*. Grand Rapids, MI: Zondervan Publishing House, 1999.