



WBUonline  
School of Christian Studies

**Wayland Baptist University Mission Statement:** Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success, and service to God and humankind.

**Course Number & Name:** MNST 5320 VC01 Christian Leadership

**Term and Year:** Fall 1 2024

**Instructor:** Stephen M. Stookey, Ph.D.

**Office Phone and WBU Email Address:**

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**Office Hours, Building, and Location:**

Office: Off Campus

Hours: By Appointment via telephone or Zoom

**Class Meeting Time and Location:** Asynchronous online delivery

**Catalog Description:** Critical examination of contemporary leadership theory, principles, and practices in the light of biblically-based models and criteria for Christian leadership.

**Prerequisite:** None

**Required Textbook and Resources:**

Title	Editor/Author	Publisher	Ed	Year	ISBN
<i>The Leadership Challenge: How to Make Extraordinary Things Done in Organizations</i>	Kouzes, James M., and Barry Z. Posner	Jossey-Bass	7	2017	978-1119278962
<i>Being Leaders: The Nature of Authentic Christian Leadership</i>	Malphurs, Aubrey	Baker	1	2003	978-0801091438
<i>The Missional Leader: Equipping Your Church to Reach a Changing World</i>	Roxburgh, Alan J., and Fred Romanuk	Wiley	1	2006	978-0787983253
<i>Culture Making: Recovering Our Creative Calling</i>	Crouch, Andy	IVP	1	2008	978-0830837557

Class handouts listed in tentative schedule and posted to Blackboard.

Your course registration includes an eBook - a digital textbook you paid for. You access it by clicking on the link within the BlackBoard course.

If you wish to purchase a print textbook from another source, you may do so -

- **Fall 2 - you must opt out of the eBook no later than Census date or you will be charged the cost of the eBook.**

For the best viewing experience use Chrome or Firefox browser. Internet Explorer will NOT work. Edge will work fine.

**Optional Materials:** see course bibliography in BlackBoard

**Course Outcome Competencies:**

The course is designed to be highly interactive in the exploration of contemporary leadership principles in the light of biblical models and criteria for Christian leadership in ministry and mission. As a student involved in this discovery learning process you will be able to:

1. Formulate a biblical philosophy of management and leadership practice applicable in the context of contemporary culture.
2. Identify principles of the character and competencies necessary to be an authentic servant leader.
3. Express the knowledge and skill sets necessary to lead individuals, teams, and organizations.
4. Design, develop, and build a strategy for a ministry model that will reflect the biblical mandate.
5. Demonstrate graduate-level research, writing, and presentation skills in the field of Christian leadership studies.

**Attendance Requirements:** As stated in the Wayland Catalog, students enrolled at one of the University's external campuses should make every effort to attend all class meetings. All absences must be explained to the instructor, who will then determine whether the omitted work may be made up. When a student reaches that number of absences considered by the instructor to be excessive, the instructor will so advise the student and file an unsatisfactory progress report with the campus executive director. Any student who misses 25 percent or more of the regularly scheduled class meetings may receive a grade of F in the course. Additional attendance policies for each course, as defined by the instructor in the course syllabus, are considered a part of the University's attendance policy.

This course will meet via Blackboard to engage in discussions and learning tasks related to the assigned reading material and projects for that week. Students are expected to have read the assigned materials to be involved in the online learning environment. Students will be expected to facilitate and engage in these discussions around papers and projects that are assigned to them. Non-participation is treated like absences in a traditional class.

**Plagiarism and Academic Dishonesty:** <http://catalog.wbu.edu/content.php?catoid=7&navoid=446>

**Disability Statement:** "In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations."

**Course Requirements and Grading Criteria:**

**Learning Activity -- Online Discussion (100 pts)** slo 1, 2, 3, 4, 5

**Due: Weekly**

All students are required to check the discussion group postings frequently and participate consistently in the discussion. Students should expect to read the discussions several times each

week and post substantive response at least twice each week. Students who do not post substantive responses at least twice each week will not be credited with the 200 points for this assignment.

Guided questions will be posted online to facilitate our discussions. The professor will post the first question to begin the dialogue, and then moderate the discussion. Additional questions for discussion will be added as the dialogue unfolds. All students are required to check the discussion group postings frequently and participate consistently in the discussion.

Graduate students will be assigned responsibility for leading at least one Discussion Board during the term.

Note: This is discussion. Please do not just answer the question. As the participants post responses make sure to engage in critical reflection and response. What issues are present? What other questions should be considered? What else needs further exploration?

**Foundational Research Assignment—Theological and Philosophical Vision for Christian Leadership (100 points) slo 1, 2, 5**

**Due: Week 7**

Upload assignment to Blackboard. Your paper will be the basis for discussion during the theological assumptions and philosophical presumptions section of the discussion seminar. Your paper will be revised based upon interaction with the online cohort. Paper format and subject described below:

Create a research paper on the theological presuppositions and philosophical assumptions that form the basis of your knowledge and understanding of the theory and praxis of CHRISTIAN LEADERSHIP in organizational leadership. Although this paper is a synopsis of your beliefs, you must **include references that substantiate and/or challenge your positions from the course readings and any other research you conduct into the subject matter**. Papers without substantial footnotes and bibliography will be given back for correction without a grade. The paper intends to assist you in **making explicit connections and correlations** between your theological understandings and praxis of Christian Leadership in various roles. The implications of your personal theology and philosophy are being explored in this work and discussed in the online forums.

The position paper will be graded on the basis of the clarity and conciseness of the stated position, and thus *must* be **no more than 7 pages** in length, *excluding the reference list*. This is a research paper, no first person should be utilized.

**Your paper should be organized in the following structure:**

**Part One: Biblical Leadership**

1. What makes leadership Biblical?
2. Explore Biblical character models and principles that illustrate leadership.

**Part Two: Defining Leadership**

1. Utilize the course textbooks and a minimum of five additional academic sources in the field of leadership studies, and other prescient literature beyond required sources in leadership studies, to explore various leadership definitions. As you engage in the task of critical/analytical academic research relative to the question of leadership, consider the following questions of the literature: *What was the author's thesis or purpose for writing the book? What leadership theories are evident in the assumptions of this writer? How does this book help me translate theory into leadership practice for ministry communities?*
2. State your philosophy of leadership through a critical analysis of the previous sections of your paper (use your sources to state/form/ inform your philosophy. Do not use first

person. This is a research paper in which you are utilizing leadership scholars to support your leadership philosophy).

3. After stating your philosophy, compare and contrast your leadership philosophy with the views on leadership and management in the required course readings and your additional research in other precedent literature.

#### **Part Three: Principles of Leadership**

1. Foundational Development of Leaders: explore the calling and character aspects of leadership as denoted in scripture.
2. Functional Development of Leaders: explore elements of capacity and competencies of leadership.

#### **Conclusion**

### **FINAL EXAM: *Advanced Research–Serviceable Insight Project (100pts) slo 3, 4, 5***

#### **Due: Week 8**

Assignment: Utilize Andy Crouch’s book, *Culture Making: Recovering our Creative Calling* as a rationale and framework to design, develop, build, and implement a strategy for a ministry that will reflect the Biblical Mandate and accomplish serviceable insight for the Kingdom of God within an organization(s). It is expected that students will demonstrate integration of core concepts from the semester within the project.

*“So if we seek to change culture, we will have to create something new, something that will persuade our neighbors to set aside some existing set of cultural goods for our new proposal.”* (pg. 67)

*Culture is what we make of the world – we start not with a blank slate but with all the richly encultured world that previous generations have handed to us.”* (pg. 73)

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

#### **Course Evaluation (Method of Determining Grade) University Grading System**

A 90-100	I	INCOMPLETE**
B 80-89	Cr	FOR CREDIT
C 70-79	NCr	NO CREDIT
D 60-69	WP	WITHDRAWAL PASSING
F BELOW 60	WF	WITHDRAWAL FAILING
	W	WITHDRAWAL

\*\*A grade of incomplete is changed if the deficiency is made up by midterm of the next regular semester; otherwise, it becomes "F". This grade is given only if circumstances beyond the student's control prevented completion of work during the semester enrolled and attendance requirements have been met. A grade of "CR" indicates that credit in semester hours was granted but no grade or grade points were recorded.

#### **Procedure for computations of final grade**

Participation—Online Discussion

100 points

Actual points divided by total potential points = final grade

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**Tentative Schedule:**

Week	Topic(s)	Readings	Assignments Due
1	Introduction to Leadership	Malphurs, ch. 1, Appendix B and C  Handout: Goleman, What Makes a Leader?	Take the Christian Leader Audit Appendix A (Malphurs)  Online Discussion #1: What Makes a Leader?
2	<b>Character &amp; Capacity of Leadership</b> A Framework for Ministry LEADERSHIP: Kingdom, Church, and World  Missional Leadership: Enabling a Community to God's Mission	Malphurs, ch. 2 Kouzes, ch. 1-2  Roxburgh, ch. 1-2  Handout: Biblical and Theological Foundation for Mission	Take the Credibility Audit Appendix E (Malphurs)  Online Discussion #2
3	<b>Character &amp; Capacity of Leadership</b> Biblical Patterns of Leadership – Old Testament Analysis  Biblical Patterns of Leadership – New Testament Analysis	Malphurs, ch. 3 Kouzes, ch. 3-4  Roxburgh, ch. 3-4  Handout 1: Robert Greenleaf, The Servant as Leader Crouch, pp. 37-100 Handout 2: Level 5 Leadership: Collins, Jim. 2001. Good to Great.  Handout 3: Roderick Kramer – The Harder they Fall	Online Discussion #3  Take the Spiritual Gifts Inventory Appendix F (Malphurs)  Take the Natural Gifts Inventory Appendix G (Malphurs)
4	<b>Leadership Theory</b> <ul style="list-style-type: none"> <li>• Historical Development</li> <li>• Transactional, Transformational</li> <li>• Servant Leadership</li> </ul>	Malphurs, ch. 4  Kouzes, ch. 5  Roxburgh, ch. 5	Online Discussion #4  Take the Relational Skills Inventory Appendix K Take the Task Skills (Malphurs)

	<ul style="list-style-type: none"> <li>Emerging Options</li> </ul>		
5	<b>Leadership Principles</b> <ul style="list-style-type: none"> <li>Character &amp; Capacity of a Leader</li> </ul>	Malphurs, ch. 5  Kouzes, ch. 6-7  Roxburgh, ch. 6  Handout: Emotional Intelligence/Social Intelligence – Daniel Goleman – What Makes a Leader? – revisit & review	Online Discussion #5
6	<b>Leadership Challenge</b> <ul style="list-style-type: none"> <li>Vision</li> <li>Challenge</li> <li>Opportunity</li> <li>Collaboration</li> </ul>	Malphurs, ch. 6  Kouzes, ch. 8-9  Roxburgh, ch. 7-8  Handout: Communication in Leadership – Jay Conger – <i>The Necessary Art of Persuasion</i>	Online Discussion #6  Take the Task Skills Inventory Appendix L (Malphurs)  Take the Leadership Styles Inventory Appendix M
7	<b>Leadership Change</b> <ul style="list-style-type: none"> <li>Organizational Transformation</li> </ul>	Malphurs, ch. 7  Kouzes, ch. 10-11  Roxburgh, ch. 9-10  <i>Handout: Bridges, William. 2003. Managing Transitions, Making the Most of Change.</i>  Handout: Brafman, Ori., and Rod A. Beckstrom. 2006. The Starfish and the Spider: The Unstoppable Power of Leaderless Organization	Online Discussion #7  Theology and Philosophy of Christian Leadership Paper due
8	<b>Leading Change</b> <ul style="list-style-type: none"> <li>Management Essentials for Christian Ministries</li> <li>Strategic Planning</li> </ul>	Malphurs, ch. 8  Kouzes, ch. 12  Roxburgh, ch. 11  Handout: Kotter: Leading Change: Why Transformation Efforts Fail	Final Exam: Serviceable Insight Project