

THEO 5944 Church Management and Leadership
教會管理和領導

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Dr. Lau Chung Ming

Second Term 2018-19

1. Course description

By examining the modern theories of management and leadership, students will be introduced to ways in employing such knowledge in church settings. Emphasis will be put on the *integration* of theological concepts and languages in analyzing managerial and leadership problems encountered in a church context. As a result, students are able to master the Christian faith, management and leadership theories and skills to approach and solve such problems.

透過介紹現代管理學與領袖學的理論和知識，協助學生了解如何應用這些概念在教會中；並結合神學概念及語言，使學生能掌握分析教會中遇見之管理及領導問題，並以基督教信仰、管理學及領袖學的概念來處理和解決有關問題。

2. Learning outcomes

After studying this course, students are expected to:

1. Gain an understanding of basic principles of management and how that can be related to church settings.
2. Analyze situations, relate the context to theories, and come up with relevant solutions.
3. Participate in leadership roles in their own contexts effectively.

3. Course syllabus

| Topic | Contents/ fundamental concepts |
|-----------------------|---|
| Management and church | Management basics; Church management |
| Strategy | Planning; Strategic mindset; Growth Strategies |
| People | Individual differences; Leadership; Motivation; Teamwork; Conflicts |
| Structure | Organization design; Job design; Empowerment |
| Culture | Creating culture; Managing change |

4. Course components (Learning activities)

Lecture, case discussions, and interactive presentations.

5. Assessment type

Assessment will be based on the followings:

Management and Leadership Incidents Analysis (30%)

Group mini-case analysis (20%)

Individual Case write-up and Analysis (50%)

Management and Leadership Incidents Analysis (Presentation 10%, Report 20%) [Group work]

Students are required to look into actual cases in local churches/church organizations regarding management and leadership. It is expected that students will describe the incident from a management angle, in light of Biblical principles. The purpose is to understand how different people dealt with different managerial / organizational issues and what we could learn from them. It is not a conceptual/theoretical paper discussing why and how management is important, but an emphasis on how it is being applied in different settings.

Each group will be asked to present the case and lead discussions during classes. A written report is due one week after presentation, and should be around 8-10 pages (English, 1.5 spacing, or 4,000 words in Chinese).

Mini-case analysis (20%) [Group work]

A mini-case with a focus on application of concepts in developing managerial recommendations will be given. Students are expected to answer the case questions with solid support from ideas covered in class. Due on March 29.

Individual Case writing (Background Outline 10%, Report 40%)

This assignment requires students to write up a management-oriented case based on real-life experiences related to managing and leading a local church. Substantial theoretical discussion is expected to support the case write-up. The final report should have an integration of management principles as well as Biblical guidelines. The initial ideas of the case (background & issues) will be submitted before March 8 and the second part of case (conceptual development and solutions) will be presented in the last class meeting (if available). Detailed requirement is provided below. Final report is due on April 30.

Participation and attendance: Active participation in class discussion is encouraged. Students are also expected to attend all classes, including presentation of case studies.

Late submission of assignments will normally not be accepted.

6. Required and recommended readings

Required reading:

□ 忠明, □ □ 光。《像樣的教會管□》。香港：福音證主協會，2009。

Recommended readings:

呂慶雄, 劉忠明。《領導由心》。香港：福音證主協會，2016。

許志超, 蕭壽華。《相愛又相爭：教會衝突的反思》。香港：福音證主協會，2012。

麥福士著。顧華德譯。《教會大計—策略性計劃的九個步驟》。台北：中華福音神學院，2005。

葉松茂。《101 間香港教會經驗分析》。香港：基道出版社，2004。

劉忠明。〈像樣的變革〉。收於《教會變得更像樣》，頁 14-59。香港：福音證主協會，2011。

劉忠明。〈教會的治理機制〉。《教牧分享》第 182 期 (2012 年 3 月號)，頁 9-11。香港：世界華人福音事工聯絡中心。

劉忠明, 翟敏娟, 劉柏能。《管理學精要》。香港：匯智出版社，2007。

翟敏娟, 劉忠明。《商業管理的 10 堂必修課》。香港: 匯智出版社, 2017。

盧龍光, 劉忠明。〈香港教牧人員的滿足感〉。收於李耀全主編《華人教會處境中的教牧職事》, 頁 26-40。香港: 中文大學崇基學院神學院, 2008。

盧龍光。〈牧養神學的起點: 誰是牧者? 誰是被牧養者?〉。《崇基學院神學院通訊》45 期 (2015 年 9 月)。頁 1-5。

蕭壽華。《聖靈領導的教會管理》。香港: 宣道出版社, 2007。

7. Feedback for evaluation

CTE will be used as the primary feedback tool. However, students are welcome to give oral feedback during in-class discussions.

8. Course schedule

| Date | Topics | Readings |
|-------------------|--|------------------------------|
| January 11 | Introduction & management basics 第 1 章: 什麼是管理 | 盧龍光 (2015) <牧養神學的起點> |
| January 18 | Church management 第 2 章: 優秀的管理 | 蕭壽華 (2007) |
| January 25 | Strategy: Planning and strategic mindset 第 3 章: 策略性的領導 第 4 章: 目標和計劃 | 葉松茂 (2004) |
| February 1 | Growth Strategies 第 5 章: 發展的策略 | 麥福士 (2005) |
| February 8 | <i>Chinese New Year Holiday</i> | |
| February 15 | People: Individual differences 第 9 章: 人的特性和差異 Group case presentation (1) | |
| February 22 | Leadership – Theories & practices 第 6 章: 領導 Group case presentation (2) | 呂慶雄, 劉忠明 (2016) |
| March 1 | Motivation – Mobilizing individuals and congregation 第 7 章: 激勵 Group case presentation (3) | 盧龍光, 劉忠明 (2008) <香港教牧人員的滿足感> |
| March 8 | Motivation (Cont'd) Group case presentation (4) Individual Case Background Outline due | |
| March 15 | Teamwork & conflicts (Cont'd) | 許志超, 蕭壽華 (2012) |

| | | |
|----------------|--|----------------------|
| | 第 8 章: 團隊管理 | |
| March 22 | Structure: Organization design 第 10 章: 組織設計和架構 | 劉忠明 (2012) <教會的治理機制> |
| March 29 | Job design and empowerment 第 11 章: 工作設計和賦權 Group Mini-case due | |
| April 5 | <i>ChingMing Holiday</i> | |
| April 12 | Culture: Creating culture and managing change 第 12 章: 教會文化的建立 第 13 章: 管理變革 | 劉忠明 (2011) <像樣的變革> |
| April 19 | <i>Easter Holidays</i> | |
| April 23-26 | <i>MAKE-UP CLASS, if needed.</i> <i>Presentation of Individual Case</i> <i>Submission of report: due Apr 30</i> | |

9. Contact details for teacher(s)

| | |
|-------------------|--|
| Professor: | |
| Name: | Lo Lung Kwong and Lau Chung Ming |
| Office Location: | LG308, LG3/F President Chi-tung Yung Memorial Building |
| Telephone: | 39434789 |
| Email: | lklohkg@gmail.com; drcmlau@gmail.com |
| Teaching Venue: | Activity Room, LG2/F President Chi-tung Yung Memorial Building |

10. Details of course website

Course materials are available in <http://www.cuhk.edu.hk/eLearning>

11. Academic honesty and plagiarism

Attention is drawn to University policy and regulations on honesty in academic work, and to the disciplinary guidelines and procedures applicable to breaches of such policy and regulations. Details may be found at <http://www.cuhk.edu.hk/policy/academichonesty/>.

With each assignment, students will be required to submit a signed [declaration](#) that they are aware of these policies, regulations, guidelines and procedures. For group projects, all students of the same group should be asked to sign the declaration.

For assignments in the form of a computer-generated document that is principally text-based and submitted via VeriGuide, the statement, in the form of a receipt, will be issued by the system upon students' uploading of the soft copy of the assignment. Assignments without the receipt will not be graded by teachers. Only the final version of the assignment should be submitted via VeriGuide.

Further Details on Individual Case Write-Up and Analysis

This assignment requires students to write up a management-oriented case based on real-life experiences related to managing and leading a church. The objectives are to develop the sensitivity of students to management-related issues in a church setting, and to help students analyze those situations and formulate solutions. Substantial support from management and theological/biblical literature is expected.

The first part of the case is a description of the issue on hand and is due on **March 8. *Submission of an outline in written form is required.*** The second part of writing is on the problems identified and suggested solutions. This portion will be presented and discussed on **last meeting**. Final report is due on **April 30**.

Requirements:

1. The case description part should include an introduction of the focus issue, the background of the organization and the people involved, the problems and situations that people are facing. Although real-life experiences are required, no real names of churches and/or persons are necessary in the writing.
2. The focus issue can be any one or two topics that are covered in this class, such as motivation, leadership, strategic planning, succession, organization design, change management, etc. Students are not advised to cover too many aspects of managerial issues in this writing. Students are expected to provide some theological and biblical discussion about the event.
3. The second part should include a diagnosis of the managerial problems involved in the focus issue. An effective application of the managerial concepts introduced in the class to analyze and suggest solution is expected. The suggested solutions should also be based on materials discussed in class or in any other management books, from a Christian perspective supported by relevant concepts. **An integration of managerial issues and solutions with Biblical principles and managerial concepts/models would definitely be expected.**
4. Formal academic writing styles with footnotes/end notes are expected.
5. The first part of the case should be no less than three single spaced pages (English) or Chinese (2000 words) and the whole case (included managerial diagnosis and solutions) should be no less than 15 pages (English) or 10,000 words in Chinese, excluding appendix and references.
6. Possible focus of the assignment:
 - a) 建立和領導團隊
 - b) 衝突的處理與重建
 - c) 發展策略
 - d) 轉變管理
 - e) 教會管治

Suggested References / Future Readings on Management and Leadership from a Christian View

- 比爾·海波斯著。尹妙珍，陳俊莉譯。《卓越領導格言》。香港：福音證主協會，2009。Hybels, Bill. (2008) Axiom: Powerful Leadership Proverbs (Grand Rapids: Zondervan).
- 比爾·海波斯著。陳維德譯。《簡約力》。香港：福音證主協會，2015。Hybels, Bill. (2014) Simplify (Carol Stream, IL: Tyndale Momentum).
- 史提夫·比利著。周燕芳譯。《事奉狂自救心法—小堂會牧人自白》。香港：福音證主協會，2011。
Bierly, Steven. (1998) How to Thrive as a Small Church Pastor (Grand Rapids, MI: Zondervan).
- 史蒂文斯著。何明珠譯。《上帝的企管學》。台北：校園，2010。
- 甘陵敦著。劉如菁譯。《領袖的養成》。台北：天恩出版社，2011。
- 朱利安著。郭寶琪譯。《神是我的CEO》。香港：福音證主協會，2007。Julian, Larry S. (2001) God is My CEO: Following God's Principles in a Bottom-Line World (Avon, MA: Adams Media Corporation).
- 艾姆斯著。冼錦玲譯。《卓越領袖的風範》。香港：福音證主協會，2005。
- 吳蘭玉。《管之以理：基督徒行政管理》。Johor: 協傳培訓中心，2002。
- 李志剛，張金城主編。《道出管理》。香港：福音證主協會，2008。
- 李金漢。《基督教機構行政管理》。香港：中國神學研究院，1979。
- 李金漢。《尋根究底：基督教事工受眾研究》。香港：中國神學研究院，1980。
- 沃爾特·賴特著。陳俊莉譯。《關係式領導：感染力及服侍的聖經模式》。香港：福音證主協會，2012。Wright, Walter. (2012) Relational Leadership: A Biblical Model for Influence and Service (Downers Grove, IL: IVP).
- 貝克特著。顧瓊華譯。《聖經領導學》。台北：校園書房，2008。
- 林德皓。《殷勤治理—「成人」取向的教會管理》。台灣：道聲出版社，2014。
- 周永健，楊慶球，劉忠明。《勇於領導》。香港：福音證主協會，2011。
- 柏能，帕德森著。劉思潔譯。《教會的第二線領導》。香港：浸信會出版社，2010。Bonem, M. & Patterson, Roger. (2005) Leading from the Second Chair (NJ: John Wiley & Sons).
- 約翰·麥斯威爾著。高鳳仙譯。《發揮你的潛能》。香港：福音證主協會，2003。Maxwell, John C. (1987) Be All You Can Be (Colorado Springs: Cook).
- 胡志偉，霍安琪編。《轉變中的成長：香港教會研究》。香港：香港教會更新運動，2006。
- 胡志偉，劉梓濠。《處境劇變下的牧養更新—香港教會研究 2014》。香港：香港教會更新運動，2016。
- 郝繼勇，伍山河，劉忠明，余達心。《教牧領導—生命的演繹》。香港：中國神學研究院 2016。
- 梁廷益。《督導：教會優質增長的鑰匙》。香港：基稻田，2004。
- 梁廷益等。《與執事起武/舞》。香港：基稻田，2012。
- 許志超，蕭壽華。《相愛又相爭——教會衝突的反思》。香港：福音證主協會，2012。
- 麥福士著。陳維德譯。《誰是領導高手》。台北：福音證主協會，2005。Mulphurs, Aubrey (2003) Being Leaders: The Nature of Authentic Christian Leadership (Grand Rapids, MI: Baker Books).
- 麥福士著。鄧嘉宛，江淑敏譯。《使命式領導》。台北：中華福音神學院，2001。Mulphurs, Aubrey (1998) Developing a Dynamic Mission for Your Ministry (Grand Rapids, MI: Kregel Publications).
- 麥福士著。謝青峰譯。《神學院沒教的事奉要項》。台北：中華福音神學院，2004。Mulphurs, Aubrey. (1997) Ministry Nuts and Bolts: What They Don't Teach Pastors in Seminary (Grand Rapids, MI: Kregel Publications).

- 麥福士著。顧華德譯。《教會大計—略性計劃的九個步驟》。台北：中華福音神學院，2005。
- Malphurs, Aubrey. (1999) Advanced Strategic Planning (Grand Rapids, MI: Baker Books) .
- 斯托得著。屈貝琴譯。《論領導》。台北：校園書房出版社，2004。 Stott, John. (2002) Calling Christian Leaders (Leicester: Inter-Varsity Press).
- 湯姆·雷那，艾力·蓋格著。彭葉碧梅譯。《簡約教會》。香港：天道出版，2009。 Rainer, Thom S. & Geiger, Eric. (2006) Simple Church (Nashville, TN: B&H Publishing Group) .
- 華理克著。楊高俐理譯。《直奔標竿：成為目標導向的教會》。台北：道聲出版社，1999。 Warren, Rick. (1995) The Purpose Driven Church (Grand Rapids: Zondervan).
- 葉松茂。《101 間香港教會經驗分析》香港：基道出版社，2004。
- 詹姆士·杭特著。張沛文譯。《僕人》台北：商周出版，2001。 Hunter, James C. (1998) The Servant: A Simple Story About the Essence of Leadership (Prima Publishing).
- 福音證主協會。《教會變得更像樣》。香港：福音證主協會，2011。
- 趙錦德。《雲端上的領導》。香港：OnTrack Ministry, 2013。
- 趙錦德。《策略領導》，香港：OnTrack Ministry, 2012。
- 劉頌欣編。《教會行政手冊：沙田浸信會的運作》。香港：基稻田出版社，2009。
- 歐格理，麥丹尼著。陳凱若，黃雅蓓譯。《合神心意的領袖》。休斯頓：美國福音證主協會，2012。
- Ogden, Greg, & Meyer, Daniel. (2007) Leadership Essentials: Shaping Vision, Multiplying Influence, Defining Character (Downers Grove, IL: IVP).
- 蕭壽華。《聖靈領導的教會管理》。香港：宣道，2007。
- 薛迦里著。江森譯。《管理箴言——聖經智慧活用於現代職場》。香港：福音證主協會，2004。
- 蘇穎智。《直攀高峰 2 - 建立合神心意的健康教會》。香港：全心出版社，2010。[2000 年版由福音證主協會出版]

Sample Marking Criteria

| Level 7 | | | | |
|---|---|--|---|---|
| An exceptional answer that reflects outstanding knowledge of material and critical ability ~ Distinction ≥ 70 | | | | |
| Understanding | Selection and Coverage | Structure | General | |
| Authoritative, full understanding of all the issues with originality in analysis | Full range of sources used selectively to support argument | Coherent and compelling argument well presented | A++ (90-100) Strikingly insightful, displaying for example: publishable quality, outstanding research potential, highest originality and independent thought, outstanding ability to make informed judgements, highest professional standards of writing and presentation. | |
| | | | A+ (80-89) Insightful, displays for example excellent research potential, very high originality, possibly of publishable quality, professional standards of writing and presentation. | |
| | | | A (70-79) Excellent; displays for example high levels of originality, accuracy, evidence of the potential to undertake research, the ability to analyse primary sources critically, very good standards of writing and presentation. | |
| A coherent answer that demonstrates critical evaluation ~ Merit 60-69 | | | | |
| Understanding | Selection and Coverage | Structure | General | |
| Independent, critical evaluation of full range of theories with some evidence of originality. | Complex work and concepts presented, key texts used effectively | Argument concise and explicit | B+ (65-69) Approaching excellence in some areas, evidence of the potential to undertake research, good standards of writing and presentation. | |
| | | | B (60-64) Well developed relevant argument, good degree of accuracy and technical competence, good standards of writing and presentation. | |
| A coherent and logical answer which shows understanding of the basic principles ~ Pass 50 -59 | | | | |
| Understanding | Selection and Coverage | Structure | General | |
| Some capacity to reflect critically but with no significant evidence of originality. | Sound knowledge base of primary and secondary sources | The argument is developed but lacks fluency. | C (50-59) | (55-59) approaching merit, sound degree of competency but incomplete argument, contains some inaccuracies, acceptable standards of writing and presentation. |
| | | | | (50-54) broadly satisfactory, narrow argument, contains inaccuracies, acceptable standards of writing and presentation. |
| A superficial answer with limited knowledge of core material and limited critical ability ~ Fail 40 – 49 ¹ | | | | |
| Understanding | Selection and Coverage | Structure | General | |
| Lack of understanding and focus | Limited sources | Argument not fully developed and lacks structure | F+ (40-49) patchy overall knowledge, presentational weakness, little evidence of independent thought | |
| An answer almost entirely lacking in evidence of knowledge and understanding ~ Fail 0-39 | | | | |
| Level 7 | | | | |
| Understanding | Selection and Coverage | Structure | General | |
| Shows almost no insight into the problem or topic | Irrelevant sources and/or out of date sources | Argument not developed, confused and incoherent | F (0-39) fundamental mistakes, poor/unacceptable presentation | |

¹ A mark ≥40 is condonable where programme specific regulations permit

