



CONFLICT RESOLUTION AND CRISIS  
MANAGEMENT: PMCL9406  
New Orleans Baptist Theological Seminary  
PhD Seminar – Christian Leadership Major  
Fall 2020 Semester

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*New Orleans Baptist Theological Seminary and Leavell College prepare servants  
to walk with Christ, proclaim His truth, and fulfill His mission.*

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### **Purpose of the Course**

The purpose of this seminar is to provide quality theological education for students in the area of conflict resolution and crisis management in the context of a local church, a denominational entity, or a ministry organization.

### **Core Value Focus**

*Doctrinal Integrity* – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

*Spiritual Vitality* – We are a worshiping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

*Mission Focus* – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

*Characteristic Excellence* – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

*Servant Leadership* – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For 2020-2021 academic year that Core Value is *Mission Focus*.

## **Course Description**

This seminar will involve studying and researching the issues and implications of conflict resolution and crisis management in congregations and ministry organizations. Students will explore intensity levels of conflict, theories of conflict resolution and crisis management, and appropriate leadership skills related to conflict resolution and crisis management in congregations and ministry organizations.

## **Student Learning Outcomes**

At the conclusion of the seminar students should be able to:

1. Appreciate the value of resolving conflicts and managing crises in congregations and ministry organizations.
2. Identify intensity levels and theories in conflict resolution and crisis management.
3. Extrapolate appropriate best practices in conflict resolution and crisis management.
4. Evaluate appropriate skills and strategies for conflict resolution and crisis management.
5. Demonstrate excellence in research and synthesis in the field of conflict resolution and crisis management.

## **Required Readings**

The following texts and resources are required reading for class discussions and assignment completion. They must be read in their entirety unless otherwise specified.

### ***Conflict Resolution Texts***

Barthel, Tara Klena. And David V. Edling. *Redeeming Church Conflict: Turning Crisis into Compassion & Cure*. Grand Rapids, MI: Baker, 2012.

Bullard, George W. *Every Congregation Needs a Little Conflict*. St. Louis: Chalice Press, 2008.

Hare, Michael. *When Church Conflict Happens: A Proven Process for Resolving Unhealthy Disagreements and Embracing Healthy Ones*. Chicago: Moody Publishers, 2019.

Mayer, Bernard. *The Dynamics of Conflict: A Guide to Engagement and Intervention*. Second Edition. San Francisco: Jossey-Bass, 2012.

### ***Crisis Management Texts***

Crandall, William Rick, John A. Parnell, John E. Spillan. *Crisis Management: Leading in the New Strategy Landscape*. Second Edition. Los Angeles: SAGE Publications, 2014.

Echols, Steven F. and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: B & H Publishing, 2011.

Hunt, Gregory L. *Leading Congregations Through Crisis*. St. Louis: Chalice Press, 2012.

Lerbinger, Otto. *The Crisis Manager: Facing Disasters, Conflicts, and Failures*. Second Edition. New York: Routledge, 2012.

### **Course Teaching Methodology**

The format of the seminar is student research, writing, and report and discussion with professional referee by the faculty conveyor. Students will be expected to present a synthesis of required text, conduct a case study, write a major paper and submit a reflection paper. Students are expected to engage in scholarly research, participate in class discussion, and offer peer evaluation of major paper. All students will be expected to make presentations and lead in discussion of their assigned or selected topics.

### **Assignments and Evaluation Criteria**

Students must register for this course on Blackboard and complete all pre-work required on the site. Directions for registering and submission of papers will be provided at the beginning of the semester. Submission of the following assignments will be via Blackboard.

#### **1. Principles of Conflict Resolution and Crisis Management: Presentation**

Students will read **all** required texts and extrapolate and synthesize four (4) key concepts from **each** of the two textbook areas: (1) Conflict resolution and (2) Crisis management. Students are expected to create a multimedia presentation for each area. The presentations will highlight the concepts identified. The presentations should be interactive in nature reflecting the scope/content of all textbooks.

The two presentations are to be submitted to the professors through Blackboard two days prior to the first seminar meeting.

Following Seminar Session 1, students will be asked to post their presentations in the Discussion Board on Blackboard for access by other students.

#### **2. Research Question**

Students will submit a Research Question for the major paper within a week following the first seminar meeting. Submit through Blackboard.

#### **3. Case Study**

Students are to present a case study of a conflict or crisis in a local church, denominational entity, mission organization, or para-church organization. While preference is given for an actual situation the student has experienced, the case study may be synthesized from other situations. Regardless, care should be taken to maintain anonymity and confidentiality. The case study will be presented during a seminar session as well as accompanied by a paper as highlighted below.

The case study report should include a description/narrative of the context (setting), causes, and outcomes (3-4 pages); identification and application of the principles gleaned from textbook readings, (1 page); discussion of biblical and theological foundations (3-4 pages); and a conclusion addressing lessons learned and personal reflection (3-4 pages). Total page count approximately 10-12 pages.

Students will also present a highlight report of the case study (PowerPoint or some visual presentation preferred) and lead a discussion at the seminar meeting. Also prepare a one-page bullet list summary of the case study to guide the class discussion.

The individual case study reports are to be submitted to the professors through Blackboard two days prior to the 2<sup>nd</sup> seminar session.

The one-page bullet list and any presentation materials should be posted in the Discussion Board section of Blackboard prior to the seminar for access by other seminar participants.

#### **4. Theory & Practice of Conflict Resolution & Crisis Management: Major Paper**

Students will write a 30-35 page research paper on a topic (research question) dealing with conflict resolution and crisis management in either a local church, denominational entity, mission organization, Christian organization, or Christian institution of higher education. The topic (i.e. mediation, crisis communication, etc.) for the paper must be pre-approved by the professors.

The paper will include:

- a. A biblical and theological rationale for the conflict or crisis topic should be included as a foundation for the particular area of study the student has chosen to research.
- b. A complete discussion of the conflict or crisis topic with reference to the effect of specific variables researched. Other topics can also be explored and if the student desires to expand the variables (that license is permissible.)
- c. Specific examples of the effective application of the topic should be explored in the context for which the paper addresses (context: local church, non-profit or church affiliated, or institution) as related to conflict resolution and crisis management.

Students will be assigned a presentation time in either the third or fourth seminar meeting. The seminar presentation of the selected research should be creative and not a recitation of the paper (the paper already will have been read). Seek to involve the seminar participants in a meaningful dialogue and discussion. The presentation and discussion should last no longer than 30-40 minutes and then followed by peer/professor evaluation. Peer evaluators will be assigned for each paper and presentation to evaluate documents for content, writing and formatting. The assessment rubric will be available through BB and should be completed prior to seminar attendance.

The assignment is to be submitted to the professors through Blackboard two days prior to the assigned day of presentation. In addition the major paper should be posted in the Discussion Board section of Blackboard for access by other students following the presentation.

#### **5. Conflict Resolution and Crisis Awareness: Reflection Paper**

At the conclusion of the seminar students will write a reflection paper (3-5 pages) detailing the acquisition, application and appreciation of the subject matter under consideration in this class. The Reflection Paper should also address the challenges and surprises encountered by the student in the seminar. First person is permitted for this assignment only.

## Course Policies

**Academic Policies:** Academic policies relate to absences, grading scale, final examination schedules, and other topics can be found in the current online catalog: [New Orleans Baptist Theological Seminary Graduate Catalog](#).

**Absences:** Absences are not permitted. You must see the Associate Dean, Research Doctoral Programs, for any exception to this policy.

**Academic Honesty Policy:** All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

**Assignment Formatting:** Unless otherwise noted, all assignments are to be created in Turabian format. All written assignments must be Word or PDF documents, written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font.

**Assignment Grading:** Assignments requiring grading will be returned to the student within a reasonable period of time. Student feedback on graded assignments will be provided through the grading rubric located in the student's Blackboard Grade Book. The student will find comments in the grading rubric, as well as on graded paper assignments.

**Assignment Submission:** All assignments are to be submitted to Blackboard 11:59 pm of the assignment posting date. Do not send files as attachments via email to the professor. For technical reasons, this mode of file transmission is extremely inefficient.

**Cell phones:** Phones must be silenced during class time. The use of a cell phone for the purposes of texting, email or other social media is not permitted. Anyone who is observed text messaging or using an electronic device during class may be asked to drop the course

**Classroom Decorum:** Your participation is required for every session. You are expected to:

- Come to the sessions with a constructive point of view, prepared to interact with the readings and resources related to the course topic.
- Dress appropriately and in accordance with the NOBTS Student Handbook.
- Turn off cell phones and not accept any calls and/or text messages during class.
- Utilize laptops and other technology for class purposes only.
- Maintain confidentiality when someone shares personal information.

**Grading Scale:** Your final grade will be based on your total accumulation of points as indicated under the *Assignments and Evaluation Criteria* section of this syllabus according to the grading scale in the NOBTS 2019-2020 catalog.

A 93-100 B 85-92 C 77-84 D 70-76 F 69 and below

**Late Assignments:** Only under extreme circumstances, and with prior approval, will a late assignment be accepted. Late assignments will be assessed an initial 10-point penalty and 1 point for each day after the due date. No assignments will be accepted more than two weeks after the original due date. Missed presentations may not be made up.

**Netiquette:** Netiquette refers to appropriate online behavior in Blackboard or other online discussions. Each student is expected to demonstrate appropriate Christian behavior when working online on Discussion Boards or whenever interaction occurs through web, digital, or other electronic medium. The student is expected to interact with other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.

**Plagiarism:** NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

**Recording Policy:** Recordings of class, including any audio and/or video recordings, regardless of the media or format, and regardless of the intended or actual use, are not permitted without prior written permission of the professor. The class will be notified in advance should any such recording be approved. This policy is intended to protect the privacy of the students.

**Revision of the Syllabus:** The course syllabus is not a legal contract. Any syllabus revision will be preceded by a reasonable notice to students. The standards and requirements set forth in this syllabus may be modified at any time by the professor. Notice of such changes will be by announcement in class or by email notice.

**Withdrawal from the Course:** The administration has set deadlines for withdrawal. These dates and times are published in the academic calendar. Administration procedures must be followed. You are responsible to handle withdrawal requirements. A professor can't issue a withdrawal. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in the course if you choose not to attend once you are enrolled.

#### **Additional Information:**

**Blackboard and SelfServe:** You are responsible for maintaining current information regarding contact information on Blackboard and SelfServe. The professor will utilize both to communicate with the class. Blackboard and SelfServe do not share information so you must update each. Assignment grades will be posted to Blackboard.

**Correspondence with the Professor:** Every effort is made to respond to emails and phone calls within 24-48 hours, excluding weekends. Please feel free to contact the professor(s) with any question you may have regarding this course.

#### **Help for Writing Papers at "The Write Stuff"**

This is the official NOBTS Writing Center online help site for writing academic papers and essays. <http://www.nobts.edu/writing/default.html> You will discover writing guides, tips, and valuable information to help you become a better writer. Go here for Turabian and APA style helps and guidelines. You will also find language fonts for Greek and Hebrew.

**Hurricane/Severe Weather Evacuation:** For up-to-date weather information stay tuned to:

- WBSN FM-89.1
- WWL Channel 4
- WWL AM-870
- [www.nobts.edu](http://www.nobts.edu)

**Mandatory Evacuation:** Hurricane season lasts from June 1 to November 30. If the Mayor or the President of NOBTS recommends that you leave the city, then do so. If a mandatory evacuation is called everyone except emergency personnel must leave. Staying on campus is not an option. See the *Student Handbook* for further information regarding hurricane preparedness, evacuation, and shelter.

**NOBTS Emergency Text Messaging Service:** Once you have established a SelfServe account you may sign up for the NOBTS emergency text messaging service by going to <http://nobts.edu/NOBTSEmergencyTextMessage.html> .

**Special Needs:** If you need an accommodation for any type of disability, please set up a time to meet with the professor(s) to discuss any modifications that you may need and we are able to provide.

**Technical Support:** For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

- [Selfserve@nobts.edu](mailto:Selfserve@nobts.edu) - Email for technical questions/support request for help with the site (Access to online registration, financial account, online transcript, etc.).
- [BlackboardHelpDesk@nobts.edu](mailto:BlackboardHelpDesk@nobts.edu) - Email for technical questions/support requests with the NOBTS Blackboard System.
- [Student Bb Help](#) - Visit for student assistance in using Blackboard.
- [ITCSupport@nobts.edu](mailto:ITCSupport@nobts.edu) – Email for general technical questions/support requests.
- [www.NOBTS.edu/itc/](http://www.NOBTS.edu/itc/) - View general NOBTS technical help information on this website.

### **Assignment Format**

Unless otherwise specified in this syllabus, all papers will be produced in a digital format. The student should utilize the writing style of Turabian 8<sup>th</sup> edition or newer. Papers will be created in accordance with the standards established in the Doctoral Program Handbook. Copies of all papers will be distributed to each member of the seminar via BlackBoard. A copy of any PowerPoint presentation, in hand-out format, will be provided the professors before the presentation begins.

### **Course Schedule**

**Four Seminar sessions will convene:**

Thursday, September 3, 2020 8am – 5pm CST

**Principles of Conflict Resolution and Crisis Management: Presentation**

Thursday, October 1, 2020 8am – 5pm CST

**Conflict/Crisis Case Study**

Thursday, November 5, 2020 8am – 5pm CST

**Theory & Practice of Conflict Resolution/Crisis Management: Major Paper Presentations**

Thursday, December 3, 2020 8am – 5pm CST

**Theory & Practice of Conflict Resolution/Crisis Management: Major Paper Presentations**

## Evaluation of Grade

The student's grade will be computed as follows:

Principles Identification & Discussion	20%
Conflict / Crisis Case Study	25%
Conflict / Crisis Major Paper	45%
Reflection Paper	10%

## Selected Bibliography

- Augsburger, David. *Caring Enough to Confront*. Ventura, CA: Regals Books, 1986.
- Barthel, Tara Klena and David V. Edling. *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. Grand Rapids: Baker Books, 2012.
- Brubaker, David R. *Promise and Peril: Understanding and Managing Change and Conflict in Congregations*. Herndon, VA: The Alban Institute, 2009.
- Bullard, George W. *Every Congregation Needs a Little Conflict*. St. Louis: Chalice Press, 2008.
- Bowling, Daniel and David Hoffman (eds.) *Bring Peace in the Room: How the Personal Qualities of the Mediator impact the Process of Conflict Resolution*. San Francisco: Jossey-Bass, 2003.
- Cosgrove, Charles H. and Dennis D. Hatfield. *Church Conflict: the Hidden Systems Behind the Fights*. Abingdon Press, 1994.
- Crandall, William Rick, John A. Parnell, John E. Spillan. *Crisis Management: Leading in the New Strategy Landscape*. Second Edition. Los Angeles: SAGE Publications, 2014.
- Echols, Steven F. and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: B & H Publishing, 2011.
- Everist, Norma Cook. *Church Conflict: From Contention to Collaboration*. Nashville: Abingdon, 2004.
- Fisher, Roger and William Ury. *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books, 1991.
- Friedman, Edwin. *Generation to Generation: Family Process in Church and Synagogue*. The Guilford Press, 1985.
- Furlong, Gary T. *The Conflict Resolution Toolbox*. Ontario, Canada: John Wiley and Sons, 2005.
- Gangel, Kenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Eugene, OR: Wipf and Stock, 2002.
- Gramson, Robert M. *Coping With Difficult People*. New York: Ballantine Books, 1981.
- Hare, Michael. *When Church Conflict Happens: A Proven Process for Resolving Unhealthy Disagreements and Embracing Healthy Ones*. Chicago: Moody Publishers, 2019.
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- Haugk, Kenneth C. Second Edition. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict*. St. Louis, MO: Tebunah Ministries, 2013.

- Hunt, Gregory L. *Leading Congregations Through Crisis*. St. Louis: Chalice Press, 2012.
- Jaech, Richard E. *Transforming Church Conflict: A Guide for Pastors and Leaders*. Camas, WA: Aachen Press, 2011.
- Kale, David W. *Managing Conflict in the Church*. Kansas City: Beacon Hill Press, 2003.
- Kliewer, Stephen. *How to Live With Diversity in the Local Church*. Washington, DC: Alban Institute, 1987.
- Leas, Speed B. *Church Fights*. Philadelphia: The Westminster Press, 1973.
- \_\_\_\_\_. *Discover Your Conflict Management Style*. New York: Alban Institute Publishing, 1984.
- \_\_\_\_\_. *Leadership and Conflict*. Nashville, TN: Abingdon Press, 1982.
- Lerbinger, Otto. *The Crisis Manager: Facing Disasters, Conflicts, and Failures*. Second Edition. New York: Routledge, 2012.
- Lester, Andrew D. *Coping With Your Anger*. Philadelphia: The Westminster Press, 1983.
- Lott, David P., ed. *Conflict Management in Congregations*. Herndon, VA: The Aban Institute, 2001.
- Lyon, K. Brynolf and Dan P. Moseley. *How to Lead in Church Conflict: Healing Ungrieved Loss*. Nashville: Abingdon, 2012.
- Mayer, Bernard S. *Beyond Neutrality: Confronting the Crisis in Conflict Resolution*. San Francisco: Jossey-Bass, 2004.
- \_\_\_\_\_. *The Dynamics of Conflict: A Guide to Engagement and Intervention*. Second Edition. San Francisco: Jossey-Bass, 2012.
- McSwain, Larry L. and William C. Treadwell, Jr. *Conflict Ministry in the Church*. Nashville, TN: Broadman Press, 1981.
- Moore, Christopher W. *The Mediation Process: Practical Strategies for Resolving Conflict*. San Francisco: Jossey-Bass, 1996.
- Newberger, Kenneth. *Hope in the Face of Conflict: Making Peace With Others the Way God Makes Peace With Us*. Three Sons Publishing, 2009.
- Noble, David. *Church Conflict by the Book: Discover Inner Healing, Renewed Hope and Powerful Fellowship Through Challenging Times*. Kansas City: BHC Publishing, 2013.
- Poirier, Alfred. *The Peacemaking Pastor: A Biblical Guide to Resolving Church Conflict*. Grand Rapids: Baker, 2006.
- Saarinen, Martin F. *Life Cycle of a Congregation*. Washington, DC: Alban Institute, 1986.
- Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*, 3<sup>rd</sup> edition. Grand Rapids, MI: Baker Book House, 2004.
- Sawyer, David R. *Hope in Conflict: Discovering Wisdom in Congregational Turmoil*. Cleveland: Pilgrim Press, 2007.
- Schaller, Lyle E. *Survival Tactics in the Parish*. Nashville, TN: Abingdon Press, 1977.

- Shelley, Marshall. *Well-intentioned Dragons: Ministering to Problem People in the Church*. Minneapolis: Bethany House, 1994.
- Steinke, Peter L. *Healthy Congregations*. Washington, DC: The Alban Institute, 1993.
- \_\_\_\_\_. *How Your Church Family Works*. Washington, DC: The Alban Institute, 1993.
- \_\_\_\_\_. *Uproar: Calm Leadership in Anxious Times*. Lanham, MD: Rowman and Littlefield, 2019.
- Susek, Ron. *Firestorm: Preventing and Overcoming Church Conflicts*. Grand Rapids, MI: Baker Books, 1999.
- Ury, William L. *Getting Past No*. New York: Penguin Books, 1993.
- Ury, William L., Jeanne M. Brett, and Stephen B. Goldberg. *Getting Disputes Resolved*. San Francisco: Jossey-Bass, 1988.
- Van Yperen, Jim. *Making Peace: A Guide to Overcoming Church Conflict*. Chicago: Moody, 2002.
- Wagner, C. Peter. *Your Church Can be Healthy*. Nashville, TN: Abingdon Press, 1979.
- Welch, Robert. *Serving by Safeguarding Your Church*. Grand Rapids, MI: Zondervan Publishers, Part of the Zondervan Practical Ministry Guides, Paul Engle general editor, 2002.
- White, James E. and Robert L. Sheffield. *Equipping Deacons to Confront Conflict*. Nashville, TN: Convention Press, 1987.
- Woods, C. Jeff. *We've Never Done it Like This Before*. Washington, DC: Alban Institute, 1994.