

**ASSEMBLIES OF GOD THEOLOGICAL SEMINARY**  
*PTH 962 Managing Conflict*  
**February 15-19, 2010**  
Springfield, Missouri

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**Spring 2010**

**COURSE DESCRIPTION**

This course develops a biblical and practical understanding of conflict. It examines the conflict cycle, styles of conflict management, and intervention strategies for resolving conflict. Special focus will be given to the leader's pivotal role in conflict, using conflict for positive change, and the cultural climate for conflict. Mediation, arbitration, and negotiation will also be examined.

**COURSE OBJECTIVES**

**Cognitive Outcomes**

*The participant should gain an increased understanding of...*

1. the biblical aspects of conflict
2. the conflict cycle
3. styles of conflict management
4. the toll of unmanaged conflict

**Character/Attitude Outcomes**

*The participant should...*

1. lose fear associated with conflict situations
2. gain confidence in resolving conflict
3. view conflict and confrontation as a positive opportunities

**Skill Outcomes**

*Through this study, the participant should be better equipped to...*

1. resolve conflict in personal and leadership environments
2. teach everyone within their influence how to manage conflict
3. access resources for professional mediation and arbitration

## **COURSE REQUIREMENTS**

### **1. Pre-Session Reading**

Haugk, Kenneth C. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict*. Minneapolis: Augsburg, 1988. [189 pp.]

Mayer, Bernard. *The Dynamics of Conflict Resolution: A Practitioner's Guide*. San Francisco: Jossey-Bass, 2000. [248 pp.]

Poirier, Alfred. *The Peace Making Pastor: A Biblical Guide to Resolving Church Conflict*. Grand Rapids: Baker Book House, 2006. [298 pp.]

Runde, Craig E. and Tim A. Flanagan. *Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively*. San Francisco: Jossey-Bass, 2007. [217 pp.]

Sande, Ken. *The Peace Maker: A Biblical Guide to Resolving Personal Conflict*. 3d ed. Grand Rapids: Baker, 2004. [297 pp.]

Shawchuck, Norman. *How to Manage Conflict in the Church: Understanding & Managing Conflict*. Vol. 1. Leith, ND: Spiritual Growth Resources, 1983. [51 pp.]

Van Yperen, Jim. *Making Peace: A Guide to Overcoming Church Conflict*. Chicago: Moody, 2002. [264 pp.]

*Note: It is a violation of academic policy to claim credit for books read previously for credit. If participant has read any of these books for credit in another class, please substitute another book from the bibliography, preferably choosing a book marked with an asterisk.*

### **2. Pre-Session Writing (Due the first day of class)**

- \* *Critical Reflection Paper*. Write a 4-5 page paper reflecting on the pre-session reading with regard to: (1) aspects of conflict that are most difficult for you to handle, and (2) conflict management skills you need to develop.
- \* *Case Study*. Write a 1-2 page account of a current or past personal experience with conflict in the ministry that you are willing to share with the class. Just describe the situation; do *not* include how you handled it or (if applicable) the outcome.

### 3. During Class

- Attend all class sessions. Class will start on Monday, Feb. 15 at 1:00 p.m. and end at 12:00 p.m. on Friday, Feb. 19.
- Present personal case study for cohort analysis.
- Participate in all discussions and group activities.

### 4. Post-Session Project

Participants should prepare a 25-30 page research project on one of the following options.

**Due Date: April 19, 2010** (postmark date).

- Create a conflict resolution policy for your ministry, outlining various scenarios, biblical teaching, appropriate response, etc.
- Analyze a current or past conflict setting in light of course content. Show how different points of the conflict cycle developed, reactions to the conflict, and steps for resolution.
- Develop a conflict management course for your ministry setting (church congregation, leadership team, board members).
- Investigate an area or application of conflict resolution in detail.
- Other. If you have an idea for something applicable to your ministry that doesn't appear above, please discuss with professor for approval

Note: Papers will be graded according to the following criteria...

- Clarity and conciseness of writing.
- Evidence of integration of course materials (reading and discussion), supplementary, topic-specific research, and application to ministry setting.
- Adherence to Turabian format.

### GRADING PROCEDURE

Pre-Session Reading	10%
Reflection Paper	5%
Case Study & Class Participation	5%
Research Project	80%

All grades will be awarded using the AGTS Grading Scale: Publishable = A+; 100% - 94% = A; 93% - 90% = A-; 89% - 87% = B+; 86% - 84% = B; 83% - 80% = B-; 79% - 77% = C+; 76% - 74% = C; 73% - 70% = C-; 69% - 67% = D+; 66% - 64% = D; 63% - 60% = D-

## **SELECTED BIBLIOGRAPHY**

Allen, Gary R. "Conflict Management Training for Local Church Leaders in the Illinois District of the Assemblies of God." Seminar conducted at Glad Tidings Assembly of God, Decatur, Illinois, January 2001.

\_\_\_\_\_. "Restitution: Going beyond forgiveness." [http://ag.org/pentecostal-evangel/Articles2001/4573\\_altar](http://ag.org/pentecostal-evangel/Articles2001/4573_altar)

Augsburger, David. *Caring Enough to Confront*. Ventura, CA: Regal, 1981.

\_\_\_\_\_. *Caring Enough to Forgive: True Forgiveness and Caring Enough to Not Forgive: False Forgiveness*. Ventura, CA: Regal, 1981.

\_\_\_\_\_. *Conflict Mediation across Cultures: Pathways and Patterns*. Louisville, KY: Westminster, 1992.

Barna, George. *A Fish Out of Water: 9 Strategies to Maximize Your God-Given Leadership Potential*. Nashville: Integrity, 2002.

\*Beer, Jennifer, with Eileen Stief. *The Mediator's Handbook*. 3d ed. Gabriola Island, BC: New Society Publishers, 1997. [167 pp.]

Borisoff, Deborah, and David A. Victor. *Conflict Management: A Communication Skills Approach*. 2d ed. Boston: Allyn and Bacon, 1998.

Bush, Robert A Baruch and Joseph P. Folger. *The Promise of Mediation: The Transformative Approach to Conflict*. San Francisco: Jossey-Bass, 2005.

Buzzell, Sid, ed. *The Leadership Bible: Leadership Principles from God's Word*, New International Version. Grand Rapids: Zondervan, 1998.

Carpenter, S.L. and W. Kennedy. *Managing Public Disputes*. San Francisco: Jossey-Bass, 1988.

Cartwright, Talula. *Managing Conflict with Peers*. Greensboro NC: Center for Creative Leadership, 2003.

Cava, Roberta. *Dealing with Difficult People*. Buffalo NY: Firefly Books, 2004.

Cosgrove, Charles H. and Dennis D. Hatfield. *Church Conflict: The Hidden Systems Behind the Fights*. Nashville: Abingdon, 1994.

Deal, Jennifer J. and Don W. Prince. *Developing Cultural Adaptability: How to Work Across Differences*. Greensboro NC: Center for Creative Leadership, 2003.

Dobbins, Richard D. "Managing Conflict Creatively." [www.empower.org](http://www.empower.org).

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Edmiston, John. "A Christian Approach to Conflict Resolution." <http://www.eomtc.com/aibi>. 1997.

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Fenton, Horace L., Jr. *When Christians Clash: How to Prevent and Resolve the Pain of Conflict*. Downers Grove, IL: InterVarsity, 1987.

\*Fisher, Roger, William Ury, and Bruce Patton, eds. *Getting to Yes: Negotiating Agreement Without Giving In*. 2d ed. New York: Penguin, 1991.

Gangel, Kenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Nashville: Broadman Press, 1992.

Gerzon, Mark. *Leading Through Conflict: How Successful Leaders Transform Differences into Opportunities*. Boston: Harvard Business Press, 2006.

Gillmore, Verla. "Kumbaya Won't Help Us Now." In *Reality Check: A Survival Manual for Christians in the Workplace*. Christian Publications, Inc. Reprint posted at [www.crosswalk.com](http://www.crosswalk.com).

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Griffin, E. A. "Conflict." In *Getting Together: A Guide for Good Groups*. Downers Grove: Intervarsity Press, 1982.

Harper, Gary. *The Joy of Conflict Resolution: Transforming Victims, Villains and Heroes in the Workplace and at Home*. Gabriola Island, BC: New Society Publishers, 2004.

Huggett, Joyce. *Creative Conflict: How to Confront and Stay Friends*. Downers Grove, IL: InterVarsity Press, 1984.

Iorg, Jeff. *The Painful Side of Leadership: Moving Forward When It Hurts*. Nashville: B & H Publishing Group, 2009.

- Jones, Tricia S. and Ross Brinkert. *Conflict Coaching: Conflict Management Strategies and Skills for Individuals*. Thousand Oaks, CA: Sage Publications, 2007.
- Kossler, Michael E. and Sonya Prestridge. *Leading Dispersed Teams*. Greensboro NC: Center for Creative Leadership, 2004.
- Leas, Speed B. *Moving Your Church through Conflict*. Washington, D.C.: Alban Institute, 1998.
- Lee, Gus. *Courage: The Backbone of Leadership*. San Francisco: Jossey-Bass, 2006.
- Lencioni, Patrick. *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass, 2002.
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- Moore, Christopher W. *The Mediation Process: Practical Strategies for Resolving Conflict*, 3d ed. rev. San Francisco: Jossey-Bass, 2003.
- \*Osterhaus, James P., Joseph M. Jurkowski, and Todd A. Hahn. *Thriving Through Ministry Conflict*. Grand Rapids: Zondervan, 2005. [150 pp.]
- \*Patterson, Kerry et. Al. *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*. New York: McGraw Hill, 2005.
- Phillips, Bob. *The Delicate Art of Dancing with Porcupines: Learning to Appreciate the Finer Points of Others*. Ventura, CA: Regal, 1989.
- Popejoy, Barbara and Brenda J. McManigle. *Managing Conflict with Direct Reports*. Greensboro NC: Center for Creative Leadership, 2002.
- Reina, Dennis S., and Michell L. Reina. *Trust and Betrayal in the Workplace: Building Effective*

- Relationships in Your Organization*. San Francisco: Berrett-Koehler Publishers, 1999.
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- Towns, Elmer and Warren Bird. *Into the Future: Turning Today's Church Trends into Tomorrow's Opportunities*. Grand Rapids: Fleming H. Revell, 2000.
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**PTH 962 Conflict Management  
Reading Report**

Name \_\_\_\_\_

Haugk, *Antagonists in the Church* \_\_\_\_\_

Mayer. *The Dynamics of Conflict Resolution* \_\_\_\_\_

Poirier. *The Peace Making Pastor* \_\_\_\_\_

Runde, Flanagan, *Becoming a Conflict Competent Leader* \_\_\_\_\_

Sande. *The Peace Maker* \_\_\_\_\_

Shawchuck. *How to Manage Conflict in the Church*. Vol. 1 \_\_\_\_\_

Van Yperen. *Making Peace* \_\_\_\_\_

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