

ADVANCE Ministry Preparation
Sponsored by Gateway Seminary

CLE 2117 Conflict Management in Ministry (Cantonese)
處理衝突 (粵語)
2023 Summer Semester 夏季學期
Zoom Classroom Zoom 講座

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Tuesday class: 7:30-9:30pm (US Pacific time)
週二班: 晚上 7:30-9:30 (美國太平洋時間)
5/9/2023 - 7/25/2023 (12 sessions)

And 27 hours of online video and exercises 27 小時在線視頻和練習

COURSE DESCRIPTION 課程簡介

A study of various types of conflict found in the local church and the dynamics of ministering in the midst of conflict. Emphasis will be placed on examining a biblical approach to understanding conflict, identifying causes of conflict, and developing strategies in preventing and resolving conflict. Tools for assessing individuals and systems that contribute to conflict, creating pastoral care interventions for redemptive management, and minimizing the destructive consequences of church conflict will be studied. 對在地方教會中發現的各種類型的衝突以及在衝突中服侍的動力研究。重點將放在檢查聖經的方法來理解衝突，確定衝突的原因，並制定預防和解決衝突的戰略。將研究用於評估導致衝突的個人和系統的工具，為救贖管理創建教牧關懷干預措施，以及最大限度地減少教會衝突的破壞性後果。

COURSE OBJECTIVES 課程目標

Upon the successful completion of this course, the student should: 成功完成本課程後，學生應該：

1. Appreciate the value of resolving conflict in the church. 重視解決教會衝突的價值。
2. Identify reasons for conflicts within the church. 確定教會內部衝突的原因。
3. Explore what scripture says concerning conflict management. 探索經文對衝突管理的看法。
4. Demonstrate basic skills in conflict negotiation and resolution. 展示衝突談判和解決的基本技能。
5. Evaluate appropriate strategies in resolving conflict. 評估解決衝突的適當策略。
6. Develop a personal philosophy of confronting conflict. 培養一種面對衝突的個人哲學。
7. Commit themselves to being ministers of reconciliation. 致力於成為和解的傳道者。

These objectives will be measured by class discussion, written exams, and research and writing. 這些目標將通過課堂討論、筆試、研究和寫作來衡量。

COURSE COMPONENTS 課程組成

The student will be exposed to the following basic subject areas: 學生將接觸到以下基本學科領域：

- The nature and causes of conflict 衝突的性質和起因
- Basic conflict response modes 基本的衝突反應模式
- Biblical and spiritual resources for conflict transformation 衝突轉化的聖經和屬靈資源
- The dynamics of how communication both prevents and creates conflict 溝通如何能夠預防和製造衝突的動態
- Basic confrontation skills for conflict resolution 解決衝突的基本對抗技巧
- Barriers to reducing and resolving conflict 減少和解決衝突的障礙
- Creation of firewalls for reducing the possibility of conflict 創建防火牆以減少衝突的可能性

The student will be expected to develop a conceptual framework for: 學生將被期望為以下方面製定一個概念框架：

- Understanding structural and systemic factors in congregational conflict 了解會眾衝突中的結構性和系統性因素
- Analyzing and diagnosing conflict within the church setting 分析和診斷教會環境中的衝突
- Developing strategies for preventing and reducing conflict in the church 制定預防和減少教會衝突的策略
- Utilizing effective confrontation in resolving conflict 利用有效對抗解決衝突
- Resolving conflict between individuals as pastoral care 以教牧關懷的方式解決個人之間的衝突
- Developing strategies for resolving conflict within the church body 制定解決教會團體內部衝突的策略

The student will demonstrate affective growth in the following areas: 學生將在以下方面展示情感成長：

- Analyzing and diagnosing conflict situations 分析和診斷衝突情況
- Moving between conflict response modes in order to resolve conflict 在衝突響應模式之間切換以解決衝突

- Effectively confronting others to bring about conflict resolution 有效對抗他人以解決衝突
- Using communication patterns that reduce the possibility of conflict 使用減少衝突可能性的溝通模式
- Commitment to being a minister of reconciliation 致力於成為和解的傳道者

LECTURES AND READING ASSIGNMENTS 講座和閱讀作業

Date & Session 日期和會議	Lectures & Assignments 講座和作業	Reading 課本閱讀	Assignments due 到期作業
5/9 #1	Introduction to the Course A Theology of Conflict: Trinity—A picture of harmony and unity Creation—God’s original design The Fall—the birth of conflict 課程介紹 衝突神學： 三位一體——和諧的畫面和團結 創造——上帝的原創設計 墮落——衝突的誕生	Yperen: Intro, chapters 1-4 伊佩倫：簡介 第 1-4 章	
5/16 #2	Introduction to the Course A Theology of Conflict: Trinity—A picture of harmony and unity Creation—God’s original design The Fall—the birth of conflict 課程介紹 衝突神學： 三位一體——和諧的畫面和團結 創造——上帝的原創設計 墮落——衝突的誕生	Strauch: Intro, chapters 1-3 施特勞赫 簡介 第 1-3 章	Strauch: Intro, chapters 1-3 提交1-3章 閱讀報告
5/23 #3	Theology of Conflict: Spiritual dimensions of conflict Emotional dimensions of conflict	Strauch chapters 4-6 施特勞赫 第 4-6 章	Strauch chapters 4-6 提交4-6章 閱讀報告

	Physical dimensions of Conflict 衝突神學： 屬靈層面的衝突 情感層面的衝突 物理層面的衝突		
5/30 #4	Theology of Conflict: Spiritual dimensions of conflict Emotional dimensions of conflict Physical dimensions of Conflict 衝突神學： 屬靈層面的衝突 情感層面的衝突 物理層面的衝突	Strauch chapters 7-8 施特勞赫 第 7-8 章	Strauch chapters 7-8 提交7-8章 閱讀報告
6/3 Online Video & Exercise 線視頻 和練習	Causes of Conflict: Pride, Perceived threat, Perceived loss 衝突的原因： 驕傲，感知威脅， 感知損失	VanSant: Intro, chapters 1-3 萬聖 簡介 第 1-3 章	VanSant Intro, chapters 1-3 提交1-3章 閱讀報告
6/6 #5	Causes of Conflict: Personality differences Myers-Briggs (MBTI®) 衝突的原因： 性格差異 邁爾斯-布里格斯 (MBTI®)	Yperen chapters 5-7 伊佩倫 第 5-7章	Yperen chapters 5-7 提交5-7章 閱讀報告
6/13 #6	Responding to Conflict: Basic negative approaches and responses to conflict 應對衝突： 基本的消極方法和 對衝突的反應	Yperen chapters 8-9 伊佩倫 第 8-9章	Yperen chapters 8-9 提交8-9章 閱讀報告
6/20 #7	Responding to Conflict: Thomas-Kilmann Conflict Mode Instrument 應對衝突： 托馬斯-基爾曼衝突 模式儀器	Osterhaus Intro, chapters 1-4 奧斯特豪斯 簡介 第 1-4 章	Osterhaus Intro, chapters 1-4 提交1-4章 閱讀報告

6/24 Online Video & Exercise 線視頻 和練習	Communication and Conflict: Understanding and improving communication to reduce conflict 溝通與衝突： 了解並改善溝通 以減少衝突	VanSant chapters 4-5 萬聖 第 4-5 章 Osterhaus chapters 5-9 奧斯特豪斯 第 5-9 章	VanSant chapters 4-5 Osterhaus chapters 5-9 提交萬聖4-5章 奧斯5-9章 閱讀報告
6/27 #8	Models for Managing Conflict: The Peacemaker model 管理衝突的模型： 和事佬模型	Yperen chapters 10-13, Epilogue 伊佩倫 第 10-13章 結語	Yperen chapters 10-13, Epilogue 提交10-13章 閱讀報告
7/1 Online Video & Exercise 線視頻 和練習	Models for Managing Conflict: Overview of various conflict management models 管理衝突的模型： 各種衝突管理模型概述	VanSant chapters 6-7 萬聖 第 6-7 章	VanSant chapters 6-7 提交6-7章 閱讀報告
7/4 #9	Congregational Conflict 會眾衝突	Bullard chapters 6-8 布拉德 第 6-8章	Bullard chapters 6-8 提交6-8章 閱讀報告
7/8 Online Video & Exercise 線視頻 和練習 **Video will be available earlier than 7/4 **視頻將在 7/4 前提供	Confrontation and Conflict: Effectively speak the truth in love Seven intensity levels of congregational conflict 對抗與衝突： 在愛中有效地說誠實話 七個等級的會眾衝突	Bullard chapters 1-5 布拉德 第 1-5章	Bullard chapters 1-5 提交1-5章 閱讀報告
7/11 #10	Congregational Conflict 會眾衝突	Bullard chapters 9-12 布拉德	Bullard chapters 9-12 提交9-12章

		第 9-12章	閱讀報告
7/18 #11	Congregational Conflict 會眾衝突	Strauch chapters 9-10 施特勞赫 第 9-10章	Strauch chapters 9-10 提交9-10章 閱讀報告
7/25 #12	Power & Conflict 權力與衝突 Abilene Paradox & Conflict 阿比林悖論與衝突 Firewalls 防火牆 Action Plan Paper Presentation 行動計劃文件演示	Strauch chapters 9-10 施特勞赫 第 9-10章	Reflection Paper 反思論文到期 Action Plan Paper DUE 行動計劃文件 到期
8/1 (no class) (沒有課堂)	Final Exam 期末考試		

REQUIRED TEXTBOOKS 所需教科書

*Strauch, Alexander. *If You Bite and Devour One Another*. Colorado Springs: Lewis & Roth Publishers, 2011.

*Van Sant, Sondra S. *Wired for Conflict: The Role of Personality in Resolving Differences*. Gainesville, FL: Center for Applications of Psychological Types, 2003.

*Van Yperen, Jim. *Making Peace: A Guide to Overcoming Church Conflict*. Chicago: Moody Publishers, 2002.

*Bullard, George. *Every Congregation Needs a Little Conflict*. Duluth, GA: Chalice Press, 2008.

*Osterhaus, James P., Joseph M. Jurkowski, and Todd A. Hahn. *Thriving Through Ministry Conflict: By Understanding Your Red and Blue Zones*. Grand Rapids: Zondervan, 2005.

HELPFUL RESOURCES 有用的資源

Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. 3rd ed. Grand Rapids: Baker, 2004.

Susek, Ron. *Firestorm: Preventing and Overcoming Church Conflicts*. Grand Rapids: Baker, 1999.

GRADING 評分

Over the course of the semester, the following evaluation exercises will be used to determine the level of mastery of course content achieved by each class participant: 在整個學期中，將使用以下評估練習來確定每個班級參與者對課程內容的掌握程度：

1. Class attendance and participation 課堂出勤率和參與(15%)

Each student is expected to attend class faithfully. Attendance is considered vitally important. If a student must be absent, he or she must get class notes from another student. One absence will be excused. Two absences will reduce the final grade, and more than two will result in failing the course. 每個學生都應該忠實地上課。出席被認為是至關重要的。如果一個學生必須缺席，他或她必須從另一個學生那裡得到課堂筆記。缺席一次將被原諒。兩次缺席將降低最終成績，兩次以上將導致課程不及格。

2. Reading Assignments 閱讀作業 (15%)

Students will read select portions of Strauch, VanSant, Van Yperen, Bullard, and Osterhaus [along with any additional selected readings]. 學生將閱讀 Strauch 施特勞赫、VanSant 萬聖 Van Yperen 伊佩倫、Bullard 布拉德和 Osterhaus 奧斯特豪斯的精選部分 [以及任何其他選定的閱讀材料]。

3. Weekly quizzes 每週測驗 (15%)

A quiz will be given at the beginning of each class. Quizzes will focus on lectures and reading from the previous week. The two lowest quiz grades will be dropped. 每節課開始時都會進行測驗。測驗將集中在前一週的講座和閱讀上。兩個最低的測驗成績將被刪除。

4. Personal Reflection on Conflict 衝突的個人反思 (15%)

Students will write a 2-page reflection on a conflict situation. Ideally, this will be in a ministry setting but a non-ministry situation can substitute. Papers will describe the issue, the contrasting views, the chain of events, the results, a reflection on how the conflict could have been handled differently, and something God taught them (or is teaching them). These papers should use alternative names for individuals involved. Also, papers should avoid being accusatory but serve as a humble attempt to neutrally assess a situation.

學生將針對衝突情況寫下2頁的反思。理想情況下，這將在事工環境中進行，但非事工情況也可以替代。論文將描述問題、對比觀點、事件鏈、結果、對如何以不同方式處理衝突的反思，以及上帝教導他們（或正在教導他們）的東西。這些論文應該使用相關個人的替代名稱。此外，論文應避免指責，而應作為中立評估情況的謙虛嘗試。

5. Action Plan for Conflict Resolution 衝突解決行動計劃 (20%)

Students will develop a conflict resolution action plan. This paper will be 5 pages and will be asked to make a presentation. The paper should be structured as follows:

學生將製定衝突解決行動計劃。這篇論文將有5頁並將被要求做一個演示。論文結構應如下：

- a. Introduction to the overall paper. 對整篇論文的介紹
- b. What are the nature and causes of conflict? 衝突的性質和原因是什麼？
- c. What are some of the basic modes of response to conflict, or how do people typically respond to conflict? How can these responses affect the life of a local congregation?
應對沖突的一些基本模式是什麼，或者人們通常如何應對沖突？這些回應如何影響當地會眾的生活？
- d. How will conflict be assessed and diagnosed? 如何評估和診斷衝突？
- e. How will effective confrontation be used to resolve conflict?
如何使用有效對抗來解決衝突？
- f. What is the role of pastoral care in resolving conflict between individuals?
教牧關懷在解決個人衝突中的作用是什麼？
- g. What are some strategies that will both resolve conflict within the congregation?
有哪些策略可以同時解決會眾內部的衝突？
- h. What are some practices and methods of communication that can help prevent and reduce conflict between members of the congregation and within a staff team?
有哪些溝通實踐和方法可以幫助防止和減少會眾成員之間和員工團隊內部的衝突？
- i. What other conclusions have been drawn as a result of this action plan?
該行動計劃還得出了哪些其他結論？

6. Final Exam 期末考試 (20%)

The final exam will be a comprehensive exam, focusing on the material from Strauch, VanSant, Van Yperen, Bullard, and Osterhaus along with class lectures throughout the semester. 期末考試將是一次綜合考試，側重於 Strauch 施特勞赫、VanSant 萬聖 Van Yperen 伊佩倫、Bullard 布拉德和 Osterhaus 奧斯特豪斯 的材料以及整個學期的課堂講授。

Semester Grades 學期成績

Participation 參與	15%
Reading 閱讀	15%
Quizzes 測驗	15%
Reflection 反思	15%
Action Plan 行動計劃	20%
<u>Final 期末</u>	<u>20%</u>
Total 合計	100%

GRADING SCALE 評分量表

A 94-100	B+ 87-89	C+ 77-79	D 65-69
A- 90-93	B 83-86	C 73-76	F 0-64
	B- 80-82	C- 70-72	

ADDITIONAL RESOURCES 其他資源

Augsburger, David. *Caring Enough to Confront: How to understand and express your deepest feelings toward others*. 3rd ed. Revell, 2009.

Augsburger, David. *Conflict Mediation Across Cultures: Pathways and Patterns*. Louisville: Westminster John Knox Press, 1992.

Augsburger, David. *The New Freedom of Forgiveness*. Chicago: Moody Press, 1999.

Avruck, Kevin, and Peter W. Black, Joseph A. Scimecca. *Conflict Resolution: Cross-Cultural Perspectives*, Westport, CT: Praeger.

Avruck, Kevin, and Peter W. Black, Joseph A. Scimecca. *Culture and Conflict Resolution*. Washington, DC: U.S. Institute of Peace Press, 1998.

Butarbutar, Robinson. *Paul and Conflict Resolution: An Exegetical Study of Paul's Apostolic Paradigm in 1 Corinthians 9*. England: Paternoster, 2007.

Coombs, Clyde H., and George S. Avrunin. *The Structure of Conflict*. Hillsdale: Erlbaum Association, 1988.

Coser, Lewis. *Functions of Social Conflict*. New York: Free Press, 1964.

Cosgrove, Charles, and Dennis Hatfield. *Church Conflict*. Nashville: Abington Press, 1994.

Dale, R. D. *Surviving Difficult Church Members*. Nashville: Abingdon Press, 1984.

Daws, Alan. *Training Church Leaders in Conflict Mediation*. D.Min. project, Golden Gate Baptist Theological Seminary, 1999.

Fisher, R., and S. Brown. *Getting Together: Building A Relationship that Gets to Yes*. New York: Viking Penguin, 1989.

Furlong, Gary T. *The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict*. Wiley, 2010.

Gangel, Kenneth O. and Samuel A. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Eugene: Wipf & Stock, 2002.

Gray, Barbara. *Collaborating: Finding Common Ground for Multiparty Problems*. San Francisco: Jossey-Bass Inc., 1989.

Halverstadt, Hugh F. *Managing Church Conflict*. Louisville: WJK, 1991.

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

- Hausken, Terje C. *Peacemaking: The Quiet Power: Conflict Resolution for Churches through Mediation*. West Concord: CPI Publishers, 1992.
- Huttenlocker, Keith. *Conflict and Caring: Preventing, Managing, and Resolving Conflict in the Church*. Grand Rapids: Zondervan, 1988.
- Jandt, Fred E., and P. Gillette. *Win-Win Negotiating: Turning conflict Into Agreement*. New York: John Wiley and Sons, 1987.
- Kale, David W. *Managing Conflict in the Church*. Kansas City: Beacon Hill Press, 2003.
- Kotter, John. *Leading Change*. Cambridge: Harvard Business Review, 2012.
- Leas, Speed B. *Leadership and Conflict*. Nashville: Abingdon Press, 1982.
- Leas, Speed B. *Moving Your Church through Conflict*. Washington, DC: Alban Institute, 1985.
- Lott, David B., ed. *Conflict Management in Congregations*. Bethesda: Alban Institute, 2001.
- Maloney, Newton. *Win-win Relationships: 9 Strategies for Settling Personal Conflict without Waging War*. Nashville: B&H, 1995.
- Mastenbroek, William F. *Conflict Management and Organizational Development*. New York: John Wiley & Sons, 1994.
- Mayer, Richard J. *Conflict Management: The Courage to Confront*. Reprint ed. Ann Arbor: Books on Demand, 1976.
- McSwain, Larry L. and William C. Treadwell, Jr. *Conflict Ministry in the Church*. Nashville: Broadman Press, 1981.
- Oates, Wayne E. *The Care of Troublesome People*. Bethesda: Alban Institute, 1994.
- Oswald, Roy and Otto Kroeger. *Personality Type and Religious Leadership*. Bethesda: Alban Institute, 1996.
- Patterson, Kerry, et al. *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*. New York: McGraw-Hill, 2005.
- Poirier, Alfred. *The Peacemaking Pastor: A Biblical Guide to Resolving Church Conflict*. Grand Rapids: Baker, 2006.
- Rahim, M. A. *Managing Conflict in Organizations*. Second Edition. New York: Greenwood Press, 1992.
- Redinger, Lloyd. *Clergy Killers: Guidance for Pastors and Congregations under Attack*.

- Louisville: Westminster J. Knox Press, 1997.
- Richardson, Ronald W. *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*. Minneapolis: Fortress Press, 1996.
- Savage, John. *Listening and Caring Skills*. Nashville: Abingdon Press, 1996.
- Schrock-Shenk, Carolyn, and Lawrence Ressler. *Making Peace with Conflict*. Scottsdale: Herald Press, 1999.
- Shawchuck, Norman. *How to Manage Conflict in the Church*. Vols. 1-3. Leith, ND: Spiritual Growth Resources, 1996.
- Shelley, Marshall. *Leading Your Church Through Conflict and Reconciliation: 30 Strategies to Transform Your Ministry*. Bethany House, 1997.
- Shelley, Marshall. *Well Intentioned Dragons*. Leadership Library. Vol. 1. Carol Stream: Christianity Today, 1985.
- Smedes, Lewis B. *Forgive and Forget: Healing the Hurts We Don't Deserve*. 2nd ed. San Francisco: HarperOne, 2007.
- Steinke, Peter. *Healthy Congregations: A Systems Approach*. 2nd ed. Bethesda: Alban Institute, 2006.
- Steinke, Peter. *How Your Church Family Works: Understanding Congregations as Emotional Systems*. Rowman & Littlefield, 2006.
- Sumi, Greg M. *The Church Manual on Conflict Resolution*. Pinedale: G&F, 2002.