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# Religious Entrepreneurship: Do Churches Need Entrepreneurship and Business Management?

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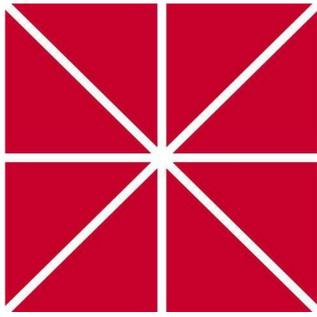
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# Religious Entrepreneurship: Do Churches need entrepreneurship and business management?

Issac Hwang

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REL 498 Senior Capstone

Chapman University: Wilkinson College

## Objectives

- Churches are structurally similar to business structures/models
- Due to the decline of Christianity and increase of “nones,” churches need better management and restructuring to reach the younger generations.
- Churches need to equip pastors and other religious leaders with entrepreneurial skills to effectively serve his or her congregation.
- Churches need to help others not only through spiritual means but also by becoming social entrepreneurs. Churches have the potential to resolve social issues in a global scale.
- Churches delving into entrepreneurship align with the held beliefs of Christianity.
- The financial stability of a denomination will allow them to not be restricted by financial limitations.

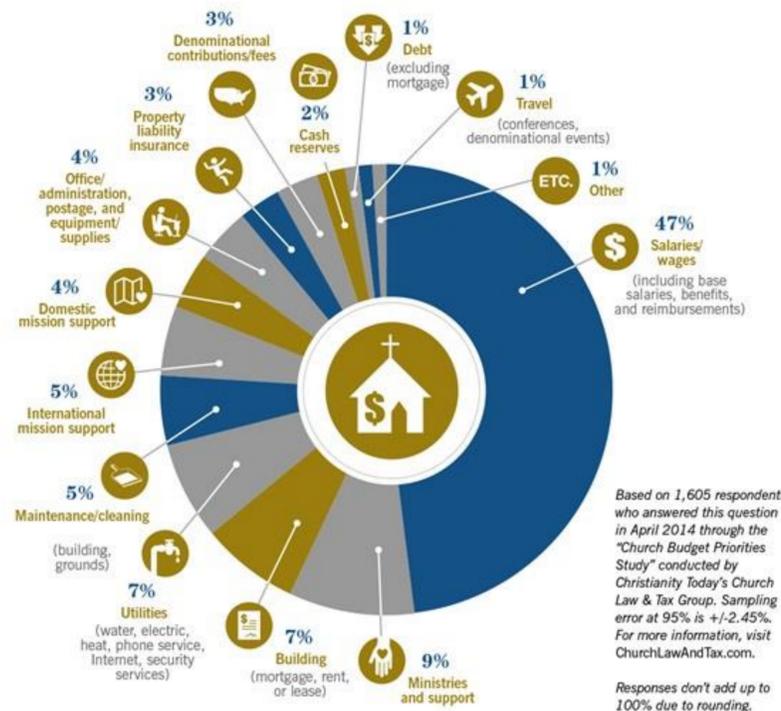
“Unlike doctors and lawyers, priests as ordained ministers do not have a professional association that has developed a professional code of ethics that it enforces.”

“Beal notes that the diverse functions of a priest (liturgist, homilist, pastoral counselor, spiritual director, teacher, manager, fundraiser...) make it difficult to maintain professional boundaries in the same way that a healthcare professional does, for the line between public life and private life is more difficult to maintain”

“In response to the clergy sexual abuse crisis, the bishops in the United States turned more to the model of corporate codes of conduct than the development of a professional code of ethics for ministry.”

Source: Senander, Angela. 2017. “Beyond Scandal: Creating a Culture of Accountability in the Catholic Church.” *Journal of Business Ethics*, no. 4: 859. doi:10.1007/s10551-016-3217-4.

## HOW CHURCHES SPEND THEIR MONEY



ChurchLaw&Tax.com

CHRISTIANITY TODAY

Source: Branaugh, Matthew. “How Churches Spend Their Money.” Church Law & Tax. Accessed April 1, 2019. <https://www.churchlawandtax.com/cft/2014/august/how-churches-spend-their-money.html>.

Table 1 Overview of the sample cases

	Diocese A	Diocese B	Diocese C	Diocese D	Diocese E	Diocese F
Size of population	930,000	1 Million	2.7 Million	1.6 Million	3 Million	1.3 Million
Number of parishes	250	160	290	390	460	217
Average weekly attendance (change from 2009 to 2012) (%)	-1.8	6	-9.8	-3.8	-4.3	-3.5
Job title of participants	Director, Communities and Partnerships Framework and Rural Life Adviser	Director for Communities Engagement	Bishops Adviser on Urban and Public Policy	Church in Society Adviser	Faith in Action Adviser	Director of Mission and Community Engagement
Description of job role	Development of communities and partnerships	Advise the Bishop, diocese and parishes on matters of social policy and support local church projects and practice	Development and monitoring of the delivery of Diocesan policy and action on issues of social responsibility and regeneration	Provide advice, liaison and support to parishes and other relevant organisations seeking to engage with relevant social issues; providing appropriate practical and theological responses to social policy locally	On agenda: social, economic, political and environmental concerns as they engage with the whole of society	Promote and enable the missionary calling of the people of God to flourish in the Diocese
SR office						
Number of full-time staff	1*	8 (2013)	No information	0 (2015)	0*	0*
Number of part-time staff	0.5*			1	0.6*	0.8 + 0.6 + 0.5*
Number of volunteers				Voluntary committee		Parish priests
Budget for SR	No information	2 % of the overall budget	2 % for community and parish (but from respective Cathedral)	Reduced by more than 50 % from 2012 to 2013	No information	Only for mission and community engagement together

Source: Statistics for Mission, Archbishops’ Council, Church of England (2014), statistical data from dioceses’ annual statements, other reports and websites

\* Information gained from interviews

Source: Zigan, Krystin, and Alan Le Grys. “Towards an Understanding of Social Responsibility Within the Church of England.” *Journal of Business Ethics*, no. 3 (2018): 535. doi:10.1007/s10551-016-3104-z.

Table 2 Comparison of SR practices across the dioceses

Aspect	Diocese A	Diocese B	Diocese C	Diocese D	Diocese E	Diocese F
Observed tendency of SR Officer*	Reactive	Pro-active	Reactive	Reactive	Reactive	Both pro-active and reactive
CSR management approach	Ad hoc, operational	Tendencies of strategic planning and management	Ad hoc	Working towards a strategic approach	Ad hoc	Tendencies of strategic planning and management
Support/attention by senior management	Moderate	High	Low	Moderate	Low	High
Number of projects running	Moderate	High	Low	Low	Low	Moderate-high
Adaptation of secular management approaches, e.g. in terms of funding, performance appraisal etc.	Low	High	Low	Moderate	Low	Moderate

Source: Zigan, Krystin, and Alan Le Grys. “Towards an Understanding of Social Responsibility Within the Church of England.” *Journal of Business Ethics*, no. 3 (2018): 535. doi:10.1007/s10551-016-3104-z.