

ALLIANCE UNIVERSITY COLLEGE



ICS 310 *Cross-Cultural Leadership (3)*
Fall 2005
Instructor: Emma Emgård

Contacting the Instructor

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Class Times: Tuesdays & Thursdays 11:15 – 12:30

Class Location: TBA

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Course Description

This course aims to help the student understand the combination of and the tension between these three issues: leadership, teamwork, and a cross-cultural context. We will analyze and evaluate different models and metaphors for leadership to see how they fit in diverse cultural contexts.

The course is only open for students who have completed their FE 360a and b.

Required Texts

Goldsmith, Marshall, Cathy L. Greenberg, Alastair Robertson, Maya Hu-Chan
2003 *Global Leadership: the Next Generation*. Prentice Hall, New York.

Ting-Toomey, Stella and John Oetzel

2001 *Managing Intercultural Conflict Effectively*. Thousand Oaks, CA: Sage.

Tentative Course Outline (dates will change depending on the guest speakers' availability)

September 8	Intro and Overview
13	Biblical Foundations for Leadership I
15	Biblical Foundations for Leadership II
20	Biblical Foundations for Leadership III
22	Leadership Emergence Theory I
29	Guest Speakers: Rick and Ruth Anne Gilbertson
October 4	Leadership Emergence Theory II
6	Leadership Emergence Theory III
11	Leadership Emergence Theory IV
13	Leadership Emergence Theory V
18	Gender and Leadership I
20	Gender and Leadership II
25	Metaphors for Leadership I

November 1	Metaphors for Leadership II
3	Metaphors for Leadership III
8	Power and Authority I
15	Power and Authority II
17	Power and Authority III
22	Power and Authority IV
24	Guest Speaker. First Nations Perspective
29	Dr. George Durance. Vision Casting
December 1	Guest Speaker. Asian Perspective
6	Dr. Mabilia Kenzo (CTS). Leadership in the Democratic Republic of Congo.
8	Guest Speaker. Latin Perspective
12	Class presentations
14	Wrap up

Course Requirements

1 “Life Long Development” paper

- You will write a personal paper where you analyze your own life using Clinton’s Leadership Emergence Theory. There are a number of sections to the paper:
 - “Sovereign Foundations” (2%)
 - ◆ You will provide a time line of your life and write a three page paper analyzing the events.
 - “Processing Items” (15%)
 - ◆ You will analyze four Spiritual Formation issues, two Ministry Formation issues and one Strategic Formation issue. The total of these sections should not exceed ten pages.
 - “Giftedness” (6%)
 - ◆ You will identify your natural, acquired and spiritual gifts, draw a Venn Diagram, and describe your giftedness in two pages of text.
 - “Principles” (7%)
 - ◆ From an analysis of your own life you will identify and describe your life principles. This section will serve as the conclusion of your Life Long Development paper.
 - Grading
 - ◆ You will be graded mainly on the depth of your insights, and for the last section, also on the quality of your interaction with materials from the class and the literature.

2 Leadership Research

- You will research a cultural way of leading. Note, this is often not the way the church is lead. Rather, you want to find the traditional local way of decision making, vision casting and views of power, authority, leadership transition etc.
- There are two parts to this assignment: a proposal and the actual research.

- The proposal
 - ◆ You will write an outline where you explain who you will interview and state that you have their agreement to participate. You will also state your other sources and how you plan to go about the research (give a detailed description of how you will divide up the work and why). (Include titles of books and page numbers, websites etc.)
- The actual research
 - ◆ You will interview
 - Two knowledgeable local people from the culture where you did *onSite* (or where you plan to minister after graduation),
 - A missionary who has served in that culture for a minimum of eight years. The missionary must be knowledgeable about the local way of leadership rather than the church way.
 - ◆ You will also use a number of books, articles and the internet.
 - ◆ You will do an eight page write up where you analyze the data you receive from the interviews and your own research. You will end with a conclusion about what you have learned about leadership as well as an evaluation using the biblical foundation of leadership.
 - In an appendix you will include the actual questions and answers. Note, you will be graded on format and English. You will hand out this paper to everyone in the class.
 - ◆ You will give a twenty minute presentation in class, December 12.
- Grading
 - ◆ You will be graded on
 - The flow/organization and quality of the presentation (interesting, creative, well prepared). (5 points)
 - The quality of your data. (10 points)
 - The quality of your analysis. Obviously you must interact with the literature to see what affirms, contradicts or is not even covered in the literature. (15 points)
 - Format, organization and English grammar etc. (5 points)
 - Extra points for additional outstanding information/analysis or exceptional presentation or analysis. (5 points)
 - Failure to hand in a proposal leads to 5 points deduction, a proposal that is not well prepared also leads to 5 points deduction.

3 Position Paper on Women in Leadership or Leadership over/with People.

- You will write a four page paper. You will be succinct in order to argue your point in such a short paper.
- The paper should include the following
 - ◆ Introduction
 - Give a short introduction, background of the topic—why it is important, and your thesis. The background of the topic should include a short summary of the cultural view of the aspect of leadership in your culture of ministry (you

will already have research this view for your research paper). The background should only be two to three sentences.

- ◆ Counter argument
 - A summary of a counter argument (from a Western point of view—not necessarily the ministry culture’s view), support for that view, and your supported refutation.
- ◆ Your own argument
 - Your own view using three claims and support for each claim.
- ◆ Conclusions
 - A conclusion where you restate your argument and a proposal for a resolution.
 - The concluding proposal will include your thoughts on how you will minister in a culture that might have a different point of view of the topic.
 - In case your own view of the topic agrees with the view of your ministry culture you will write the paper to convince a person with the opposite view, maybe the mission sending board.
- Grading
 - ◆ You will be graded on clarity of your thesis statement, coherence of your arguments, charity, English grammar and format. If you go over or under four pages, you will be penalized 5 points per page. You must use standard format (margins, 12 font, Times New Roman).

4 Text books

- For each chapter in both books you will write a short paragraph (maximum 100 words) stating your one main learning from that chapter. You will send all of it as an email attachment the day it is due. The different learnings must be different from each other.

Due Dates

Life Long Development	
# Sovereign foundations	September 29
# Process Items	October 6
# Giftedness	October 13
# Principles	December 1
Leadership research	
# Proposal	September 20
# Final paper	December 6
# Class presentation	December 12
Position paper	November 1
Text books	December 14

Course Grade

Assignment	% of overall grade	Estimated hours
Research Paper	40	15

Life Long Development Paper	30	15
Position paper	25	10
Text books	5	20
Total	100%	60

The “estimated hours” is the time it should take an average students to prepare in order to receive a B grade.

Important Notes

- ◆ It is the responsibility of all students to become familiar with and adhere to CBC Academic Policies, such as the policy on Academic Dishonesty. These are stated in the current Catalogue.
 - A plagiarized paper will receive an F, and be reported to the Dean’s office. You will automatically fail the class.
 - A paper where you have referenced something as a paraphrase but is in fact a quote will receive an F but with a possibly of rewriting the paper. Your final grade for the class will be at the most a B-. This plagiarism will be reported to the Dean’s office.
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- ◆ Late policy
 - Any assignment that is not emailed on time (at midnight) will receive a penalty of 10% for the first day and then 3% for each of the following 10 days (including holidays). After that the paper will receive 0 points, unless otherwise stated in the syllabi. (This penalty relates to any assignment.) Papers received five minutes past midnight is considered one day late. Please be aware that the library is closed on Friday nights and make sure you have all the info you need in order to send the assignment on time.