



**A M B R O S E**  
UNIVERSITY COLLEGE

FACULTY OF  
THEOLOGY

## **ICS 310 Cross-Cultural Leadership**

**Fall 2008**

**Instructor: Emma Emgård**

### **Class Schedules:**

**Class Times: Tuesdays & Thursdays 1:00 p.m. – 2:15 p.m.**

**Class Location: # L 2084**

### **Instructor Information**

**Office: # L 2047**

**Office Phone: 410 2000 ext 4903**

**Email: eemgard@ambrose.edu**

**Moodle:** <http://moodle.ambrose.edu/course/view.php?id=30>

Enrolment code: 6882

### **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. In order to know anything about leadership and other cultures, one must know oneself, therefore we will also spend significant time on understanding who we are and who God has meant for us to be.

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

### **Textbooks**

You will have a large amount of reading, but we do not have text books for the class. The library will have the books and the magazines you need in addition to the internet and what will be posted on the moodle. You will read a total of about 1500 pages

### **Course Schedule**

We will cover the following topics in class: Leadership Emergence Theory, History of the study of leadership, Biblical foundations for leadership, Metaphors as a way of thinking about leadership, power and leadership, gender and leadership, cross-cultural conflict, cross-cultural particulars of leadership and finally mentoring. We will have three lectures with guest speakers: our president, Howard Wilson will speak about vision and vision casting, Ray Aldred will teach about First Nations leadership, Dr. Kenzo about traditional leadership in Congo. The last two lectures will be class presentations.

## Course Requirements

### 1 “Life Long Development” paper

- You will write a very personal paper where you analyze your own life using Clinton’s Leadership Emergence Theory. There are a number of sections to the paper. We will go over each section in detail in class. Please be aware that these papers will be very personal and you will provide them in hard copy and they will be returned to you. (You will receive 5% deduction if one of the papers is late.)
- “Sovereign Foundations”
  - ◆ You will provide a time line of your life and write a two-to-three page paper analyzing the events.
- “Processing Items”
  - ◆ You will analyze some Spiritual Formation issues, Ministry Formation issues and Strategic Formation issue. Most of these formation issues will relate to your onSite experience. The total of these sections should not exceed eight pages. More information will be given in class.
- Live Long Development paper including “Principles”
  - ◆ From an analysis of your own life (integrating previous submitted parts of the Life Long Development papers) you will identify and describe your life principles. You will explain how you have realized the principle in the past and how you have used it in a relevant situation. A principle is defined as “an accepted or professed rule of action or conduct” (<http://dictionary.reference.com>). “Every human is worthy of respect” or “respect every human being” is an example of a life principle.
  - ◆ Do between 3 and 6.
- 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 Position Paper on Women in Leadership

- You will write a four page paper. You must be succinct in order to argue your point in such a short paper. You will use the MLA style guide.
- 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 why it is important and a short summary of the cultural view of the aspect of leadership in your culture of ministry/onSite location. The background should only be two to three sentences.
    - 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.
  - ◆ 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. The main part is devoted to your own argument. You will use three claims and support 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.
- ◆ You will have a Title Page and a References Cited page.
- Grading
  - ◆ You will be graded on clarity of your thesis statement, coherence and depth of your arguments, clarity, English grammar and format. Basic restating of the arguments from the class will give you a passing grade of C. If you go half a page over or under four pages, you will be penalized 5 points per half page.

### 3 Ministry Chapels

- You will attend all the ministry chapels and after each one, you will write a short (half a page, single spaced) reflection of how the message would have been accepted and/or effective in your onSite nation. You will be graded on cultural insights.

### 4 Power and Leadership Paper and Presentation

- You will research cultural views of power and leadership. You will use a cultural story to analyze in your paper. Note: the cultural way is normally not the way the church in the nation is lead. More information will be given in class. Note that you will need an early start with data collection for this assignment, you may need to borrow books from U of C or even do an interlibrary loan in order to get the necessary information about leadership in your location. It may be helpful to look at children's books to find your metaphor.
- You will do an eight page write up where you analyze the data you have collected, and use biblical insight to critique the data. You will end with a conclusion about what you have learned about leadership from a cultural perspective.
- You will use MLA format. You will have a Title page and a Works Cited page. You will give a fifteen minute presentation in class.
  - ◆ Grading: You will be graded on the organization and quality of the presentation (interesting, creative, and apparent preparation), as well as the quality of your data and analysis, and the depth of your Works Cited. Obviously you must interact with the literature to see what affirms, contradicts or is not even covered in the literature. Do not simply adding quotes to pad the Works Cited. You will also be graded on format, organization and English grammar of the paper.

### Grading & Due Dates

Assignment	Date	Percentage of overall grade
<b>Life Long Development</b>		30%
# Sovereign foundations (5%)	September 29	
# Process Items (15%)	October 14	
# Principles (10%)	November 18	
<b>Position paper</b>	November 27	24%
<b>Reflections on Ministry Chapel</b>	October 9,	6%

	November 6, December 4	
<b>Leadership research</b>	December 8	40%

### Grading:

<u>Letter Grade</u>	<u>Description</u>	
A+		95%
A	Excellent	90-94%
A-		85-90%
B+		80-84%
B	Good	76-79%
B-		72-75 %
C+		68-71%
C	Satisfactory	64-67%
C-		60-63%
D+		56-59%
D	Minimal Pass	50-55%
F	Failure	below 50

### Important Notes

- ◆ Academic Dishonesty
  - ***Ambrose is committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating.*** It is the responsibility of all students to become familiar with and adhere to Ambrose 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.
- ◆ Late Policy
  - Any written assignment that is not submitted on time 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.) Thus, **papers received five minutes past four are considered one day late.**
- ◆ Important Dates
  - The last day to enter a course without permission and /or voluntary withdrawal from a course without financial penalty                      Friday September 18, 2009
  - The last day to voluntarily withdraw from a course or change to audit without academic penalty    Friday November 13, 2009.
  - Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a “Course Extension.” Alternative times for final examinations cannot be scheduled without prior approval. Requests for course extensions or alternative examination time must be submitted to the Registrar’s Office by the appropriate deadline. Course extensions are only granted for serious issues that arise “due to circumstances beyond the student’s control.”
- ◆ Personal Information
  - Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any

information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at [privacy@ambrose.edu](mailto:privacy@ambrose.edu)

Students are advised to retain this syllabus for their records.