



**ICS 310 *Cross-Cultural Leadership* (3)**  
**Fall 2010**

**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.

**Class Schedules**

Wednesdays and Fridays 8:15 – 9:30 a.m.  
Class Location: # TBA

**Instructor Information**

Emma Emgård  
Office: # 2047 Office Phone: 403.410.2000 ext 4903  
Email Address: [eemgard@ambrose.edu](mailto:eemgard@ambrose.edu)  
Office hours: Wednesdays and Fridays 9:30 – 12:00

**Textbooks—required reading**

You will have a large amount of reading. The library will have the books and the magazines you need. You will read a total of about 1000 pages, but rather than reading books from cover to cover you read chapters in numerous books and a number of articles.

**Attendance**

The students are required to attend class and be on time. More than two absences will lead to a full 10% deduction of final grade. Attendance will be called at the beginning of every lecture.

**Course Outline**

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. Because the class is very small we will have more seminar format than traditional lectures. From time to time we will not meet at the regular time but you will be doing some individual study and the following class time we will report our findings. This time is of course set aside for the additional research, so is not to be used for regular assignments. More information will be given in class.

We will have four lectures with guest speakers: our president, Howard Wilson will speak about vision and vision casting, Ray Aldred will teach about First Nations leadership, and Dr. Kenzo will cover traditional leadership in Congo. The last two lectures will be class presentations. September 29 we will not have a morning class but we will meet in Emma's house for a light supper and a guest speaker, Sheila who will share from her experience in leadership as a career missionary.

During the semester we will cancel two lectures due to the all-day-long onSite debriefing on September 12—thus, **no class on October 22 and 27.**

### **Expected Learning Outcomes**

After completing the course, the student should be able to:

- understand what God is doing in their own leadership development
- assess leadership use of power from a biblical perspective
- formulate their own biblical view of women in leadership and appreciate other biblical views of women in leadership
- appreciate and evaluate different cultural ways to lead
- develop, formulate, and evaluate leadership principles

### **Course Requirements**

You are expected to be on time and be attentive during class. You will submit all but the first assignments through Moodle. You must complete all the assignments in order to receive a passing grade.

#### **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 three 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 must be put into Emma’s mailbox, not handed in during class. Reflection for the first paper will guide what you analyze for the next paper.
- There are four parts of the paper
  - ONE) Time line.
    - You will provide a time line of your life including all the important things that has happened.
  - TWO) “Sovereign Foundations and Inner Life Growth” two phases.
    - You will write a two-to-three page paper analyzing some of the events in each phase.
  - THREE) “Process Items.”
    - You will analyze some Spiritual Formation issues, Ministry Formation issues, and Strategic Formation issues. Many if not 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.
  - FOUR) “Life 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. The principles most likely will come from what you have analyzed in the previous papers. 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.
    - You should have between five and seven principles.
- Grading
  - You will be graded mainly on the depth of your insights, on the quality of writing, and the obvious labour that has gone into the reflection.

#### **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

(1) Give a short introduction, the background of the topic, and your thesis. The background of the topic should include why it is important to you. The background should only be two to three sentences.

➤ Argument

(1) A summary of the counter argument, 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

(1) A conclusion where you restate your argument and a proposal for a resolution.

(2) 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 (including the BBQ), you will write a short (approximately 500 words) 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 or item as a metaphor to analyze in your paper. Note: the cultural way is normally not the way the church in the nation is led. 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 should begin by searching for articles and books about traditional leadership in your onSite nation.

➤ A place to start looking for a story is <http://en.childrenslibrary.org/>

➤ 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 the cultural perspective. In addition to information gathered from your mentor and friends in the onSite location, you will need a minimum of five academic sources.

➤ You will also give a ten-minute presentation in class.

➤ You will use MLA format. You will have a Title page and a Works Cited page.

➤ 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, sources, and analysis. Obviously you must interact with the literature to see what affirms, contradicts, or is not even covered in the literature. Do not simply add quotes to pad the Works Cited. You will also be graded on format, organization, and English grammar of the paper.

### Late assignments

➤ Any assignment that is not posted on time will receive a penalty, 10% for the first day and then 3% for each of the following 3 days (including holidays). After that the paper will receive 0 points, unless otherwise stated in the syllabi.

➤ If you have a compelling reason you can email Emma requesting a 5 day extension. You must email 5 days prior to the deadline and you will receive a 5% deduction of assignment grade.

## Grading & Due Dates

Assignment	Date	Percentage of overall grade
<b>Life Long Development</b>	Due at 19:00	25%
# Time line (1%)	September 15	
# Sovereign foundations and Inner Life Growth (4)	September 17	
# Process Items (10%)	September 24	
# Principles (10%)	December	
<b>Position paper</b>	October 27	24%
<b>Reflections on Ministry Chapel</b>	The same night after each ministry chapel (before midnight)	6%
<b>Leadership research</b>	December 3	45%
		Total 100%

### Examinations:

There is no final exam in this class.

**Final Grades** will be available on the student portals. Printed grade sheets are no longer mailed out.

### Grading:

<u>Letter Grade</u>	<u>Description</u>	<u>Percentage</u>
A+		95-100
A	Excellent	90-94.5
A-		85-89.5
B+		80-84.5
B	Good	76-79.5
B-		72-75.5
C+		68-71.5
C	Satisfactory	64-67.5
C-		60-63.5
D+		56-59.5
D	Minimal Pass	50-55.5
F	Failure	below 50

### Important Notes/Dates:

The last day to enter a course without permission and /or voluntarily withdraw from a course without financial penalty is Friday, September 17, 2010.

The last day to voluntarily withdraw from a course or change to audit without academic penalty is Friday, November 12, 2010.

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Student Handbook and Academic Calendar. 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).

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" from the Registrar's Office. Requests for course extensions or

alternative examination time must be submitted to the Registrar's Office by the appropriate deadline (as listed in the Academic Calendar <http://www.ambrose.edu/publications/academiccalendar>). Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar and the Student Handbook that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean.

Students are advised to retain this syllabus for their records.

Course changes, including adding or dropping a course, may be made during the Registration Revision period, as outlined in the Calendar of Events. All course changes must be recorded on a Registration form, available from the Office of the Registrar. Due to circumstances such as class size, prerequisites or academic policy, the submission of a Registration form does not guarantee that a course will be added or removed from a student's registration. Students may change the designation of any class from credit to audit up to the date specified in the Calendar of Events, although students are not entitled to a tuition adjustment or refund after the Registration Revision period.

Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. Students intending to withdraw from some or all of their courses must submit a completed Registration form to the Registrar's office. The dates by which students may voluntarily withdraw from a course without penalty are listed in the Calendar of Events. A grade of 'W' will be recorded on the student's transcript for any withdrawals from courses made after the end of the Registration Revision period and before the Withdrawal Deadline (also listed in the Calendar of Events). 'W' grades are not included in grade point average calculations. A limit on the number of courses from which Academic a student is permitted to withdraw may be imposed. Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Office of the Registrar in writing within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal to review final grades. If the appeal is sustained, the fee will be refunded.

Academic dishonesty is taken seriously at Ambrose University College as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to give credit to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from Ambrose. Students are expected to be familiar with the policy statements in the current academic calendar and the student handbook that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.