



A M B R O S E

**ICS 310 Cross-Cultural Leadership (3) A  
(Fall 2011)  
Instructor: Dr. Craig Bundy**

**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.

Prerequisite: FE 360a/b

**Class Schedules**

Wednesdays and Fridays 8:15-9:30am  
Classroom: L2082

**Instructor Contact Information**

cbundy@ambrose.edu

**Textbooks**

**Required Texts:**

Stanley, Andy. *Next Generation Leader*. Colorado Springs, CO, Multnomah Books, c2003.

Livermore, David. *Leading with Cultural Intelligence*. New York, AMACOM, American Management Association, c2010.

**Recommended Texts (Additional suggested reading will be made available):**

Clinton, J. Robert. *The Making of a Leader*. Colorado Springs: NavPress, 1988 [J. R. Clinton is an authority on leader emergence theory. Check out his website and/or that of Barnabas Publishers for additional materials.].

Trompenaars, Fons and Ed Voerman. *Servant-Leadership Across Cultures*. New York, McGraw Hill, c2010.

Solomon, Charlene M. and Michael S. Schell. *Managing Across Cultures: The Seven Keys to Doing Business with a Global Mindset*. New York: McGraw Hill, c2009.

## **Attendance**

Students are required to attend class and be on time. More than two absences will lead to a full 10% deduction of final grade. Two late arrivals count as one absence. Attendance will be taken at the beginning of every class session.

## **COURSE OBJECTIVES**

- 1. Gain a basic understanding of who one currently is as a leader: Settled elements versus potential adjustments**
  - a. Spiritual DNA—Who do I follow? [*en.wikipedia.org/wiki/DNA* - Deoxyribonucleic acid *DNA* — is a nucleic acid that contains the genetic instructions used in the development and functioning of all known living organisms]
  - b. Leadership styles
  - c. Conflict management styles
  - d. Spiritual gifts, Natural talents, Acquired skills
  - e. Basics of Leader Emergence Theory
  - f.
  
- 2. Establish what sort of cross-cultural leader one will choose to be: Choices**
  - a. Values and Traps
  - b. Character elements
  - c. Variables vs. constants
  - d. Beginning well
  - e. Resilience issues
  - f. Finishing well
  - g.
  
- 3. Collect clues and resources for leading cross-culturally**
  - a. Varieties of cross-cultural settings
  - b. Cultural generalizations
  - c. Case studies in cross-cultural leadership
  - d.
  
- 4. Understand the basics of leadership evaluation: How does one measure?**
  - a. Role and circumstances
    - i. Crisis vs. status quo
    - ii. Responsibility and authority
    - iii. Duration of assignment
    - iv. Vision and goals
    - v. Employees vs. volunteers
  - b. Task orientation (Gets the job done)
  - c. Inter-personal orientation (Takes care of relationships)
  - d. Team orientation (Encourages synergy)

e.

### Expected Learning Outcomes

1. Have clarified who you choose to follow
2. Have a basic understanding of who you are as an emerging cross-cultural leader
3. Know how to analyze the contributions of a cross-cultural leader
4. Have basic tool kit for further study on cross-cultural leadership
5. Have designed a basic plan for finishing well as a cross-cultural leader

### COURSE REQUIREMENTS AND GRADING VALUES

#### 1. Reading: (25% of final grade)

**1200 pages;** The text books are required reading unless the student has already read them for another course. In that case the student should consult with the Professor regarding substitute reading. Additional materials may be handed out by the instructor for required reading (to be included in the 1200 pages).

Prepare a typed, single paragraph (or in point form) evaluation of each book, article, or portion thereof read clarifying the following:

1. The author's general theme or goal in writing the material (thesis)
2. The primary value of the source in terms of one's understanding, or application of the material to his/her present or projected career
3. The theological, philosophical, educational or practical weakness perceived in each source
4. The pages read in the source cited (i.e., From \_\_\_\_\_ To \_\_\_\_\_ = Total of \_\_\_\_\_ )

#### 2. Research Project: (60% of final grade; 20% for each of three parts)

[Specific instructions on how to prepare these three studies will be presented in class by the instructor.]

**Part 1a:** Biblical / Biographical Cross-Cultural Leadership Study:

A biographical study of a Bible character in a cross-cultural context;  
(6 to 8 pages, excluding the cover page)

**Part 1b:** Historical or Present Day Cross-Cultural Leadership Study:

A biographical study of a non-biblical, historical (or current) leader  
in a cross-cultural context; (6 to 8 pages excluding the cover page)

**Part 1c:** Personal Cross-Cultural Leadership Strategy Study:

An auto-biographical analysis of your own life and leadership  
development to the present, following the same guidelines and  
length used to prepare projects # 1 and # 2.

**3. Guest Lecturer Reports: (15% of final grade)**

We have arranged for highly qualified guests, each an expert in his/her  
field, to visit the class and to present material on specialized topics  
of vital interest to cross-cultural leadership. The student will take  
careful notes and prepare a one-page synopsis of the concepts and  
information presented during that class. This report will be due by  
class time on the following class day.

A *synopsis* shall be understood to be a distilled version of the material  
presented including valuable “take-aways” as determined by the  
student. Be prepared to share this in following classes.

ASSIGNMENTS	DUE DATE	GRADE VALUE
<b>Reading &amp; Other Reports</b>	<p>CQ Self-Assessment/Cultural Values Inventory, to be completed by class time on <b>Friday, Sept. 16</b></p> <p>Stanley, <i>Next Generation Leader</i>, due by class time on <b>Wed., Sept. 21</b></p> <p>Livermore, <i>Leading with Cultural Intelligence</i>, due on <b>Friday, Oct. 14</b> at class time</p> <p>Additional Required Reading Reports to complete the 1200 pages, due by class time on <b>Wednesday, Dec. 7</b></p>	25%

<b>Research Project #1a</b>	#1a: <i>Biblical-Biographical Cross-Cultural Leadership Study</i> , due by class time on <b>Friday, Sept. 30</b>	20%
<b>Research Project #1b</b>	#1b: <i>Historical or Present-Day Cross-Cultural Leadership Study</i> , due by class time on <b>Wednesday, Oct. 26</b>	20%
<b>Research Project #1c</b>	#1c: <i>Personal Cross-Cultural Leadership Study</i> , due by class time on <b>Friday, Nov. 25</b>	20%
<b>Guest Lecturer Reports</b>	Guest Lecturer Reports are each due by class time on <b>the following day of class</b>	15%

The **official format to be followed** in research projects is that of Kate L. Turabian's, *A Manual for Writers of Research Papers, Theses, and Dissertations*, 2007 (Seventh Edition) and should be consistent throughout. Additional information may be given in class regarding the research projects and how they are to be done.

**Assignment Cover Page:** Be sure to identify, on the cover page of all assignments, the course name, the instructor's name, as well as the student's name and student ID number.

Assignments will be submitted via **Moodle**. All assignments must be completed and submitted to receive a passing grade.

**Late assignments:**

Any assignment not posted on time will receive a 10% penalty for the first day and an additional 3% for each of the following three days (including holidays). After that the paper will receive 0 points.

If the student has a compelling reason he/she can email the instructor requesting a 5-day extension (including weekend/holidays). The request must be emailed five days prior to the deadline and the student will receive a 5% deduction on that assignment grade.

**Examinations:**

There will be no Final Exam for this course.

**Grading:** The available letters for course grades are as follows:

<u>Letter Grade</u>	<u>Description</u>	
A+	Excellent	A+ = 96 to 100%
A		A = 93 to 95%
A-		A- = 90 to 94%

B+		B+ = 86 to 89%
B	Good	B = 83 to 85%
B-		B- = 80 to 82%
C+		C+ = 76 to 79%
C	Satisfactory	C = 73 to 75%
C-		C- = 70 to 72%
D+		D+ = 66 to 69%
D	Minimal Pass	D = 60 to 65%
F	Failure	F = 0 to 59%

Please note that final grades will be available on the student portal. Printed grade sheets are no longer mailed out.

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.

**Important Notes/Dates:**

First day of classes is Wednesday, September 7

There will be no class on Wednesday, Sept 28, because of Spiritual Emphasis Days.

There will be no class on Remembrance Day, Friday, November 11.

Last day of class for ISC 310 is Wednesday, Dec. 7.

There will be no Final Exam in this course.

The last day to enter a course without permission and /or voluntary withdrawal from a course without financial penalty (**drop**) – Sunday, September 18, 2011 (Fall semester) or Sunday, January 22, 2011 (winter semester). These courses will not appear on the student’s transcript. Courses should be added or dropped on the student portal by the deadline date.

Students may change the designation of any class from credit to audit, or drop out of the “audit” up to the “drop” date indicated above. After that date, the original status remains and the student is responsible for related fees. Please note that this is a **new policy**, beginning in the 2010-2011 academic year.

Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. The last day to voluntarily withdraw from a course without academic penalty (**withdraw**) – Monday, November 14, 2010 (Fall semester) or Friday, March 23, 2011 (Winter semester). A grade of “W” will appear on the student’s transcript.

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.

### **Other**

The course instructor, Dr. Craig Bundy, will be involved in various cross-cultural leadership experiences during a number of the class sessions. A verbal report of those experiences will be shared with the students upon return with the goal of shared learning. Other instructors involved in this cross-cultural leadership course will add significant value to the scope of the learning process. There may also be some team-taught sessions during the semester.

### **Electronic Etiquette**

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to engage in electronically-enabled activities unrelated to the class during a class session. Please turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Please do not use iPods, MP3 players, or headphones. Do not text, read or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

### **Academic Policies**

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).

### **Extensions**

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."

**Academic Integrity**

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. 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 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 and become part of the student's permanent record.

Students are strongly advised to retain this syllabus for their records.