

Class Information		Instructor Information		First day of classes:	Wed., Jan. 6, 2016
Days:	Wed/Fri	Instructor:	Miriam Charter (PhD)	Last day to add/ drop/change to audit:	Sun., Jan. 17, 2016
Time:	11:15a.m. – 12:30p.m.	Email:	mcharter@ambrose.edu	Last day to request revised exam:	Mon., Feb. 29, 2016
Room:	A 2210	Phone:	403-410-2000 (6930)	Last day to withdraw from course:	Fri., Mar 18, 2016
Lab/Tut:	N/A	Office:	L 2049	Last day to apply for time extension for coursework:	Mon., Mar. 28, 2016
Final Exam: N/A		Office Hrs:	Wed/Thurs 9:30-11:00 (email for appointment to avoid waiting)	Last day of classes:	Wed., April 13, 2016

**Textbooks:**
**Required Textbooks** (in alphabetic order; not in order of use in the course):

McNeal, Reggie. 2000. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco, CA: Jossey-Bass.

Tokunaga, Paul. 2003. *Invitation to Lead: Guidance for Emerging Asian American Leaders*. Downers Grove, IL: InterVarsity Press.

**Resources Required for Course Work** (these are on the Reading Reserve Shelf in Library):

Chhokar, Jagdeep S., Felix C. Brodbeck and Robert J. House. 2008. *Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies*. New York, NY: Psychology Press. (HM 1261.C85 2007; referred to as the Yellow volume)

Gall, Timothy L. 2009. *The Worldmark Encyclopedia of Cultures and Daily Life*. (1998 edition is in the Reference Section; 2009 edition is online).

Gannon, Martin J. & Rajnandini Pillai. 2016. 6<sup>th</sup> Edition. *Understanding Global Cultures: Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents and Diversity*. (GN 345.7.G36 2016)

House, Robert J, Paul J. Hanges, Mansour Javidan, Peter W. Dorfman and Vipin Gupta. 2004. *Culture, Leadership and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage Publications. (HD57.7.C85 2004; referred to as the Blue Volume)

House, Robert J., Peter W. Dorfman, Mansour Javidan, Paul J. Hanges, Mary F. Sully de Luque. 2014.

*Strategic Leadership Across Cultures: The GLOBE Study of CEO Leadership and Behavior*. Los Angeles, CA: Sage Publications. (HD57.7.H68 2014)

Lewis, Richard. 2012. *When Cultures Collide: Leading Across Cultures*. 3<sup>rd</sup> Edition. Boston, MA: Nicholas Brealey International) (HD62.4.L49 2006)

Lewis, Richard. Richard Lewis. 2012. *When Teams Collide: Managing the International Team Successfully*. Boston, MA: Nicholas Brealey Publications. (HD66.L484 2012)

Northouse, Peter G. 2016. *Leadership Theory and Practice*. 7<sup>th</sup> Edition. Thousand Oaks, CA: Sage Publications, Inc.

**SEE FINAL RESERVE READING LIST – Appendix #6**

**Course Description (Revised):**

The course will enable the student to understand how the working relationships and the tensions within leadership processes in organizations (teams) are shaped and impacted by the cultural practices and values of those who make up the team. We will analyze and evaluate different models and metaphors for leadership to see how they fit in diverse cultural contexts.

**Expected Learning Outcomes:**

Learning is anticipated in terms of an understanding of:

**1. Leadership:**

- a. Understand and remember key assumptions and components of various leadership models
- b. Know how to apply leadership models to real-life situations
- c. Understand the personal and social implications of understandings about leadership

**2. Culture:**

- a. Understand the relationship of culture to leading, to following and to building effective ministry teams in differing cultural contexts

**3. Self-Awareness:**

- a. Develop a heightened self-understanding/self-awareness of who one is as an emerging leader/follower (with focus on the cross-cultural context)
- b. Understand one's own personal culture of leadership and how that permeates thinking in terms of vision, community and teamwork.

**Course Schedule:**

See Appendix #2 for an outline of readings and due dates for assignments.

**Requirements:**

1. 10% Class Participation – See Appendix #1 (Matrix for Evaluation of Class Participation)
2. 10% The Personal Portfolio—Reflective journaling on experiences for self-awareness/understanding (300 word reflection on every exercise labeled PP; See Appendix #2 & Appendix #5)

3. 30% Reading and Reflection:
  - a. 10% Tokunaga’s *Invitation to Lead* Reflective reading and annotations using Reading Guides.
  - b. 20% Reflective Journal on Reggie McNeal’s *Invitation to Lead*, following questions on pages 188-191.
4. 50% Capstone/final Project

**Attendance:**

Class time will consist of a combination of lecture and “seminar” type activities (highly participative; discussion based). Therefore, participation in discussions and group activities will be a key component of learning throughout this course. Students are expected to attend all classes, having read assigned materials ahead of time and prepared for class in order to actively participate in these discussions. In addition, the onus will be placed on each student to take initiative and contribute as much as possible to participatory class dynamics and activities. See Appendix #1 (Rubric for Evaluation of Classroom Participation).

If external circumstances or illness prevent you from attending or adequately preparing for a class, please let Miriam know in advance (via email) so that this can be taken into account, as absences from class will negatively impact a student’s individual participation grade. Attendance at all classes is mandatory. Evaluation will be a collaborative process of student and professor, following Appendix #1.

**Grade Summary:**

The available letters for course grades are as follows:

Letter Grade		Numerical Range
A+	Excellent	95% - 100%
A		91% - 94%
A-		86% - 90%
B+	Good	81% - 85%
B		76% - 80%
B-		71% - 75%
C+	Satisfactory	67% - 70%
C		63% - 66%
C-		59% - 62%
D+		55% - 58%
D	Minimal Pass	50% - 54%
F	Failure	Below 50%

Because of the nature of the Alpha 4.00 system, there can be no uniform College-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor’s assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

**Other**

The following Appendices are a part of this syllabus:

- Appendix #1 – Rubric for Evaluation of Class Participation
- Appendix #2 – Schedule for Course Readings and Assignments
- Appendix #3 – Reading Guides for Tokunaga and McNeal
- Appendix #4 – Final Project (Capstone)
- Appendix #5 – Reflective Writing
- Appendix #6 – Reserve Reading Shelf in Library

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## Policies:

### Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

### Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

### Exam Scheduling

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.

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

### 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 use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. 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. Some professors will not allow the use of any electronic devices in 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 Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required 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 deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

### Appeal of Grade

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 Registrar's Office in writing and providing the basis for appeal 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. If the appeal is sustained, the fee will be refunded.

### **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 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 acknowledge 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 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.

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