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CL 615 Cross-Cultural Leadership

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CL615 CROSS-CULTURAL LEADERSHIP

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Fall 2002

Mondays, 6:15 – 9:00 p.m.

COURSE DESCRIPTION AND INTRODUCTION:

This course is designed to examine the role of culture and cultural dynamics in the selection/emergence and functioning of leadership. Primary attention will be given to leadership dynamics within the multicultural North American context. Consideration will also be given to American theories and models and their usefulness in other cultural contexts.

Distance Learning: This course will be offered on the Wilmore campus in the Distance Learning Room (BC 157), with students also located at Mt. Pisgah United Methodist church in Atlanta. During the course of the semester, the course instructor will be travel to Atlanta on at least three occasions in order to teach the course from that site.

Mixed Media: *This course will be offered through mixed media mode delivery.* This means that ExL technology will be integrated into the instruction of the course with some networking activities constituting a regular part of the course grade. Additionally, course materials (such as PowerPoint slides, handouts, co-curricular reading, et al.), as well as conferencing, web links, and a chat room will be available on-line through an icon which will be placed on each student's desktop, using the Seminary's First Class Client program. This means that every student will need to have access to the Seminary's e-mail system; access is possible through computers available on campus or by dialing into the system from a home computer, or via the World Wide Web (URL: fc.asburyseminary.edu/login).

Because of anticipated on-line contribution of each member of the class, not all course sessions will comprise the 6:15 – 9:00 pm time period.

For assistance with all technical matters related to access to course materials, send your questions by e-mail to ExL_Support@Asburyseminary.edu.

Information about how to access material for the class, handouts to download, etc, and about how to submit assignments is located in the *Course Center* on the First Class Client Desktop.

COURSE LEARNING OBJECTIVES:

Upon the successful completion of this course, the student will be able. . .

1. To articulate an understanding of the basic disciplines for cross-cultural Christian leadership development.
2. To identify the most effective means for the development of a personal servant-hood leadership style while examining key strategies for developing other servant leaders,
3. To practice the basic disciplines for personal leadership development while participating in cross-cultural ministry and service,
4. To articulate key strategies for developing cross-cultural leadership and the basic awareness of the cultural dimensions of effective ministry,
5. To demonstrate an understanding of the four classic organizational frames
6. To recognize selected organizational change processes and how to resolve the inherent conflicts that accompany change
7. To lead individual Christians and Christian communities in responding to the needs, contexts, and insights of various cultural groups and marginalized communities in society and in the church.

COURSE READING: REQUIRED BOOKS

Aguirre, Adalberto, Jr., and Jonathan H. Turner. *American Ethnicity*. Boston, McGraw Hill, 1998.

Shriberg, Arthur., and Carol Lloyd., *Practicing Leadership: Principles and Applications*. New York: John Wiley & Sons, Inc., 1997.

Higham, John., *Ethnic Leadership in America*. Baltimore: The John's Hopkins University Press, 1979.

Wren, Thomas J., *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995.

RECOMMENDED READING:

Childs, John Brown., *Leadership, Conflict and Cooperation in Afro-American Social Thought*. Philadelphia: Temple University Press, 1989.

Davis, Allison., *Leadership, Love and Aggression*. New York: Harcourt Brace Jovanovich Publishers, 1983.

Elmer, Duane., *Cross Cultural Conflict: Building Relationships for Effective Ministry*. Downers Grove, IL: InterVarsity Press, 1993.

Morgan, Eileen., *Navigating Cross-Cultural Ethics*. Boston: Butterworth-Heinemann, 1998

Schein, Edgar H., *Organizational Culture and Leadership 2d ed*. San Francisco: Jossey-Bass, 1992.

West, Cornel. *Prophesy Deliverence: An Afro-American Revolutionary Christianity*. Philadelphia: Westminster Press, 1982.

ASSIGNMENTS:

Each student is required to maintain a log of readings for the course and post that information on the sheet provided. You should supplement readings required for the course with articles from journals, periodicals, etc. The 1200 total pages figure may include the required reading materials. Each student will also complete all writing assignments as detailed in the assignment section of the sheet provided. The student will be expected to utilize the tools and techniques discussed in the course in the development of their work.

COURSE REQUIREMENTS:

On questions of style, especially with regards to paper organization and references, see Carol Slade, *Form and Style: Research Papers, Reports, Theses* (11th edition ed.; Boston: Houghton Mifflin, 2000).

Students should submit written materials on time; late papers will receive no written comments and the grade will be penalized one-third of a letter grade per day.

(1) Class Preparation, Attendance and Participation:

See the schedule for each class session below. Attendance throughout the course is expected; persons absent for more than three sessions may not be eligible for a passing grade. Students will be assigned to an *On-line Conference* and a *Break-out* group during the first week of the course. Successful participation in the groups includes full collaboration in discussion and projects related to the groups activities.

On-line Conference – Involves three assignments that each factor into the final course grade:

- Personal Introductions (in conjunction with the ExL Systems Test)
- Group Project #1 Create Your Own Definition
- Group Project #2 Create Your Own Theory

Instruction for these projects will be shared during the first week class. Grading will be done on the basis of the quality of (1) each individual contribution and (2) the final product, which is group-generated. This group works constitutes 5% of your course grade.

(2) Interpretative Assignments:

The five interpretative assignments for this course should be submitted on-line by mid-night the evening prior to the start of class (ie. Sunday 12:00 mid-night, 6 Oct. for the assignment due Monday 7 Oct.). Post your assignments in the Office which is located in the Course Center folder. These papers should be no more than two pages in length (approx. 1000 words). They are not intended to be research papers and no secondary sources need to be consulted in their preparation. However, there is an expectation that course learning will be reflected in the work. These assignments plus the Reading Log constitute 30% of your course grade.

For more information (details of each specific Interpretative Assignment) check the Assignments Folder located in the Course Center.

(3) *Mid-term and Final Exams:*

Examinations will occur during weeks seven and fourteen. These exams will be all inclusive of the materials discussed in class as well as any reading required for the course. Expect the exams to consist of Matching, True/False and Short Answer type questions. Together these exams make up 50% of the course grade.

(4) *Research and Reflection Papers:*

Instructions and specific expectations for these papers will be detailed in the Assignments Folder located in the Course Center. Together these papers comprise 15% of your course grade. Given the on-line nature of this course, it is preferred that these assignments be submitted to the instructor in the Office located in the Course Center. Please see the Assignments section on the sheet provided for due dates.

Name:

Spo #

Date:

Book Title

Number of Pages

Total Pages read _____

Dates	Subject	Required Reading	Assignments
9 Sept	Understanding Leadership (Overview & Definitions)	Begin reading Wren and Shriberg.	Personal Introductions. Post by 12:00 mid-night, (Eastern Time), 14 Sept.
16 Sept	Coming to terms with Culture (Definitions & Implications)	Class lecture	Group Project: Create your own definition of Cross-cultural leadership.
23 Sept	Race and Ethnicity (1) (The Big Picture)	Aguirre; Chpts 1 &2.	Group Project: Shirberg, Chpt 5 "Create Your Own Theory"
30 Sept	Race and Ethnicity (2) (Stages and Strategies)	Class Lecture but continue reading Aguirre.	Interpretative Assignment. #1. Which ethnic group?
7 Oct	Cultural Differences and Prejudice	Class Lecture; Aguirre Chpt. 3	Interpretative Assignment. #2. Critical Analysis of Wren Part I
14 Oct	Domination/Subordination and Leadership	Wren Chpts. 28, 34, and 47.	Interpretative Assignment. #3. Critical Analysis of Wren Part II
21 Oct	Cross-cultural conflict	Class Lecture	<i>Mid-term Exam</i>
28 Oct	Communicating the Gospel across cultures.	Class Lecture. I will be working out of Elmer.	Reflection Paper. Post by 12:00 mid-night, 2 Nov.
4 Nov	Elements for Building Ethical Leadership.	Class Lecture. I will be working out of Morgan.	Interpretative Assignment. #4. Shriberg; Chap. 8 Qestion #1.
11 Nov	The Four Traditions of Response	Class lecture. I will be working out of West.	Interpretative Assignment. #5. Shriberg, Chap 8 Question #6.
18 Nov	Journeying from Survival to Understanding to Knowing	Class Lecture. I will be working out of Morgan.	Research and Reflection Paper due. Aguirre page 248.
25 Nov	<i>Fall Break</i> (please have a safe and productive holiday)		
2 Dec	Loose Ends and Review	Class Lecture	Reading Log. Please post by mid-night, 7 Dec.
9 Dec	<i>Final Exam</i> (Thank you for your participation in this class)		