

<b>ICL 6440 Leading Multicultural Teams</b>			
Professor	Tobias Menges, PhD /Columbia International University, USA		
Semester	Advanced	Timeline:	See "Einführung Modulbeschreibung 2023-24"
Frequency	Every 2-3 years		
Credit hours	5 ECTS-Punkte (3 US-Credits)	Student workload	135 hrs.
Module format	See "Einführung Modulbeschreibung 2023-24"		
Format	12 – week online course, (see "Einführung Modulbeschreibung 2023-24")		
Contact hours	35 hrs.	Self Study & group work:	100 hrs.
Size of class	Not limited		
Prerequisites	Good working knowledge of English (=C1) Understanding of cultural and worldview aspects, including intercultural communication		
Language of instruction	English		
Requirements	Participation in online components (via Moodle) and video sessions, a book review and a team project.		
Course description	Working in multicultural teams has tremendous potential and equally tremendous challenges. If you are LEADING a multicultural team you are facing even more complex issues. We invite you to look at leadership through the dual lenses of culture and Scripture. What kind of leader does it take to lead a multicultural team well? Which issues can you expect and how can you prepare for them?		
Learning outcomes, competencies acquired	<p>By the end of this course, the student will have demonstrated growth in the following areas:</p> <ul style="list-style-type: none"> <li>✓ an understanding on the impact of culture and on relating, communicating, leading and decision-making in multicultural teams and awareness of one's own ethnocentricity</li> <li>✓ an understanding of how teams are defined, including critical evaluation of different models and types of teams and stages of team development</li> <li>✓ an understanding and application of biblical perspectives on leadership of culturally diverse teams</li> <li>✓ identifying character qualities and skills required to leading multicultural teams</li> <li>✓ an understanding of the sources of conflict in culturally diverse teams and reflect on approaches to managing conflict in teams.</li> <li>✓ recognizing and articulating key elements of effective multicultural teams and team leadership</li> </ul>		
Contents	<ul style="list-style-type: none"> <li>• The challenges of multicultural teams and leadership</li> <li>• Biblical perspectives on multicultural teams and leadership</li> <li>• Building healthy teams: Team dynamics and conflict resolution</li> <li>• Introducing Leadership Tools</li> <li>• Leading virtual teams</li> </ul>		
Types of examination	Class Participation: 30h, 5% Reading Hibbert 2014: 10h Review of an article: 5h, 5% Presentation & discussion of a case study in class: 5h, 5% Book Review: 15h, 25% Team Project: Interviews with Leaders: 40h, 50%		

	Reading 600 pages: 30h, 10%
Place in the curriculum	MA in ICL – Concentration M.Div. – ICL-Option MA in CTH/ICS - Elective
Required reading/ Recommended reading	<p>Required:</p> <p>Hibbert, Evelyn &amp; Hibbert, Richard 2014. <i>Leading Multicultural Teams</i>. Pasadena, CA: William Carey Library. [also available as E-Book via CIU Databases]</p> <p>Selection of books for further reading:</p> <p>Belbin, Meredith 2010. <i>Management Teams: Why they Succeed or Fail</i>. Oxford: Butterworth-Heinemann.</p> <p>Elmer, Duane 2006 <i>Cross-Cultural Servanthood: Serving the World In Christlike Humility</i>. Downers Grove, IL: IVP Books.</p> <p>Gudykunst, William B. 2012. <i>Bridging Differences: Effective Intergroup Communication</i>. Thousand Oaks, CA: SAGE Publications.</p> <p>Halverson, Claire B. &amp; Tirmizi, Aqeel 2008. <i>Effective Multicultural Teams: Theory and practice</i>. New York: Springer.</p> <p>Hiebert, Paul 2009. <i>The Gospel in Human Contexts: Anthropological Explorations for Contemporary Missions</i>. Grand Rapids: Baker Academic.</p> <p>Hofstede, Geert, Hofstede, Gert J., and Minkov, Michael 2010. <i>Cultures and Organizations: Software of the Mind</i>. New York: McGraw-Hill.</p> <p>House, Dorfman, Javidan, Hanges, and de Luques, Sully 2014. <i>Strategic Leadership Across Cultures: The Globe Study of CEO Leadership Behavior and Effectiveness in 24 Countries</i>. Los Angeles: SAGE.</p> <p>Katzenbach, Jon R., &amp; Smith, Douglas K. 2015. <i>The Wisdom of Teams: Creating the High-Performance Organization</i>. Boston, MA: Harvard Business Review Press.</p> <p>Laniak, Timothy S. 2006. <i>Shepherds after my own heart: Pastoral Traditions and Leadership in the Bible</i>. Downers Grove, Illinois: InterVarsity.</p> <p>Lencioni, Patrick 2005. <i>Overcoming the Five Dysfunctions of a Team</i>. San Francisco, CA: Jossey-Bass. (Section two)</p> <p>Lingenfelter, Sherwood., and Mayers, Marvin K. 2003. <i>Ministering Cross-Culturally: An Incarnational Model for Personal Relationships</i>. Grand Rapids, MI: Baker Academic.</p> <p>Lingenfelter, Sherwood 2008. <i>Leading Cross-Culturally: Covenant Relationships for Effective Christian Leadership</i>. Grand Rapids, MI: Baker Academic.</p> <p>Meyer, Erin 2014. <i>The Culture Map: Breaking through the Invisible Boundaries of Global Business</i>. New York: PublicAffairs.</p> <p>Patterson, Kerry, Grenny, Joseph, McMillan, Ron, and Switzler, Al 2012. <i>Crucial Conversations: Tools for Talking When Stakes Are High Second Edition</i>. New York: McGraw Hill Education.</p> <p>Plueddemann, James 2009. <i>Leading across Cultures: Effective Ministry and Mission in the Global Church</i>. Downers Grove, IL: IVP Academic.</p> <p>Roembke, Lianne 2000. <i>Building Credible Multicultural Teams</i>. Pasadena, CA: William Carey Library.</p> <p>Peterson, Brooks 2004. <i>Cultural intelligence: A guide to working with people from other cultures</i>. Yarmouth: Intercultural.</p> <p>Plantenga, Eris 2014. The trust factor in multicultural teams. <i>Evangelical Missions Quarterly</i>, 50 (4), 84-91.</p> <p>Thrall, Bill &amp; McNicol, Bruce 1999. <i>The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence</i>. San Francisco: Jossey-Bass.</p> <p>Waschko, Regina 2014. <i>Missionseinsätze in multikulturellen Teams: Eine Untersuchung entscheidender Faktoren für Langzeitmissionare in multikulturellen Teams</i>. Nürnberg: VTR. (Korntaler Reihe 12).</p>
Additional information	