**Professor Joe Bankoff / Professor K. J. Knoespel**  **MONDAYS 3:00-6:00**

**Fall Semester 2013 Habersham G-17**

**INTA/LMC 3773 (Proposed)**

**Global Issues and Leadership (3 credits)**

**Course Description:**

This course focuses on selected global issues as a means to explore and develop leadership skills in a multicultural environment. It will examine a range of contemporary global issues and contrast the differing challenges, outcomes and points of view based on culture, technology, and political infrastructure. Participants will be exposed to and gain an understanding of key issues at the intersection of technology and international affairs by working in groups to investigate, analyze, develop and present diverse and contrasting viewpoints and potential solutions.

**Course Purpose:**

The capacity to be effective in diverse groups and cultures requires more than a winning personality, brains and technical competence. It requires an understanding of how differently the same issues are seen based on differences in culture, history, language, gender, generation, technology and political structures. The capacity to lead in a global or multicultural environment is more about listening and understanding the strengths and fears of others than just asserting a compelling solution. Building on participants’ life experiences and learning from other courses – this course is designed to provide insight into key global issues as a way of strengthening essential skills in understanding the challenges of leadership in a global environment where there are diverse participants and frequently sharp differences in perspective.

**Focus:**

The course will be a mix of research of global issues (in groups) and a comparative analysis of various viewpoints and approaches to address the similar issues in different parts of the world. Global issues and problems will be selected from areas such as urban planning, health, transportation, and communication. Student work will be based on team-based projects and individual presentations built around investigating, analyzing and exploring the different viewpoints and potential solutions. Emphasis will be given to strengthening participant understanding of and capacity to provide effective leadership in environments having diverse viewpoints, skills, culture and experience.

**Approach:**

The course will use current events, historical materials, special readings and guest speakers to provide a foundation for class participation. Students will conduct their own research of the issues and provide succinct written issue analysis for class discussion. Oral presentations will provide opportunities to present and defend individual and group analysis, insights and conclusions. There will be competition among the teams and the participants for the most effective presentations and most insightful issue analysis and potential leadership solutions as chosen by students and faculty.

The course will welcome distinguished leaders whose voices have provided guidance on these global issues. Since this is a course that will meet once a week regular attendance and generous participation in discussions is assumed. Students will meet with course instructors to discuss ongoing work of the class. Student presentations may be videoed for review with the student by mentor coaches – drawn from Georgia Tech faculty and alumni.

**Learning Goals and Outcomes:**

1. Students will research, analyze, summarize and present the issues and conflicts arising in key global issues from various points of view and will demonstrate the ability to describe the social, political, and economic forces that influence the global system.
2. Students will assess how the differences and changes in technology, culture and political infrastructure impact or underlie the differences in addressing these global issues.Student will demonstrate the ability to describe the social, political, and economic forces that influence social behavior.
3. Students will learn to work effectively in small (diverse) groups to apply their analysis and collectively and individually present and defend clear and insightful observations of the underlying differences and suggestions for leadership / policy approaches to implementing potential solutions to address the issues.

**Registration for the Course by Permit / Invitation:**

This course is open to and seeks to engage students from all the Colleges at Georgia Tech students will require a permit to register. We solicit faculty / advisor suggestions and recommendations of interested students. Those interested in this course should contact the instructors.

**Contact Information:**

Professor Kenneth J. Knoespel ([Kenneth.knoespel@iac.gatech.edu](mailto:Kenneth.knoespel@iac.gatech.edu))

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Professor Joe Bankoff ([joe.bankoff@inta.gatech.edu](mailto:joe.bankoff@inta.gatech.edu))

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Telephone: 404 894 8752

**OUTCOME OBJECTIVES AND SKILLS WE SEEK TO BUILD:**



**Grades:**

Student course participants are expected to actively prepare and engage in both the subject matters under study and in experimenting how we can learn with and from each other. As the effort here is create a learning community – not just to master a subject – there will be points given for efforts to advance the process as well as for achievement.

Because the mechanics of the course may change as we proceed – the point system for activities may evolve with notice to the participants. The baseline guide regardless of the changes will remain roughly: 30% on class preparation and engagement; 30% based on the team efforts; and 40% based on individual performance / exams / papers.

Grades will be awarded based on total points accumulated:

360 – 400 points = A

330 – 359 points = B

300 – 329 points = C

270 – 299 points = D

< 270 points = F

Points may be earned as follows:

Participation [100 points possible max]

Attendance and class participation: 2 to 4\*pts each session

Weekly blog comment on topic/readings: 2 to 4\*pts each week

Team Work and Presentations – 4 anticipated [150 points possible max]

Faculty grade – 35 pts possible each presentation

[Graded on team effectiveness, problem analysis, research, source evaluation, historical context, technology challenges, leadership challenges, potential solutions and presentation clarity]

Peer Team member grade (anonymous) – up to 5\* pts each presentation

Individual Synthesis and Analysis – [150 points possible max]

There will be 2 written / oral submissions required at the participant’s choice:

(a) take-home essay exam (midterm and/or final) on analysis of alternative issues (approximately 5 – 7 pages), or

(b) Create an exam with 5 questions and model answers (midterm), or

(c) Background and options briefing paper (approximately 8-10 pages) on an approved issue of the student’s choice proposed and confirmed at least 4 weeks prior to due date with a submitted outline not less than 2 weeks prior to deadline to turn in a stapled hard copy

BONUS POINT OPPORTUNITIES:

\*Course participation includes participating in weekly on-line polls and voting for those blog postings (weekly) and following each presentation for those deserving extra points

Each participant will also have a total of 10 points they may award to other participants (not themselves) during the course with a “feedback note” to the participant and professors citing basis for overall effort, team work, leadership effectiveness shown (max of 2 points to any one person)

**Course Bibliography:**

Library Resources: <http://libguides.gatech.edu/leadership>

Resource librarian: Mary Axford – will be available to you to get help researching topics by email ([mary.axford@library.gatech.edu](mailto:mary.axford@library.gatech.edu)) or by individual appointment.

Materials relating to Senator Nunn: Valeria McPhail - [mcphail@nti.org](mailto:mcphail@nti.org)

**REFERENCES FOR GLOBAL ISSUES AND LEADERSHIP**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **REF** | **Author** | **Item** | **Topics** | **Type** | **Date** | **Source** | **Cost** |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Req | Friedman, Thomas | The World is Flat (3rd Ed) | Global View needed | pback | 2007 | Amazon | $11.56 |
| Recmd | Harvard Business Review | HBR 10 Must Reads: On Leadership | Misc - leadership from a business POV | pback | 2011 | Amazon | $16.47 |
| Req | Kahneman, Daniel | Thinking, Fast and Slow | Bias, human brain operations | book | 2011 | Amazon | $17.55 |
| Req | Pink, Daniel | Drive | What motivates us | pback | 2011 | Amazon | $10.88 |
| Recmd | Tatum, Beverly | Why are All the Black Kids Sitting together in The Cafeteria? | Defining racism, identity, breaking the silence | pback | 2003 | Amazon | $9.76 |
| Recmd | Collins, Jim | Good to Great and Social Sectors | Leadership without profit | pback | 2005 | Amazon | $9.47 |
| Recmd | Robert Kegan & Lisa Lahey | Immunity to Change | Deliberatively Developmental Organizations | Book Kindle | 2013 | Amazon | $21.76 $16.47 |
| Recmd | De Waal, Frans | The Age of Empathy | Someone else's shoes | book | 2009 | Amazon | $10.81 |
| Recmd | Garner, Howard | Five Minds for the Future | Cognitive leadership; the synthesizing mind | pback | 2006 | Amazon | $17.79 |
| Recmd | Gladwell, Malcom | Outliers | 10,000 hour rule, problem with geniuses | pback | 2008 | Amazon | $10.98 |
| Recmd | Noonan, Peggy | On Speaking Well | Public talks | pback | 1999 | Amazon | $8.99 |
| Recmd | Rhodes, Deborah | The Difference the “Difference” makes: Women and Leadership | Looking at issues of women and leadership | pback | 2003 | Amazon | $17.41 |
| Recmd | Sheryl Sandberg | Lean In | Women and Leadership | book | 2013 | Amazon | $12.69 |
| Opt | Douglas, K | The Firefly Effect | Groups | book / kindle | 2009 | Amazon | $24.95 |
| Opt | Gardner, Howard | Leading Minds | Cognitive Theory of Leadership | book |  | Amazon | $12.12 |
| Scndry | Gardner, John | On Leadership | Nature of leadership; moral dilemma; renewal | book | 1993 | Amazon | $11.74 |
| Scndry | Northouse, Peter | Leadership: Theory and Practice | All issues | pback | 2012 | Amazon | $67.42 |
| Scndry | Rath, Tom | Strengths Finder 2.0 | Characteristics of leadership | book | 2007 | Amazon | $13.27 |
| Scndry | Williams, Dean | Real Leadership |  | book | 2005 | Amazon | $26.90 |

**Schedule**

**Wk 1** **August 19** Course overview; Discussion of diversity impacts. Group sorting and first assignments; preliminary presentation of problem case histories. Overview of Mayor Ivan Allen as an example.

**READINGS / Discussion:** Kahneman pp. 3-30 (Introductions); Friedman Chap 6-7 (Flat world and Georgia Tech)

ISSUE ASSIGNMENT: **Global Security: Russia and Nuclear Arms Control**

**Wk 2** **August 26** WORK PLAN REVIEWS problems/individual presentations (Leadership Teams)

DISCUSSION POINTS: The difference between problem solving and leadership.

Stages of leadership development (individual): outlier, follower, participant, collaborator, mentor, coordinator, facilitator, visionary, and inspirer

Cognitive biases: How we process information – influenced by language, affect, culture (What you are saying is not what they are hearing . . . )

**READINGS / Discussion:** Kahneman 31-70 (Attention, Association and Effort)

**Wk 3** **September 2 HOLIDAY (NO MEETING)**

**Wk 4** **September 9** PRESENTATIONS – **SAM NUNN** [Former US Senator]

**Wk 5** **September 16** DISCUSSION: learning and process challenges from presentations

**READINGS / Discussion:** Kahneman 71 -105 (Tough questions and easy judgments)

ISSUE ASSIGNMENTS: **Sustainable Development in Africa**

**Wk 6** **September 23** **READINGS / Discussion:** Kahneman 109 – 145 (Assumptions, Anchors, Emotion and Availability)

**Wk 7** **September 30** PRESENTATIONS **– Ambassador (former Mayor) Andy Young**

**Wk 8** **October 7** DISCUSSION: learning’s from presentations / **Points Status Report**

**READINGS / Discussion:** Kahneman 166 – 195 (emotion, statistics and other damn lies)

MIDTERM Assignments / Projects

ISSUE ASSIGNMENTS: Education Debate

**Wk 9** **October 14 FALL RECESS – NO MEETING**

**Wk 10** **October 21** **MIDTERM REVIEW ASSIGNMENTS DUE**

Exercise – Individual Presentations / Table Top Exercise

**READINGS / Discussion:** Rhodes: The Difference the Difference Makes (Invisible assumptions, stereotypes and leadership)

**Wk 11** **October 28** **READINGS / Discussion:** Kahneman 199 – 244 (Understanding, intuition and other myths)

**Wk 12** **November 4** PRESENTATIONS – **EDUCATION ISSUES** (debate format)

**Kevin Riley**, Editor Atlanta Journal – Constitution; **Dr. Stephen Dolinger**, President Georgia Partnership for Excellence in Education

**Wk 13 November 11** DISCUSSION: learning’s from presentations

**READINGS / Discussion:** Kahneman 245 – 265, 277 – 299 (Optimism, risk avoidance and entitlement)

ISSUE ASSIGNMENTS: **Privacy/Communications – National Data Collection**

**Wk 14** **November 18 READINGS / Discussion:** Kahneman 310 – 321;363 – 374, 408 – 418 (possibilities, certainty, frames, reality and conclusions

**Wk 15** **November 25** PRESENTATIONS **PHIL KENT** [CEO Turner/CNN]; **Teya Ryan** (President, Georgia Public Broadcasting)

**Wk 16** **December 2** **Last Class** (Start of Dead Week)

DISCUSSION: learning’s from presentations

Critique and Closure

**DECEMBER 9** FINAL EXAM or PAPER DUE

**DECEMBER 16** NOON DEADLINE FOR GRADES