

**Professor Joe Bankoff / Professor K. J. Knoespel**  
**Spring Semester 2013**  
**INTA 4803JB (CRN 29459)**  
**INTA 8803, CRN 29832**

**Thursdays 3:00-6:00**  
**Habersham Seminar G-17**

## **Ivan Allen Seminar: Global Issues and Leadership (3 credits)**

### **Course Description:**

This seminar 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 seminar 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.

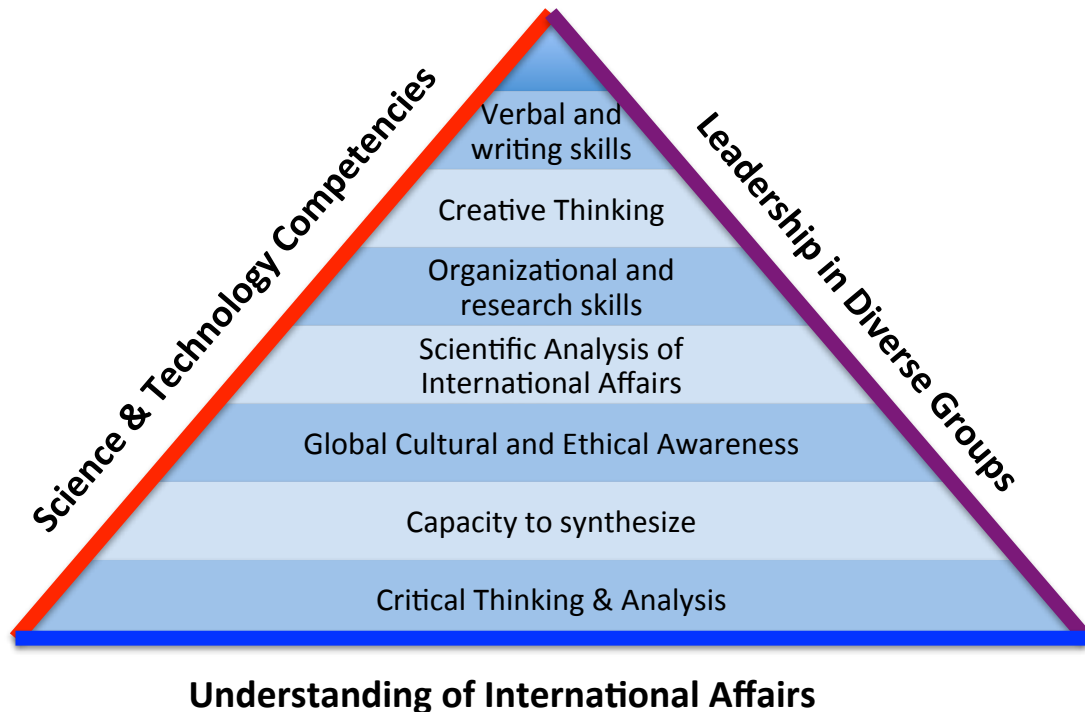
### **Focus:**

The seminar 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.

### **Learning Goals:**

1. Participants will research, analyze, summarize and present the issues and conflicts arising in key global issues from various points of view

2. Participants will use evidence based comparative analysis to assess how the differences and changes in technology, culture and political infrastructure impact or underlie the differences in addressing these global issues.
3. Participants will 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 approaches to implementing potential solutions to address the issues.



**Approach:**

The seminar 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 seminar will welcome distinguished leaders whose voices have provided guidance on these global issues. Since this is a seminar 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.

## Grades:

Student seminar 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 seminar 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:

Class participation [100 points possible max]

Attendance – 2 pts each session,  
Discussion in class – up to 2 pts each session (possible)  
Posted blog comment relating to topic/readings – up to 2 pts each week

Team Work and Presentations – 5 anticipated [150 points possible]

Faculty grade – 25 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 – [2 @ 75 =150 points possible]

There will be 2 written submissions required at the participant's choice:  
(a) take-home (48 hr) essay exam (midterm and/or final) on analysis of alternative issues (approximately 5 – 7 pages), or  
(b) 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

EXTRA CREDIT OPPORTUNITIES:

Best team presentations on each topic – 2 points to each member

Best weekly Blog comment – 2 extra points (Class wide vote)

Each participant will also have a total of 5 points they may award to other participants (not themselves) 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)

## Schedule

<b>Wk 1 January 10:</b>	Seminar overview with preliminary presentation of problem case histories selected from health, transportation, urban planning, and communication; overview of Mayor Ivan Allen.  Focus points: The difference between problem solving and leadership. Stages of leadership development (individual): outlier, follower, participant, collaborator, mentor, coordinator, facilitator, visionary, and inspirer What you are saying is not what they are hearing . . . How we process information – influenced by language, affect, culture
<b>Wk 2 January 17</b>	Defining the issues: problems/individual presentations (Leadership Teams)
<b>Wk 3 January 24</b>	Work-Up (Social, Economic, Legal, History, Language) [Initial Presentations] [Sam Nunn]
<b>Wk 4 January 31</b>	Issues in <b>Transportation</b> (review of articles and papers)
<b>Wk 5 February 7</b>	Visiting major issues: Steve Usselman
<b>Wk 6 February 15</b>	Issues in <b>Urban Planning</b> (articles and papers)
<b>Wk 7 February 21</b>	Visiting major issues: (Jennifer Clark)
<b>Wk 8 February 28</b>	Issues in <b>Health</b> (articles and papers)
<b>Wk 9 March 7</b>	Visiting major issues: Bill Todd [Javier Goizuetta]
<b>Wk 10 March 14</b>	MIDTERM PAPER
<b>Wk 11 March 21</b>	<b><u>[NO CLASS] 18-22 March Spring Break</u></b>
<b>Wk 12 March 28</b>	Issues in <b>Communication</b> (Kevin Riley)
<b>Wk 13 April 4</b>	Presentation and Review (Allen Prize Recipient)
<b>Wk 14 April 11</b>	Final Presentations and Discussion
<b>Wk 15 April 18</b>	Critique and Closure
<b>Wk 16 April 25</b>	FINAL or PAPER

### 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 SEMINAR ON GLOBAL ISSUES AND LEADERSHIP

REF	Author	Item	Topics	Type	Date	Source	Cost
Req	Friedman, Thomas	The World is Flat (3rd Ed) **	Global View needed	pback	2007	Amazon	\$11.56
Req	Harvard Business Review	HBR 10 Must Reads: On Leadership	Misc - leadership from a business POV	pback	2011	Amazon	\$16.47
Req	Kahnerman, 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
Req	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	pamphlet	2005	Amazon	\$9.47
Recmd	Conner, Daryl	Leading at the Edge of Chaos	The Nimble Challenge	kindle	1998	Amazon	\$31.78
Recmd	De Waal, Frans	The Age of Emphathy	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 genuses	pback	2008	Amazon	\$10.98
Recmd	Noonan, Peggy	On Speaking Well	Public talks	pback	1999	Amazon	\$8.99

Recmd	Rhodes, Deborah	The Difference "Difference" makes: Women and Leadership	Looking at issues of women and leadership	pback	2003	Amazon	\$17.41
Opt	Breyer, Stephen	Active Liberty	Constitutional conflicts	book	2005	Amazon	\$16.79
Opt	Douglas, Kimberly	The Firefly Effect **	Groups	book / kindle	2009	Amazon	\$24.95
Opt	Gardner, Howard	Leading Minds	Cognitive Theory of Leadership			Amazon	\$12.12
Opt	George, Bill	True North	Leadership training				
Scndry	Gardner, John	On Leadership **	Nature of leadership; tasks; moral delimita; 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