

Course Code & No. - Section: INTB 370 Section 1
Course Title (Credits): Leadership in a Global Environment/Great Texts and Leaders
Term & Year: Fall 2015
Course Ref. No. (CRN): 80148

Instructor: Dr. Frederick Steinmann
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Office: By Appointment, 2nd Floor TCES
Office Hours: By Appointment

Class Meeting Time: Tuesday/Thursday 11:30am to 12:45pm
Location: TCES 206

Prerequisites: MGMT 260 Principles of Management

The Sierra Nevada College Mission Statement

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the liberal arts and professional preparedness through an interdisciplinary curriculum that emphasizes entrepreneurial thinking and environmental, social, economic and educational sustainability.

Course Description

This course focuses on the theoretical foundations and practical application of leadership skills in the multi-cultural and global business environments of today. Strategies are developed to address specific challenges and leadership problems faced in various career stages. Career-building leadership techniques are also discussed.

Student Outcomes

Upon successful completion of this course, a student will be able to:

1. Students will understand and appreciate the reasons for and the importance of leadership; what leadership is and, conversely, what it is not; and how leadership is attained and retained.
2. Students will identify the attributes, characteristics, behaviors and qualities of leaders; how to acquire and build upon those traits; and understand the importance of situational factors in the identification, creation and duration of leaders.
3. Students will demonstrate an understanding of the dynamic nature of leadership; and the critical role of leadership in bringing about change.
4. Students will understand the setting of leadership; the importance of followers; and the meaning of “context” or “situation” in defining the opportunity for leadership.

5. Students will be able to apply leadership principles in a practical setting, evaluate “leaders,” and articulate the reasons those in leadership positions succeed and often fail.
6. Students will have an honest perception of their own leadership strengths and weaknesses and a developmental plan for personal use.

Required Texts and Materials

This course has four assigned texts, including *Good to Great: Why Some Companies Make the Leap...and Other's Don't* written by Jim Collins, *Leading at the Edge: Leadership Lessons from the Extraordinary Sage of Shackleton's Antarctic Expedition* written by Dennis N.T. Perkins with Margaret P. Holtman, Paul R. Kessler, and Catherine McCarthy, *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization* written by Dave Logan, John King, and Halee Fischer-Wright, and *A New World Order* written by Anne-Marie Slaughter. Additional readings and educational material may be provided throughout the semester; sometimes in class and sometimes provided electronically. Students will be made aware of these additional readings and educational materials by the Professor in a timely manner either in class or by email. Students are expected and required to read and be prepared to discuss all assigned materials prior to the assigned date of class.

Required Book(s):

1. Collins, J. 2001. *Good to Great: Why Some Companies Make the Leap...and Other's Don't*. New York, NY: HarperCollins Publishers, Inc.
2. Logan, D., & J. King, and J. Fischer-Wright. 2009. *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*. New York, NY: HarperCollins Publishers, Inc.
3. Perkins, D. N. T., M. P. Holtman, & P. R. Kessler, and C. McCarthy. 2000. *Leading at the Edge: Leadership Lessons from the Extraordinary Sage of Shackleton's Antarctic Expedition*. New York, NY: American Management Association.
4. Slaughter, A. 2004. *A New World Order*. Princeton, NJ: Princeton University Press.

Lecture Attendance Policy

Students are expected to attend all course lectures and arrive on time for the start of each lecture and remain for the entire class period. I value, reward, and require effective participation as both an individual and as a team member. In order to effectively participate, you must attend class. You are allowed two excused absences, not including absences for pre-excused SNC athletic and sponsored events. *Irrespective of the reason, your final grade will drop as follows:*

- **3 Absences:** Drop of a Half Letter Grade (i.e. an “A” to an “A-”)
- **4 Absences:** Drop of a Full Letter Grade (i.e. an “A” to a “B”)
- **5 Absences:** Drop of a Full Letter Grade and an additional Half Grade (i.e. an “A” to a “B-”)
- **6 or More Absences:** Automatic “F” Grade

Prim Library Resources

Using the library's resources effectively (not just Internet resources) contributes to developing each of SNC's core themes by exposing students to high quality academic resources, diverse opinions, new ideas, and a future that includes building on a liberal arts education. In this course, you will be expected to utilize the library's resources (either on-site or remotely) as you complete your assignments.

Sanctions for Cheating and/or Plagiarism

The Honor Code

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore faculty and students accept responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

Consequences of Violating the Student Honor Code

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the Honor Code become part of a student's academic record.

- **1st Offense:** Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.
- **2nd Offense:** Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.
- **3rd Offense:** Student is expelled.

ADA Accommodations

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at (775) 831-1314 x7534, hconover@sierranevada.edu, office in Prim Library: PL-304.

The SNC Email System

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year.

Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account.

Extra Credit and Make-Up Assignments

There is no extra credit available to students in this class and make-up assignments will only be allowed for students who meet the established criteria as defined by Sierra Nevada College stated and written policies.

Assignments

All assigned work must be completed and turned into the Professor at the start of each class on the day each assignment is due. Failure to turn in papers or complete assigned work on time, except for those reasons explicitly defined by Sierra Nevada College, will result in a “zero” for the assignment.

Overall graded assignments, including all verbal and written assignments (exams, papers, and presentation), total 600 points. There is no formal “curve” for this course. Pluses and minus are given. Verbal and written assignments will include the following:

- **Effective Class Participation: 100 Points (16.7%).** I value, reward, and require effective participation as both an individual and as a team member. Monopolizing the discussion without moving the class forward is not considered to be effective participation. The criteria used to assess individual class participation will be as follows:
 - Is the participant an active listener?

- Are the points that are made relevant to the current discussion?
- Do the comments show evidence of a thorough understanding of class material?
- Do the comments add to the class's understanding of the situation and topics currently being discussed?
- Is there a willingness to participate actively in class discussions?

Being continually late (more than two (2) times and more than five (5) times) will incur a drop of your class participation grade from your final grade.

- **Team Research Project – Tribal Leadership: 150 Points (25.0%).** One-hundred (100) points are available for your written report; twenty-five (25) points are available for your group presentation; and twenty-five points (25) are available for your individual participation in the group presentation. In groups of five (5) to six (6) individuals, teams will research a senior business, political, military, historical, or other organizational leader and assess key attributes of his/her style and effectiveness using examples. You must include information from at least five different sources, excluding Wikipedia. Each team will prepare an eight (8) to ten (10) page comprehensive paper (12pt Times New Roman font, 1 inch margins, double spaced using the Modern Language Association, MLA, formatting style) discussing their findings and conclusions. Each team will also guide a 25 minute in-class discussion summarizing the findings of their paper. You are expected to provide me the name of your group members by *the first day of the third week of class*.
- **Team Case Study – Leading at the Edge: 150 Points (25.0%).** One-hundred (100) points are available for your written report; twenty-five (25) points are available for your group presentation; and twenty-five points (25) are available for your individual participation in the group presentation. In the same group of five (5) to six (6) individuals you participated with for the Team Research Project, teams will analyze the leadership style(s) of the leader(s) in the case study assigned to each team. Each team will prepare an eight (8) to ten (10) page comprehensive paper (12pt Times New Roman font, 1 inch margins, double spaced using the Modern Language Association, MLA, formatting style) discussing their findings and conclusions. Each team will also guide a 25 minute in-class discussion summarizing the findings of their paper. You are expected to provide me the name of your group members (same group members as the Team Research Project) by *the first day of the third week of class*.
- **Exam No. 1: 100 Points (16.7%).** In-class examination. Four (4) questions will be provided. You will have the opportunity to pick and write a response to three (3) of the questions.
- **Exam No. 2: 100 Points (16.7%).** In-class examination. Four (4) questions will be provided. You will have the opportunity to pick and write a response to three (3) of the questions.

A list of all assignments, including the points available for each assignment and the percentage of the total grade each assignment is worth, is provided below:

Assignments	Points Available and Percent of Total
Effective Class Participation	100 Total Points (16.7%)
Team Research Project – Tribal Leadership	150 Total Points (25.0%)
Team Paper	100 Points (16.7%)
Team Presentation	25 Points (4.2%)
Individual Participation	25 Points (4.2%)
Team Case Study – Leading at the Edge	150 Total Points (25.0%)
Team Paper	100 Points (16.7%)
Team Presentation	25 Points (4.2%)
Individual Participation	25 Points (4.2%)
Exams	200 Total Points (33.3%)
Exam No. 1	100 Points (16.7%)
Exam No. 2	100 Points (16.7%)
TOTAL	600 Points (100.0%)

NOTE: Rounding Errors Present

Grading Policy

A “+” and “-” letter grade system will be used for this course. For example, a final percent in the course ranging from 93.5% and 100.0% is a letter grade of “A”.

Percent Range	Letter Grade	Percent Range	Letter Grade
93.5% to 100.0%	A	90.0% to 93.4%	A-
87.0% to 89.9%	B+	84.0% to 86.9%	B
80.0% to 83.9%	B-	77.0% to 79.9%	C+
74.0% to 76.9%	C	70.0% to 73.9%	C-
67.0% to 69.9%	D+	64.0% to 66.9%	D-
60.0% to 63.9%	D-	Below 60.0%	F

Class Schedule

Week 1, August 18 and August 20: Introduction to and Overview of the Course; What is Leadership?

Readings: Course Syllabus

Week 2, August 25 and August 27: An Introduction to the Tribal Leadership System

Readings: Logan, King, Fischer-Wright, Chapters 1, 2, and 3

Week 3, September 1 and September 3: An Introduction to the Four Stages of Tribal Leadership, Continued

Readings: Logan, King, Fischer-Wright, Chapters 4, 5, 6, 7 and 8

Week 4, September 8 and 10: Owning Tribal Leadership

Readings: Logan, King, Fischer-Wright, Chapters 9, 10, 11, and 12

Week 5, September 15 and 17: The Shackleton Saga

NO CLASS SEPTEMBER 15 – PROFESSOR IS AT A CONFERENCE

Readings: Perkins, Holtman, Kessler, McCarthy, The Shaketon Saga

Assignment Due on September 17: Team Research Project – Tribal Leadership Team Papers Due

Week 6, September 22 and 24: Team Research Project – Tribal Leadership Presentations

Assignment Due on September 22 and 24: Team Research Project – Tribal Leadership Team Presentations

Week 7, September 29 and October 1: Ten Strategies for Leading at The Edge; Review Questions for Exam No. 1

Readings: Perkins, Holtman, Kessler, McCarthy, Chapters 1, 2, 3, 4, and 5

Week 8, October 6 and October 8: Ten Strategies for Leading at The Edge, Continued

Readings: Perkins, Holtman, Kessler, McCarthy, Chapters 6, 7, 8, 9 and 10

Week 9, October 13 and October 15: Continuing the Expedition of Leadership, **EXAM No. 1**

Readings: Perkins, Holtman, Kessler, McCarthy, Chapters 16 and 17

In-Class Exam on October 15 (Bring a Black or Blue Ink Pen, and Extra Paper)

Week 10, October 20 and October 21: An Introduction to Level 5 Leadership

Readings: Collins, Chapters 1 and 2

Assignment Due on September 22 and 24: Team Case Study – Leading at the Edge Team Papers Due

Week 11, October 27 and October 29: Team Case Study – Leading at the Edge Presentations

Assignment Due on October 27 and October 29: Team Case Study – Leading at the Edge Team Presentations

Week 12, November 3 and November 5: Building a Level 5 Leadership Run Organization: A Perspective from the Individual and the Organization

Readings: Collins, Chapter 3, 4, 5, and 6

Week 13, November 10 and November 12: Leadership and Technology: How Technology is Changing the Demands on Leaders in Organizations; Building a Legacy of Great; Review Questions for Exam No. 2

Readings: Collins, Chapters 7, 8 and 9
Slaughter, Introduction

Week 14, November 17 and November 19: Leadership and the Pressures of Globalization

Readings: Slaughter, Chapters 1, 2 and 3

Week 15, November 24 and November 26: THANKSGIVING HOLIDAY

NO CLASS NOVEMBER 24 and NOVEMBER 26 – HAPPY THANKSGIVING!

Week 16, December 1 and December 3: Leadership and the Pressures of Globalization; A New World Order

Readings: Slaughter, Chapters 4, 5, and 6

FINAL EXAM (Exam No. 2): Wednesday, December 9, 2015, 11:30am to 2:30pm