

**Course Code & No. - Section:** INTL 475 and INTB 475, Section 1  
**Course Title (Credits):** Capstone International Relations  
**Term & Year:** Spring 2015  
**Course Ref. No. (CRN):** 10230/10226

**Instructor:** Mary Lewellen, Associate Professor  
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**Office:** TCES, Department of Business  
**Office Hours:** Wednesday, 10:00 am - 11:15 & 12:45 – 2:00 pm

**Class Meeting Time:** Tuesday and Thursday, 1:00 – 2:15 pm

**Location:** Patterson 207

**Prerequisites:** Senior standing, completion of core INTL, INTB, or MGMT courses or Instructor Approval

### **The 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 is the senior capstone course in the International Studies major and may also be used as the senior capstone course for Global Business majors. Through readings, class discussions, presentations, and guest speakers, students will design a project, using sound development and business principles, focused on addressing one or more of a country's development problems.

### **Course Objectives<sup>1</sup>**

This course will use as its instructional model the Project Design and Management (PDM) workbook developed by the U.S. Agency for International Development for its development professionals. All materials used in the course will be from the PDM Workbook and modified, as required, for the academic context.

At the end of the course, students will be able to:

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<sup>1</sup> Materials used in this course and the course objectives for INTL 455 are from the Project Design and Management Workshop Workbook, August 2009 and as updated, U.S. Agency for International Development.

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1. Identify and implement the essential program-level tasks as a project moves through the program cycle of planning, implementation, and performance monitoring and evaluation. These tasks include the following: conduct problem and program area analysis (to determine the most appropriate way to use available funding to carry out foreign assistance priorities); use rapid appraisal tools to conduct technical analyses; explore opportunities for public-private partnerships to leverage additional funding for programs and projects; use the results framework as a tool for planning to achieve clearly defined objectives; develop performance management plans, including development of performance indicators; analysis program level performance data to assess progress; and use data to manage for results.
2. Perform the basic tasks of project design and management, including using the fishbone, force field, problem tree, and/or SWOT analysis tools to identify possible project design issues and components; use the logical framework to identify outputs needed to achieve results; organize outputs into projects, develop performance indicators; identify inputs needed for achieving outputs; formulate cost estimates; develop and write a statement of work or program description; and monitor project performance.
3. Demonstrate critical project design and management skills, including planning, analysis, organization, working with partners, teamwork, and problem-solving.

### **Summary of Class Requirements**

The achievement of course objectives will be assessed as follows:

Participation, Attitude and Teamwork	= 100 points
Problem Analysis	= 100 points
Results Framework	= 100 points
Performance Management Plan	= 100 points
Logical Framework	= 100 points
Stakeholder Analysis	= 100 points
Financial Plan	= 100 points
Request for Proposal	= 100 points
Performance Management Review	= 100 points
Mid-Term Exams (2)	= 200 points
Final Exam	= <u>100 points</u>
	<u>1200 points</u>

Most of the assignments for this course are completed within the environment of your assigned team. Thus, it is important that you contribute fully to all aspects of this course and its assignments if you wish to do well. Each member of the team will be asked to objectively and substantively evaluate the participation of each member on each assignment. Your comments and evaluations will form a part of the grade you receive for the achievement of each of the above objectives. You are expected to be forthright and candid in your assessment of each team member's participation as the success or failure of the team and its members will contribute significantly to the team's ability to achieve each course objective and each assignment.

All assignments, including take-home exams, completed by the team or individually are expected to be original thought and cheating/plagiarizing from other teams, team members, or other sources will not be tolerated. Students who violate this guideline will be subject to SNC's Honor Code.

### **Instructional Strategies**

This class will utilize lectures, readings, small groups, and individual work in class using laptop computers, inquiry learning, case studies, and homework assignments.

### **Required Texts and Materials**

1. *Project Design and Management Workshop Handbook, August 2009, U.S. Agency for International Development. Materials needed for the course will be provided to the students.*
2. Laptop computer (one that meets the published SNC Laptop Requirements)
3. Poster board and post-its to enable students to maintain "files" of actions and analysis completed. Students may wish to maintain their files electronically, but you will be expected to keep comprehensive files of the team's actions and deliberations. These files may be the subject of one or more "audits" or "reviews" by the professor during the semester.

### **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.

### **Attendance**

Attendance, participation, and positive attitude in class are required and contribute to your grade. Absence from the class does NOT excuse any student from due assignments, quizzes, in-class exercises, projects, or exams scheduled during the missed class period. As this class only meets once a week, more than one absence can substantively affect your performance and grade.

### **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

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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.

1<sup>st</sup> 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.

2<sup>nd</sup> 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.

3<sup>rd</sup> Offense: Student is expelled.

A written statement of the official policies, procedures, and processes related to Academic Honesty/Plagiarism can be found in the Student's Handbook/University Catalog. It is critical that students understand that many of the assignments in this class will be done as team projects. As such, EACH student on the team is responsible for ensuring that the academic honesty/plagiarism policies are adhered to on all assignments.

Students are encouraged to collaborate and work together on assignments. However, all submissions must be the original work of the individual student and should not be duplicative of another's student's work.

Students will be required to submit all written papers/presentations electronically through [www.turnitin.com](http://www.turnitin.com) using course codes provided by the instructor.

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**ADA Accommodations**

In accordance with the American with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations.

Possible accommodations for disabilities include extended testing time, test-taking in isolation, computer use for test taking, tape recorders in class, study skills counseling, and share note-taking in classes. If a student wishes to request an accommodation in one of his or her classes, the student should contact the Director of Academic Support Services, Henry Conover, at (775) 831 1314 x7475, [hconover@sierranevada.edu](mailto:hconover@sierranevada.edu) or go to the OASIS offices on the 3rd floor of Prim Library, within the first week of the semester.

**The SNC E-Mail System**

The SNC e-mail 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 e-mail 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 e-mail account.

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**Sierra Nevada College  
Department of Business  
INTL 475/INTB 475 Senior Capstone  
Semester: Spring 2015**

**Syllabus – Schedule of Assignments**

**Note:** Each of the class sessions will consist of a combination of mini-lectures, team exercises, and team presentations. If your team is NOT prepared for the assignment, you may receive a reduction of ½ a letter grade for each 24 hour period the submission is delayed.

Additional readings will be provided to you during the course of the semester. All readings and homework assignments should be done promptly to ensure that your team stays on track with your project design.

January 20	Course syllabus, materials Our Journey During the Course Teamwork The Basics of Program-Level Planning
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Required Reading:

Promania: Country Background Paper  
TIPS 5, Using Rapid Appraisal Methods  
TIPS 10, Conducting Focus Group Interviews

January 22-27	Identifying and Analyzing Development Problems Tools for Conducting Vital Program-Level Analyses Fishbone Analysis SWOT Analysis Problem Analysis Presentation Submit Problem Analysis for grading
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Jan. 29 – Feb. 3	Technical Analysis Rapid Appraisal Data Collection Methods Getting Ready to Listen Conducting a Community Interview
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Required Reading:

Community Interview Role(s)

February 5 - 10	Organizing and Analyzing the Data Results Frameworks – A Planning Tool Developing a Results Framework
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Required Reading:

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Refresher on Results Frameworks  
TIPS 13, Building a Results Framework

February 12 - 17                      Results Framework – continued  
Public-Private Partnerships  
Considering Partnerships and Meeting with Potential Partners

Required Reading:

TIPS 6, Selecting Performance Indicators  
Refresher on Performance Management  
TIPS 7, Preparing a Performance Management Plan

February 19-24                      Finalize and Present Results Framework  
Present Performance Indicators  
Performance Management Planning  
Developing Program Performance Indicators  
Submit Results Framework for grading  
Submit Stakeholder Analysis for grading

Required Reading:

Stakeholder Analysis: A Vital Tool for Strategic Managers  
The Logical Framework  
SIDA Logical Framework Approach  
Refresher on Logical Framework Terminology, June 2012

March 3                                From Program to Projects – An Overview  
The Logical Framework Approach to Project Design  
Submit Performance Management Plan for grading

March 5                                Mid-Term Exam 1

March 10                              The Logical Framework Approach  
Determining the Project Goal and Purpose  
Brainstorm Outputs for the Log Frame  
Stakeholder Analysis

March 16-20                        Spring Break

March 24-26                        Logical Frameworks Class Presentation  
Developing Performance Standards at the Output Level  
Submit Logical Framework for grading

Required Reading:

Cost Estimate Considerations  
Implementing Mechanisms  
Statements of Work

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Writing Results-Oriented Program Description

March 31-April 2                      Projects Inputs and Cost Estimates  
   Determining Inputs and Costs  
   Selecting the Implementing Mechanism  
   Submit Financial Plan for grading

Required Reading:

Statements of Work  
Writing Results-Oriented Program Descriptions

April 7                                      Developing the Statement of Work or Program Description  
   Selection Criteria

April 9                                      Finalize and submit Statement of Work or Program Description for  
   grading

April 14-16                              From Activity Approval to Project Implementation  
   Principles and Practices of Project Oversight  
   Reviewing Project Progress and Performance  
   Site Visit Reports

Required Reading:

Promania Contract or Grant  
Second Quarter Implementation Report

April 21-23                              Managing Conflict  
   Complete Thomson-Kilman questionnaire  
   The Performance Management Meeting  
   Submit performance management review comments for grading

Required Reading:

TIPS 11, The Role of Evaluation  
TIPS 3, Preparing an Evaluation Statement of Work  
Constructing an Evaluation Report

April 28                                      Evaluation

May 5                                        **Mid-Term Exam 2**

May 9                                        Final Exam is scheduled for Saturday, May 9, 15:00 – 18:00. All  
   students are expected to attend class during the final exam period.  
   Failure to attend class on this date will result in the student  
   receiving a failing grade on their final exam.

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