INTB 370: Leadership in a Global Environment

Sierra Nevada

Syllabus

Spring 2020

Description

INTB 370: Leadership in a Global Environment is designed to introduce you to a set of principles and mechanisms used by highly successful, enduringly great companies, as identified in the book *Built to Last*. The companies used as benchmarks for success in *Built to Last* are 18 organizations that have stood the test of time and survived turbulent market conditions for almost 100 years.

In addition, this course illustrates how to create a vision for a company and how to determine the role that vision will play. It provides a useful, multidimensional framework that can facilitate the creation and articulation of vision at various levels across an organization.

INTB 370: Leadership in a Global Environment also demonstrates how to apply vision to organizational change. It provides you with behavior-based models and techniques that you can adapt to enact vision-driven organizational change in a real organization. Using this approach, you will learn to make strategy and alignment decisions that will facilitate the behavior necessary to realize the new vision.

Context

In prior studies of business or management, you should have learned that the responsibilities of all supervisors/managers center on the performance of four basic functions: planning work to be done or strategies to be implemented; organizing resources for the task (human and/or financial); leading others in the activities required to complete the plan/strategy; and controlling the outcome by monitoring progress and making any adjustments necessary to facilitate the desired outcome. The leadership function carries these basic functions to a higher, more strategic level. This course puts you in the role of a senior executive focused on the success of the enterprise as a whole.

Learning Outcomes

After completing this course, you should be able to

- recognize distinguishing features of great, enduring companies.
- differentiate between Built to Last principles and mechanisms.
- identify Built to Last principles and mechanisms within the context of multiple business case studies.
- assess an organization's strengths and weaknesses relative to the Built to Last framework.
- describe the elements of Collins and Porras's vision framework.
- articulate an organization's vision by identifying its core ideology and envisioned future

- recognize and provide evidence of the degree to which an organization is consistently living its vision.
- determine appropriate actions an organization could take that align a specific business situation or crisis with its vision.
- articulate a unit-level (department-level) vision by identifying its core ideology and envisioned future.
- describe ways in which a unit-level vision does or does not support the corporate-level vision.
- identify appropriate metrics to measure the success of unit-level goals.
- determine issues a company must address when communicating its vision across regions, cultures, and/or levels, and make recommendations for addressing those issues.
- recognize that features of the work setting drive behavior.
- determine which work setting features (such as structure, culture, physical setting, systems, or technical processes) drive a given behavior.
- predict which desired behaviors are necessary to implement vision and strategy.
- identify undesired behaviors in response to changes in vision and strategy.
- design work setting elements that reinforce desired behaviors.
- assess an organization's architecture in terms of Built to Last principles.
- develop formal and informal communication processes that can be used to align understanding and expectations with architecture.
- plan a vision-driven organizational change.
- communicate an action plan for vision-driven organizational change.

Faculty: Dr George Ackerman

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Hours- Tuesday-Friday 11am-2pm estn, or by appointment

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Office: Online

Required Materials

The following textbook is required for this course:

- Collins, Jim and Jerry I Porras . *Built to Last: Successful Habits of Visionary Companies*. HarperBusiness, 1994. ISBN: 978-0-0605-1640-6

Schedule and Grading

Each week of this course may include readings and several assignments. Unless otherwise noted, all assignments are due by 11:59 p.m. (Pacific Time) on the specified due date. Be sure the time zone for

your user account is set to align with the course. Visit <u>How do I change the settings in my user account as a student?Links to an external site.</u> for more information.

Readings

Learning resources throughout this course provide much of the readings required to complete your work. Visit the resource pages to see further details, lectures, supporting resources, etc. Following are the textbook readings and additional materials:

<u>What is Built to Last?</u>	Collins and Porras, *Built to Last*, Chapters 1, 2, and 4.
<u>Mechanisms that Stimulate Progress</u>	Collins and Porras, *Built to Last*, Chapters 5, 7, 9, and 10.
<u>The Vision Framework</u>	<u>Buckman 2007 Annual Report</u>
<u>Navigating Through Turbulent Times</u>	<u>Citigroup Inc. (Links to an external site.)</u> page from *The New York Times* website

CLASS RUNS Monday to Sunday (deadline each week Sunday night, 11:59 pm time)

WEEK 1   1/27-2/2
WEEK 2   2/3-2/9
WEEK 3   2/10-2/16
WEEK 4   2/17-2/23
WEEK 5   2/24-3/1
WEEK 6   3/2-3/8

Assessment Criteria

INTB 370: Leadership in a Global Environment takes place over six weeks. You will work through a series of tasks, each of which may include several parts. The pie chart below shows in percentages how much each task counts toward your final grade. The Other Work piece of the pie represents work that you are responsible for on an ongoing basis. Note that the individual tasks each week may be weighted differently. See each task overview page for more information.

At the end of the course, your assessments for deliverables and other work will be totaled and translated into a final letter grade for the course as a whole (A, A-, B+, B, B-, C+, C, C-, D+, D or F). "Complete" tasks will be assigned the maximum points allocated to the task, and "Incomplete" tasks will be assigned zero points. Based on your percentage of total points, you will be assigned a final letter grade as follows.

Grading Scale and Rubric	
A	93-100
A-	90-92
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D+	67-69
D	60-66
F	Below 59

Assessment criteria may differ for each unit. Be certain you understand the specific criteria on which each individual assignment will be assessed and confirm your understanding with your faculty member.

Your faculty member will assess your work. Assessment criteria differs for each task, but there are some common elements you should keep in mind when working on your deliverables:

- Is your decision, conclusion, or recommendation clearly stated?
- Have you provided support for your conclusion that is based on data or other information specified in the task?
- Have you drawn on materials from all relevant sources to support your conclusions?
- Is your analysis thorough, well reasoned, and accurate?
- Have you supplied an adequate rationale for your conclusion?

In addition to these general criteria, there are also specific criteria on which each individual deliverable will be assessed. These are stated in the "Your Deliverable" section of each task.