



IB/IR 393 LEADING ACROSS CULTURES
IES Abroad Barcelona

DESCRIPTION: No course can teach an individual to become a leader, but it can teach one to think about the subject in a meaningful way. It can also help students understand the path that others have taken and how they might advance their own. That is the objective of this course. Key theoretical approaches to leadership are introduced, and students examine why and how several individuals have succeeded or failed in a variety of settings. This course places particular emphasis on the difficult cross-cultural leadership challenges that exist today in our corporations, governments, international institutions and communities. Students draw upon a variety of course materials including case studies (with cases involving Europe and Spain to make the Barcelona experience even more compelling) and readings from business, international relations, psychology, biography, history, and literature. Throughout the semester, students are asked to examine three principal questions: 1) What does leadership mean? 2) Do cultural differences matter when it comes to leadership? 3) How is the subject of leadership relevant to my life? (3 credits).

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None. This course is geared toward a wide audience. It is particularly relevant for students whose focus of study is international business or international relations.

ADDITIONAL COST: A small fee for case studies.

METHOD OF PRESENTATION: Lecture, class discussion, videos, group exercises, course-related trips.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class preparation & participation 10%
- Mid-Term Take Home Paper 30%
- Field Studies and Presentation 30%
- Final Exam 30%

Class Participation

Students' participation in class is essential and it will be assessed. Students are expected to have an active role in the class, participating in class discussions and fulfilling the required work for each session.

Mid-Term Exams

The take-home Mid-Term Exams (2,000 words; Times New Roman 12; double-spaced) will be written by each student. The exams will test students' understanding of key elements of leadership as well as key ideas or challenges associated with cross-cultural leadership. This paper should utilize major ideas and themes that we have discussed in class.

Field Studies and Presentations

During the course students have to do research, and team presentation about different topics discussed in class.

Final Exam

The Final Exam is to prepare a paper (2000 words; Times New Roman 12; double spaced) and presentation in teamwork that focuses on one or more leadership themes or aspects that we have discussed in class and what it means to you.



LEARNING OUTCOMES:

By the end of the course students will be able to:

- Demonstrate an understanding of the main theoretical approaches to leadership study
- Analyze a leadership case using three lenses: accountability, character and action
- Explain the key factors and challenges associated with effective cross-cultural leadership
- Distinguish real leadership from authority/influence that does not serve positive social change
- Demonstrate personal reflection about how the concept of leadership touches them
- Describe developmental steps that will enable them to assume leadership roles in the future

IES ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Barcelona classes, including course-related excursions. If a student misses more than three classes in any course without justification, 3 percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

The course uses a mix of source materials—in business, international relations, biography, history, even literature. This blend reflects the multi-faceted nature of leadership itself. The literary sources in particular are included by design, for they offer something that a traditional business case or scholarly article cannot: the opportunity to “see” into the heads of key actors. No matter how forthcoming, no leader is willing or capable of describing the real ethical, emotional and spiritual dilemmas and trade-offs that he or she faces, yet these issues go to the very heart of leadership. By contrast, the use of a short story or novella as case study allows these issues to come to life; students are better able to understand the conflicting sense of guilt, ambition, disappointment, duty, loyalty, and other emotions that leaders face. Experience in the classroom has also demonstrated that student participation is most active with respect to these materials. Indeed, students can usually relate to everyday characters more than they can to the traditional “heroic” models (e.g., Gandhi, Mother Theresa) that are frequently the mainstay of leadership studies.

Session	Content	Assignments
1	Introduction Overview of the Course	
2	Setting the Stage An introduction to the traditional approaches to leadership study. In this session students are also introduced to the analytical framework that the course follows for purposes of thinking about leadership.	• Carlyle, Thomas. <u>On Heroes, Hero-Worship, & the Heroic in History</u>. Berkeley: University of California Press (1993), pp. 3-4. • Tolstoy, Leo. <u>War and Peace</u>. New York: Modern Library (1994) [translated by Constance Garnett], pp. 687-691. • McEwan, Ian. <u>Enduring Love</u>. New York: Doubleday (1997), pp. 1-17. • Williams, William Carlos. “The Use of Force.” (1938).

3	3: Leadership & Accountability In this session students consider whether or not there are basic universal ethical duties. If so, to whom are these duties owed?	• “Truman and the Bomb” (class hand-out) • Kaag, John and Susan Kreps, “The Moral Hazard of Drones,” NY Times, July 22, 2012
4	Leadership & Accountability In this session students explore a critical issue that is not talked about often---what duties do we owe to ourselves? How do leaders square their own aspirations and dreams with their duties to other people?	• Badaracco, Joseph L., Jr. <u>Questions of Character: Illuminating the Heart of Leadership Through Literature</u>. Boston: Harvard Business School Press (2006), pp. 11-31. • Mehta, Stephanie. “Confessions of a CEO,” Fortune, November 2, 2007. • Schawbel, Dan. “How Will You Measure Your Life?” Forbes, June 5, 2012. • Schawbel, Dan. “Emotional Intelligence (Goleman).” Learning Theories. Available online here: https://learning-theories.com/emotional-intelligence-goleman.html
5	Leadership & Accountability What obligations do we owe as agents? This session’s case concerns an ambitious young employee who is faced with a conflict between her duty as corporate manager and her personal values.	• Van Dissel, Bart J. <u>Martha McCaskey</u>. Harvard Business Case #9-403-114 (2004).
6	Leadership & Character In this session students begin to assess the following: what is character? How does character affect a person’s ability to meet the moral and practical demands of leading an organization or a community? What is a moral code or compass?	• Preston, Camille. “A Business Psychology View on the Fall of Elizabeth Holmes,” Psychology Today, July 1, 2019. Available online here: https://www.psychologytoday.com/us/blog/mental-health-in-the-workplace/201907/business-psychology-view-the-fall-elizabeth-holmes • Malone, Michael. “Theranos trial highlights the dark side of leadership,” University of Miami, News@TheU, September 15, 2021. Available online here: https://news.miami.edu/stories/2021/09/theranos-trial-highlights-the-dark-side-of-leadership.html
7	Leadership & Character In this session students examine character issues in both a business and private setting. In particular, we explore the question: what does it mean to be an authentic leader?	• George, William. <u>Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value</u>. San Francisco: Jossey-Bass (2003), pp. 1-7, 11-25. • Schweitzer, Albert. <u>Out of My Life and Thought</u>. Baltimore: John Hopkins University Press (1998), pp. 81-95.

8	Leadership & Character What does it mean to say that a leader has courage? Why is this important? Where does it come from? How is it related to individual character? How is it related to social change?	• Cohn, Jeffrey and Jay Moran. <u>Why Are We Bad at Picking Good Leaders: A Better Way to Evaluate Leadership Potential</u>. San Francisco: Jossey-Bass (2011), pp. 147-48, 151-66. • George, Bill. "Courage: The Defining Characteristic of Great Leaders," Forbes, April 24, 2017. Available online here: https://www.forbes.com/sites/hbsworkingknowledge/2017/04/24/courage-the-defining-characteristic-of-great-leaders/?sh=4ba08a3811ca • May, Rollo. <u>The Courage to Create</u>. New York: W.W. Norton & Company (1975), pp. 21-29.
9	Leadership & Action In this session students will begin to go beyond questions of accountability and character in order to see how leaders actually get things done and mobilize others. Students examine the questions: What is the best way for leaders to think about the issue of action? What will work in the world as it is?	• Machiavelli, Niccolo. Chapters XIV, XVI-XVIII of <u>The Prince</u>. Translated by W.K. Mariott (1905). Online access: http://www.constitution.org/mac/prince00.htm • Nye, Joseph S., Jr. "Soft Power, Hard Power and Leadership." Transcript of Seminar Given at Harvard Kennedy School, November 6, 2006. Online access: http://www.hks.harvard.edu/netgov/files/talks/docs/11_06_06_seminar_Nye_HP_SP_Leadership.pdf • Cohn, Jeffrey and Jay Moran. <u>Why Are We Bad at Picking Good Leaders?: A Better Way to Evaluate Leadership Potential</u>. San Francisco: Jossey-Bass (2011), pp. 98-109.

10	Leadership & Action This session continues with an examination of how to get things done. What leadership approaches or styles work to effect change? What kind of interaction must take place between leader and follower? What kind of leader is King Juan Carlos of Spain? After Franco's death, what steps did King Juan Carlos take to successfully shape the transition to democracy at an especially fragile time? How should we assess his personal and public scandals in more recent years?	• Carvajal, Doreen and Raphael Minder. "Chastened King Seeks Redemption, for Spain and His Monarchy, The New York Times, September 28, 2012. Online here: https://www.nytimes.com/2012/09/29/world/europe/juan-carlos-i-seeks-redemption-for-spain-and-monarchy.html?pagewanted=all • "Spanish King Juan Carlos Celebrates his 70th Birthday." Online access: http://www.typicallyspanish.com/news/publish/article_14455.shtml • Acuna, Ramon Luis. "Juan Carlos I: the democratic king," in <u>UNESCO Courier</u> (Nov 1995). Online access: http://findarticles.com/p/articles/mi_m1310/is_1995_Nov/ai_17963686/ • Alexander, Harriett. "King Juan Carlos Abdicates -- Good, Bad, and Ugly Moments in a 40-year Reign," The Telegraph, June 2, 2014. • Govan, Fiona. "King Juan Carlos of Spain's Letters to His Son," Telegraph (UK), March 28, 2008. Online access: http://www.telegraph.co.uk/news/worldnews/1583175/King-Juan-Carlos-of-Spains-letters-to-his-son.html • Preston, Paul. <u>King Juan Carlos: Steering Spain from Dictatorship to Democracy</u>. New York: W.W. Norton & Company (2004), pp. 301, 312-15, 323-25, 329-30, 353-55, 363-64, 387-90, 397-99, 404-06, 422-24, 449-50, 469-70, 472-73, 481-88.
11	Leadership & Action <i>Is Vision Enough? What is Adaptive Leadership?</i> In this session we take a look a closer look at leadership vision, and why it often fails. We also get a first look at the theory of "adaptive work" in leadership. What kind of diagnostic work must be done to assess reality and existing value conflicts? What is an adaptive challenge? How can leaders educate followers to stay on task and do the work that needs to be done to solve real problems?	• Lipton, Mark. "Walking the talk (really!): Why visions fail." Ivey Business Journal. January/February 2004. • Heifetz, Ronald (2003). <u>Leadership Without Easy Answers</u>. Cambridge: Harvard University Press, "To Lead or Mislead," pp. 30-40. • Stokes, Emily (2009). "The secret behind good leadership," from FT.com (Financial Times), May 15, 2009. Online access: http://www.ft.com/cms/s/2/b44ce45a-4027-11de-9ced-00144feabdc0.html.

12	Leadership & Action: Judgment and Decision-Making	- Roberto, Michael and Gina Carioggia. Mount Everest – 1996 (Harvard Business School Case) - Rumelt, Richard. “Why Vision Isn’t Enough,” from <u>Good Strategy, Bad Strategy</u>. New York: Crown (2011), pp. 66-67.
13	What is Culture & Why Does It Matter? How should we think about differences in values and attitudes? What opportunities and dangers do these differences pose?	- Huntington, Samuel. “The Clash of Civilizations?” in <u>Foreign Affairs</u>, Volume 72: Number 3 (Spring 1993) pp. 22-29. - Campbell, Joseph. <u>The Hero With a Thousand Faces</u>. Novato, California: New World Library (2008), pp. 23-28. - Gardner, Howard. <u>Leading Minds: An Anatomy of Leadership</u> (1995), pp. 41-43, 55-56.
14	What is Culture & How is it Related to Leadership? In this session, students continue to explore the topic of culture, with an emphasis on how it relates to leadership. Do some aspects of leadership transcend culture?	Duhigg, Charles. “What Google Learned in Its Quest to Build the Perfect Team,” New York Times Magazine, February 28, 2016.
15	Leadership & Cultural Conflict in Business In this session, students consider a film that documents a mixed-race entrepreneur’s failure to lead a local tribe in their joint-venture coffee plantation. The central challenge raised is how to meet common goals when significant cultural differences are involved. We also examine how to bridge the gap between a French manager’s leadership style and cultural background and his experience trying to run a business unit in the United States.	- Grove, Cornelius N. “Leadership Style Variations Across Cultures: Overview of GLOBE Research Findings.” Online Access: http://www.grovewell.com/pub-GLOBE-leadership.html - Case Study: “Leading Across Cultures at Michelin (A), (B), (C)”
16	Leadership & Cultural Conflict in Int’l Relations How did Gandhi mobilize the world, and particularly the British, toward Indian independence? What skills did he rely on?	Gardner, Howard. “Jean Monnet and Mahatma Gandhi: Leadership Beyond National Boundaries,” in <u>Leading Minds: An Anatomy of Leadership</u> (1995), pp. 267-284.
17	Leadership & Cultural Conflict in the Community Here we take a look at leaders who navigate difficult currents and conflicts within their own national culture.	King, Martin Luther, Jr. “Letter from Birmingham Jail,” April 16, 1963. Online Access: http://www.mlkonline.net/jail.html

18	Getting Involved & Getting Started Throughout the semester, students are urged to consider how the study of leadership is relevant to their lives. This session focuses on some practical leadership tips aimed particularly at young people.	- Bennis, Warren. "Knowing Yourself," in <u>On Becoming a Leader</u>. Reading, PA: Addison Wesley (1994), pp. 53-71. - Bradberry, Travis and Jean Graves. <u>Emotional Intelligence 2.0</u>. TalentSmart (2009) (selected pages).
19	Unleashing the Inner Fire	Robinson, Ken. (2009). <u>The Element: How Finding Your Passion Changes Everything</u>. New York: Viking, pp. 83-103.
20	Gaining Professional Capacity	Gladwell, Malcolm (2008). "The 10,000-Hour Rule," in <u>Outliers: The Story of Success</u>. New York: Little Brown and Company (2008), pp. 35-55.
21	Leading without Authority & Personality and Leadership How do individuals who lack authority or a visible office exercise leadership? Is there a certain type of leadership that is ideal for leadership? Is charisma important? Does personality matter?	- Heifetz, Ronald. "Creative Deviance on the Frontline," from <u>Leadership Without Easy Answers</u>. Cambridge: Belknap (1994), pp. 183-206. - Collins, Jim. Level V Leadership: The Triumph of Humility and Fierce Resolve. Harvard Business Review Reprint R0101D (January 2001). - Cain, Susan. <u>Quiet: The Power of Introverts in a World That Can't Stop Talking</u>. New York: Crown (2012), pp. 49-55. (2012).
22	Gender & Leadership This session offers special attention to complicated and controversial questions regarding gender and leadership.	- Wright, Robert (1994). <u>The Moral Animal</u>. New York: Pantheon Books (1994), pp. 246-249. - Fels, Anna (2004). "Do Women Lack Ambition?" Harvard Business Review, Reprint #R0404B (April 2004). "Men or Women: Who's the Better Leader" (2008). Pew Research Center Study, August 25, 2008. Available: http://pewsocialtrends.org/pubs/708/gender-leadership - Kellerman, Barbara and Rhode, Deborah I. (2007). <u>Women & Leadership: The State of Play and Strategies for Change</u>. San Francisco: Jossey-Bass, pp. 1-26.
23	Inspiration Listening & Presence	Noonan, Peggy. <u>On Speaking Well</u>. New York: ReganBooks (1999), Introduction and pp. 3-25.
24	The Leadership Journey	- Bennis, Warren. "Knowing the World," from <u>On Becoming a Leader</u>. Reading, PA: Addison Wesley (1994), pp. 84-100. - Oliver, Mary. "The Journey," in <u>Dream Work</u>. New York: Atlantic Monthly Press (1986), pp. 38-39.

REQUIRED READING:
CASE STUDIES:



- Meyer, Erin and Sapna Gupta. Leading Across Cultures at Michelin (A), (B), (C). INSEAD Case Study 409-008-1 and supplements (2009).
- Van Dissel, Bart J. Martha McCaskey. Harvard Business Case #9-403-114 (2004).

OTHER REQUIRED READING:

- “Men or Women: Who’s the Better Leader” (2008). Pew Research Center Study, August 25, 2008. Available: <http://pewsocialtrends.org/pubs/708/gender-leadership>
- “Spanish King Juan Carlos Celebrates his 70th Birthday.” Online access: http://www.typicallyspanish.com/news/publish/article_14455.shtml
- Acuna, Ramon Luis. “Juan Carlos I: the democratic king,” in UNESCO Courier (Nov 1995). Online access: http://findarticles.com/p/articles/mi_m1310/is_1995_Nov/ai_17963686/
- Alexander, Harriett. “King Juan Carlos Abdicates -- Good, Bad, and Ugly Moments in a 40-year Reign,” The Telegraph, June 2, 2014.
- Badaracco, Joseph L., Jr. Questions of Character: Illuminating the Heart of Leadership Through Literature. Boston: Harvard Business School Press (2006), pp. 75-97.
- Bennis, Warren. On Becoming a Leader. Reading, PA: Addison Wesley (1994), pp. 53-71, 84-100.
- Bradberry, Travis and Jean Graves. Emotional Intelligence 2.0. TalentSmart (2009) (selected pages).HYPERLINK "http://www.pbs.org/wgbh/pages/frontline/shows/oslo/parallel/1.html"
- Cain, Susan. Quiet: The Power of Introverts in a World That Can’t Stop Talking. New York: Crown (2012), pp. 49-55. (2012).
- Campbell, Joseph. The Hero With a Thousand Faces. Novato, California: New World Library (2008), pp. 23-28.
- Carlyle, Thomas. On Heroes, Hero-Worship, & the Heroic in History. Berkeley: University of California Press (1993), pp. 3-4.
- Carvajal, Doreen and Raphael Minder. “Chastened King Seeks Redemption, for Spain and His Monarchy, The New York Times, September 28, 2012. Online here: HYPERLINK "https://www.nytimes.com/2012/09/29/world/europe/juan-carlos-i-seeks-redemption-for-spain-and-monarchy.html?pagewanted=all"

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- Cohn, Jeffrey and Jay Moran. Why Are We Bad at Picking Good Leaders: A Better Way to Evaluate Leadership Potential. San Francisco: Jossey-Bass (2011), pp. 98-109, 147-48, 151-66, 173-90.
- Collins, Jim. Level V Leadership: The Triumph of Humility and Fierce Resolve. Harvard Business Review Reprint R0101D (January 2001).
- Colvin, Geoff (2008). “The Mystery” in Talent is Overrated: What Really Separates World Class Performers from Everybody Else. New York: Portfolio (2008), pp. 1-16.
- Duhigg, Charles. “What Google Learned in Its Quest to Build the Perfect Team,” New York Times Magazine, February 28, 2016.
- Fels, Anna (2004). “Do Women Lack Ambition?” Harvard Business Review, Reprint #R0404B (April 2004).
- Gardner, Howard. Leading Minds: An Anatomy of Leadership (1995), pp. 41-43, 55-56, 267-284.
- George, Bill. “Courage: The Defining Characteristic of Great Leaders,” Forbes, April 24, 2017. Available online here: <https://www.forbes.com/sites/hbsworkingknowledge/2017/04/24/courage-the-defining-characteristic-of-great-leaders/?sh=4ba08a3811ca>
- George, William. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value. San Francisco: Jossey-Bass (2003), pp. 1-7, 11-25.
- Gladwell, Malcolm (2008). “The 10,000-Hour Rule,” in Outliers: The Story of Success. New York: Little Brown and Company (2008), pp. 35-55.
- Govan, Fiona. “King Juan Carlos of Spain’s Letters to His Son,” Telegraph (UK), March 28, 2008. Online access: <http://www.telegraph.co.uk/news/worldnews/1583175/King-Juan-Carlos-of-Spains-letters-to-his-son.html>
- Grove, Cornelius N. “Leadership Style Variations Across Cultures: Overview of GLOBE Research Findings.” Online Access: <http://www.grovewell.com/pub-GLOBE-leadership.html>



- Heifetz, Ronald (2003). Leadership Without Easy Answers. Cambridge: Harvard University Press, "To Lead or Mislead," pp. 30-40, 183-206.
- Huntington, Samuel. "The Clash of Civilizations?" in Foreign Affairs, Volume 72: Number 3 (Spring 1993) pp. 22-29.
- Kaag, John and Susan Kreps, "The Moral Hazard of Drones," NY Times, July 22, 2012.
- Kellerman, Barbara and Rhode, Deborah I. (2007). Women & Leadership: The State of Play and Strategies for Change. San Francisco: Jossey-Bass, pp. 1-26.
- King, Martin Luther, Jr. "Letter from Birmingham Jail," April 16, 1963. Online Access: <http://www.mlkonline.net/jail.html>
- HYPERLINK "http://www.businessweek.com/smallbiz/content/jan2006/sb20060105_958312.htm" Lipton, Mark. "Walking the talk (really!): Why visions fail." Ivey Business Journal. January/February 2004. . January/February 2004.
- Machiavelli, Niccolo. Chapters XIV, XVI-XVIII of The Prince. Translated by W.K. Mariott (1905). Online access: <http://www.constitution.org/mac/prince00.htm>
- Malone, Michael. "Theranos trial highlights the dark side of leadership," University of Miami, News@TheU, September 15, 2021. Available online here: HYPERLINK "<https://news.miami.edu/stories/2021/09/theranos-trial-highlights-the-dark-side-of-leadership.html>" "<https://news.miami.edu/stories/2021/09/theranos-trial-highlights-the-dark-side-of-leadership.html>
- May, Rollo. The Courage to Create. New York: W.W. Norton & Company (1975), pp. 21-29.
- Mehta, Stephanie. "Confessions of a CEO," Fortune, November 2, 2007.
- McEwan, Ian. Enduring Love. New York: Doubleday (1997), pp. 1-17.
- Noonan, Peggy. On Speaking Well. New York: ReganBooks (1999), Introduction and pp. 3-25.
- Nye, Joseph S., Jr. "Soft Power, Hard Power and Leadership." Transcript of Seminar Given at Harvard Kennedy School, November 6, 2006. Online access: http://www.hks.harvard.edu/netgov/files/talks/docs/11_06_06_seminar_Nye_HP_SP_Leadership.pdf
- Oliver, Mary. "The Journey," in Dream Work. New York: Atlantic Monthly Press (1986), pp. 38-39.
- Preston, Camille. "A Business Psychology View on the Fall of Elizabeth Holmes," Psychology Today, July 1, 2019. Available online here: HYPERLINK "<https://www.psychologytoday.com/us/blog/mental-health-in-the-workplace/201907/business-psychology-view-the-fall-elizabeth-holmes>" "[https://www.psychologytoday.com/us/blog/mental-health-in-](https://www.psychologytoday.com/us/blog/mental-health-in-the-workplace/201907/business-psychology-view-the-fall-elizabeth-holmes)

[the-workplace/201907/business-psychology-view-the-fall-elizabeth-holmes](https://www.psychologytoday.com/us/blog/mental-health-in-the-workplace/201907/business-psychology-view-the-fall-elizabeth-holmes)

- Preston, Paul. King Juan Carlos: Steering Spain from Dictatorship to Democracy. New York: W.W. Norton & Company (2004), pp. 301, 312-15, 323-25, 329-30, 353-55, 363-64, 387-90, 397-99, 404-06, 422-24, 449-50, 469-70, 472-73, 481-88.
- Robinson, Ken. (2009). The Element: How Finding Your Passion Changes Everything. New York: Viking, pp. 1-26.
- Schawbel, Dan. "How Will You Measure Your Life?" Forbes, June 5, 2012.
- Schawbel, Dan. "Emotional Intelligence (Goleman)." Learning Theories. Available online here: <https://learning-theories.com/emotional-intelligence-goleman.html>
- Schweitzer, Albert. Out of My Life and Thought. Baltimore: John Hopkins University Press (1998), pp. 81-95.
- Stokes, Emily (2009). "The secret behind good leadership," from FT.com (Financial Times), May 15, 2009. Online access: <http://www.ft.com/cms/s/2/b44ce45a-4027-11de-9ced-00144feabdc0.html>.
- Tolstoy, Leo. War and Peace. New York: Modern Library (1994) [translated by Constance Garnett], pp. 687-691.
- Welch, Jack. "Getting out of the Pile," from Jack: Straight from the Gut. New York: Warner Books (2001), pp. 21-25.
- Williams, William Carlos. "The Use of Force." (1938).
- Wright, Robert (1994). The Moral Animal. New York: Pantheon Books (1994), pp. 246-249.

REQUIRED VIDEO & AUDIO:

- Anderson, Robin and Bob Connolly. Black Harvest (1992).
- Gibney, Alex. Enron: The Smartest Guys in the Room (2005).

RECOMMENDED READING:

- Bennis, Warren. On Becoming a Leader. Reading, PA: Addison Wesley (1994).
- Gardner, John. On Leadership. New York: The Free Press (1990).

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- George, William True North: Discover Your Authentic Leadership. New York: Jossey-Bass (2007).
- Gergen, David. Eyewitness to Power: The Essence of Leadership. New York: Touchstone (2000).
- Heifetz, Ronald. Leadership Without Easy Answers. Cambridge: Belknap (2003).