Uncertainties of the Emerging World

Spring 2014 Monday & Wednesday, 3:00 - 4:30 p.m.
Room 221 in the College Of Management

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“There will be no peace. At any given moment for the rest of our lifetimes, there will be multiple conflicts in unique forms around the globe.”
-Ralph Peters

Introduction to the Class

STOP AND THINK OF WHAT HAS HAPPENED IN THE LAST FEW YEARS...BOTH IN ECONOMICS AND THE QUEST FOR PEACE AND WELL BEING. TODAY’S WORLD SIMPLY HAS NO PRECEDENT. THE STUDENT HAS AS MUCH BACKGROUND KNOWLEDGE AS THE MATURE LEADER.

A student should not only be concerned with his/her future career, but also concerned with what the world’s broad environment holds for him/her. The developed world finds itself threatened by the residual impacts of the recent unprecedented financial crisis. An end to an era marked by the US’s largely self-centered, dominant, world position is morphing into one with other large, competing national powers and many smaller, tense countries. In addition, the old Arab Spring is morphing into a roadmap for smaller revolutions. We were trying to make Al-Qaeda equivalent of the old Bi-Polar world but the “bag” is far too mixed for that. The tension will continue to spread but there will be no consistency in any central leadership to define as the “enemy”. Environmental issues have risen in importance in major countries, but are seldom an issue in the smaller, troubled countries. Rather, the tensions brought on by Food, Water and Energy (FEW) will likely dominate. Competition for FWE among smaller adjacent countries, who share a watershed, is becoming critical. Our unique brand of consumerism has shown its limits as we cope with both public and private debt while the less developed are becoming consumers. Religion may move from an “intra” battle among all faiths, to an “inter” battle against secularists. And then, with our government suffering from paralysis, when needed most, our cherished democratic form is called into question. All of these issues require you to look at the world differently as you pursue your career.

This course will attempt not only to give insights into these areas, but also to show some ways to analyze the world in the future. There seems to be a historical cycle present and one does well to consider it and form a personal opinion of the implications. Knowing something about it will serve you, and society, well. We all want a prosperous, peaceful, and just world in which to live and work. The uncertain world has become more than an overused phrase; it
will likely dominate all aspects of the strategic planning process for each of you, including personal careers and investments.

The globalization of the *flat world* brought opportunities, but also consequences. NGO’s and public/private partnerships play a vital role in the transition of emerging countries and represent valid and exciting career choices. Social entrepreneurship can be every bit as exciting as a start-up business and new terms-- social profit and impact investing--have entered our lexicon. In any case, social entrepreneurship and corporate social responsibility will be a part of your future. The impact of tribes and tribal governance is probably the single most important and most often misunderstood condition by Western leaders when dealing with the less developed world. Our discussions may help you decide its importance for yourself.

Environmental and business sustainability are in the mix and must be common threads throughout our discussions. We are using one and a half “worlds” for our resource use now. Projections have that number climbing to four worlds. Logic says this cannot possibly continue, yet no one considers such terminal issues. In fact, many others such as the shortages of food, energy and water will continue to be the sources of international tensions and conflicts.

Your education to this point may not have given much grounding in the emerging economies and societies with which we will have to deal in the normal course of our future. China (#2 economy in the World) and India together have 40% of the world’s population and this will have classroom focus to see if they are friend or foe. The Islamic divide dominates the debate abroad and in the developed world. It too is effectively 40% of the world (although not exactly the same folks). It is a reality and must be understood and respected rather than being part of a policy of demonization and “war.” There will be no significant conversion of individuals between religions. Even so, culture trumps religion as a probable cause and we will explore how to “live with it.” Our geographic focus will thus be the area from the Horn of Africa on the West to the Straits of Malacca on the East. This ocean area and the land north to the Silk Roads of Central Asia/China are likely to embody most of the conflict for the next two decades. In fact, a relatively small incident now can cause major worldwide disruption. As we have recently seen, no country in this region is really stable. We will examine this prospect.

Multiculturalism (tribalism) is almost synonymous with this third world and it adds a new dimension to our leadership training and style. Servant leadership, and the synonymous post-heroic leadership, may fit “the tribe”. The developed world in general, and the US in particular, is now on the defensive as our moral authority and real goals in the international arena are questioned. Can we overcome the presumption that our main objective is to dominate and subjugate, driven by a quest for “their” resources. Or is our motive altruistic/religious? When we say “democracy” are they hearing Christianity. Corruption in many needy countries is blocking progress. Leadership to deal with these issues is all consistent with the principles of Servant Leadership. Simply put, we need to be dedicated to the well being and growth of others, including the “least of these,” and promote value driven leaders who are committed to their institutions.

Women will be found to have great importance in all solutions in the emerging world. This includes anti-terrorism. Yet, they are either treated as less equal or with outright abuse with
disastrous effect . . . even economically. Solutions must, however, be reconciled with their own cultures to have any hope of success. We find that culture and tribes predated all religions. So, when we fight over religion, the friend… and even the enemy… is not uniform in culture and belief. WE MUST LEARN TO WALK IN ANOTHER’S SHOES.

And finally, with energy independence in the developed world, there are implications for both the developed and the emerging worlds. Let’s think about this and its effect.

**Course Description**

The class will be conducted in a Socratic style where maximum individual participation will be expected. Real-life current events will be constantly examined and placed in the historical context that we are studying. This component will hone our ongoing strategic thought processes. Specific outcomes will be:

1. To improve the participant’s strategic decision-making ability for quality, effectiveness, and stakeholder impacts in this increasingly complex world.

2. To learn about social capital, social entrepreneurs and corporate social responsibility, and how these will affect world peace and, most likely, your career.

3. To gain an understanding and appreciation for diversity in gender, ethnicity and religion in today’s business decisions and operations. Islam will be viewed specifically. Spirituality is not exclusively a religious domain and we will discuss its relationship to much needed human values and altruism.

4. To weave sustainability into our decision-making and living, we will consider the impacts of our decisions and actions on people and things over various time horizons. Are there “passes” for poor countries? But, water and energy are always scarce and the stuff of wars. Should we move people to the resource or the resource to the people (and nations). Can we “share”. What are the overall effects of oil shale phenomenon?

5. We want to gain an appreciation for the relationship between one’s success as a leader and one’s personal values. This trail begins with trust and high ethical standards, both of which are critical to becoming a successful leader.

6. To learn about some of the emerging world’s economies and societies. We can look at their demographics, geography, and resources and possibly predict what their future holds.

7. Global finance has been very visible in the last few years. The “World is Flat” seemed like a good thing . . . and suddenly, maybe not. During yours, and your parent’s lifetimes, you have witnessed firsthand a near collapse of the world’s financial system and the credible predictions that the US might not be the world’s leading economy. Your Great grandparents were under the influence of the depression and wars for the rest of their lives. What should we learn from our experiences?

**Key Course Components**

Over the semester there will be three components. They are the discussion of the Geopolitical Matters, Servant Leadership as a style, and the inclusion of guest lecturers.
Geopolitical Matters

One of the core outcomes I expect is a strategic understanding of geopolitical matters. It will embody geography, natural resources, population, ethnicity (and religion) and global finance. International finance has dominated our press recently, but there are few who understand it in the broad sense and, even with all of your studies, I am guessing you may want a refresher. For instance the below equation must equal zero. Do we know why and the political impact?

\[
Government\ fiscal\ balance + Private\ financial\ balance - Trade\ surplus = 0
\]

We will deal separately with China, India, and Islam for some particular focus, since they must always be considered in your decision-making and formulation of opinions and business decisions in the future. The class effort is skewed toward the emerging world in general, and Central Asia in particular. While this study cannot be exhaustive or technically accurate in all respects, the key is to sense trends and learn to think strategically about such matters in other regions of the world.

We begin this process with the preparation of World Scans by regions. These will be described separately, but basically, I will divide the class into teams with each team having an assigned region. We will do the US/Europe so we will have a benchmark for comparison with the less-developed regions. The other regions are the Middle East, Asia, and Central Asia. The scans will cover demographics, natural resources, water, education, healthcare, human rights, and economics. The idea is to see what “hands” are dealt to these regions and how that will influence their international behavior. The data is easy. The focus is on what predictions you will make about the future of these regions. Would you invest in a company there for instance? Would you live there if your employer sent you? Can the people live in peace or will it become a hot bed of terrorism?

Servant Leadership

Servant leadership sounds impractical in many situations and in crisis situations it is. It is also ill-named in some opinions, implying discrimination or other injustices. This issue has been dealt with repeatedly and shouldn’t throw you off. Almost all major leadership writers address it and endorse some level of it . . . perhaps using a different name. Learning the difference in power and (moral) authority is central. It requires focus (i.e. not forgetting) the bottom of the pyramid. We want to examine these ideas for their effectiveness on your own career.

Guest Lecturers

Consistent with giving you maximum exposure, I will arrange some guests to either lecture or participate from time to time. It will be your job to get the most out of them and not merely listen to a speech. In order to prepare for these classes, I expect you to do your own research to learn as much about each guest before you meet them in person. They will be primed for courteous pushback from you and your classmates, so let the questions roll.

Summary

1. I have given you a detailed bio on me along with a text introduction so you will have a little better idea of what part of my past may intersect with your interests . . . including your career. What you get out of this class is dependent largely on your interests and discussion. I will attempt to present some options to your own views and to push back on others. You are
encouraged to push back on what I say too, which is a process of learning I certainly endorse. I promise not to embarrass you based on what you say or ask (so called dumb questions).

2. In that connection, I want to help you form well reasoned opinions on leadership styles, human relations, world finance and peace (for them and for us) in this tense world. Neither I, nor you, will have the correct answer, and even if we do, it is transitory. The lesson is how to formulate your own view from time to time in your future.

3. My self-imposed challenge is to expose you to things and ideas which might have eluded you through your schooling. They will be controversial. This process is aimed at what is going to impact you throughout your life and suggest ways to function therein. I am afraid that little of what will be important to your future will be solely inside the US as we descend from being #1 in many areas. If you are an international student, it will all be applicable since you still will have the same threats/opportunities... just viewed from a different perspective.

4. You will find early on that I am a long term thinker and want to encourage you to make it part of your thought and action process. In that connection, I see a number of threats to our quality of life. In fact, many are draconian economically and dangerous physically. I believe a habit of keeping these in your peripheral view is worthwhile for your career. But, don’t get depressed and caught up in the negative since I tend to over-emphasize it.

5. Although not required, I would like to have an individual meeting with each of you early in the semester. This meeting is more than a get acquainted... at least in my view. But, you can make as much or keep any distance you desire. If you are facing decisions (career etc.) you may want an early date. I can’t tell you how many students tell me they wish they had come in earlier. Most days from 10:00 a.m. – 5:00 p.m. are good and you can communicate by email for a specific time. I will try to be flexible to accommodate you.

And so, we will address factors in decision-making, spirituality (not necessarily religious in the conventional sense), and sustainability. Peace will be our goal and we will hopefully have a better idea of what makes a peaceful world, within which you will live, prosper and contribute. We will have some guest lecturers from time to time and you can freely interact with them. I encourage you to challenge them and me with your critical thinking. And always, current events will provide opportunities for discussions which may be more relevant than some of the above. There will be additional class logistics information posted on T-Square. Case papers and audios are posted or linked on T-Square.

In addition, I will have on T-Square and my Dropbox account certain audio files. Some of these are major speeches delivered at the Sun Valley Writer’s Conference. I urge you to download and have a listen. They will be meaningful and add to our discussion.

I look forward to the journey with you.
CONSISTENT WITH THE ABOVE, HERE ARE SOME CLASS RULES:

a. Have a name tent and use it. Always bring it to class and especially when we have a guest. I want to know you by name, but age has taken its toll on my ability to do this. The tents keep me straight.

b. No open computers. If you are waiting on something in particular, advise me and it’s OK. Or if you are looking up something, that’s good. Just don’t study emails. It is easy for the professor to see distraction.

c. We will have a signup sheet for each class which will be recorded. If you must miss a class, send an email in advance so I can mark you excused. If that missed class is based on an assigned paper, you may need to write a less than one page position on something that struck you about the paper or the guest’s subject. Ask if I require it then!

d. With papers, presentations and discussions, I am mainly interested in opinions, projections and the “sense” of what is going on. Thus, statistical facts are interesting to me only directionally. Always focus on your judgment . . . not facts.

e. I have tried many things to stimulate the discussion among all of you. I realize some are more aggressive which is OK. But, I will work on making it comfortable for all to speak. So, if I do something which makes you uncomfortable, just let me know. Note carefully some discussion rules below.

f. Part of what we will do involves teaming for presentations. Feedback indicates a desire to have smaller teams to facilitate schedule coordination. I will try something like that after we see whether we are large or small in size. Feel free to comment.

g. Since there are no quizzes, and I don’t believe in burdening either you or me with unnecessary assignments, I ask mostly that you simply read the assigned paper. That said, I may ask for papers having tried the honor system with disappointment. These papers are not extensive, but are for you to expand on one thought. Without your reading, interesting topics are a deadly dud in discussions without your knowledge of the paper. However, if you miss a class when there is an assigned reading, please ask if I want you to write a paper expanding on some aspect of the paper for that day. Normally one page will do.
Before the First Day: Key Preliminary Assignments:

1. Respond to my T-Square email with your “MBA” email address and your cell phone number. Best if you can send me a v-card to save me having to manually enter into Outlook.

2. Email me your normal CV that you have prepared for your job search. Save it as: *Your Name.CV.doc* since that is the way I file them.

3. Email me a one paragraph bio written in the third person for me to use in introductions. We will add a picture (you can put your own if preferred). These sheets will also be given to each guest lecturer for this course and they all like it. Save it as: *Your Name.Brief Bio.doc*. I am including two examples below to assist you in writing your bio.

**Kelly Henry** is a class of 2009 MBA candidate at Georgia Institute of Technology. Before pursuing her MBA, Ms. Henry received her bachelor’s of Science from the University of Florida in Microbiology, graduating with high honors in only three years. She went on to pursue her first Masters degree at Georgia Institute of Technology in Architecture, and found a link for her two degrees at Perkins + Will Architects, where she collaborated in the building of research laboratories for NIH, and the Department of Homeland Defense. Currently while pursuing her MBA, Kelly has returned to the College of Architecture, as an Adjunct Professor in the topic of Building Information Modeling and Theory. Ms. Henry is originally from Pensacola, Florida and enjoys Pilates and studying French language in her free time. She hopes to use her MBA to pursue global management and leadership positions in a variety of industries.

**Gordon Hwang**’s interests focus around leadership and how leadership impacts his personal and professional life and the people around him. He has over four years of experience in information technology and consulting, most recently with Coca-Cola Enterprises. He also spent one year as a teaching professional at a tennis academy in Atlanta, Georgia. He recently completed a 10-week internship in Bank of America’s Operations MBA program. Academically, he holds a bachelor’s degree in Industrial and Systems Engineering from Georgia Tech and will complete his MBA at Georgia Tech in the Spring of 2009. Gordon was born in Los Angeles, California, but has lived in numerous places, including Taiwan and Florida, and has resided in Atlanta, Georgia for the past 12 years.

4. First Day: Introductions of professor and class. I will talk about myself and answer questions from the class. Note that my biographical information is on T-Square. Then we’ll go around the room with individual introductions. Please cover: Where are you from (i.e. in substance for vagabonds); anything about family that influences you (current spouse and parents); work experience; objectives; comments on class expectations if any. There will be an Excel sheet which will prompt you to answer the following:
a. What is the main impediment to world peace? (This will be in class. Choose from a. and then b as a percentage):
   i. Religion
   ii. Tribalism
   iii. Economics
   iv. Resources
   v. Evil empire
   vi. Other
   vii. There is no problem?

b. Give a percentage importance on Strong Military vs. “Hearts and Minds”

**General Description for Other Assignments:**

**Your Ideal Leader – Paper Due in an email to me before Second Class Day**

We will discuss your ideal leader selection in class on the second day. So, in a one page (or less) paper describe your ideal leader with emphasis on their “style”. Choose someone who is well-known and with whom you can identify and describe. Would you emulate this person (i.e. role model)? Would you (as opposed to everyone else) follow this person? If so, why? Are there any “feet of clay” type criticisms of this leader?

**Bad Leader Styles – Paper Due in an email to me before Fourth Class Day**

We will discuss your bad leader selection in class not sooner than the third day. So, prepare a short description of the leader of your choosing. This could be Hitler who may be a bad person, but he was clearly a leader. Don’t worry if the same person is selected by others. The paper does not have to be extensive, but rather introductory, since I will ask each of you to present and talk about why you made your choice. Keep in mind your “ideal leader” from above, and draw a contrast.

**“About Me” Paper – Due in an email to me before Third Class Day**

Email me your “About Me” Paper. This paper should be a little more extensive than the Brief Bio paper. Certainly not more than 2-3 pages in length. It can start with the Brief Bio but deal more with your thoughts, why’s, ambitions or concerns. I am genuinely interested. It will be kept in confidence between you and me unlike the bio, which is meant for public viewing. Formatting instructions for response papers are listed later in this document. Save it as: Your Name. About Me.doc.

I am interested in learning as much as possible about you as soon as it is practical. I encourage you to interact with me and figure out how (if) I can be a resource to you. It is my belief that merely exposing you to what I believe you should know is less than half of your benefit from this course. I have had a lot of varied experiences and have been a close observer of many others. It is up to you to see what you can learn from me and I invite you to dig it out.

You might include the following in your paper:
1. Who are you? (i.e. your brief personal history)
2. What are your goals? Do you have a specific occupation in mind or a
general field of interest? Put this in a 5 year and then a 20 year context.
year and then a 20 year context.
4. State your personal values and how they affect:
   a. Yourself
   b. Other individuals
   c. Society
5. Prepare a brief personal vision statement.

360° Analysis – NOT REQUIRED, but optional
I used to require this. I include it here since I found that certain students actually learned a lot
about themselves preparing this bit of introspection. Going through it with me seemed to also
mean something. So, not required, but for your possible interest: Prepare a 360° analysis of
yourself. Here you will select 3 people who know you well. Try to write their comments
about you without asking them (but as you objectively believe they would write), and give
your response...how you think they are right or wrong. This reflection paper does not require
the use of names, but you should include some description in order to give a better
understanding of this person’s position relative to you and your life (i.e. my mother, my ex-
girlfriend, etc.). Objectivity might be demonstrated by selecting someone whom you believe
would be critical of some aspect of your life or behavior. I have found this introspection to be
a very beneficial exercise for the individual since many have not even stopped to think about
it.

The Grand Inquisitor – Time TBD
Read a short excerpt from The Brothers Karamazov by Dostoevsky. This reading will be
posted on T-Square. It is important that you read the paper. Hopefully, our discussion will
show how this fits something we have otherwise learned thus far. No paper is required.

Letter from a Birmingham City Jail – Martin Luther King, Jr. Time TBD
This historic piece shows many of the lessons of leadership, changing the world and the
power of non-violence in ethnic and other conflicts. The letter will be on T-Square. In
addition to reading the letter, listen to the Vernon Jordan speech to gain understanding of the
plight of the African American over the last 100 years. Vernon is one of the greatest speakers
in the US today.

The Hot Crescent – This will be a team project
I think the World Scan exercise will be interesting for you on its face. But we will apply it as
we look at a likely source of tension and friction for some time to come. The region from the
Horn of Africa on the West to the Straits of Malacca on the East stretching north to the
Ukraine, Russia, Central Asia, and Chinese borders. It has a history of conquest from both east to west and west to east . . . and the future seems now to be more north to south.

To Change the World – Time TBD

We will read the text of a keynote speech (posted) by Dr. James Hunter from UVA, which was written in response to the question, “How can we change the world (i.e. for the better).” You might be surprised by the result. As a lesson, we all must understand how past changes have been made . . . whether through good ideas, charismatic leaders or other factors. This discussion is always interesting and challenging. We will refer to histories of regime changes or insurgency in other context during the semester.

World Religions

We will do team projects where each team will study and present on religions. This is about their impacts on peace by understanding what they are and are not. Islam, Hindu/Buddhism, Judeo/Christian will have individual presentations occupying a class day. I think you will be surprised and enlightened. The object is not for or against…just understanding vis a vis Peace.

Rules for class discussions:

Class style and methodology

a. Socratic: Do you know what that means? Discuss
b. There are no right or wrong answers or dumb statements.
c. Ground rules to make our discussions meaningful and smooth:
   i. Don’t interrupt another speaker.
   ii. Listen to each other (i.e. Covey’s Indian stick)
   iii. Never say “that’s stupid” or some similar comment about another’s opinion.
   iv. Don’t roll your eyes or evidence mannerisms of disregard.
   v. Moderate your own politics or paradigms:
      1. You can’t possibly agree with your political party or religious dogma every single time on every single issue . . . or else you wouldn’t have a worthwhile opinion.
      2. Try to self analyze what your own prejudices are and why and how they influence your thoughts.
**Formatting Guidelines for Papers**

1. Use Times New Roman 12.
2. In the upper left hand include:

   Your Name  
   MGT 8803  
   Professor Cowan  
   Date  

3. Center your paper’s title. Use Bold Times New Roman 16.
4. For the body text do not indent your paragraphs. Space 6 after each paragraph.
5. Include a footer on every page except your first page. Format it as follows:

   Paper’s Title  
   Your Last Name  
   Page #  

6. Use spell check.
7. Save your document in Word using the format: *Your Name. Assignment Name.doc.*
8. Always email the papers to me two days before class and cc my GRA. You have two one-week grace periods for late assignments due to special circumstances communicated to me via email. After you have used these two passes your assignment will be marked as incomplete and you will not have a chance to make it up.