Course Description:
IAL 503 builds on the principles of leadership as examined in IAL 501. Students will analyze character-driven leaders who served in international affairs in the non-profit, public, private and diplomatic sector. Using a case study format, students and faculty will discuss and evaluate the differences in the various environments, how the lead chose to lead (style) and analyze how trust was created and sustained. Additionally, students will discover how character-driven leaders fail and how self-awareness can prevent failure. The course culminates with a presentation focused on evaluating a character-driven leader who achieved their goals in international affairs.

Credits: 3

Prerequisites: IAL 501- Principles of Character-driven Leadership

Instructors: General Benjamin Freakley & Ambassador Michael Polt

Contact Information: bfreakle@asu.edu/mpolt@asu.edu

Office Hours: By appointment

Course Learning Objectives

At the completion of this course, students will be able to:
CLO1: Analyze character-driven leadership application in international affairs
CLO2: Engage with faculty and classmates in evaluating case studies of leadership in the non-profit, public, private and diplomatic sector
CLO3: Evaluate how character-driven leadership creates trust in various sectors
CLO4: Examine how leadership style changes with the sector you are leading in
CLO5: Evaluate what causes character driven leaders to lose their way and fail
CLO6: Present research findings on how successful international leaders understand their environment, use values, ethics and leadership to have impact while creating trust in their sector of work.

Textbooks

Kissinger, Henry. *World Order.* 1st ed. New York: Penguin Press, 2014. Print

Nye, Joseph S. Jr. *Do Morals Matter? Presidents and Foreign Policy from FDR to Trump.* 1st ed. New York: Oxford University Press, 2020. Print

Yergin, Daniel. *The New Map: energy, climate, and the clash of nations.* 1st ed. New York: Penguin Press, 2020. Print.

Course Access

Your ASU courses can be accessed by both [my.asu.edu](my.asu.edu) and asu.instructure.com; bookmark both in the event that one site is down.

Computer Requirements

This is a fully online course; therefore, it requires a computer with internet access and the following technologies:
- Web browsers ([ChromeLinks to an external site.](#), [Mozilla FirefoxLinks to an external site.](#), or [SafariLinks to an external site.](#))
- [Adobe Acrobat ReaderLinks to an external site.](#) (free)
- Webcam, microphone, headset/earbuds, and speaker
- Microsoft Office ([Microsoft 365 is free](#) for all currently-enrolled ASU students)
- Reliable broadband internet connection (DSL or cable) to stream videos.

Note: A smartphone, iPad, Chromebook, etc. will not be sufficient for completing your work in ASU Online courses. While you will be able to access course content with mobile devices, you must use a computer for all assignments, quizzes, and virtual labs.

Help

For technical support, use the Help icon in the black global navigation menu in your Canvas course or call the ASU Help Desk at 1+(855) 278-5080. Representatives are available to assist you 24 hours a day, 7 days a week.

Student Success

To be successful:
- check the course daily
- read announcements
- read and respond to course email messages as needed
- complete assignments by the due dates specified
- communicate regularly with your instructor and peers
- create a study and/or assignment schedule to stay on track
- access [ASU Online Student Resources Links to an external site.](#)

Grading

Your grade will be determined based on the following grading schema:

Grade	Percentage
A+	100% - 97%
A	<97-94%
A-	<94-90%

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B+	<90-87%
B	<87-84%
B-	<84-80%
C+	<80-77%
C	<77-70%
D	<70-60%
E	<60%

Submitting Assignments

All assignments, unless otherwise announced, MUST be submitted to the designated area of Canvas. Do not submit an assignment via email.
Assignment due dates follow Arizona Standard time. Click the following link to access the Time ConverterLinks to an external site. to ensure you account for the difference in Time Zones. Note: Arizona does not observe daylight savings time.

Grading Procedure

Grades reflect your performance on assignments and adherence to deadlines. Grades on assignments will be available within 72 hours of the due date in the Gradebook.

Late or Missed Assignments

Notify the instructor **BEFORE** an assignment is due if an urgent situation arises and you are unable to submit the assignment on time.

Follow the appropriate University policies to request an accommodation for religious practices or to accommodate a missed assignment due to University-sanctioned activities.

Communicating with the Instructor

Community Forum

This course uses a discussion topic called "Community Forum" for general questions and comments about the course. Prior to posting a question or comment, check the syllabus, announcements, and existing posts to ensure it's not redundant. You are encouraged to respond to the questions of your classmates.

Email questions of a personal nature to your instructor. You can expect a response within 72 hours.

Chat

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The Chat tool in Canvas allows students and teachers to interact in real time. Use Chat only for informal course-related conversations unless your instructor informs you otherwise. Chat is not ideal for questions about assignments; instructors are not required to monitor it and conversations may be buried or lost.
Email

ASU email is an [official means of communication](#) among students, faculty, and staff. Students are expected to read and act upon email in a timely fashion. Students bear the responsibility of missed messages and should check their ASU-assigned email regularly.

All instructor correspondence will be sent to your ASU email account.

ASU Online Course Policies

View the [ASU Online Course Policies](#)

Inclusion and Accessibility Statements

View the [Accessibility section](#) to review accessibility statements for common tools and resources used in ASU Online courses.

If any other tools are used in this course, links to the accessibility statements will be listed below this sentence.

View the Statement of Inclusion policy listed in the [ASU Course Policies](#) page.

Syllabus Disclaimer

The syllabus is a statement of intent and serves as an implicit agreement between the instructor and the student. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. Remember to check your ASU email and the course site often.