

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management

Fall 2016

Duques-Business School

Room 360

Principled Political Leadership

PMGT 6404.10

3 Credits

Tuesdays, 7:10 – 9:40 pm

BASIC INFORMATION AND RESOURCES

Instructor

Matthew Dallek, Ph.D

Guest lectures by Dr. Lara Brown, Mary Crannell, and Gary Nordlinger among others.

Contact Information

Dallek (202) 302-1794

Email Address: mdallek@gwu.edu

Communication

The best way to connect with md is through email. You can expect a response within 24 hours, but often within a matter of minutes, depending on schedules. You can also make an appointment before/after class.

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at <https://blackboard.gwu.edu>. Support for Blackboard is available at 202-994-4948 or helpdesk.gwu.edu.

Academic Integrity

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of

others without crediting them and without appropriate authorization, and the fabrication of information.” Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. The University Code of Academic Integrity can be found at <http://www.gwu.edu/~ntegrity/code.html>.

Support for Students with Disabilities

GW’s Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at www.gwu.edu/~dss.

In the Event of an Emergency or Crisis during Class

If we experience some an emergency during class time, we will try to stay at this location until we hear that we can move about safely. If we have to leave here, we will meet at the basement of the Marvin Center in order to account for everyone and to make certain that everyone is safe. Please refer to Campus Advisories for the latest information on the University’s operating status: <http://www.campusadvisories.gwu.edu/>.

Attendance Policy

Attendance is mandatory for this class. Any individual unable attend class should email Mary Crannell prior to the beginning of that class. Repeated absences will be considered in your final grade.

Course Evaluation

At the end of the semester, students will be given the opportunity to evaluate the course through GW’s online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting any/all of the following:

Dr. Lara Brown
Director, Political Management Program
larabrown@gwu.edu | 202-994-4545

Dr. Jack Prostko
Associate Dean for Learning and Faculty Development
College of Professional Studies
jackp@gwu.edu | 202-994-3592

Suzanne Farrand
Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

GSPM prepares students for careers in the professional political world. In politics, words and deadlines matter. Excellent written communication skills are essential for success. Every word used, whether it is in a television or radio ad, direct mail piece, social media, or a press release, will be scrutinized. Similarly, deadlines are important. Election Day does not get postponed because a candidate and their campaign are not prepared. There are no “do-overs” because a direct mail piece did not arrive to its intended recipients until after the election was concluded. Students will be best positioned for success in the practical political world if they have developed and exercise excellent written communication and time management skills.

Additional Note: We will have several guest lecturers; students are not permitted to use laptops and cell phones during class time, which can create unnecessary distractions and detract from the content of the class discussion and lectures.

Political Management Program Objectives

1. Assess a political environment, develop a strategy to achieve specified goals within that environment, and act to carry out that strategy through a campaign.
2. Draw upon a repertoire of effective campaign communication skills.
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize a campaign.
4. Find, engage, and motivate the right people – leaders, professional colleagues, and citizens – to join and contribute to a campaign.
5. Address the recurring dilemmas of political life in a manner that upholds ethical standards as they practice the profession.

Course Description and Overview

This course develops students' professional capacity to address the recurring dilemmas of political life in a manner that upholds ethical standards and takes advantage of opportunities for principled leadership. It seeks to give students exposure to a variety of leadership styles, traits, and skills, ethical dilemmas in political leadership, and models of leadership that can inspire and shape students' own approaches to leading in the political arena, both in the United States and around the world. The course satisfies either the ethics or leadership core course requirement for the Master's Degree in the Political Management Program.

Course Learning Objectives

1. Formulate a checklist-style process to help you make the best decisions in a tough political, diverse situation.
2. See political controversies from 360 degrees – that is, understand the vantage points of others, especially intense opponents and people with different cultural backgrounds than your own.
3. Make Democracy Work by being able to move from agitation to action, without violating standards of conduct or your own core principles.
4. Field criticism of your political actions, including personal attacks, while remaining true to your purposes and obligations.
5. Get political things done in a more effective and more efficient manner
6. Speak to political audiences in a persuasive manner.

Course Requirements

Students are expected to participate in class discussion, complete assignments on time and within guidelines, and finish assigned readings before class when due.

Evaluation and Grading

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Reflection on Failed Leadership	Analyze a failure of political leadership (the causes/roots of that failure) and what could have been done differently to avoid that outcome.	Before 7 pm on 9/13/16	10%
Complete Myers-Briggs Type Indicator	Obtain an assessment of personality type to understand leadership potential	By end of class on 9/20/16	Not Graded
Hometown Leadership Address	Draft remarks on a challenge facing your hometown, demonstrating principled political leadership	Before 7 pm on 10/4/16	15%
Organizational Analysis Using MBTI	View an organization from a leadership perspective using the knowledge gained from MBTI assessment	Before 7 pm on 10/18/16	15%
Create a Personal Ethics Code and Explain How Its Applicable to a Workplace of your Choosing	Develop an ethical code that guides your decision-making in a particular workplace.	Before 7 pm on 11/8/16	10%
Final Assignment – a written and oral presentation of a political leader who has led a community, town, city, organization, country, or the world through a particularly wrenching change or transition.	Analyze a decision or a person’s life in leadership and explain why they were courageous and principled and what risk they took in achieving principled political leadership	Before 7 pm on 12/6/16	35%
Attendance, In-class discussion, and participation	All students start with a “B” and must demonstrate engagement to increase grade for this category		15%
Total			100%

Following is the grade scale for all GSPM classes:

Grade	Grading Standard
A 94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A- 90-93	Represents solid work with minor errors. Overall, excellent work.
B+ 87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B 83-86	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all of the requirements.
C+ 77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C 73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C- 70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F Below 70	Unacceptable performance or inability to submit the assignment.

Required Books:

Anne Kornblut, *Notes from the Cracked Ceiling: What It Will Take for a Woman to Win*

Robert Penn Warren, *All the King’s Men*

NOTE: The instructor reserves the right to alter the course content and/or adjust the syllabus to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar. The instructor will let students know of any changes as soon as possible.

Course Schedule

PART I: Leadership Skills

Aug. 30: Introduction

Topic and Content Covered:

Introductions
Review course details

Learning Objective(s) Addressed:

Discussing whether leaders are born or made

Introducing the course themes

Sept. 6: “Opportunism” and “Statesmanship”

(Guest Lecture: Dr. Lara Brown)

Topic and Content Covered:

Statesmanship

What “opportunism” means in the context of political leadership

Learning Objective(s) Addressed:

Discerning the difference between statesmen and politicians

Discussing the impact of this difference on political issues of our time

Learning how the idea of leadership has evolved historically

Reading Due:

Joshua Rothman, “Shut Up and Sit Down: Why the Leadership Industry Rules,” *The New Yorker*

<http://www.newyorker.com/magazine/2016/02/29/our-dangerous-leadership-obsession>

Tony Kushner, final shooting script to “Lincoln” 2013; Students should also view the movie Lincoln. The script can be found at <http://www.imsdb.com/scripts/Lincoln.html>.

Sept. 13: Charisma and Political Leadership

Topic and Content Covered:

What is Charisma and is it essential to Principled Political Leadership?

Why do charismatic political leaders sometimes fail?

Readings:

Robert Penn Warren, *All the King’s Men*

Ann Ruth Wilner, *The Spellbinders: Charismatic Political Leadership*, Preface, Chs. 1-2

Assignment Due: Reflection on Failed Leadership

Sept. 20: Personality Traits and Leadership Skills

(Guest Lecture: Prof. Mary Crannell)

Topic and Content Covered:

MBTI: Understanding Personality Types

Learning Objective(s) Addressed:

Enrich your understanding of personality types and how they affect communication and interaction.

Discuss the complications of personalities when forging issue positions and seeking to move forward to enact an agenda.

Reading Due:

Otto Kroeger and Janet M. Thuesen, *Type Talk at Work (Revised): How the 16 Personality Types Determine Your Success on the Job*, Ch. 1

Assignment due: Complete Myers-Briggs Type Indicator (MBTI) assessment at <http://www.humanmetrics.com/cgi-win/jtypes2.asp> and report your type to Professor Dallek and Professor Crannell (mary.crannell@ideasciences.com) by Sept. 20. This version of the assessment requires about 15 minutes to complete. You do not have to report your type if you believe it compromises your privacy.

Sept. 27: Political Leadership through Persuasion (NOTE: TODAY'S CLASS STARTS AT 5:15PM)

White House Visit with Sarah Hurwitz, Chief Speechwriter to First Lady Michelle Obama

Reading:

Read Michelle Obama's Convention Addresses

2008: <http://www.npr.org/templates/story/story.php?storyId=93963863>

2016: https://www.washingtonpost.com/news/post-politics/wp/2016/07/26/transcript-read-michelle-obamas-full-speech-from-the-2016-dnc/?tid=a_inl

Washington Post Articles:

https://www.washingtonpost.com/lifestyle/what-the-michelle-obama-speech-tells-us-about-her-future-on-the-political-stage/2016/07/26/4f627a06-0fdc-4b6d-abc9-e2e29e022331_story.html

https://www.washingtonpost.com/lifestyle/style/whats-on-michelle-obamas-mind-sarah-hurwitz-knows-how-to-put-it-in-words/2016/06/13/440d2130-3103-11e6-8ff7-7b6c1998b7a0_story.html

<https://www.washingtonpost.com/news/arts-and-entertainment/wp/2016/07/19/how-the-michelle-obama-team-wrote-the-2008-speech-that-melania-trump-echoed/>

George Orwell, "Politics and the English Language"

http://www.orwell.ru/library/essays/politics/english/e_polit/

Oct. 4: "I Feel Your Pain:" Empathy and Political Leadership

Topic and Content Covered:

Assess the role of "empathy" in principled political leadership: Is it essential? If it is vital, how so? Can empathy be less important than other leadership skills and characteristics?

Learning Objective(s) Addressed:

Better understand strategies, techniques, and skills that leaders use to project empathy—and whether or not it is manufactured or authentic.

Reading Due:

"Empathy May be Overrated in an Election, and in a Leader," New York Times:

<http://www.nytimes.com/2016/03/22/science/empathy-presidential-election-2016.html>

Fred Greenstein, Larry Berman, eds., *The Art of Political Leadership: Essays in Honor of Fred I. Greenstein*, Ch. 3, Meena Bose, "What Makes a Great President?"

Col Eric Kail, "Leadership Character: The Role of Empathy," Washington Post

https://www.washingtonpost.com/blogs/guest-insights/post/leadership-character-the-role-of-empathy/2011/04/04/gIQAQXVGQM_blog.html

Assignment due: Hometown Leadership Speech

PART II: Ethics and Political Leadership

Oct. 11: The Ethical Dilemmas of Political Leadership: Endorsing Donald Trump?

Topic and Content Covered:

Grapple with the real-time Decision faced by prominent Republican leaders about whether or not to vote for and/or endorse GOP presidential nominee, Donald Trump.

Learning Objective(s) Addressed:

Attain a concrete sense of the trade-offs involved in what for some Republican officeholders is an agonizing decision.

Reading Due:

Time, "Republican Candidates Calculate Whether to Cut Ties to Donald Trump"

<http://time.com/4462244/donald-trump-republican-candidates-senate-house/>

Sen. Ben Sasse, "An Open Letter to Majority America," Facebook

<https://m.facebook.com/sassefornebraska/posts/593031420862025>

Michelle Cottle, “Ben Sasse’s Lonely Stand Against Trump,” The Atlantic
<http://www.theatlantic.com/politics/archive/2016/03/sasse-trump/474021/>

Katie Glueck, “I Won’t Be a Servile Puppy Dog for Trump,” Politico
<http://www.politico.com/story/2016/07/ted-cruz-rules-out-voting-for-hillary-clinton-225944>

Ted Cruz’s RNC Speech:
http://www.huffingtonpost.com/entry/ted-cruz-speech-full-text_us_579020dfe4b0bddd4d320b0

Oct. 18: Ethics of Political Campaigns (Guest Lecture: Prof. Gary Nordlinger)

Topic and Content Covered:

Ethical Campaign Dilemmas
Simulation in which students form teams and address an ethical campaign dilemma assigned to them in class.

Learning Objective(s) Addressed:

Understanding how a campaign leader assesses culture and seeks to enact positive change

Reflect on various ethical dilemmas in campaigns; refine strategies one might use to address these dilemmas

Reading Due:

The American Association of Political Consultants code of ethics:
<http://www.theapc.org/default.asp?contentID=701>.

Rep. M. Robert Carr, “An Ethics Guide for the Campaign Trail,” Campaigns and Elections

Hana Callaghan, “Unavoidable Ethical Dilemmas for Candidates,” Santa Clara University
<https://www.scu.edu/ethics/focus-areas/government-ethics/resources/unavoidable-ethical-dilemmas-for-candidates/>

Watch:

BBC, “Battle for Congress: Capps vs Bordonaro”
<http://www.american.edu/multimedia/Media-Player.cfm?mediaID=A14BFDD3-BDAF-36A4-47655AAE4BDFFD72>

BBC, “Mr. Moore Runs for Washington,”

<http://www.american.edu/multimedia/Media-Player.cfm?mediaID=A147DE93-92EF-34F2-C0D0CDDDB01BDEE1E>

PBS, “A Perfect Candidate”

Assignment Due: Organizational Analysis Using MBTI

Oct. 25: Fall Break—No Class

Nov. 1: Crossing a Line? Ethical Leadership in Political Messaging

Topic and Content Covered:

We will watch a series of political ads and speeches and analyze whether you found them “principled and effective,” “principled yet ineffective,” “unprincipled yet effective,” or “unprincipled and ineffective.”

Learning Objectives Addressed:

Conducting a case study and simulation to understand how leaders of different political persuasions handle tough issues in an ethical manner

III. Political Leadership: Examples

Nov. 8: Race, Gender, and Political Leadership

Topic and Content Covered:

Analyze opportunities and barriers facing women political leaders
Role of race and gender in modern American campaigns and elections
Assess political leadership on issues of racial justice in the U.S.

Reading Due:

Anne Kornblut, Notes from the Cracked Ceiling: Hillary Clinton, Sarah Palin, and What It Will Take for a Woman to Win

Dr. Martin Luther King, Jr., “Letter from Birmingham Jail”

Mothers of the Movement, DNC Speeches

Assignment Due: Ethics Code

Nov. 15: Political Leadership in Congress and Campaigns

(Possible Guest: Ali Lapp)

Topic and Content Covered:

Ali Lapp will discuss her career, her political inspirations, and dilemmas in campaign advertising.

Learning Objective(s) Addressed:

A distinct perspective on models of leadership

Nov. 22: Global Leadership: From Nelson Mandela to Pope Francis

Reading Due:

Godson Maanga, “The relevance and legacy of Nelson Mandela in the twenty-first century Africa: An historical and theological perspective,” African Journal of History and Culture

http://www.academicjournals.org/article/article1381858725_Maanga.pdf

William Dalrymple, “The Great Divide: The Violent legacy of Indian Partition,” The New Yorker

<http://www.newyorker.com/magazine/2015/06/29/the-great-divide-books-dalrymple>

John Lee Anderson, “The Pope of Latin America,” The New Yorker

<http://www.newyorker.com/news/daily-comment/the-pope-of-latin-america>

Nov. 29: Crisis Leadership: Ethics, Morality, and Pragmatism

Topic and Content Covered:

Discuss some of the moral and pragmatic challenges of leading the United States in the face of several recent crises: the Sept. 11 2001 attacks; Hurricane Katrina; the 2008 financial collapse; Syria’s civil war and the global refugee crisis

Learning Objective(s) Addressed:

How political leaders react to crises

How they balance issues of morality and pragmatic considerations

What models of leadership seem to be most effective in reacting to crises? What leadership styles and traits seem most useful?

Dec. 6: Oral Presentations on Principled Political Leaders

Topic and Content Covered

Oral Presentations

Assignment Due: Final written assignment

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden.