



M.P.S. in Political Management
Spring 2017
January 19 – April 27

Fundamentals of Political Management
PMGT 6401-10
3 Credits

Thursdays, 7:10 – 9:40 pm
Monroe Hall 353
2115 G St. NW

BASIC INFORMATION AND RESOURCES

Instructor

Associate Professor Dr. Michael Cornfield

Contact Information

202.994.9598
corn@gwu.edu

Communication

Email is the best way to reach me. I will usually respond within 24 hours. If we can't resolve a problem through email, in-person appointments are welcome, generally late afternoons. My office is in the Media and Public Affairs Building, room 464.

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 instructor 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://studentconduct.gwu.edu/code-academic-integrity>.

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 lobby of the Elliott School of International Affairs, 1957 E St.,

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

See the "Regarding Deadlines" section in the course description ahead.

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
larambrown@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

THE PROGRAM

Political Management Program Objectives

A Political Management degree prepares students to win campaigns for elective office and policy positions, and to do so in a manner that benefits democracy and society as well as their organization and clients.

In completing the degree, students will be able to:

1. Assess a political environment, develop a strategy to achieve specified goals, and execute that strategy;
2. Draw upon a repertoire of effective campaign communication skills;
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize the strategy;
4. Find, engage, and motivate the right leaders, professionals, and citizens;
5. Recognize and work through recurring political dilemmas in a manner that upholds ethical standards and professional conduct.

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 the 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.

THE COURSE

“Politics and love are the only forms of constraint possible between free people. Politics is conflict become discussion, and it sets us a humane task on a human scale.”

---Bernard Crick, *In Defense of Politics*.

Prelude

Many people stay away from politics. It's usually frustrating and occasionally brutal. But some politics shunners pay more attention to it than they like to admit.

As well they should. Politics affects everyone.

A few people want to do their best to make politics, and democratic politics in particular, work. That self-selected population includes you and your classmates. So welcome!

This course, and this program, will show you how to learn more about how political campaigns are organized, how campaigns connect (and fail to connect) to citizens, governments, and societies, and how you can plan your next best steps in the political world.

More formally, Fundamentals of Political Management introduces GSPM students to the field of political management: essential concepts, skills, methods, roles, and standards of conduct that political managers rely upon to advise decision-makers and carry out their own decisions.

We will consider four “fundamentals.” A course learning objective is rooted in each one.

The Fundamentals and Course Learning Objectives

Strategy: Strategic communication –communicating with a purpose in a social or organized setting--constitutes the core of applied politics. **You will learn basic types of strategies inherent to election, advocacy, public education, and governance campaigns. You will also learn how to recognize from readily available evidence what kind of strategy a campaign is deploying and how well it is executing it. You will learn how to devise and implement communication strategies in many of your ensuing courses, culminating in PMGT 6495, Capstone: Political Power and Practice.**

Research: Political professionals collect, organize, analyze and evaluate relevant empirical evidence to shape, inform, and optimize their campaign strategy. **You will learn to conduct and interpret several types of mostly qualitative research on behalf of a mock client in keeping with a designated strategy. You will be introduced to elements of quantitative research, the main subject of PMGT 6403, Political Data and Analytics.**

Message: Political professionals specify who should say what to whom, when, where, and with respect to which competitors. They embed campaign messages into public narratives familiar to and believed by members of the community in which the campaign occurs. **You will learn to critique and compose messages for your mock client, and explain to the client in cover memos what the messages are meant to accomplish. You will learn to refine messages and combine them into a plan in PMGT 6403, Applied Political Communications.**

Engagement: Political professionals form and join teams and assemble coalitions capable of delivering the results they seek. They know how to attract attention, win support, maintain interest, and train and motivate people to act in effective concert at the right times. They also meet with powerful and influential individuals to advance their messages and goals. **You will participate in and monitor group activities and cross-group simulations, and then reflect on your engagement experiences in debrief memos. In the process, you will be introduced to dilemmas and Principles of Political Leadership, the main subject of PMGT 6404.**

Course Requirements

Your course grade will be based 10% on classroom participation and 90% on memo and message deliverables. Points counting toward the course grade will be awarded as follows:

A. CLASSROOM PARTICIPATION (10% of course grade)

Oral communication skills are essential to political management. Accordingly, up to 10 participation points will be awarded for **smart, succinct, and on-topic comments** in three formats:

1. Clear and pertinent comments during class discussions.
2. Insightful and inventive contributions in role-playing games.
3. Constructive suggestions during strategy and message workshop segments.

Points will **never** be subtracted for inadequate answers and discussion contributions. You can only gain points, not lose them. So don't be afraid to venture a comment! In addition to speaking up in class, students may submit comments and reflections on class sessions to the professor via email after the session has concluded.

Additionally, students have the option to take the lead in an **in-class explainer** segment: 10 minutes in which the student will present and lead a discussion about a portion of the assigned readings. This will be worth up to 5 bonus participation points. You will be graded on your capacity to communicate the

key concepts, findings, and descriptive passages of the reading in terms of their applicability to political management. Look at the readings in the syllabus, select one (or a chapter), and request to do an explainer in an email to me. First come, first served.

The capacity to speak effectively in a professional political setting is not synonymous with “public speaking,” that is, delivering a speech to an assembled audience. Students will not be expected to give speeches in this course, and may be cut off (as gently as possible) if they launch into a speech. Instead, the class setting resembles a staff meeting at a large multi-purpose firm that provides services in political consulting, government relations, and strategic communications in public affairs. We analyze and brainstorm collaboratively.

Students who need to improve their class participation will be informed after the seventh class session, the midpoint of the course.

B. MEMO/MESSAGE DELIVERABLES (90% of course grade)

Students will write **six memos and messages** during the semester. Each of these deliverables will be worth 15% of the course grade. The number of days you have to complete the assignment will vary depending on its nature, but you will have at least one week. **Assignments will be introduced in class, released in full the morning after class sessions, and are due at noon on the day indicated.** In three instances, there will be in-class workshops or a simulation to help you do your best on the assignment.

Please use Blackboard to access and deposit the assignments. They should be composed in Microsoft Word. Assignments submitted otherwise (e.g. email cut and past, in pdf format) will not be annotated with feedback.

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)	Poor performance. Major errors, too many misspellings, problems with

	grade to pass)	accuracy, etc.
F	Below 70	Unacceptable performance, or inability to submit the assignment.

*Please note that you may be penalized for late submission of assignment(s).

ASSIGNMENT SCHEDULE:

ONE –Released January 26, due February 2.

TWO –Released February 9, workshops February 16 and 23, due March 2.

THREE –Released March 2, workshop March 9, due March 23.

FOUR –Released March 23, due March 30.

FIVE –Released April 13, due at start of simulation April 20.

SIX – Released at end of simulation April 20, due May 4.

Assignment grades will be based on the intrinsic quality of your work (the content), and also on how well you write. Like your employers and clients, the GSPM places a high value on excellence in written composition. Your deliverables will be marked up with an eye toward meeting a minimum standard of correct and legible English, and you will receive credit for improvement over the course of the semester. From the start, however, take heed of this warning: misspelling a client or major player's name more than once in a deliverable will *automatically* lower your grade.

GSPM students arrive in Fundamentals with different levels of political knowledge and experience. Baseline assessments on your level will be performed in the first two weeks. Throughout the course, you will be asked to demonstrate that you have developed more capacity for professional performance than you showed at the start of the course. Occasionally the instructor will provide some of you with extra steps you can take to stretch your skills; you may also request or be assigned additional readings and assignment components to ensure that you are making the most of the semester.

Standards Of Conduct

As noted in the first part of this syllabus, students will be held to the George Washington University [Code of Academic Integrity](#). Please read it, paying particular attention to the section on **plagiarism** (you will have been tested on the plagiarism policy). Should you have any questions or concerns bring them

directly to me unless it has to do with my conduct toward you, in which case you should contact the Program Director. Your confidentiality will be maintained.

Politics is contentious by definition. Now and then things will be said in class that will offend your values and perhaps make you angry. You should speak up and disagree when you want to contribute to class discussion. However, **personal attacks will not be tolerated** in the classroom or in course deliverables (as they are, regrettably, in many real-world venues).

Late submissions and class absences will be accepted with advance permission via email request, and excused retroactively for emergencies. Grade penalties will apply at the rate of one point per 24 hours for non-emergencies and non-approved extensions. While all class sessions are important to attend, the simulation on November 29 is especially important.

Your classwork, oral and written, is regarded as private and confidential communication within the confines of the course. You are here to learn, and to do that you need to feel free to take chances, make mistakes, and hear polite and candid feedback. **THEREFORE: the recording of classroom discussion is strictly prohibited.** In addition, while you may draw on your classwork for real-world deliverables **you may not receive any financial compensation for work done for this class.**

Required Readings:

There are four books assigned for this course. They may be ordered (or downloaded) through Amazon (Kindle) and other booksellers. I do not use the GW Bookstore system. The first assignments from the books do not occur until week four of the class, so you have time to acquire them.

- **Michael John Burton and Daniel M. Shea, *Campaign Craft: The Strategies, Tactics, and Art of Political Campaign Management*. Fourth Edition, Praeger, 2010.** This book uses examples from US election history to explain the logic of how election campaigns operate. Slightly dated (the fate of all books about politics in a digital world) but still pertinent.
- **Lawrence Freedman, *Strategy: A History*. Oxford, 2013.** This sweeping account of one of our fundamental concepts spans military and business as well as political strategy, explicating the work of the greatest intellectual exponents in each of these related fields. While the volume is worth reading in full, we will be reading just a few chapters for this course.
- **Barton Swaim, *The Speechwriter: A Brief Education in Politics*. Simon & Schuster, 2015.** A witty and often scathingly funny autobiographical account of what it's like to work for a politician. Reflections on the uses and abuses of language in politics.
- **Stephanie Vance, *The Influence Game: 50 Insider Tactics from the Washington D.C. Lobbying World that Will Get You to Yes*. Wiley, 2012.** A compendium of advocacy basics by a GSPM graduate that blends experiential knowledge with perceptive tips and observations.

Additional required readings can be found via the course Blackboard pages (Electronic Reserves) and through links provided ahead in the syllabus.

Finally, for some assignments you will be hunting and gathering information in order to produce quality deliverables on behalf of your mock client or employer. Provide citations in your deliverables for this researched information: any footnote, endnote, hyperlink, or parenthetical system of citation is accepted so long as it is consistent and legible.

The assigned readings contain important conceptual distinctions and historical interpretations you will find immensely useful in political management. You will not be tested on the contents of the readings *per se*, except for your in-class explainer. Rather, you will be expected to apply these concepts and interpretations to situations posed in class and your assignments.

All memo and message deliverables should be submitted by noon on the day of the class in which they will be discussed. All readings and class participation notes should be completed in time for class on the day they are listed.

CALENDAR OF SESSIONS AND ASSIGNMENTS

NOTE: The instructor reserves the right to alter course content and assignments as circumstances require. All changes will be announced in class, posted on Blackboard, and emailed to the addresses you provide via Blackboard. If you check every Wednesday afternoon, you will stay in step. You can also email me.

1) January 19: THE GREAT GAMES OF POLITICS.

NOTE: FOR TONIGHT ONLY CLASS WILL START AT 8 P.M.

LEARNING OBJECTIVES: Introduction to key concepts for the course.

READINGS: None.

DELIVERABLE: None.

CLASS AGENDA:

- A. Getting Acquainted as Political People.
- B. From a Simple Game of Poker...how political games do and do not resemble poker games. Simulation and debrief.
- C. Syllabus Review.

NOTE: For this session only class participation will be just for illustration; no points awarded.

ASSIGNMENT: Non-graded autobiographical statement and resumé due by noon January 26.

2) January 26: CAMPAIGN LESSONS FROM THE FOUNDERS.

“When you got skin in the game, you stay in the game. But you don’t get a win unless you play in the game.”

LEARNING OBJECTIVES: Appreciate the immediate and enduring significance to political management of the campaigns to ratify and amend the U.S. Constitution. Experience the politics of committee work.

READINGS:

- Chronology of Events – Founders.
- F. McDonald, *E Pluribus Unum*, Chapter Eight, “From the Many One.”
- P. Meier, *Ratification*, excerpts from Epilogue, “‘Playing the After Game’.”
- Proposed Amendment Explanations.
- Gregory Watson’s accomplishment.
- Guideline Memo, “The Form of the Strategy Memo.”

CLASS AGENDA:

- A) Discussion of McDonald and Meier readings: the Founders as Politicians.
- B) Governance Simulation: Deliberating Constitutional Amendments for the 21st Century.
- C) Debrief.

Assignment One Released, due February 2.

3) February 2: HOW PEOPLE LOOK AT POLITICS.

LEARNING OBJECTIVES: Survey what is known about political expectations, attitudes, intakes, opinions, and actions from social science, and consider what this academic knowledge of cognition and emotion means for political research, strategy, and message.

READINGS:

- D. Kahneman, *Thinking, Fast and Slow*, Chapters 7, “A Machine for Jumping to Conclusions,” and 9, “Answering An Easier Question.” (Freedman discusses Kahneman’s work in Chapter 37 of *Strategy: A History*.)
- B. Nyhan and J. Reifler, “Opening the Political Mind.”
- G. S. Lenz, *Follow the Leader?* Chapter 9, “Conclusion.”

DELIVERABLE: Come to class ready to discuss the readings. **Assignment One due at noon.**

CLASS AGENDA:

- A) Key concepts of public opinion as political professionals use them.
- B) The behavioral and economic paradigms in social science.
- C) How to read a poll and introduction to other forms of audience research.

4) February 9: POLITICAL STRATEGY AND RESEARCH

LEARNING OBJECTIVES: A fuller appreciation of the concept of campaign strategy. How to collect and organize political information, both in real time and in depth, for strategic use in campaign messaging and engagement.

READINGS:

- Freedman, Preface, Chapters 1 - 4.
- Vance, Chapters 2 and 3.
- Guideline Memo "Campaign Research Files."

CLASS AGENDA:

- A) It's Sorta Like War, It's Sorta Like Marketing, (and It's Sorta Like Religion): Campaign Strategy Defined.
- B) Trickery: how research helps prepare politicians to catch opponents, not get caught, win, and be moral. (Easy enough, don't you think?)
- C) Templates for Strategic Political Research.
- D) Project Groups formed and Group Work Rubric released.

Assignment Two Released, due March 2.**5) February 16: CAMPAIGNS FOR ELECTIVE OFFICE.**

LEARNING OBJECTIVES: Work through how benchmark polls inform election campaign strategy. Deepen awareness of the resources that election campaigners must manage (message, money, people, intelligence) and the myriad of roles they must play.

READINGS:

- Burton and Shea, Chapters 1, 2, 4-6, and 10. (Chapters 7-9 optional.)
- Benchmark Poll

DELIVERABLE: Come to class ready to talk about the benchmark poll. What are the campaign's basic options, and what constraints do early strategic decisions impose?

CLASS AGENDA:

- A) Case Discussion.
- B) Review basics of party-based vs. candidate-centered campaigns; incumbent vs. challenger strategies; issue positioning and emphasis; targeting and triage.
- C) Assignment Two Group Workshops.

6) February 23: ADVOCACY CAMPAIGNS & GOVERNMENT AFFAIRS OFFICES.

LEARNING OBJECTIVES: Work through how polling informs advocacy campaign strategy. Deepen awareness of the resources that advocacy and public education campaigners must manage (message, money, people, intelligence –same as in week 5!) and the myriad of roles they must play (these differ somewhat from election campaigns). Compare and contrast government relations operations with interest groups and other organizational approaches to advocacy.

READINGS:

- Global Strategy Group, “Business and Politics: Do They Mix?” white paper at <http://globalstrategygroup.com/resources/businessandpoliticsdotheymix/>.
- Vance, Introduction and Chapter 7.
- S. Englin and S. Hankin, “The Advocacy Gap.”
- F. Baumgartner *et al.*, *Lobbying and Policy Change*, Chapter One.

DELIVERABLE: Come to class ready to talk about the readings. How are advocacy campaigns similar to and different from election campaigns? Does big money usually prevail?

CLASS AGENDA:

- A) How a Government Relations Office Works.
- B) Electoral and Advocacy Strategies Compared.
- C) How tilted (“rigged”) is the advocacy playing field?
- D) Assignment Two Group workshops.

7) March 2: STRATEGIC NARRATING I –The Rhetoric of Words and Visuals.

LEARNING OBJECTIVE: Hone critical appreciation for message and narrative skills in the creation and delivery of major political messages through speeches, media relations, and motion pictures/videos.

READINGS:

- Freedman, Chapters 26 (pp.427-432, on Narrative), 27 (NB: the author misspells “Luntz” as “Lutz”), and 38.
- Vance, Chapters 8 and 9.
- E. Coats, “Story Basics,” transcript of a collection of tweets.
- Guideline Memos “Anatomy of A Speech Module” and “Values and Beliefs.”

DELIVERABLE: **Assignment Two due at noon.**

CLASS AGENDA (continues the following session):

- A) Principles of good messaging and narrating.
- B) Speech Modules and Argumentation.
- C) The Powers of Variable Framing and Genre References.

D) Scripting a Movie vs. Scripting in Politics; Directing, Watching, and Commenting.

Assignment Three Released, due at noon on March 23.

8) March 9: STRATEGIC NARRATING II – The Rhetoric of Journalism, Numbers and the Web.

LEARNING OBJECTIVE: (Summing up with session #7) Understand similarities and differences among five modes of influence: text (spoken and written), video, media relations (dealing with journalists and info-tainers), online communications (web page and path architecture, social media), and statistics and infographics.

READINGS:

- K. Halvorson, "Audit," from *Content Strategy for the Web* (New Riders, 2010).
- G. Reynolds, "Presentation Design: Principles and Techniques," *PresentationZen: Simple Ideas on Presentation Design and Delivery*, 2nd edition. (New Riders, 2012).
- D. Stone, *Policy Paradox*, Chapter 7, "Numbers."
- R. Ailes, "Media Tactics," from *You Are the Message* (Doubleday, 1995).
- (Optional) C. Delaney, *How to Use the Internet to Win in 2016*.

CLASS AGENDA (continues from previous week):

- A) Dealing with representatives from the media; campaign vs. media agendas.
- B) Power to the End Users, Visualizing Data, and other digital effects on strategic narrating.
- C) Forms of Influence Reviewed.
- D) Assignment Three Group Workshops.

March 16 – Spring Break, No Class.

9) March 23: POLITICAL MEETINGS & ENGAGEMENT.

LEARNING OBJECTIVES: Master the fine points of taking a political meeting: strategic, logistical, and rhetorical dimensions of recruiting individuals to join your coalition and lobbying decision-makers on policy matters. Also catch up and review readings, as we will discuss them to date if necessary.

READINGS:

- J. Conger, "The Necessary Art of Persuasion."
- Vance, Chapters 1, 4-6.
- Congressional Management Foundation, *Face-to-Face With Congress*.
- E. McKenna and H. Han, *Groundbreakers*, (Oxford, 2014), Chapter 4 "Building Depth by Investing in Relationships."
- D.B. Sosnik, M.J. Dowd, and R. Fournier, *Applebee's America*, (Simon & Schuster, 2006), Chapter 6, "Navigators."

CLASS AGENDA:

- A) Engagement and Persuasion –the value of relationships.
- B) Insider meetings with officials and other decision-makers.
- C) Outsider meetings with stakeholders, volunteers and other supporters.

Assignment Three Due; Assignment Four Released, due March 30.

10) MARCH 30: POLITICS AS A BUSINESS.

LEARNING OBJECTIVES: Appreciate the factors behind the growth of the politics business in the last century; understand the peculiarities of the “politics market” and the connection between political consulting and innovations in communications technology.

READINGS:

- Excerpts, “Michelle Nunn for Senate 2014” campaign plan.
- Matthew Grossman, “Going Pro? Political Campaign Consulting and the Professional Model.”

CLASS AGENDA:

- A. Business Strategy and the Politics “Market.”
- B. Political Consultants as Change Agents.
- C. Specialties of the Politics Business in the Mass Media and Digital Eras.

Assignment Four due at noon.

11) April 6: POLITICAL ANGER MANAGEMENT.

(DON'T TELL ME TO CALM DOWN!!)

LEARNING OBJECTIVE: Anger mobilizes people for politics as no other emotion. But anger stymies the politics requisite for good policymaking and governance. How can we manage anger given this contradiction?

READINGS:

- N.A. Valentino *et al.*, “Election Night’s Alright for Fighting: The Role of Emotion in Political Participation,” *Journal of Politics* 73:1 (January 2011)

- J. Geer and L. Vavreck, “Negativity, Information, and Candidate Position Taking,” unpublished paper.
- Vance, Chapter 10.

CLASS AGENDA:

- A) Injecting Emotion into Messages: Why Negative Appeals Trump Positive (pun intended), but at Greater Risk.
 B) Treating Policymakers with Respect.
 C) Reflections on Anger and Related Emotions.

12) April 13: CAMPAIGNS UNDER PHYSICAL DURESS (The Politics of Violence and Nonviolence).

LEARNING OBJECTIVE: In the last century war has been technologically transformed several times over: nuclear weapons, (new types of) chemical-biological weapons, cyber-weapons (indirectly lethal), robotic weapons (e.g. drones). How do these technologies affect campaign strategies to achieve political goals through the threat and application of violence and nonviolent resistance?

READINGS:

- B. Bueno De Mesquita and A. Smith, *The Dictator’s Handbook*, Chapter 1, “The Rules of Politics.”
- G. Sharp, *From Dictatorship to Democracy*, especially Chapter 8 “Applying Political Defiance” and Appendix One, “The Methods of Non-Violent Action.” <http://www.aeinstein.org/english/> (click on the icon of the pamphlet to download it as a pdf file).
- Freedman Chapters 7 (pp.85-92, on Clausewitz); 14 (pp.178-183, on T.E. Lawrence); 17 and 23.

CLASS AGENDA:

- A) Official modes of communication involving hostile-dominated populations: PSYOPS, Propaganda, Govt. Public Affairs, and Public Diplomacy.
 B) Rebellious modes of communication.
 C) Theories, principles, and methods of coercion and resistance.

Assignment Five Released, due April 20 at start of class.

13) April 20: CAMPAIGNING TO GOVERN.

LEARNING OBJECTIVE: Participate in a full-fledged simulation of a decision-making process during a change in leadership at a large organization, where players weigh compromise, consensus, and confrontation, and negotiations are susceptible in part to outside statements as well as inside maneuvers.

READING:

- A. Gutmann and D. Thompson, "The Case for Compromise," <http://harvardmagazine.com/2012/07/the-case-for-compromise> .

DELIVERABLE: Come to class ready to participate in the simulation, and bring two hard copies of your **Assignment Five, due at the start of class.**

CLASS AGENDA:

A) Simulated Summit.

Assignment Six released, due at 11:59 pm May 4.

14) April 27: WHAT POLITICAL PROFESSIONALS DO.

LEARNING OBJECTIVES: Review the functions of political professionals in democracy and the world. Consider your options for a career as a political professional.

READINGS:

- Freedman, Chapter 21 (pp.301-306, on Max Weber) and re-read last three paragraphs of Chapter 27 (pp.455-56).
- Excerpts from Max Weber, "Politics As A Vocation."
- Swaim, ENTIRE.

DELIVERABLE: Come to class ready to discuss the readings.

CLASS AGENDA:

A) Simulation debrief.

B) Weber's view of the political world: the tension between leaders and bureaucracies; political professionals as change agents.

C) Perils and rewards of political involvement (including being captivated by a single narrative and having a boss or client who is). Albert O. Hirschmann's options: exit, voice, and loyalty.

D) Conclusion: your next steps at GSPM.

Sixth Assignment due one week after last class, May 4 at 11:59 pm.

-END-

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.

