

**The GSPM
Fall Semester, 2009
Mondays: 7:10 – 9:30 P.M.**

**Course Instructor: Christopher Arterton
805 21st Street, N.W., Suite 401
Tel.: 202/994-6000; email: arterton@gwu.edu**

PGMT295 - ADVANCED PROBLEMS & STRATEGIES IN POLITICAL MANAGEMENT

CAPSTONE CLASS: STRATEGY, NEGOTIATION AND LEADERSHIP IN POLITICS

COURSE OVERVIEW:

In the capstone seminar, students will examine the personal, strategic and institutional circumstances that political leaders confront as they go about their work. The course focuses upon (1) the development of strategy, (2) upon negotiation and conflict reduction, and (3) leadership in contemporary politics. Students explore the strategic calculus employed by those in politics as they attempt to mobilize political support, acquire personal influence, build coalitions, exercise institutional authority to accomplish their objectives, and achieve workable solutions to social problems.

The overall course topic is "political" leadership, a complex and poorly articulated concept. The "capstone" seminar challenges students to become leaders, not necessarily in the formal sense of seeking public office, not necessarily in the sense of pursuing a career of public recognition, but in the general sense of articulating a vision and influencing those around you so as to achieve political purposes. To accomplish this ambitious task, students must define their own political goals and values, refine their analytical skills, and develop political strategies appropriate to accomplishing their vision. If successful, the course should launch each individual student upon a process of self-discovery incorporating both the articulation of values and the strategic moves to achieve them.

THOUGHTS ON LEADERSHIP IN POLITICS:

"Leadership and learning are indispensable to each other."

-- President John F. Kennedy [November 22, 1963, Dallas Texas]

Democracy is not self-executing. It takes leadership to bring democracy to life. Great democratic leaders are visionaries. They have an instinct for their nation's future, a course to steer...

-- Arthur Schlesinger

"There is this tension between two forces I am engaged in, between raw political power versus what is probably a little more deeply inside of me, the real quest, the drive strive for substantive issues, of really changing things for these few years I am in the United States Senate . "

—

-- Senator William Frist

"To say a leader is preoccupied with power is like saying that a tennis player is preoccupied with making shots his opponent cannot return. Of course leaders are preoccupied with power! The significant questions are: What means do they use to gain it? How do they exercise it? [And] to what ends do they exercise it?"

-- John W. Gardner

"Leaders must offer moral leadership. They can express the values that hold society together. Most important, they can conceive and articulate goals that lift people out of their petty preoccupations, carry them above the conflicts that tear society apart, and unite them in the pursuit of objectives worthy of their best efforts."

-- James MacGregor Burns

"The essence of leadership is... to motivate people to perform to the maximum potential to achieve goals and objectives that **you** set.

-- William Cohen

"Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation... It is from numberless diverse acts of courage and belief that human history is shaped."

-- Robert F. Kennedy

"Developing yourself begins by *servicing*, by striving toward an idea outside of yourself -- not by leading. Leaders are not born, nor are they made -- they are self-made... Effective self-development must proceed along two parallel streams. One is improvement -- to do better what you already do reasonably well. The second is change -- to do something different. Both are essential.

-- Peter F. Drucker

"Where have all the leaders gone? They're out there pleading, temporizing, putting out fires, trying to avoid too much heat. They're peering at a landscape of bottom lines... They resign. They bum out. They decide not to run or serve... Thus, at precisely the time when the trust and credibility of our alleged leaders are at an all-time low and when potential leaders feel most inhibited in exercising their gifts, America most needs leaders -- because, of course, as the quality of leaders declines, the quantity of problems escalates.

-- Warren Bennis

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

-- Nicolo Machiavelli

In politics, poker and negotiations, success derives not only from holding a strong hand, but from analyzing the total situation so the cards can be skillfully played.

-- Herb Cohen

A power of estimating the adversary, of controlling the forces of victory, and of shrewdly calculating difficulties, dangers and distances, constitutes the test of a great general.

-- Sun Tzu

As a study of the anatomy of organizations in conflict, *The Art of War* applies to competition and conflict in general, on every level from the interpersonal to the international. Its aim is invincibility, victory without battle, and unassailable strength through understanding of the physics, politics and psychology of conflict.

-- Thomas Cleary

I met a traveler from an antique land
Who said: Two vast and trunkless legs of stone
Stand in the desert . . . Near them on the sand,
Half sunk, a shattered visage lies, whose frown,
And wrinkled lip, and sneer of cold command,
Tell that its sculptor well those passions read...
And on the pedestal these words appear:
"My name is Ozymandias, king of kings:
Look upon my works, ye Mighty, and despair!"
Nothing beside remains. Round the decay
Of that colossal wreck, boundless and bare
The lone and level sands stretch far away.

-- Percy Bysshe Shelley

COURSE REQUIREMENTS:

Since much of the learning in Capstone takes place through in-class exercises, class attendance will be mandatory. Students who miss more than two sessions will be penalized in course grading. All students will contribute \$20 to the "class fund." [A lab fee; details to follow.] Each week, students will be expected to undertake a substantial amount of reading in preparation for class discussions. During four weeks, students will also complete written assignments. The final grade will be calculated from the instructor's evaluation of your work in five areas. In order of approximate weight, these are: (1) several in-class quizzes on the readings [10%]; (2) participation in class exercises [15%], (3) involvement in class discussions (especially participation that gives evidence of mastery of the assigned readings) [20%], (4) five written assignments (on vision, career, strategy, on negotiations, a "bio") [30-40%] and (5) either the conceptual essay on leadership [25%] or the "Advancing the GSPM" exercise [15%].

The written assignments will be evaluated as "competent" (√), "excellent" (+), "good" (√+), or "lacking" (-). The difference among these evaluations reflect primarily the instructor's estimate of the **depth of thought** with which each assignment was undertaken. Some of the assignments appear to be easy, "off the top of the head" (i.e., with a high "bs quotient"). However, truly grappling with these questions will require considerable thought on your part. The best one-page memos are boiled down from a five-page first draft. **[Warning:** the instructor takes a dim view of essays that have not been proofread or spell-checked.]

BOOKS FOR PURCHASE:

REQUIRED:

Dixit and Nalebuff, *Thinking Strategically*
Freund, *Smart Negotiating*.
Griffith, *Sun Tzu: The Art of War*.

OPTIONAL

Cohen, *The Art of Leadership*
Greene, *The 48 Laws of Power*

WEEKLY CLASS TOPICS:

Week 1.	August 31	Course Overview: Strategy & Leadership
Week 2.	September 7	NO CLASS
Week 3.	September 14	Strategic Behavior
Week 4.	September 21	Simple Strategies
Week 5.	September 28	Strategy in Complex Circumstances
Week 6.	October 5	The Nature of Power
Week 7.	October 12	Strategy in Political Leadership
Week 8.	October 19	Elements of Negotiations
Week 9.	October 26	Negotiating Strategies
Week 10.	November 2	The Art of Negotiating
Week 11.	November 9	Managing Conflict And Negotiations
Week 12.	November 16	Leadership and Management
Week 13.	November 23	Leadership: the "Vision Thing"
Week 14.	November 30	Leadership by Political Managers
Week 15	December 7	Summary: Capstone and GSPM

A [MUCH TRUNCATED] BIBLIOGRAPHY ON LEADERSHIP, NEGOTIATION & STRATEGY:

ON LEADERSHIP:

Geoffrey Bellman, *Getting Things Done When You Are Not in Charge*. San Francisco: Berrett-Koehler, 1992.

Warren Bennis. *Why Leaders Can't Lead*. San Francisco: Jossey-Bass, 1989.

James MacGregor Burns. *Leadership*. New York: Harper and Row, 1978.

William A. Cohen. *The Art of the Leader*. Englewood Cliffs, NJ: Prentice-Hall, 1990.

Stephen R. Covey. *The Seven Habits of Highly Effective People*.

Peter F. Drucker. *Managing the Non-Profit Organization*. New York: HarperCollins, 1990.

John W. Gardner. *On Leadership*. New York: The Free Press, 1990.

Robert Kelley. *The Power of Followership*. New York: Doubleday Currency, 1992.

ON NEGOTIATIONS:

Herb Cohen. *You Can Negotiate Anything*. New York: Citadel Press, 1980.

Roger Fisher and William Ury. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin, 1991.

Stephen Kozicki. *Creative Negotiating*. Holbrook, MA: Adams Media, 1998.

Roy J. Lewicki, Joseph A. Litterer, John W. Minton, and David M. Saunders. *Negotiation*. Burr Ridge, IL: Irwin, Second Edition, 1994.

Howard Raiffa. *The Art and Science of Negotiation*. Cambridge, MA.: Belknap, 1982.

H. Peyton Young. *Negotiation Analysis*. Ann Arbor: Univ. of Michigan, 1991.

ON STRATEGY:

Adam Brandenberg and Barry J. Nalebuff. *Co-opetition*. New York: Doubleday/Currency, 1996.

Chin-Ning Chu. *Thick Face; Black Heart*. Mill Valley, CA: AMC Publishing Inc., 1992.

Robert Greene. *The 48 Laws of Power*. New York: Viking, 1998.

Michael A. Ludeen. *Machiavelli on Modern Leadership*. New York: St Martins/Turman Talley Books, 1999.

Edward N. Luttwak. *Strategy: The Logic of War and Peace*. Cambridge, MA: Belknap, 1987.

Jeffrey Pfeffer. *Managing with Power: Politics and Influence in Organizations*. Boston: Harvard Business School Press, 1992.

WEEK 1. AUGUST 1ST OVERVIEW: STRATEGY & LEADERSHIP

Course Overview
The nature of strategy
The nature of leadership
Strategy versus Leadership
Strategy and Leadership

In-class exercises:

Beat the Clock (A) and (B)
Dick Francis's Race Day
Thinking Like Sun Tsu
Dollar Auction

READINGS FOR SEPTEMBER 14TH

William Riker, *The Art of Political Manipulation*, Preface, Ch. 1 & 3.

James McGregor Burns, *Leadership*, last chapter.

Dixit and Nalebuff, *Thinking Strategically*, Introduction and Chapters 1 - 2.

HOMEWORK ASSIGNMENT FOR SEPTEMBER 14TH

Write a personal statement (4 pages max.) of your own political beliefs. Use the first page to summarize your own political history. How did you acquire your beliefs? How active in politics have you been? Then, give much greater attention to the values that you believe should be achieved through politics. How would you “type-cast” yourself (if that is possible)? What directions in public policy are worth devoting your life to? What do you want to do with your life? **Title this essay: “VISION.”**

WEEK 2. SEPTEMBER 7TH LABOR DAY – NO CLASS

WEEK 3. SEPTEMBER 14TH STRATEGIC BEHAVIOR

The Art and Science of Strategy
The Game and Its Rules
Lessons of "Ten Tales of Strategy"

In-class exercises:

Battle of the Coral Sea
Campaign Strategy:
Issues or Character
AIRWARS, Games 1 & 2
Go Home or Stay
Ultimatum Games

READINGS FOR SEPTEMBER 21ST:

Dixit and Nalebuff, *Thinking Strategically*, Chapters 3 - 6.

William Riker, *The Art of Political Manipulation*, Chapters 2, 9, 11.

Michael Ludeen, *Machiavelli on Modern Leadership*, Ch. 4.

Case Study reading on the Bricker Amendment.

HOMEWORK ASSIGNMENT FOR SEPTEMBER 21ST:

Write your own career plan. What would be your ideal job in 5 years? Devise a trajectory as to how will you get to that ideal job? If everything worked out perfectly, what would you like to be doing at the peak of your career? **Title this 2 page essay “My Career.”**

WEEK 4. SEPTEMBER 21ST GAME THEORY AND SIMPLE STRATEGIES

Dominant and Maximin Strategies
Deterance, Chicken and Brinksmanship
Commitment and Credibility

In-class exercises:

Prisoner's Dilemma
Promises, Promises
The Bricker Amendment

READINGS FOR SEPTEMBER 28TH:

Dixit and Nalebuff, *Thinking Strategically*, Intro. and Ch. 7, 8, 11 & 12.

HOMEWORK ASSIGNMENT FOR SEPTEMBER 28TH:

Team preparation for AIRWARS 13

WEEK 5. SEPTEMBER 28TH: STRATEGY IN COMPLEX CIRCUMSTANCES
[NOTE: This class MAY run quite late! Approx. 10:15 – 10:30]

Summary of Strategy

In-class exercises:

AIRWARS Game 13

HOMEWORK ASSIGNMENT FOR OCTOBER 5TH:

The readings by Greene and Von Senger and the memo “The Rules of Strategy” [handout and Blackboard] present inventories of propositions about strategy in politics. Illustrate several of these propositions by describing two different instances in which an interactive dynamic existed between two or more parties and where one carefully planned and executed a successful strategy. Conclude your essay with three or more pages in which you draw conclusions or principles about strategy as revealed by these two instances. In other words, the assignment is to use these propositions to help you understand the strategies employed in your examples and then to use your examples to (a) validate, (b) contradict, (c) modify, or (d) add to the propositional inventory in the Capstone memo. You can draw upon situations from election campaigns, legislative fights, issue disputes, or even a personal power play. **This essay should be about seven pages total and should be titled: “STRATEGY.”** [TWO HINTS: Don’t use “careful planning” as one of your conclusions; it’s too obvious. And, the last 3 pages are by far the most important. Think!]

READINGS FOR OCTOBER 5TH:

Caro, *Master of the Senate*, Pp. 353-66, 386-419, 453-515, & 557- 80.

Von Senger, *Book of Stratagems*, (excerpt)

Greene, *The 48 Laws of Power*, Rules 4, 13, 23, 43, 47 & 48.

WEEK 6. OCTOBER 5TH THE NATURE OF POWER

Review of Airwars
Power: Definitional Issues
Acquisition of power
Formal Power and Authority
Bases of Power and Influence

In-class exercise:

LBJ and the acquisition of power

READINGS FOR OCTOBER 12TH:

Sun Tzu, *The Art of War*, entire.

Von Ghyczy, et. al., *Clausewitz on Strategy*, Introduction

Luttwak, *Strategy: The Logic of War and Peace*, Ch. 1 & 2 .

John Pitney, *The Art of Political Warfare*, Ch. 2.

WEEK 7. OCTOBER 12TH STRATEGY IN POLITICAL LEADERSHIP

Deciphering Sun Tzu
“Strategic Misrepresentation”

In-class exercises:

The Capstone “Strategic Contest”

READINGS FOR OCTOBER 19TH:

James Freund, *Smart Negotiating*, pp. 13 - 88.

Druckman and Robinson, *Negotiation Narratives*, Part I

WEEK 8. OCTOBER 19TH ELEMENTS OF NEGOTIATIONS

Basic Approach to Negotiations
BATNA, MAD and ZOPA
Discerning Leverage in Negotiations

In-class exercises:

The Great Food Bazaar
The Used Car Sale (A) and (B)
Merging Media

READINGS FOR OCTOBER 26TH:

James Freund, *Smart Negotiating*, pp. 91 - 129.

HOMEWORK ASSIGNMENT FOR OCTOBER 26TH:

Preparations for “That Big Job”

WEEK 9 OCTOBER 26TH NEGOTIATING STRATEGIES

Negotiating Complex Problems
Information
Credibility and Judgment
Affect and Relationships

In-class exercises:

Salary Negotiations
Campaign Decision Making (Worthington/Cornelius)

READINGS FOR NOVEMBER 2ND:

James Freund, *Smart Negotiating*, pp. 130 - 171.

Druckman and Robinson, *Negotiation Narratives*, Part II

HOMEWORK ASSIGNMENT FOR NOVEMBER 2ND:

Preparation for Harberco

WEEK 10 NOVEMBER 2ND THE ART OF NEGOTIATING

Multi-party Negotiations
Integrative and Distributional Bargaining
“Best Outcomes” in Negotiations

In-class exercises:

Harberco negotiations

READINGS FOR NOVEMBER 9TH:

James Freund, *Smart Negotiating*, pp. 175 - 224.

Fischer & Ury, *Getting to Yes*, Chapters 1-3. (BB)

Druckman and Robinson, *Negotiation Narratives*, Part III

HOMEWORK ASSIGNMENT #1 FOR NOVEMBER 9TH:

Write a 5-page essay in which you address the following issue: What conditions, do you feel, are likely to lead to interaction in which conflict between two parties escalates? What conditions are more likely to create a situation in which the conflict between parties can be reduced? Provide concrete examples. **Title this essay, “NEGOTIATING.”**

HOMEWORK ASSIGNMENT #2 FOR NOVEMBER 9TH:

Preparation for Presidential Debate Negotiations

WEEK 11. NOVEMBER 9TH MANAGING CONFLICT AND NEGOTIATIONS

Negotiating a Complex Problem
Positional vs. Principled Negotiations
Strategy in Negotiations

In-class exercises:

Negotiations Over Presidential Debates

READINGS FOR NOVEMBER 16TH:

John Gardner, *On Leadership*, Chapters 1 – 3.

Robert Kelley, *The Power of Followership*, Ch 1, 5 and 6.

WEEK 12. NOVEMBER 16TH LEADERSHIP AND MANAGEMENT

Leading, managing and inspiring
The Great Man in History?
Followership

In-class exercises:

The Milgram Experiments
Considering the Final Course Assignment

READINGS FOR NOVEMBER 23RD:

Gardner, *On Leadership*, Chapters 6 & 7.

Warren Bennis, *Why Leaders Can't Lead*, Ch. 2.

Burns, *Leadership*, last chapter.

SUGGESTED: Steven Covey, *The Seven Habits of Highly Effective People*.

WEEK 13. NOVEMBER 23RD: LEADERSHIP: THE “VISION THING”

Personal Vision statements revisited

Vision and Values

The nature of political constituencies

In-class exercises:

T.B.A.

READINGS FOR NOVEMBER 30TH:

Peter Drucker, *Managing the Non-Profit Organizations*, Chapters 1 & 2.

Ronald Heifetz & Marty Linsky, *Leadership on the Line*, Chapter 2

WEEK 14 NOVEMBER 30TH LEADERSHIP BY POLITICAL MANAGERS

Leadership styles

Individual strengths and Institutional positions

HOMEWORK ASSIGNMENT FOR DECEMBER 7TH:

CHOOSE OPTION A OR B:

OPTION A: Drawing upon the readings, the exercises, and class discussions of strategy, leadership and negotiations, write an essay summarizing your view of “*political leadership*” as distinct from other types of leadership, such as in corporate settings. [You may want to undertake some additional reading from the bibliography on page 4 or the instructor can make additional suggestions of appropriate writings for you to consider.] In thinking about this assignment, you might want to consider what is different about leadership in politics. How do *political* leaders integrate the subjects of negotiation and strategy? What ingredients do you consider most important in producing effective leadership in the political realm? [HINT: This really is a summary of the whole course.] **Title this 8 page essay, “Leadership.”**

OPTION B: Write a biography of someone that you admire and consider to be a leader in the political arena. Explain **why** you consider this person to be a leader. [HINT: Minimize the biographical details and maximize your analysis of leadership abilities and strengths of this individual, so that your discussing what you learn about leadership from this person.] **Title this 8 page essay, “BIO.”**

WEEK 15 DECEMBER 7TH

SUMMARY: CAPSTONE AND GSPM

In-class exercises:

Movies and Cranberries
Snow and Politics