

Spring 2001

# Concepts and Applications for Leadership in the Global Community

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## CONCEPTS AND APPLICATIONS FOR LEADERSHIP IN THE GLOBAL COMMUNITY

DIPL 6103

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This syllabus covers two sections of this course for Spring 2001. One section (12357 AA) meets Tuesday afternoons from 4:00 to 6:10 pm in Kozlowski Hall 218. The other section (12356 NC) meets Wednesday nights from 6:15 to 8:25 pm in Mooney Hall 28.

### Course Description and Objectives

This course will examine the nature of leadership, especially in the context of international politics. It will investigate both the practice of leadership and the efforts of scholars to evaluate different types of leadership. As a result, students should gain an understanding of how effective leadership plays an indispensable role in the conduct of diplomacy in our complex and changing world.

The course will begin with an overview of the many different issues and challenges associated with exercising and evaluating leadership. Topics of discussion include types of leadership, leadership styles, power, influence, authority, teamwork, problem-solving, motivation, activism, and communication. The second section of the course will explore the special characteristics and dynamics associated with exercising and evaluating leadership in the areas of politics and international diplomacy. It will also include direct contact with practitioners from a number of different international careers.

Students must be prepared to complete the assigned readings before class each day so that they may actively and effectively participate in class discussion. This preparation will also enable each student to develop their own perspectives on the complex issues that will be addressed. In addition, students will have the opportunity to learn from each other through individual presentations.

### Course Materials

Three books have been ordered for this class at the Seton Hall bookstore. They are also on reserve at Walsh Library.

Leadership: Research, Findings, Practice, and Skills by Andrew J. DuBrin. Houghton Mifflin, 1998.

Leadership Without Easy Answers by Ronald A. Heifetz. Belknap Press, 1994.

Man Without a Gun by Giandomenico Picco. Random House, 1999.

In addition, students should plan on closely following current events throughout the semester. The best way to accomplish this is to spend 30 minutes every day reading a paper that provides thorough coverage of international news (such as *The New York Times*). Students may obtain access to many high quality papers on the internet or read them in Walsh Library. Also, students can follow current events by watching a national evening newscast, watching an all news cable channel, or by listening to National Public Radio in the morning and evening.

### Student Responsibilities

Class Participation (20% of course grade): Students are required to do the assigned reading before class and to participate in class discussion on a regular basis. The quality of class sessions is greatly enhanced when students are prepared to engage the course material in a constructive fashion. Part of class participation will also include individual presentations covering the findings of student research papers.

Leader Profile (10% of course grade): Each student will profile an international leader drawn from government, an international organization, a multinational corporation, or a nongovernmental organization. The profile should evaluate the type and quality of the leadership that this individual provides, making sure to cover both their strengths and weaknesses. Students will present their findings briefly in class (about 5 minutes) and turn in an outline (with a bibliography) as well. The presentations will be given during the week of January 23<sup>rd</sup> & 24<sup>th</sup>.

Journal (seven entries, 20% of course grade in all): Students are required to keep a journal covering their reactions to the course readings across the semester. In their journal entries, students should analyze and react to the readings in an effort to stimulate class discussion. Given the topic of the course, students are especially encouraged to apply the course concepts to their own real world experiences regarding leadership. Seven total entries are required, one due at each class meeting where readings have been assigned. Each entry should be one to three pages long.

Research Paper (30% of course grade): Each student will complete a research paper of about 12 pages. These papers can cover a variety of different issues related to international leadership. Therefore, it is essential that students consult with the professor when selecting their topics. These consultations must take place by the week of February 20<sup>th</sup> & 21<sup>st</sup>. Students will need to engage in library research, provide a bibliography, and cite all appropriate information and ideas in the paper. The papers are due on April 10<sup>th</sup> and 11<sup>th</sup>. Students will also present their research findings to the class during the weeks of April 10<sup>th</sup> & 11<sup>th</sup> and April 17<sup>th</sup> & 18<sup>th</sup>. These presentations will be short but must include a handout for the class.

Final Exam (20% of course grade): The final will be a take-home essay exam which will require students to integrate and evaluate information from across the semester. The exam will be distributed at the last class session (April 24<sup>th</sup> & 25<sup>th</sup>) and will be due several days later.

Please Note: The penalty for late work in this class is one-half letter grade per day.

## COURSE TOPICS AND READINGS

<b>Week 1</b>	<b>Jan 16 &amp; 17</b>	<b>Introduction</b>
<b>Week 2</b>	<b>Jan 23 &amp; 24</b>	<b>Leader Profile Presentations</b> No new reading but be ready to give leader profile presentations.
<b>Week 3</b>	<b>Jan 30 &amp; 31</b>	<b>Defining Leadership (journal)</b> DuBrin pages 1-119
<b>Week 4</b>	<b>Feb 6 &amp; 7</b>	<b>Characterizing Leadership (journal)</b> DuBrin pages 120-237
<b>Week 5</b>	<b>Feb 13 &amp; 14</b>	<b>Implementing Leadership (journal)</b> DuBrin pages 238-364
<b>Week 6</b>	<b>Feb 20 &amp; 21</b>	<b>Sustaining Leadership (journal and paper topics due)</b> DuBrin pages 365-456
<b>Week 7</b>	<b>Feb 27 &amp; 28</b>	<b>The Nature of Political Leadership (journal)</b> Heifetz pages 1-180
<b>Week 8</b>	<b>March 6 &amp; 7</b>	<b>The Practice of Political Leadership (journal)</b> Heifetz pages 181-276
<b>Spring Break March 12-16</b>		
<b>Week 9</b>	<b>March 20 &amp; 21</b>	<b>Leadership and International Negotiation (journal)</b> Picco pages 1-299
<b>Week 10</b>	<b>March 27 &amp; 28</b>	<b>Panel of Practitioners</b> No new reading but continue work on research papers.
<b>Week 11</b>	<b>April 3 &amp; 4</b>	<b>Panel of Practitioners</b> No new reading but continue work on research papers.
<b>Week 12</b>	<b>April 10 &amp; 11</b>	<b>Student Presentations and Research Papers Due</b>
<b>Week 13</b>	<b>April 17 &amp; 18</b>	<b>Student Presentations Continued</b>
<b>Week 14</b>	<b>April 24 &amp; 25</b>	<b>Conclusions and Distribute Final Exam</b> The take home final exams will be due at the beginning of the following week.