NEGOTIATING INTERNATIONAL LEADERSHIP

DHP D209m/EIB B295m

Spring 2018

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Syllabus

January 18-March 1, 2018

Module Description

This half-credit module explores the nature of leadership in the international context. Drawing on academic literature and case studies, the course introduces the various functions of a leader across a diverse set of environments and organizations. A working definition for the course is that leadership is the ability to cause other persons to act willingly in desired ways for the benefit of a group or organization.

A key premise of this class therefore is that leadership is an exercise in negotiation. To lead is to negotiate. In order to lead, an individual must have the power to lead, but that power is never permanent. The course will examine three key dimensions of the leadership lifecycle: 1) the acquisition of leadership power, 2) its use and 3) its preservation and inevitable loss. The act of leadership on the global stage – in multilateral organizations, multinational corporations, international non-profits, and diplomatic posts – is particularly complex, and it requires an appreciation of different concepts and cultures of leadership. An important aim of this module, then, is to understand how leaders exercise influence inside and outside their organizations, particularly within the international environment.

Leadership is not confined to the realms of the presidents and CEOs. Leadership is exercised at all levels – from diplomats at the UN to policy advocates in NGOs – and across each sector. Particular attention is given to leaders who exercised great influence, and achieved great change, without formal or legal authority. Focus is also given to understanding the unique challenges of leadership across three main sectors – government and diplomacy, business, and the non-profit world.
Finally, the course seeks to present a wide range of leadership theories and practices. Commonly accepted notions of leadership will be challenged and reframed. Examples of failed leadership will be examined with the same vigor as exalted leaders. Cases of American leadership will be supplemented and contrasted to stories of international leaders. The role of values, ethics, gender, and culture in the exercise of leadership will be probed and debated.

Goals of the Module

The course has three basic goals:

1. To help students understand the nature of leadership across different sectors in different international settings;

2. To give students the tools to analyze various leadership situations and problems; and

3. To help students develop leadership skills in light of their own leadership ideas and ambitions.

Module Outline

Three themes, or questions, will be addressed throughout the course:

1. The Nature of Leadership: What is leadership? What is good leadership and what is bad leadership? How does one evaluate and measure leadership?

2. Leadership in Context: How does the organizational and political context in which it is exercised affect leadership? How does leadership influence the context? In particular, what is special about the exercise of leadership in the international domain, including within multinational corporations, international organizations, international nongovernmental organizations, and foreign policy making circles?

3. Cross Cutting Themes and Complicating factors: What special complicating factors and constraints, such as cultural differences, international norms, national sovereignties, and power differentials, influence the exercise of leadership in the international domain? What strategies and tactics do international leaders employ to cope with these factors and constraints?

Class Meetings: Thursdays, 3:20-5:20 pm.

Office Hours: Mugar 250E, Tuesday mornings, by sign-up sheet.

Module Requirements:

1. Attendance and Participation: Students are required to attend all class sessions and to participate actively in discussions. For participation to be meaningful, students should read assigned material before coming to class. At each class meeting, a student designated by the
instructor may be asked to lead the discussion on a particular reading or make a presentation on a specific topic.

2. Final Paper: Each student will be required to complete a seminar paper of no more than 3000 words, double-spaced and printed in twelve point font on a subject related to leadership in the international domain and approved by the instructor. Students are to submit their seminars papers in hard copy no later than Friday, March 2 at 4 pm. As an initial step in paper preparation, each student will submit to the instructor not later than Monday, February 1, 2018, at 4pm a written research paper proposal describing the topic to be addressed, its significance, the general approach to be employed by the student in addressing it.

The nature of the final paper: Students are encouraged to pursue any topic dealing with leadership in the international domain in which they are interested. Paper topics might focus on a case study of effective or ineffective leadership, a character study of an important international leader, a leadership experience that a student has faced in the past, or a question that students consider of particular interest for their careers.

These suggested topics are not exclusive. The instructor would be happy to consider any research ideas that students would like to pursue. A portion of certain class periods will be devoted to a discussion of research ideas that students are pursuing.

At the final meeting of the class, students should be prepared to make a brief oral presentation of their research findings.

There are no prerequisites for this course.

Calendar and Readings

The basic organization of the seven class meetings of the module will follow the seven basic tasks of leadership which forms the structure of Salacuse, Real Leaders Negotiate! – Gaining, Using, and Keeping the Power to Lead through Negotiation (Palgrave Macmillan 2017). These seven tasks that all leaders must be prepared to carry out are: Direction, Integration, Mediation, Motivation, Education, Representation, and Trust Building. Each class session will consider the nature of each task, particularly in the international environment, and then examine in depth one or more case studies that illustrates the application of that particular task to a concrete, complex international relations problem. Among the leaders whose leadership will be examined are George H.W. Bush, Angela Merkel, Richard Holbrooke, Nelson Mandela, and Warren Buffet.

Required Reading for the course:


Other required readings are to be found on the course web site on Canvas.
Session I (January 18) : Introduction to Leadership and the Leadership Lifecycle

**In-Class Exercise: The Browning Brothers Search**

**Readings**


Session II (January 25): The Seven Tasks of Leadership and Negotiating Direction

**Leadership Function**

**Readings**


Session III (February 1): Negotiating Community and Conflicts

**In class videos: Hans Brandt**

*Robyn and Luis*


**Session IV (February 8): Education and Motivation: The Leader as Educator in Chief**

*Reading(s)*


**Session V (February 15): Negotiating Representation and Trust**

*Reading(s)*

• “Full Transcript of Telephone Call Between US President Donald Trump and Prime Minister Malcolm Turnbull of Australia, January 28, 2017”
• Anthony Erickson, Ben Shaw, Jane Murray, Sara Branch, “Destructive leadership: Causes, Consequences and Countermeasures” 44 *Organizational Dynamics* 266—272 (2015).

**Session VI (February 22): Leadership Preservation and Loss**


Session VII (March 1): Conclusion: Student Research Presentations