



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Contemporary Leadership Perspectives and Practices: Parts I and II

Contemporary Leadership Perspectives and Practices I
MGT 6290-10, CRN 17210
Friday September 23rd and 30th, 8:30-5:30 pm in DUQUES 255

Contemporary Leadership Perspectives and Practices II
MGT 6290-11, CRN 14518
Friday November 4th and 11th, 8:30-5:30 pm in DUQUES 255

Faculty

Professor James Bailey (<http://bit.ly/1q4rUw6>), jbailey@gwu.edu

Introduction and Objectives

Lying as it does squarely in the intersection of the individual and the society, the person and the policy, leadership can be vexing to practitioners and professors alike. This course examines the concept and practice of leadership from a gradated perspective running from micro to macro, treating philosophy, development, creativity, motivation, teams, structure, strategy, change, and the greater good of humanity along the way. It will be taught like an executive seminar rather than a traditional course, focusing more on practice than theory, and employing extensive discussion and case studies.

The purpose of this course is threefold. The first is to challenge assumptions about what leadership is and how it operates by placing it in a modern context that defies the ready and dominate perspective of old. The second is to meaningfully compare and contrast and connect the *micro* and *macro* perspectives of leadership; the former referring to leading *people* and the latter to leading *organizations*. The third and perhaps most important is to leverage the first two purposes to furnish a platform for individual leadership development.

The format of the course will be divided between lectures, class discussion, case analysis, exercises and self-assessments.

Part I and II Content Description

Part I will focus on the individual relationship between leader and follower. It will treat formal propositions about the dynamics involved in interpersonal cause and effect, the unconscious but real behavioral impact of tacit mental models, and distinguish the functions of leadership and management. It will also examine how individual motives can be understood, harnessed, and aligned for organizational advantage.

Part II will study the relationship between leader and teams as well as organizations. It studies how informal team composition can be balanced for optimum performance, the functions and dysfunctions of organizational culture, and the challenges inherent in effective change management. The last module will be customized based on course member interests.

Enrollment

Part I is a prerequisite for Part II. Only students who are registered for Part I will be able to register for Part II. Exceptions can be made but only by directly contacting the instructor.