GEORGETOWN UNIVERSITY
School of Continuing Studies

Georgetown University, BLS

BLHV 3108: Leaders and Leadership in International Relations

Sample Syllabus

Credits: 3

Dates: May 18 – August 15, 2026

**Students are responsible for reviewing the course schedule to identify any assignments that may be due during the exam period following the end of classes.*

Delivery: Georgetown University utilizes the Canvas platform for course delivery. As an online course, all course content will be provided and exchanged on the Canvas platform.

Instructor: Dr. Paul Christopher Manuel

Contact Information: pcm36@georgetown.edu

Office Hours: By appointment

The contact information for any teaching assistant supporting this course will be provided to you at the beginning of the semester.

Course Description

This course offers a broad introduction to leadership in international relations and wonders whether leaders make history, if history makes leaders, or if some third option is possible. Good leadership in international relations is often thought of as the opposite of bad leadership (tyranny), in which case good leadership means something like providing subjects with freedom from tyrants. This course is designed to promote a full understanding of how leadership functions in international relations. It introduces the key paradigms and theories of “leadership” and examines a wide variety of portraits of leaders in international relations, and their consequential choices.

The course is taught by Dr. Manuel, a research fellow at the Berkley Center and an affiliated professor in the Department of Government, the School of Continuing Studies and the McCourt School of Public Policy at Georgetown University. Dr. Manuel has published fifteen books and numerous peer-reviewed articles, and his scholarship has contributed to the literature on democratization in Portugal and on religion and politics.

Please note: The materials provided or made available to students enrolled in this course, including documents, images, audio, and video materials made available to you, are protected by copyright law. You may use those copyrighted materials only in connection with your work in the course. Any other use of those materials, including any further copying, distribution, or dissemination of the materials, is prohibited by law.

Course Learning Objectives

The overall goal of the course is to provide a better understanding of the skills required for good leadership in international relations. By the end of this course, students should have an understanding of the core concepts in the field of leadership studies, including the main approaches to understanding how leadership functions in international relations. In the end, the exercise of leadership may be best understood to be both an art and a skill; the overall goal of the course is to provide a better understanding of those arts and skills required for good leadership in international relations.

By the end of the course, you will be able to:

1. **Describe** key concepts and approaches in the field of leadership studies
2. **Explain** the essential skills and qualities of a good leader in international relations
3. **Identify** how past leaders influenced the course of world events
4. **Reflect** and discuss how leadership functions in international relations
5. **Analyze** the constraints on leaders' power and ability to achieve their goals

Required Materials for Purchase

The following ***TWO*** books are required and are available for purchase in the Georgetown University Bookstore:

- Jentleson, Bruce, The Peacemakers: Leadership Lessons from Twentieth-Century Statesmanship, WW Norton, 2018 ISBN: 978-0-393-24956-9
- Northouse, P. G. (2022). Leadership: Theory and Practice (9th ed.). SAGE. ISBN: 9781506362311

Overview of Course Structure

This course follows a lecture/discussion section format. Participation in the weekly discussion sections is an important component of the work for the class. Your reflections and questions in the discussion sections should be based on a careful consideration of the assigned readings for that week. Your participation grade will be assessed in conjunction with the teaching assistants and will be based on students' performance in the discussion sections. The quality of your contributions to discussions is more important than quantity.

This course consists of 13 modules plus the orientation module which are taken over a 13-week term. Each module length is either one week or more weeks as designated in this syllabus.

During the add/drop period at the beginning of each semester, students are responsible for reviewing the modality, schedule of class meetings, course syllabus, content, deliverables, course policies, and other academic requirements to understand the academic obligations they must meet when enrolled in the course. Students who have concerns about meeting the stated course requirements should drop the course before the end of add/drop. Once add/drop has ended, students have the option of withdrawing from the course or completing it in accordance with the syllabus guidelines. Those who remain in the course past the withdrawal deadline will receive a final grade at the end of the term and will be evaluated for academic standing accordingly.

Assignments

Your course grade will be based on your completion of the following activities and assignments. You will read full details about each of them in the Canvas course. Each assignment category will be weighted according to the percentages below totaling to 100%:

Assignment Name	**Percent**
Discussion Board Participation (11 Total)	9
Reading Quizzes (11 Total)	11
Midterm Exam	30
Research Paper	20
Final Exam	30
Total	100

Submission Policy

Submit all assignments to the Canvas course site. Unless otherwise indicated by faculty, **assignments submitted through email are not acceptable** and will be considered missing/and or late. Please also

retain a personal copy of all assignments submitted until the end of this course is complete and you've received your final grade.

Late Work Policy

Students are expected to submit their assignments by the time on the date indicated on Canvas and the syllabus. Please contact the instructor at least 3 business days in advance if you know that you are going to be late or miss an assignment due date. The instructor will review late submission requests and circumstances on a case-by-case basis and will make a determination if an extension is warranted. Prior notice will provide time for discussing and identifying an alternative due date (if the extension is warranted). If no extension is granted, each day late will cause a 10% deduction from what would have been awarded, and after the 7th day late, your assignment will receive a zero. If the extension is granted, the instructor can still deduct up to 10% of the grade of the assignments submitted late and limit the extension to a maximum of 7 days. If an assignment that has been given an extension is not handed in by the time the allotted extension time has elapsed, it will receive a zero.

Statement on AI Use

You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be cited like any other reference material. Failure to do so constitutes a violation of academic integrity. Instances of suspected plagiarism or other forms of academic dishonesty will be dealt with under the Georgetown Honor Code.

Additionally, students should note that the material generated by these programs may be inaccurate, incomplete, or otherwise unreliable. Students should be aware that the misuse of AI may also stifle independent thinking and creativity, as well as limit their capacity to learn independently in this course. Please engage with these resources responsibly, and with integrity.

Instructor Feedback/Turnaround

If you have a concern and send me a message, you can expect a response to your email within 3 business days. Please allow 4-7 business days for assessment submission feedback.

Grading

A:	92.5% to 100%
A-:	89.5% to 92.4%
B+:	86.5% to 89.4%
B:	82.5% to 86.4%
B-:	79.5% to 82.4%
C+:	76.5% to 79.4%
C:	72.5% to 76.4%
C-:	69.5% to 72.4%
D+:	66.5% to 69.4%
D:	62.5% to 66.4%
F:	62.4% and below

Time Commitment

Online courses meet the same academic standards as on-campus courses. Each week is equal to the same level of participation, commitment, and academic rigor as a face-to-face class. For a 13-week, 3-credit course, you should allocate 8-12 hours per week.

Weekly Schedule

All assignments are due by the Sunday of the week of the module at 11:59 PM US Eastern Time, unless otherwise stated. **Initial postings for all discussions are due by Thursday 11:59 PM US Eastern Time.**

Date	Module	Assignments Due
Week 1 05/18-05/24	**0: Course Overview and** **1: Introduction**	1. Discussion Mod. 1 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 1
Week 2 05/25-05/31	**2: Traits Approach**	1. Discussion Mod. 2 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 2
Week 3 06/01-06/07	**3: Skills Approach**	1. Discussion Mod. 3 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 3
Week 4 06/08-06/14	**4: Behavioral Approach**	1. Discussion Mod. 4 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 4
Week 5 06/15-06/21	**5: Situational Leadership**	1. Discussion Mod. 5 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 5
Week 6 06/22-06/28	**6: Path-Goal Approach**	1. Discussion Mod. 6 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 6

Week 7 06/29-07/05	**7: Midterm Exam**	1. Midterm Exam
Week 8 07/06-07/12	**8: Transformational Leadership**	1. Quiz Mod 8 a. Leadership ethics b. Transformational approach
Week 9 07/13-07/19	**9: Authentic Leadership**	1. Discussion Mod. 9 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 9
Week 10 07/20-07/26	**10: Servant Leadership**	1. Discussion Mod. 10 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 10
Week 11 07/27-08/02	**11: Adaptive Leadership**	1. Discussion Mod. 11 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 11 3. Draft of final research paper
Week 12 08/03-08/09	**12: Women Leaders in International Relations**	1. Discussion Mod. 12 a. Initial Post due Thursday b. Peer response due Sunday 2. Quiz Mod. 12
Week 13 08/10-08/15	**13: Final Exam**	1. Final Exam

Course Policies

The course will follow SCS Course Policies in the following areas:

Attendance Policy
Citation Policy
Communication Policies
The Honor Pledge
Netiquette And Classroom Guidelines
Incomplete and Withdrawal Policies
Accommodation Policy
Technical Requirements
Student Support and Help

Students should familiarize themselves with all of the rules, regulations, and procedures relevant to pursuing a degree at SCS and attendance at Georgetown. In addition to the information in the student handbook, students are responsible for adhering to all policies set forth by their academic program, as well as University regulations including but not limited to:

registration, withdrawal, and refund deadlines, the Honor System, the Code of Student Conduct. Students in the Bachelor of Arts in Liberal Studies program must also adhere to the guidelines set forth in the Undergraduate Bulletin (https://bulletin.georgetown.edu/scs).

Ignorance of these rules will not be accepted as an excuse for failure to abide by them. Students should seek clarification from their academic advisor regarding any policies or regulations they have questions about.

You can review these policies and other student resources in the Orientation Course.