

THEORIES AND MODELS OF LEADERSHIP

SPRING 2008

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Introduction

This course considers theories and models of leadership. Together we will explore various classic and contemporary approaches to leadership, and their application to understanding leaders, followers, and the situations they encounter.

A calendar listing topics and readings for each day is attached. The assigned books for the course are Transforming Leadership by James MacGregor Burns, Leading Minds by Howard Gardner, Blink by Malcolm Gladwell, and Leadership Without Easy Answers by Ronald Heifetz. Assigned articles and chapters not in these books are available on e-reserve. The syllabus notes the e-reserve number of each such article or chapter, in the format ER##.

Course Requirements

1. All students in the course are expected to attend class and to come fully prepared to participate in discussion.
2. Each week you should email me brief – about 150 words – questions or comments on either Tuesday's or Thursday's reading (except for the first week, the week before spring vacation, and the last week). Each of you will be assigned to a group numbered one through six, and the syllabus lists whether odd or even-numbered groups should submit an email for each day. The comments are due at 7:00 AM on the day of the class, and I will respond to them as soon as possible.
3. Each of the six groups leads a class session applying and assessing recent reading. Your group assignment will be arranged in class.
4. There will be an exam on the material from the first part of the course on Thursday, February 28 and an exam on the material from the second part of the course on Tuesday, April 22.
5. A 15-page paper developing a theory of leadership, based on the material from the course, is due on Friday, May 2. You may do the paper individually or in groups of two. Those who do the paper in groups must submit individual assessments of the relative contributions of each group member.

Sixty percent of your course grade will be based on your two exam grades (20% each) and your grade on the paper (20%). 15% will be based on your grade for class participation, 15% will be based on your emailed comments, and 10% will be based on your group presentation.

Tuesday, January 15

Introduction

Thursday, January 17

Freud and George Washington

Freud, S. (1920). Group psychology and the analysis of the ego. In Strachey, J. (ed.), The standard edition of the complete works of Sigmund Freud, V. 28: Beyond the pleasure principle, Group psychology and other works. London: Hogarth Press. pp. 65-143. (ER11)

Ellis, J.J. (1996). The indispensable man. The New York Times Book Review, February 18, 1996. (ER12)

Kaufman, M.T. (1998). The swords! That key! Those teeth! The New York Times, December 18, 1998. (ER30)

Brookhiser, R. (1996). A man on horseback. Atlantic Monthly, 227, January, 1996, pp. 50-64. (ER19)

Tuesday, January 22 (Odd numbered groups email)

Power

Raven, B. (1965). Social influence and power. In I.D. Steiner & M. Fishbein (eds.) Current Studies in social psychology, pp. 371-382. New York: Holt, Rinehart & Winston. (ER29)

Magee, J.C., Gruenfeld, D.H., Keltner, D.J., & Galinsky, A.D. (2005) Leadership and the Psychology of Power. In In D.M. Messick & R.M. Kramer (Eds.). The Psychology of Leadership, Chapter 12, pp. 275-293. (ER16)

Kelman, H. Compliance, identification, and internalization: three processes of opinion change. Journal of conflict resolution, 2, 51-60. (ER3)

Thursday, January 24 (Even numbered groups email)

Communication, Persuasion, and Cognitive Dissonance

Festinger, L. Riecken, H.W., & Schachter, S. (1956) When prophecy fails. In E.E. Maccoby, T.M. Newcomb, & E.L. Hartley (eds.) Readings in social psychology, pp. 156-163. New York: Holt, Rinehart, & Winston. (ER37)

Janis, I.L., & Feshbach, S. (1953). Effects of fear-arousing communications. Journal of abnormal and social psychology, 48, 78-92. (ER7)

Petty, R.E. & Cacioppo, J.T. (1984) The effects of involvement on responses to argument quantity and quality: central and peripheral routes to persuasion. Journal of personality and social psychology, 46, 69-81. (ER8)

Tuesday, January 29

Group 1: Application and Assessment: Social Influence

Thursday, January 31 (Odd numbered groups email)

Leading Minds

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 1, Introduction: A cognitive approach to leadership, pp. 3-21; Chapter 2, Human development and leadership, pp. 22-40; Chapter 3, The leaders' stories, pp. 41-65; Chapter 9, Pope John XXIII: Rediscovering the spirit of the church, pp. 165-181.

Tuesday, February 5 (Even numbered groups email)

Group 2: Application and Assessment: Gardner's Cognitive Theory

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 8, George Marshall: The embodiment of the good soldier, pp. 147-164.

Thursday, February 7 (Odd numbered groups email)

Personality and Interpersonal Behavior

Bales, R.F. (1958). Task roles and social roles in problem-solving groups. In Maccoby, E. E., Newcomb, T.M., & Hartley, E.L. (eds.), Readings in social psychology. New York: Holt, Rinehart, & Winston. pp. 437-447. (ER31)

Swensen, C.W. (1973). Introduction to interpersonal relations. Glenview, IL: Scott, Foresman. Chapter 7, Psychological measurement and interpersonal behavior, pp. 193-207. (ER15)

Tuesday, February 12 (Even numbered groups email)

Personality and Leadership

Chemers, M.M. (1997) An integrative theory of leadership Mahwah, NJ: Erlbaum. Chapter 3, The contingency model and its sequelae, pp. 28-43; Chapter 4, More contingency theories, pp. 44-60. (ER13)

Hogan, R., Curphy, G.J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. American Psychologist, *49*, pp. 493-504. (ER36)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 5, J. Robert Oppenheimer, The teaching of physics, the lessons of politics, pp. 89-109.

Thursday, February 14 (Odd numbered groups email)

Charisma and Transformational Leadership

Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: a response to critiques. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. San Diego: Academic Press. Chapter 3, pp. 49-80. (ER34)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 11, Martin Luther King, Leading in a Rapidly Changing Environment

House, R.J., & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. San Diego: Academic Press. Chapter 4, pp. 81- 107. (ER33)

Tuesday, February 19

Group 3: Application and Assessment: The Role of Charisma

Thursday, February 21

Intelligence and Leadership (Even numbered groups email)

Gardner, H. (1993). Multiple intelligences: The theory in practice New York, NY: Basic Books. pp. 3-48. (ER21)

Trotter, R.J. (1986). Profile: Robert J. Sternberg, Three heads are better than one. Psychology Today, August, 56-62. (ER32)

Goleman, D. (1998). What makes a leader? Harvard Business Review, November-December 1998, pp.93-102. (ER35)

Salovey, P & Grewal, D. (2006). The science of emotional intelligence. Current directions in psychological science, 14, 281-285. (ER31)

Tuesday, February 26

Terror Management Theory (Odd numbered groups email)

Cohen, F., Solomon, S., Maxfield, M., Pyszczynski, T., & Greenberg, J. (2004). Fatal attraction: the effects of mortality salience on evaluations of charismatic, task-oriented, and relationship-oriented leaders. Psychological Science, 15, pp. 846-851. (ER10)

Landau, M.J., Solomon, S., Greenberg, J., Cohen, F., Pyszczynski, T., Arndt, J., Miller, C.H., Ogilvie, D.M., & Cook, A. (2004). Deliver us from evil: the effects of mortality salience and reminders of 9/11 on support for President George W. Bush. Personality and Social Psychology Bulletin, 30, 1136-1150. (ER5)

Thursday, February 28

Mid-Term Exam

Tuesday, March 4

Evolution and Leadership (Even numbered groups email)

Van Vugt, M. (2006). Evolutionary origins and leadership and followership. Personality and social psychology review, 10, pp. 354-371. (ER9)

Thursday, March 6

A Visiting Leader: Carl Vogt

Spring Break, March 7-March 17

Tuesday, March 18

Unconscious Processing and Leadership (Odd numbered groups email)

Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Introduction, The Statue That Didn't Look Right, pp. 3 – 17; One, The Theory of Thin Slices: How A Little Bit of Knowledge Goes A Long Way, pp. 18-47; Two, The Locked Door: The Secret Life of Snap Decisions, pp. 48-71.

Emrich, C.G. (1999). Context Effects in Leadership Perception. Personality and Social Psychology Bulletin, 25, pp. 991-1006. (ER4)

Thursday, March 20 (Even numbered groups email)

Social Cognition, Social Identity and Leadership

Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Three, The Warren Harding Error: Why We Fall for Tall, Dark, and Handsome Men, pp. 72-98; Four, Paul Van Riper's Big Victory: Creating Structure for Spontaneity, pp. 99-146.

Hogg, M.A. (2001). A social identity theory of leadership. Personality and Social Psychology Review, 5, pp. 184-200. (ER28)

Tuesday, March 25 (Odd numbered groups email)

Military Leadership

Keegan, J. (1987). The mask of command. New York: Viking. Introduction, pp. 10-11; Chapter 1, Alexander the Great and Heroic Leadership, pp. 13-91; Conclusion, pp. 311-351. (ER14, 1, 20)

Thursday, March 27

Gender and Leadership (Even numbered groups email)

Eagly, A.H., & Carli, L.L. (2004) Women and men as leaders. In Antonakis, J., Cianciolo, A.T., & Sternberg, R.J. The nature of leadership, Chapter 12, pp. 279-301, Thousand Oaks: Sage. (ER38)

Keating, C.F. & Heltman, K.R. (1994). Dominance and deception in children and adults: are leaders the best misleaders? Personality and social psychology bulletin, 20, 312-321. (ER6)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 10, Eleanor Roosevelt, Ordinariness and extraordinariness.

Tuesday, April 1

Group 4: Application and Assessment: Gender and Leadership

Thursday, April 3 (Odd numbered groups email)

Exchange, Justice and Leadership

Hollander, E.P. (1993). Legitimacy, power, and influence: A perspective on relational features of leadership. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. San Diego: Academic Press. Chapter 2, pp. 29-48. (ER18)

Messick, D.M. (2005). On the psychological exchange between leaders and followers. In D.M. Messick & R.M. Kramer (Eds.). The Psychology of Leadership, Chapter 4, pp. 81-96. (ER22)

Tyler, T.R. & Lind, E.A. (1992). A relational model of authority in groups. Advances in Experimental Social Psychology, 25. San Diego: Academic Press. pp. 115-191. (ER26)

Tuesday, April 8 (Even numbered groups email)

Transforming and Authentic Leadership

Burns, J.M. (1978). Leadership. New York: Harper & Row. Chapter 1, The power of leadership, pp. 9-28. (ER17)

Burns, J.M. (2003). Transforming Leadership. New York: Atlantic Monthly Press. Chapter 9, Creative leadership, pp. 152-169.

Gardner, W.L., Avolio, B.J., Luthans, F., May, D.R., & Walumbwa, F.O. (2005) "Can you see the real me?" A self-based model of authentic leader and follower development. The leadership quarterly, 16, pp. 343-372. (ER2)

Thursday, April 10 (Odd numbered groups email)

Leadership Without Easy Answers

Heifetz, R.A. (1994). Leadership without easy answers. Cambridge, Mass: Harvard. Introduction, pp. 1-9; Chapter 1, Values in leadership, pp. 13-27; Chapter 4, Mobilizing adaptive work, pp. 69-100; Chapter 5, Applying power, pp.101-124; Chapter 11, The personal challenge, pp. 250-276.

Tuesday, April 15

Group 5: Application and Assessment: Transforming, Adaptive, and Authentic Leadership

Thursday, April 17

The Panama Canal (Even numbered groups email)

McCullough, D. (1977). The path between the seas: the creation of the Panama Canal, 1870-1914. New York: Simon and Schuster. Chapter 17, John Stevens, pp. 459-489; Chapter 18, The man with the sun in his eyes, pp. 490-527; Chapter 19, The chief point of attack, pp. 529-554. (ER23, 24, 25)

Tuesday, April 22

Final Exam

Thursday, April 24: Review and Integration