

**THEORIES AND MODELS OF LEADERSHIP**  
LDST 300.02

**SPRING 2009**

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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 Leading Minds by Howard Gardner and Blink by Malcolm Gladwell. 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 and last weeks). Each of you will be assigned to a group numbered one through five, and the syllabus lists whether odd or even-numbered groups should submit an email for each day. Your group assignment will be arranged in class. All 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 five groups leads a class session applying and assessing recent reading.
4. There will be an exam on the material from the first part of the course on Thursday, February 26 and an exam on the material from the second part of the course on Tuesday, April 21.
5. A 15-page paper developing a theory of leadership, based on the material from the course, is due on Friday, May 1. You may do the paper individually or in pairs. Those who do the paper in pairs must submit individual assessments of the relative contributions of the two group members.

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 13**

**Introduction**

**Thursday, January 15**

**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. (ER13)

Ellis, J.J. (1996). The indispensable man. The New York Times Book Review, February 18, 1996. (ER10)

Kaufman, M.T. (1998). The swords! That key! Those teeth! The New York Times, December 18, 1998. (ER26)

Brookhiser, R. (1996). A man on horseback. Atlantic Monthly, 227, January, 1996, pp. 50-64. (ER3)

**Tuesday, January 20 (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. (ER40)

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. (ER33)

Kelman, H. Compliance, identification, and internalization: three processes of opinion change. Journal of conflict resolution, 2, 51-60. (ER31)

**Thursday, January 22 (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. (ER12)

Janis, I.L., & Feshbach, S. (1953). Effects of fear-arousing communications. Journal of abnormal and social psychology, 48, 78-92. (ER25)

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. (ER39)

**Tuesday, January 27**

**Group 1: Application and Assessment: Social Influence**

**Thursday, January 29 (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 3 (Even numbered groups email)**

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

**Thursday, February 5 (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. (ER1)

Swensen, C.W. (1973). Introduction to interpersonal relations. Glenview, IL: Scott, Foresman. Chapter 7, Psychological measurement and interpersonal behavior, pp. 193-207. (ER42)

**Tuesday, February 10 (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. (ER6)

Hogan, R., Curphy, G.J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. American Psychologist, 49, pp. 493-504. (ER21)

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 12 (Odd numbered groups email)**

#### **Intelligence and Leadership**

Gardner, H. (1993). Multiple intelligences: The theory in practice New York, NY: Basic Books. pp. 3-48. (ER15)

Goleman, D. (1998). What makes a leader? Harvard Business Review, November-December 1998, pp.93-102. (ER16)

Salovey, P & Grewal, D. (2006). The science of emotional intelligence. Current directions in psychological science, 14, 281-285. (ER41)

### **Tuesday, February 17 (Even 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. (ER2)

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. (ER24)

### **Thursday, February 19 (Odd numbered groups email)**

#### **Terror Management Theory**

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. (ER8)

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. (ER32)

## **Tuesday, February 24**

### **Group 3: Application and Assessment: The Role of Charisma**

## **Thursday, February 26**

### **Mid-Term Exam**

## **Tuesday, March 3**

### **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. (ER46)

## **Thursday, March 5**

### **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

Emrich, C.G. (1999). Context Effects in Leadership Perception. Personality and Social Psychology Bulletin, 25, pp. 991-1006. (ER11)

## **Spring Break, March 6-March 16**

## **Tuesday, March 17 (Even numbered groups email)**

### **Social Cognition, Social Identity and Leadership**

Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Two, The Locked Door: The Secret Life of Snap Decisions, pp. 48-71; Three, The Warren Harding Error: Why We Fall for Tall, Dark, and Handsome Men, pp. 72-98;

Hogg, M.A. (2001). A social identity theory of leadership. Personality and Social Psychology Review, 5, pp. 184-200. (ER22)

#### **Thursday, March 19 (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. (ER23)

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. (ER38)

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. (ER44)

#### **Tuesday, March 24 (Even numbered groups email)**

##### **Military Leadership**

Keegan, J. (1987). The mask of command. New York: Viking. Introduction, pp. 10-11; Conclusion, pp. 311-351. (ER29,30)

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, March 26**

##### **Gender and Leadership (Odd 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. (ER9)

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. (ER27)

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

Van Vugt, M & Spisak, B.R. (2008) Sex differences in the emergence of leadership during competitions within and between groups. Psychological Science, 19, 854-858. (ER45)

## **Tuesday, March 31**

### **Group 4: Application and Assessment: Gender and Leadership**

## **Thursday, April 2 (Even numbered groups email)**

### **Burns and Ahab**

Burns, J.M. (1978) Leadership. New York: Harper & Row. Chapter 1, The power of leadership, pp. 9-28. (ER5)

Melville, H. (1851) Moby-Dick. Bobbs-Merrill, Inc. Chapter 36, The Quarter Deck, pp. 215-225. (ER37)

Warner, N. (2008) Of “Gods and Commodores”: Leadership in Melville’s *Moby-Dick*. In J. Ciulla, Leadership at the Crossroads, Volume 1, Leadership and the Humanities, pp. 3-19. (ER7)

## **Tuesday, April 7 (Odd numbered groups email)**

### **Creative and Authentic Leadership**

Burns, J.M. (2003). Transforming Leadership. New York: Atlantic Monthly Press. Chapter 9, Creative leadership, pp. 152-169. (ER4)

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. (ER14)

## **Thursday, April 9 (Even 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 6, On a razor’s edge, pp. 125-149. (ER18,20)

**Tuesday, April 14**

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

**Thursday, April 16**

**The Panama Canal (All 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. (ER34,35,36)

**Tuesday, April 21**

**Second Half Exam**

**Thursday, April 23**

**Review and Integration**