

LDSP 300 HISTORY AND THEORIES OF LEADERSHIP SPRING TERM 2005 - COURSE SYLLABUS

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 Office Hours: Monday, Wednesday, 12:00 p.m.- 2:00 p.m.
 By appointment

Class Meeting Time: Monday, Wednesday, Friday 9:20 p.m. - 10:10 p.m.
 Jepson Hall, Room 108

INTRODUCTION TO COURSE

This course is designed to introduce you to both historical concepts of leadership and to more contemporary theories and conceptualizations of leadership. It is, in a sense, an "intellectual history" of leadership, and as such you should come away from the course with an enhanced understanding of the richness and diversity of the phenomenon. We will be exploring a wealth of differing sources and approaches to leadership, to include ancient mythology, classic philosophy, literature, history, social scientific theories of leadership, and contemporary insights into the phenomenon. As we proceed through these materials, one of our chief tasks will be to understand and appreciate the various perspectives as but differing facets of the same "jewel"; that is, we will strive to integrate the materials of this course in such a way that each perspective falls logically into an understandable pattern of evolving conceptions of leadership over time. At the end of the course, we should have an enhanced understanding of leadership: we should be able to converse intelligently with colleagues throughout the field of leadership, have confidence in our ability to apply these concepts of leadership to actual leadership situations, and be beginning to devise our own individual "theory" or conceptualization of leadership to be tested and revised in future courses and experiences.

COURSE OBJECTIVES

1. To understand the "intellectual history" of leadership as that concept has been approached through time.
2. To recognize and understand major interpretive frameworks of leadership.
3. To appreciate differing perspectives on the phenomenon of leadership.
4. To be able to apply the major interpretive frameworks of leadership to real-life situations.
5. To use this new-found understanding of leadership to devise one's own conceptual approach to the subject.

COURSE APPROACH

The essential approach of this course is best captured in the phrase "shared learning experience"; the instructor does not view it as a "teaching opportunity", but rather as a "learning opportunity". The implication is that instructor and students will be fellow sojourners in the search for insights into leadership which the study of conceptions of leadership can offer. As such, all members of the group will play, at one point or another, the following roles:

Students of Leadership

We will all be students of leadership as we seek to understand the various conceptual approaches to leadership and how they apply to real-life leadership situations.

Teachers of Leadership

The students and teacher will have the opportunity to discuss the assigned materials in class discussion, and each will have the opportunity to teach what they have learned to the entire class.

Scholars of Leadership

A "scholar" is often thought of as an individual who advances knowledge in any given field. We will attempt to do this as we evaluate the various conceptions of leadership, and seek to create our own conceptual approach to the subject.

READINGS

The approach of this course is unique. No comprehensive published text exists which embraces all of the materials needed to be covered. As a result, the required readings in this course will be a combination of a books and supplementary online materials. The books are:

- Giddens, A. (2003). *Capitalism & modern social theory: An analysis of the writings of Marx, Durkheim and Max Weber* (Twenty-fifth edition). Cambridge, UK: Cambridge University Press.
- Greenleaf, R. (2002). *Servant leadership: A journey into the nature of legitimate power & greatness*. Mahwah, NJ: Paulist Press.
- Kidder, T. (2004). *Mountains beyond mountains: The quest of Dr. Paul Farmer, a man who would cure the world*. New York, NY: Random House
- Northouse, P. (2001). *Leadership: Theory and practice*. Thousand Oaks, CA: Sage Publications
- Perry, M., Peden, J., & Von Laue, T. (2003). *Sources of the western tradition. Volume 1: From ancient times to the enlightenment* (Fifth edition). Boston, MA: Houghton Mifflin Company.
- Putnam, R. (2000). *Bowling Alone*. New York, NY: Simon & Schuster.

Supplementary readings are on the library's website. To access: go to Course Reserves under Quick Links (<http://oncampus.richmond.edu/is/library/>).

COURSE REQUIREMENTS

This course will proceed through a series of three roughly chronological explorations of leadership thought: early conceptions of leadership; the classic twentieth-century theories of leadership, and new directions in leadership thought. There will be several requirements to test your knowledge of these areas:

- (1) Three reflective one page essays of the readings.
- (2) A larger group project in which teams of students will create, teach, and apply a conceptualization of civic leadership to the participants of Boaz and Ruth, Inc. Rather than just reading and digesting what other individuals have had to say about leadership, you will

be utilizing these insights to assist in the Jepson School's Student Community Partnership with Boaz and Ruth, Inc.

- (3) The responsibility for leading class discussion on a contemporary book.
- (4) A midterm examination and a final.
- (5) One seven to 10 page term paper.
- (6) Class participation/attendance. The heart and soul of this course will be the active participation of all members of the class. You will be expected to attend all class meetings, and to enlighten us with your insights. Attendance will be recorded. Unless you have a legitimate reason for being absent (which must be communicated to the instructor prior to class), any absence from class will adversely affect your participation grade. In addition, lateness to class will not be tolerated. Chronic tardiness will be reflected in the final grade.

GRADING

Individual term paper	15%
Individual reflective essays (total)	10%
Group project	20%
Small group leading class discussion	5%
Individual mid-term examination	20%
Individual final examination	20%
Class attendance and participation	10%

HONOR CODE

Note: The Jepson School supports and adheres to the provisions of the Honor System. **Every piece of written work, presented by individual students or as part of a group project, must have the honor pledge and each student's signature on it.** If it does not, the grade will be affected.

The pledge is: "I pledge that I have neither given nor received unauthorized assistance during the completion of this work."

COURSE SCHEDULE

Week 1

Mon., Jan. 10 Introduction

Activity:

Review syllabus

EARLY CONCEPTIONS OF LEADERSHIP

Wed., Jan. 12 Early views on Leadership: Introduction and Preparation

Conceptions of Leadership before the Agricultural Revolution

Readings:

Salisbury, "Farmers and Hunters," in *Manitou and Providence*

Trigger, "Government and Law"; "Power in Huron Society"; in *The Huron: Farmers of the North*

Bacon, *The African Way: The Power of Interactive Leadership*

Mbigi, *Ubuntu: The Spirit of African Transformation Management*

Fri., Jan 14 Early views on Leadership: Discussion

Essays Due for Group 1

Week 2

Mon., Jan. 17 Conceptions of Leadership in Early Civilization – The Near East and the Hebrews: Introduction and Preparation

Readings:

Perry textbook

Chapter 1 and Chapter 2

Wed., Jan. 19 Conceptions of Leadership in Early Civilization – The Near East: Discussion

Essays Due for Group 2

Fri., Jan. 21 Conceptions of Leadership in Early Civilization - Ancient Greece: Introduction and Preparation

Readings:

Perry textbook

Chapter 3

Online

Aristotle, *Politics* excerpts

Plato, "Epistle VII"

Plato, *Republic* excerpts

Week 3

Mon., Jan. 24 **Conceptions of Leadership in Early Civilization - Ancient Greece: Discussion**
Essays Due for Group 3

Wed., Jan. 26 **Conceptions of Leadership in Early Civilization – The Roman Republic: Introduction and Preparation**

Readings:

Western tradition textbook
Chapter 4

Online

Cicero: "Reflections on Patriotism and Tyranny: `A Letter to Atticus'
Cicero: "The Meaning of Caesar's Assassination: `On Duties'"
Virgil, *Aeneid* excerpt

Fri., Jan. 28 **Introduction of Civic Leadership Group Project**

Week 4

Mon., Jan. 31 **Conceptions of Leadership in Early Civilization - The Roman Republic: Discussion**
Essays Due for Group 4

Wed., Feb. 2 **Conceptions of Leadership in Early Civilization – The Roman Empire: Introduction and Preparation**

Readings:

Western tradition textbook
Chapter 5

Fri., Feb. 4 **Conceptions of Leadership in Early Civilization - The Roman Empire: Discussion**
Essays Due for Group 5

Week 5

Mon., Feb. 7 **Conceptions of Leadership in Early Christianity: Introduction and Preparation**

Readings:

Western tradition textbook:
Chapter 6

Wed., Feb. 9 **Conceptions of Leadership in Early Christianity: Discussion**

Essays Due for Group 1

**Fri., Feb. 11 Conceptions of Leadership in the Early Middle Ages:
Introduction and Preparation**

Readings:

Western tradition textbook

Saint Boniface: Sacred Mission to Germany, 207

Einhard: Forcible Conversion Under Charlemagne, 208

Cassiodorus: The Monk as Scribe, 210

Galbert of Bruges: Commendation and the Oath of Fealty, 215-216

Fulbert, Bishop of Chartres: Obligations of Lords and Vassals, 216

Betran de Born: In Praise of Combat, 217

Online

Augustine, *City of God* excerpt

"Manorial Courts"

The Song of Roland

Week 6

**Mon., Feb. 14 Conceptions of Leadership in the Early Middle Ages:
Discussion**

Essays Due for Group 2

**Wed., Feb. 16 Conceptions of Leadership in the High and Late Middle
Ages: Introduction and Preparation**

Readings:

Western tradition textbook

Chapter 8

Online

Thomas Aquinas, *On Princely Government* excerpts, *On Kingship* excerpts, and
Summa Theologica excerpt

**Fri., Feb. 18 Conceptions of Leadership in the High and Late Middle
Ages: Discussion**

Essays Due for Group 3

Week 7

Mon., Feb. 21 No class

Assignment due: Term papers

**Wed., Feb. 23 Conceptions of Leadership in the Renaissance:
Introduction and Preparation**

Readings:

Western tradition textbook
Chapter 9

Online

Machiavelli, *Discourses on Livy* excerpts

Fri., Feb. 25 Conceptions of Leadership in the Renaissance: Discussion
.Essays Due for Group 4

Week 8

**Mon., Feb. 28 Conceptions of Leadership in the Early Modern Age –
Contract between the Governed and the Governor:
Introduction and Preparation**

Readings:

Western tradition textbook
Chapter 13

Online

du Plessis-Mornay: The Defense of Liberty Against Tyrants
Levellers: An Agreement of the People
Locke, *Second Treatise on Government* excerpts

**Wed., Mar. 2 Conceptions of Leadership in the Early Modern Age:
Discussion**
Essays Due for Group 5

Fri., Mar. 4 MID-TERM EXAMINATION

Week 9

***** Spring Break – ENJOY *****

MODERN CONCEPTIONS OF LEADERSHIP**Week 10**

Mon., Mar. 14 Discussion of Group Project and Civic Leadership

Wed., Mar. 16 Conceptions of Leadership in the Age of American Democracy

Readings:

Western tradition textbook

Thomas Jefferson: Declaration of Independence

Thomas Paine: The Age of Reason

Online

Mill, *On Liberty* excerpts

Morgan, "From Deference to Leadership", in *Inventing the People: The Rise of Popular Sovereignty in England and America*

Federalist Papers excerpts

de Toqueville, *Democracy in America* excerpts

Fri., Mar. 18 Conceptions of Leadership in the Age of American Democracy: Discussion

Essays Due from Group 1

Week 11

Mon., Mar. 21 Conceptions of Leadership in the Age of Capitalism: Introduction and Preparation

Capitalism textbook

Part 1: Marx

Online

Marx, *Alienated Labor* and *Communist Manifesto* excerpts

This week groups should meet with Professor Shields regarding group project

Wed., Mar. 23 Conceptions of Leadership in the Age of Capitalism: Discussion

Essays Due from Group 2

Fri., Mar. 25 Conceptions of Leadership in the Age of Nationalism: Introduction and Preparation

Capitalism textbook

Part 3: Weber

Online

Marx, *The Protestant Ethic and the Spirit of Capitalism* excerpts

Week 12

Mon., Mar. 28 Conceptions of Leadership and the Age of Nationalism: Discussion

Essays Due from Group 3

**Wed., Mar. 30 Conceptions of Leadership in the Social Science Theory Era:
Introduction and Preparation**

Online

Northouse, Trait (Chap. 2), Behavioral (Chap. 3), Situational (Chap. 4), and Contingency (Chap. 5) Theories

**Fri., Apr. 1 Conceptions of Leadership in the Social Science Theory Era:
Discussion**

Essays Due from Group 4

POST-MODERN CONCEPTIONS OF LEADERSHIP

Week 13

**Mon., Apr. 4 Conceptions of Leadership after James MacGregor Burns,
Leadership:
Introduction and Preparation**

Readings: Northouse

**Wed., Apr. 6 Conceptions of Leadership after James MacGregor Burns,
Leadership:
Discussion**

Essays Due from Group 5

Fri., Apr. 8 No class

Week 14

Mon., Apr. 11 The Concept of Servant Leadership

Readings: Greenleaf's *Servant Leadership*
Kidder's *Mountain Beyond Mountains*

Assignment due: Small groups leading class discussion

Wed., Apr. 13 The Concept of Servant Leadership

Greenleaf's *Servant Leadership*
Kidder's *Mountain Beyond Mountains*

Assignment due: Small groups leading class discussion

Fri., Apr. 15 The Concept of Servant Leadership

Greenleaf's *Servant Leadership*
Kidder's *Mountain Beyond Mountains*

Assignment due: Small groups leading class discussion

Week 15

Mon., Apr. 18 **Final oral presentations of group projects**

Wed., Apr. 20 **Final oral presentations of group projects**

Fri., Apr. 22 **Final oral presentations of group projects**

Wed., Apr. 27, 2-5 p.m. ***** FINAL EXAM*****