

**LDST 300**

**SPRING 2006**

**THEORIES AND MODELS OF LEADERSHIP**

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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 two assigned books for the course are Transforming Leadership by James MacGregor Burns, and Leading Minds by Howard Gardner. Assigned articles or chapters are, or will be, posted on-line.

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). We will coordinate the email assignments in class. The comments are due at 8:00 AM on the day of the class, and I will try to respond to them before we by meet. If I do not respond that day, I will respond soon after.
3. You will be assigned to one of six groups which will lead 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, March 3 an exam on the material from the second part of the course on Tuesday, April 25.
5. Each of the six groups noted in No. 3 above will jointly compose a 15-page paper developing a theory of leadership due at the end of the semester. Part of your paper grade will be based on your peers’ evaluation of your contribution to the joint effort.

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

**Tuesday, January 17**

**Introduction**

**Thursday, January 19**

**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.

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

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

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

**Tuesday, January 24**

**Power**

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

Milgram, S. (1963) Behavioral study of obedience. Journal of abnormal and social psychology, 67, 371-378.

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.

**Thursday, January 26**

**Conformity, Compliance, and Coercive Persuasion**

Asch, S.E. (1955) Opinions and social pressure. Scientific American, 193, 31-35.

Freedman, J.L. & Fraser, S.C. (1966) Compliance with pressure: the foot-in-the-door technique. Journal of personality and social psychology, 4, 195-202.

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

**Tuesday, January 31**

**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.

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

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.

**Thursday, February 2**

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

**Tuesday, February 7**

**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.

## Thursday, February 9

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

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; Chapter 8, George Marshall: The embodiment of the good soldier, pp. 147-164; Chapter 10, Eleanor Roosevelt, Ordinariness and extraordinariness.

## Tuesday, February 14

### 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.

Carson, R.C. (1969). Interaction concepts of personality. Chicago: Aldine. Chapter 4, Varieties of interpersonal behavior, pp. 93-115.

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

## Thursday, February 16

### Contingency Theories

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.

Fiedler, F.E. (1993). The leadership situation and the black box in contingency theories. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. Boston: Academic Press. Chapter 1, pp. 1-28.

## **Tuesday, February 21**

### **Personality and Leadership**

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

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

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

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

## **Thursday, February 23**

### **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.

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.

## **Tuesday, February 28**

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

## **Thursday, March 2**

### **Mid-Term Exam**

## **Spring Break, March 3-March 13**

**Tuesday, March 14**

**Evolution and Leadership**

Van Vugt, M. (in press). Evolutionary origins and leadership and followership. Personality and social psychology review, in press.

**Thursday, March 16**

**Gender and Leadership**

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.

Eagly, A.H., Johannesen-Schmidt, M.C. & van Engen, M.L. (2003). Transformational, transactional, and laissez-faire leadership styles: a meta-analysis comparing women and men. Psychological Bulletin, 129, 569-591.

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.

**Tuesday, March 21**

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

**Thursday, March 23**

**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.

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.

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.

**Tuesday, March 28**

**Social Cognition, Social Identity and Leadership**

Chemers, M.M. (1997). An integrative theory of leadership Mahwah, NJ: Erlbaum. Chapter 7, Cognitive approaches, pp. 94-113.

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

**Thursday, March 30**

**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. 311-338.

**Tuesday, April 4**

**Group 5: Application and Assessment: Military Leadership**

**Thursday, April 6**

**Transforming Leadership**

Burns, J.M. (1978). Leadership. New York: Harper & Row. Chapter 1, The power of leadership, Chapter 2, The structure of moral leadership, pp. 9-46.

Burns, J.M. (2003). Transforming Leadership. New York: Atlantic Monthly Press. Chapter 9, Creative leadership, pp. 152-169; Chapter 11, Conflict: The arming of leadership, pp. 186-198; Chapter 12, The power of values, pp. 201-213.

**Tuesday, April 11**

**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.

**Thursday, April 13**

**Authentic Leadership**

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.

**Tuesday, April 18**

**Group 6: Application and Assessment: Transforming, Adaptive, and Authentic Leadership**

**Thursday, April 20**

**The Panama Canal**

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.

**Tuesday, April 25**

**Final Exam**

**Thursday, April 27**

**Commencements**