Theories and Models of Leadership
Leadership 300- Fall 2007

Instructor: Dr. Crystal Hoyt
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Phone: 804-287-6825
Office Hours: Wed 10am-12noon & by appt.
Office Location: Jepson Hall 132

Course Time and Location: Tuesday, Thursday 11:15pm-12:30pm; Jepson 101

Course Website: http://blackboard.richmond.edu

Readings:
The assigned readings provide the background and context for classroom lecture and discussion, therefore, you should read the readings before the class period during which they are discussed.
Texts:
The remaining readings will be available on electronic course reserves. The readings may change slightly and other readings may be assigned during the semester.

Description of the Course:
In this course we will examine the science of leadership by reviewing both classic and contemporary leadership theories and models. We will begin with an introduction to the role of theory in science. Our subsequent review of leadership theories is roughly organized into 3 perspectives: the leader perspective, leader-follower interactions, and the follower perspective.

Goals of the Course:
1. To foster an appreciation for the role of theory and research in our understanding of leadership.
2. To think critically, analytically, and integratively about theory and research as it relates to leadership.
3. To understand the classic approaches to understanding leadership including the trait approach, the behavioral approach, and contingency theories.
4. To gain a better understanding of leadership through an examination of extraordinary individuals.
5. Develop an enhanced understanding of leader-follower interactions including the exchange and transforming elements of leadership.
6. Gain a better understanding of power and influence processes wherein individuals persuade others to adopt new values, attitudes, and goals.
7. To develop an understanding of evolutionary perspectives on leadership.
8. To better understand the role of social perception and social cognition in the leadership process.
9. To gain a better understanding of gender and leadership.
10. Gain a better understanding of the role of mortality concerns in leadership processes.
11. To work collaboratively with other students on a research project of mutual interest.
12. To refine and extend skills in writing papers, to develop and strengthen oral presentation skills, and to enhance both library and empirical research skills.

Course Requirements
1. Written Assignments: You will be required to write two papers this semester. The first paper is due Oct. 30th. The second paper is due Friday, December 14. Details for each assignment will be provided in the course.

2. Examinations: There will be two exams in this course, one midterm and one non-cumulative final. The exams will cover information from both in-class discussions and reading assignments.
3. **GROUP PRESENTATION:** Students will be assigned to one of four groups and each of these groups will lead a class session applying and assessing recent reading.

4. **CLASS PARTICIPATION:** This course is predicated on the active participation of all members. You are expected to attend all classes, arrive on time, and fully engage in discussions and activities. The emphasis is on quality of class participation rather than quantity. Each unexcused absence will penalize your final grade. The class discussions and activities are highly dependent upon the assigned reading for the day. You must come to class fully prepared to discuss the assigned readings. Inadequate class participation will lower your course grade.

**Makeup Exams and Paper Extension Policy:** Only under extraordinary circumstances will a make-up exam be administered or will a late paper be accepted. When these extraordinary circumstances arise, a letter from the Dean is required. A paper turned in late without an acceptable excuse will be docked 10 percentage points for each day it is late. Makeup exams may take an alternative form to that taken by the rest of the class.

**Elements of Your Grade:**
Grades in this course will be based on your performance on the two exams, the writing assignments, and class presentations and participation. Good performance on each assignment and exam is important to your overall success in this course. Your total points will be based on the following components:

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Paper 1</td>
<td>10%</td>
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<td>Paper 2</td>
<td>25%</td>
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<tr>
<td>Exam 1</td>
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<tr>
<td>Exam 2</td>
<td>25%</td>
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<tr>
<td>Group Presentation</td>
<td>10%</td>
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<tr>
<td>Class participation</td>
<td>5%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Final grades** in the course will be based on the percentage of total points that you earn, according to the following cutoffs:

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<th>Percentage for final grades:</th>
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*Plus and minus grades are not shown but will be used*

**Honor Code:** The Jepson School supports and adheres to the provisions of the Honor System sanctioned by the School of Arts and Sciences. Every piece or written work presented by individual students must have the honor pledge with the student's signature on it. The pledge is: “I pledge that I have neither given nor received unauthorized assistance during the completion of this work.”

**Students with Disabilities:** If you have a verified disability and would like to discuss special academic accommodations, please contact us *during the first week of class* to arrange reasonable and appropriate accommodations.
Aug. 28  
Introductions

Aug. 30  
Science, Theories, and Models

Sept. 4  
Freakoleadership

THE LEADER PERSPECTIVE
Sept. 6  
Leader Traits and Personality

Sept. 11  
Contingency Theories

Sept. 13  
Intelligence and Leadership

Sept. 18  
Leading Minds

LEADER-FOLLOWER INTERACTIONS
Sept. 20  
Relationships and Exchange

Sept. 25  
Transforming, Transformational and Charismatic Leadership


**Sept. 27**

**Transforming, Transformational and Charismatic Leadership**


**Oct. 2**

**Group 1: Application and Assessment: Charisma**

**Oct. 4**

**Justice and Leadership**


**Oct. 9**

**Power and Influence**


**Oct. 11**

**Mid-term Exam**

**Oct. 16**

**FALL BREAK**

**Oct. 18**

**Social Influence- I**


**Oct. 23**

**Social Influence- II**


**Oct. 25**

**Group 2: Application and Assessment: Social Influence**

**Oct. 30**

**Evolutionary Theory and Leadership**


- Paper 1 due.

**Nov. 1**

**Class Study Day: No Class (get an early start on the readings for the next class)**

**THE FOLLOWER PERSPECTIVE**

**Nov. 6**

**Implicit Associations in Human Judgment**

Nov. 8  Group 3: Application and Assessment: Implicit Associations

Nov. 13  Implicit Leadership Theory and Social Identity Theory

Nov. 15  Terror Management Theory

Nov. 20  Evaluations of Dead Leaders

Nov. 22  THANKSGIVING

Nov. 27  Gender and Leadership

Nov. 29  Group 4: Application and Assessment: Gender and Leadership

Dec. 4  Final Exam

Dec. 6  Review and Integration
- Paper 2 due December 14.

Note: All dates are tentative and subject to change.