Introduction

This course considers theories and models of leadership. Together we will explore a range of 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. Most of the assigned articles and chapters not in these books are available on Course Reserves, as noted by the designation (CR) after those assignments. The number following CR (e.g., CR1) indicates where you can find each reading in the CR listing of the readings. Some articles will be sent you as pdfs.

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 Monday’s or Wednesday’s readings (except for the first and last weeks). All comments are due at 8:00 AM on the day of the class, and I will respond to them as soon as possible. Please be sure to include in your email a question that you would like us to discuss in class. The syllabus lists whether odd or even-numbered groups should submit an email for each day, and I will let you know whether you are in an odd or even-numbered group during our first week of classes.

3. There will be five groups in all, and each one leads a class session illustrating and assessing particular assigned readings. I will meet with each group to plan that session.

4. There will be an exam on the material from the first part of the course on Wednesday, October 7, and an exam on the material from the second part of the course on Wednesday, December 2.

5. A 15-page paper developing a theory of leadership based on the material from the course, is due at 5:00 PM on Friday, December 11. 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 pair 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.

Monday, August 24

Introduction

Wednesday, August 26

Freud and George Washington


Monday, August 31  (Odd numbered groups email)

Power


Wednesday, September 2  (Even numbered groups email)

**Communication, Persuasion, and Cognitive Dissonance**


Monday, September 7

**Group 1: Illustration and Assessment: Power and Influence**

Wednesday, September 9  (Odd numbered groups email)

**Leading Minds**


Monday, September 14

**Group 2: Illustration and Assessment: Gardner’s Cognitive Theory**

Wednesday, September 16  (Even numbered groups email)

**Personality and Interpersonal Behavior**


**Monday, September 21** (Odd numbered groups email)

**Personality and Leadership**


**Wednesday, September 23** (Even numbered groups email)

**Intelligence and Leadership**


**Monday, September 28** (Odd numbered groups email)

**Terror Management Theory**


**Wednesday, September 30 (Even numbered groups email)**

**Charisma and Transformational Leadership**


**Monday, October 5**

**Group 3: Illustration and Assessment: The Role of Charisma**

**Wednesday, October 7**

**First Half Exam**

**Fall Break, October 9 - 14**

**Wednesday, October 14 (Odd numbered groups email)**

**Unconscious Processing and Leadership**


Monday, October 19 (Even numbered groups email)

**Social Cognition, Social Identity and Leadership**


Wednesday, October 21 (Odd numbered groups email)

**Legitimacy and Leadership**


Monday, October 26 (Even numbered groups email)

**The Evolution of Leadership**


Wednesday, October 28 (Odd numbered groups email)

**Gender and Leadership**


**Monday, November 2**

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

**Wednesday, November 4 (Even numbered groups email)**

**Transforming Leadership and Captain Ahab**


**Monday, November 9**

**Leadership Without Easy Answers (Odd numbered groups email)**


**Wednesday, November 11**
Bad Leadership  (Even numbered groups email)


Monday, November 16

**Group 5: Illustration and Assessment: Transforming, Adaptive and Bad Leadership**

Wednesday, November 18  (Odd numbered groups email)

**Military Leadership**


Wednesday, November 23

**The Panama Canal  (Even numbered groups email)**


Monday, November 30

**Review and Integration**

Wednesday, December 2

**Second Half Exam**
Awarding of Credit

To be successful in this course, a student should expect to devote 10-14 hours each week, including class time and time spent on course-related activities.

http://registrar.richmond.edu/services/policies/academic-credit.html

Disability Accommodations

Students with a Disability Accommodation Notice should contact their instructors as early in the semester as possible to discuss arrangements for completing course assignments and exams.

http://studentdevelopment.richmond.edu/disability-services/policies.html

Honor System

The Jepson School supports the provisions of the Honor System. The shortened version of the honor pledge is: “I pledge that I have neither received nor given unauthorized assistance during the completion of this work.”

http://studentdevelopment.richmond.edu/honor/

Religious Observance

Students should notify their instructors within the first two weeks of classes if they will need accommodations for religious observance.

http://registrar.richmond.edu/planning/religiousobs.html