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


Tuesday, January 20 (Odd numbered groups email)

Power


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


Tuesday, January 27

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

Thursday, January 29  (Odd numbered groups email)

**Leading Minds**


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**


Tuesday, February 10  (Even numbered groups email)

**Personality and Leadership**


**Thursday, February 12 (Odd numbered groups email)**

**Intelligence and Leadership**


**Tuesday, February 17 (Even numbered groups email)**

**Charisma and Transformational Leadership**


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

**Terror Management Theory**


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)


Thursday, March 5

Unconscious Processing and Leadership (Odd numbered groups email)


Spring Break, March 6-March 16

Tuesday, March 17 (Even numbered groups email)

Social Cognition, Social Identity and Leadership


Thursday, March 19  (Odd numbered groups email)

**Exchange, Justice and Leadership**


Tuesday, March 24  (Even numbered groups email)

**Military Leadership**


Thursday, March 26

**Gender and Leadership  (Odd numbered groups email)**


**Tuesday, March 31**

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

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

**Burns and Ahab**


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

**Creative and Authentic Leadership**


**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)


Tuesday, April 21

Second Half Exam

Thursday, April 23

Review and Integration