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. 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.

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). 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 applying and assessing recent reading. 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 Tuesday, February 28 and an exam on the material from the second part of the course on Tuesday, April 19.

5. A 15-page paper developing a theory of leadership, based on the material from the course, is due on Friday, April 27. 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 10

Introduction

Thursday, January 12

Freud and George Washington


Tuesday, January 17 (Odd numbered groups email)

Power


Thursday, January 19 (Even numbered groups email)
**Communication, Persuasion, and Cognitive Dissonance**

Kelman, H. Compliance, identification, and internalization: three processes of opinion change. *Journal of Conflict Resolution, 2*, 51-60. (CR16)


**Tuesday, January 24**

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

**Thursday, January 26** (Odd numbered groups email)

**Leading Minds**


**Tuesday, January 31**

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

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

**Personality and Interpersonal Behavior**


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

**Personality and Leadership**


**Thursday, February 9 (Even numbered groups email)**

**Intelligence and Leadership**


**Tuesday, February 14 (Odd numbered groups email)**

**Charisma and Transformational Leadership**


Environment


**Thursday, February 16 (Even numbered groups email)**

**Terror Management Theory**


**Tuesday, February 21**

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

**Thursday, February 23**

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


Tuesday, February 28

Mid-Term Exam

Thursday, March 1

Unconscious Processing and Leadership (Even numbered groups email)


Spring Break, March 2 - March 12

Tuesday, March 13 (Odd numbered groups email)

Social Cognition, Social Identity and Leadership


Thursday, March 15 (Even numbered groups email)

Exchange, Justice and Leadership


Tuesday, March 20  (Odd numbered groups email)

Military Leadership


Thursday, March 22

Gender and Leadership  (Even numbered groups email)


Tuesday, March 27

Group 4: Application and Assessment: Gender and Leadership

Thursday, March 29 (Odd numbered groups email)

Transforming Leadership and Captain Ahab


**Tuesday, April 3 (Even numbered groups email)**

**Bad Leadership**


**Thursday, April 5 (Odd 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. (CR29, 6,12,13)

**Tuesday, April 10**

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


**Thursday, April 12**

**Group 5: Application and Assessment: Transforming and Adaptive Leadership, Good and Bad**

**Tuesday, April 19**
Second Half Exam

Thursday, April 21

Review and Integration