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 Wednesday’s or Friday’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 illustrating and assessing recent 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, March 6 and an exam on the material from the second part of the course on Wednesday, April 24.

5. A 15-page paper developing a theory of leadership, based on the material from the course, is due on Friday, May 3. 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.

Wednesday, January 16

Introduction

Friday, January 18

Freud and George Washington


Wednesday, January 23 (Odd numbered groups email)

Power


Friday, January 25 (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)


Wednesday, January 30

Group 1: Illustration and Assessment: Social Influence

Friday, February 1 (Odd numbered groups email)

Leading Minds


Wednesday, February 6

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

Friday, February 8 (Even numbered groups email)

Personality and Interpersonal Behavior


**Wednesday, February 13**  (Odd numbered groups email)

**Personality and Leadership**


**Friday, February 15**  (Even numbered groups email)

**Intelligence and Leadership**


**Wednesday, February 20**  (Odd numbered groups email)

**Charisma and Transformational Leadership**


Environment


Friday, February 22 (Even numbered groups email)

Terror Management Theory


Wednesday, February 27

Group 3: Illustration and Assessment: The Role of Charisma

Friday, March 1 (Odd numbered groups email)

Evolution and Leadership


Wednesday, March 6

Mid-Term Exam

Friday, March 8 (Even numbered groups email)

Unconscious Processing and Leadership


Spring Break, March 8 - March 18

Wednesday, March 20 (Odd numbered groups email)

Social Cognition, Social Identity and Leadership


Friday, March 22 (Even numbered groups email)

Exchange, Justice and Leadership


Wednesday, March 27 (Odd numbered groups email)

Gender and Leadership


Friday, March 29 (Even numbered groups email)

Military Leadership


Wednesday, April 3

Group 4: Illustration and Assessment: Gender and Leadership

Friday, April 5 (Odd numbered groups email)

Transforming Leadership and Captain Ahab


**Wednesday, April 10 (Even numbered groups email)**

**Bad Leadership**


**Friday, April 12 (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)

**Wednesday, April 17**

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


**Friday, April 19**

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

**Wednesday, April 24**
Second Half Exam

Friday, April 26

Review and Integration