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 9:00 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 Thursday, February 23 and an exam on the material from the second part of the course on Tuesday, April 18.

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, May 5. 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. (CR34)


Tuesday, January 24

Group 1: Illustration and Assessment: Social Influence

Thursday, January 26 (Odd numbered groups email)

Leading Minds


Tuesday, January 31

Group 2: Illustration 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**


House, R.J., & Shamir, B. (1993). Toward the integration of transformational,

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

**Terror Management Theory**


**Tuesday, February 21**

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

**Thursday, February 23**

**Mid-Term Exam**

**Tuesday, February 28 (Odd numbered groups email)**

**Unconscious Processing and Leadership**


Thursday, March 2  (Odd numbered groups email)

Social Cognition, Social Identity and Leadership


Spring Break, March 3 - March 13

Tuesday, March 14 (Even numbered groups email)

Evolution and Leadership


Thursday, March 16  (Odd numbered groups email)

Exchange, Justice and Leadership


Tuesday, March 21 (Even numbered groups email)

**Military Leadership**


Thursday, March 23 (Odd numbered groups email)

**Gender and Leadership**


Tuesday, March 28

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

Thursday, March 30 (Even numbered groups email)

**Transforming Leadership and Captain Ahab**


Tuesday, April 4 (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. (CR18,21,19,20)

Thursday, April 6 (Even numbered groups email)

Bad Leadership


Tuesday, April 11

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

Thursday, April 13

The Panama Canal (Even numbered groups email)


Tuesday, April 18

Second Half Exam

Thursday, April 20
Review and Integration