

THEORIES AND MODELS OF LEADERSHIP

FALL 2007

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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 Transforming Leadership by James MacGregor Burns, Leading Minds by Howard Gardner, Blink by Malcolm Gladwell, and Leadership Without Easy Answers by Ronald Heifetz. Assigned articles and chapters not in these books are available either in the course pack (CP), on e-reserve (ER), or on Blackboard (BB). The syllabus notes where to find each one

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 week, the week before spring vacation, and the last week). Each of you will be assigned to either the A Team or the B Team, and the syllabus lists which team should submit an email for each day. The comments are due by noon on the day of the class, and I will respond to them as soon as possible.
3. Each of you will also be assigned to two of six groups, and each of those groups leads a class session applying and assessing recent reading. Your group assignments will be arranged in class.
4. There will be an exam on the material from the first part of the course on Thursday, October 11 an exam on the material from the second part of the course on Tuesday, December 4.
5. A 15-page paper developing a theory of leadership, based on the material from the course, is due on Friday, December 14. You may do the paper individually or in pairs. Those who do the paper in pairs must submit assessments of the relative contributions of each member of the pair.

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 presentations

Class Schedule and Readings

Tuesday, August 28

Introduction

Thursday, August 30

Freud and George Washington

Freud, S. (1920). Group psychology and the analysis of the ego. In Strachey, J. (ed.), The standard edition of the complete works of Sigmund Freud, V. 28: Beyond the pleasure principle, Group psychology and other works. London: Hogarth Press. pp. 65-143. (ER)

Ellis, J.J. (1996). The indispensable man. The New York Times Book Review, February 18, 1996. (Class Handout)

Kaufman, M.T. (1998). The swords! That key! Those teeth! The New York Times, December 18, 1998. (Class Handout)

Brookhiser, R. (1996). A man on horseback. Atlantic Monthly, 227, January, 1996, pp. 50-64. (CP)

Tuesday, September 4 (Team A emails)

Power

Raven, B. (1965). Social influence and power. In I.D. Steiner & M. Fishbein (eds.) Current Studies in social psychology. , pp. 371-382. New York: Holt, Rinehart & Winston. (ER)

Magee, J.C., Gruenfeld, D.H., Keltner, D.J., & Galinsky, A.D. (2005) Leadership and the Psychology of Power. In In D.M. Messick & R.M. Kramer (Eds.). The Psychology of Leadership, Chapter 12, pp. 275-293. (ER)

Kelman, H. Compliance, identification, and internalization: three processes of opinion change. Journal of conflict resolution, 2, 51-60. (CP)

Thursday, September 6 (Team B emails)

Communication, Persuasion, and Cognitive Dissonance

Festinger, L. Riecken, H.W., & Schachter, S. (1956) When prophecy fails. In E.E. Maccoby, T.M. Newcomb, & E.L. Hartley (eds.) Readings in social psychology, pp. 156-163. New York: Holt, Rinehart, & Winston. (ER)

Janis, I.L., & Feshbach, S. (1953). Effects of fear-arousing communications. Journal of abnormal and social psychology, 48, 78-92. (CP)

Petty, R.E. & Cacioppo, J.T. (1984) The effects of involvement on responses to argument quantity and quality: central and peripheral routes to persuasion. Journal of personality and social psychology, 46, 69-81. (CP)

Tuesday, September 11

Group 1: Application and Assessment: Social Influence

Thursday, September 13 (Team A emails)

Leading Minds

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 1, Introduction: A cognitive approach to leadership, pp. 3-21; Chapter 2, Human development and leadership, pp. 22-40; Chapter 3, The leaders' stories, pp. 41-65; Chapter 9, Pope John XXIII: Rediscovering the spirit of the church, pp. 165-181.

Tuesday, September 18

Group 2: Application and Assessment: Gardner's Cognitive Theory

Thursday, September 20 (Team B emails)

Personality and Leadership

Bales, R.F. (1958). Task roles and social roles in problem-solving groups. In Maccoby, E. E., Newcomb, T.M., & Hartley, E.L. (eds.), Readings in social psychology. New York: Holt, Rinehart, & Winston. pp. 437-447. (ER)

Chemers, M.M. (1997) An integrative theory of leadership Mahwah, NJ: Erlbaum. Chapter 3, The contingency model and its sequelae, pp. 28-43. (ER)

Hogan, R., Curphy, G.J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. American Psychologist, 49, pp. 493-504. (CP)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 5, J. Robert Oppenheimer, The teaching of physics, the lessons of politics, pp. 89-109.

Tuesday, September 25

Intelligence and Leadership (Team A emails)

Gardner, H. (1993). Multiple intelligences: The theory in practice New York, NY: Basic Books. pp. 3-48. (ER)

Goleman, D. (1998). What makes a leader? Harvard Business Review, November-December 1998, pp.93-102. (BB)

Salovey, P & Grewal, D. (2006). The science of emotional intelligence. Current directions in psychological science, 14, 281-285. (BB)

Thursday, September 27 (Team B emails)

Charisma and Transformational Leadership

Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: a response to critiques. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. San Diego: Academic Press. Chapter 3, pp. 49-80. (ER)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 11, Martin Luther King, Leading in a Rapidly Changing Environment

House, R.J., & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. In Chemers, M.M. & Ayman, R. (eds.), Leadership

theory and research. San Diego: Academic Press. Chapter 4, pp. 81- 107. (ER)

Tuesday, October 2

Group 3: Application and Assessment: The Role of Charisma

Thursday, October 4

Exchange, Justice and Leadership (Team A emails)

Hollander, E.P. (1993). Legitimacy, power, and influence: A perspective on relational features of leadership. In Chemers, M.M. & Ayman, R. (eds.), Leadership theory and research. San Diego: Academic Press. Chapter 2, pp. 29-48. (ER)

Messick, D.M. (2005). On the psychological exchange between leaders and followers. In D.M. Messick & R.M. Kramer (Eds.). The Psychology of Leadership, Chapter 4, pp. 81-96. (ER)

Tyler, T.R. & Lind, E.A. (1992). A relational model of authority in groups. Advances in Experimental Social Psychology, 25. San Diego: Academic Press. pp. 115-191. (ER)

Tuesday, October 9

Terror Management Theory (Team B emails)

Cohen, F., Solomon, S., Maxfield, M., Pyszczynski, T., & Greenberg, J. (2004). Fatal attraction: the effects of mortality salience on evaluations of charismatic, task-oriented, and relationship-oriented leaders. Psychological Science, 15, pp. 846-851. (Class Handout)

Landau, M.J., Solomon, S., Greenberg, J., Cohen, F., Pyszczynski, T., Arndt, J., Miller, C.H., Ogilvie, D.M., & Cook, A. (2004). Deliver us from evil: the effects of mortality salience and reminders of 9/11 on support for President George W. Bush. Personality and Social Psychology Bulletin, 30, 1136-1150. (CP)

Thursday, October 11

Mid-Term Exam

Fall Break, October 12 - 16

Thursday, October 18 (Team A emails)

Evolution and Leadership

Van Vugt, M. (2006). Evolutionary origins and leadership and followership. Personality and social psychology review, 10, pp. 354-371. (CP)

Tuesday, October 23 (Team B emails)

Unconscious Processing

Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Introduction, The Statue That Didn't Look Right, pp. 3 – 17; One, The Theory of Thin Slices: How A Little Bit of Knowledge Goes A Long Way, pp. 18-47.

Emrich, C.G. (1999). Context Effects in Leadership Perception. Personality and Social Psychology Bulletin, 25, pp. 991-1006. (CP)

Thursday, October 25 (Team A emails)

Social Cognition, Social Identity and Leadership

Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Two, The Locked Door: The Secret Life of Snap Decisions, pp. 48-71; Three, The Warren Harding Error: Why We Fall for Tall, Dark, and Handsome Men, pp. 72-98.

Hogg, M.A. (2001). A social identity theory of leadership. Personality and Social Psychology Review, 5, pp. 184-200. (CP)

Tuesday, October 30 (Team B emails)

Military Leadership

Keegan, J. (1987). The mask of command. New York: Viking. Introduction, pp. 1-11; Conclusion, pp. 311-338. (ER)

Thursday, November 1

Military Leadership (No Class Meeting)

Keegan, J. (1987). The mask of command. New York: Viking. Chapter 1, Alexander the Great and Heroic Leadership, pp. 13-91. (ER)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 8, George Marshall: The embodiment of the good soldier, pp. 147-164.

Tuesday, November 6

Group 4: Application and Assessment: Military Leadership

Thursday, November 8 (Team A emails)

Gender and Leadership

Eagly, A.H., & Carli, L.L. (2004) Women and men as leaders. In Antonakis, J., Cianciolo, A.T., & Sternberg, R.J. The nature of leadership, Chapter 12, pp. 279-301, Thousand Oaks: Sage. (CP)

Keating, C.F. & Heltman, K.R. (1994). Dominance and deception in children and adults: are leaders the best misleaders? Personality and social psychology bulletin, 20, 312-321. (CP)

Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books. Chapter 10, Eleanor Roosevelt, Ordinariness and extraordinariness.

Tuesday, November 13

Group 5: Application and Assessment: Gender and Leadership

Thursday, November 15 (Team B emails)

Transforming and Authentic Leadership

Burns, J.M. (1978). Leadership. New York: Harper & Row. Chapter 1, The power of leadership, Chapter 2, The structure of moral leadership, pp. 9-46. (ER)

Burns, J.M. (2003). Transforming Leadership. New York: Atlantic Monthly Press. Chapter 9, Creative leadership, pp. 152-169; Chapter 12, The power of values, pp. 201-213.

Gardner, W.L., Avolio, B.J., Luthans, F., May, D.R., & Walumbwa, F.O. (2005) "Can you see the real me?" A self-based model of authentic leader and follower

development. The leadership quarterly, 16, pp. 343-372. (CP)

Tuesday, November 20 (Team A emails)

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 5, Applying power, pp.101-124; Chapter 11, The personal challenge, pp. 250-276.

Thanksgiving Break

Tuesday, November 27

Group 6: Application and Assessment: Transforming, Adaptive, and Authentic Leadership

Thursday, November 29 (Team B emails)

The Panama Canal

McCullough, D. (1977). The path between the seas: the creation of the Panama Canal, 1870-1914. New York: Simon and Schuster. Chapter 17, John Stevens, pp. 459-489; Chapter 18, The man with the sun in his eyes, pp. 490-527; Chapter 19, The chief point of attack, pp. 529-554. (ER)

Tuesday, December 4

Second Half Exam

Thursday, December 6

Conclusions