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. Most of the 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. Some articles will be sent you as pdfs.

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 readings (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 particular assigned 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, October 11, and an exam on the material from the second part of the course on Thursday, December 6.

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, December 14. 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 pair 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, August 28**

**Introduction**

**Thursday, August 30**

**Freud and George Washington**


**Tuesday, September 4 (Odd numbered groups email)**

**Power**


Thursday, September 6 (Even numbered groups email)

Communication, Persuasion, and Cognitive Dissonance


Tuesday, September 11

Group 1: Illustration and Assessment: Power and Influence

Thursday, September 13 (Odd numbered groups email)

Leading Minds


Tuesday, September 18

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

Thursday, September 20 (Even numbered groups email)

Personality and Interpersonal Behavior


**Tuesday, September 25 (Odd numbered groups email)**

**Personality and Leadership**


**Thursday, September 27 (Even numbered groups email)**

**Intelligence and Leadership**


**Tuesday, October 2 (Odd numbered groups email)**

**Terror Management Theory**


**Thursday, October 4  (Even numbered groups email)**

**Charisma and Transformational Leadership**


**Tuesday, October 9**

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

**Thursday, October 11**

**First Half Exam**

**Fall Break, October 12-17**

**Thursday, October 18  (Odd numbered groups email)**

**Unconscious Processing and Leadership**


**Tuesday, October 23 (Even numbered groups email)**

**Social Cognition, Social Identity and Leadership**


**Thursday, October 25 (Odd numbered groups email)**

**Legitimacy and Leadership**


**Tuesday, October 30 (Even numbered groups email)**

**The Evolution of Leadership**


**Thursday, November 1 (Odd numbered groups email)**
Gender and Leadership


Tuesday, November 6

Group 4: Illustration and Assessment: Gender and Leadership

Thursday, November 8 (Even numbered groups email)

Transforming Leadership and Captain Ahab


Tuesday, November 13

Leadership Without Easy Answers (Odd numbered groups email)

Heifetz, R.A. (1994). Leadership Without Easy Answers. Cambridge, Mass: Harvard.; 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. (CR 19,20,21)
Thursday, November 15

Bad Leadership (Even numbered groups email)


Tuesday, November 20

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

Tuesday, November 27 (Odd numbered groups email)

Military Leadership


Thursday, November 29

The Panama Canal (Even numbered groups email)


Tuesday, December 4

Review and Integration

Thursday, December 6
Second Half Exam