

LEADERSHIP and the SOCIAL SCIENCES

LDST 102

Spring Semester 2023

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Introduction

The goal of this course is to familiarize you with the kinds of issues explored in the Jepson School of Leadership Studies, primarily from the perspective of the social sciences. Together we'll study some fundamental conceptions of the human condition and social interaction. Considerable emphasis is placed on examples of leaders and leadership. We'll read and discuss relevant works from psychology and related works from other disciplines, endeavoring to understand leaders and leadership in several domains, including groups, organizations, politics, business, and social change.

Readings and Movie/Television Assignments

TEXTBOOK: *Riggio, R. E. (2020). Daily Leadership Development: 365 Steps to Becoming a Better Leader. Barnes and Noble Press.*

MOVIE: *Finding Joe (2011). Takaya Solomon, Producer.*

Course requirements

Members of the class are expected to attend each class and to participate in discussion.

There is one midterm exam, on **Tuesday, February 28**.

There are two required 5-page papers. The first is due on **Friday, February 10th**, and the second is due on **Friday, April 7th**.

Grading

Your course grade is determined by the following:

Midterm and Final Exams: 30% each

5-Page Papers: 20% each

Honor Code

All assignments are expected to be the student's original work. The shortened version of the honor pledge is: "I pledge that I have neither received nor given unauthorized assistance during the completion of this work."

The Jepson School follows the provisions of the Honor System as outlined by the School of Arts and Sciences. This means that no student is to use, rely on or turn in work that was paid-for, copied, excessively summarized without citation, created in collaboration (without permission), produced by AI, or is otherwise not the original work of the student for the

Disability Accommodations

Students with a Disability Accommodation Notice should contact their instructors as early in the semester as possible to discuss arrangements for completing course assignments and exams.

Religious Observances

Students should notify their instructors within the first two weeks of classes if they will need accommodations for religious observance.

Inclusivity

The University of Richmond is committed to building an inclusive community. To this end, the Student Center for Equity and Inclusion (SCEI) was created in 2021 and offers ongoing support and assistance for a diverse student body.

ACADEMIC AND PERSONAL SUPPORT SERVICES

If you experience difficulties in this course, do not hesitate to consult with me. There are also other resources that can support you in your efforts to meet course requirements.

Academic Skills Center (asc.richmond.edu): Academic coaches assist students in assessing and developing their academic and life-skills (e.g., critical reading and thinking, information conceptualization, concentration, test preparation, time management, stress management, etc.). Peer tutors offer assistance in specific subject areas (e.g., calculus, chemistry, accounting, etc.) and will be available for appointments in-person and virtually. Peer tutors are listed on the ASC website. **Email** [Roger Mancastroppa \(rmancast@richmond.edu\)](mailto:rmancast@richmond.edu) and [Hope Walton \(hw Walton@richmond.edu\)](mailto:hw Walton@richmond.edu) **for coaching appointments in academic and life skills.**

Boatwright Library Research Librarians: (library.richmond.edu/help/ask/ or 289-8876): Research librarians help students with all steps of their research, from identifying or narrowing a topic, to locating, accessing, evaluating, and citing information resources. Librarians support students in their classes across the curriculum and provide individual appointments, class library instruction, tutorials, and [research guides \(libguides.richmond.edu\)](http://libguides.richmond.edu). Students can [contact an individual librarian \(library.richmond.edu/help/liaison-librarians.html\)](http://library.richmond.edu/help/liaison-librarians.html) or ASK a librarian for help via email (library@richmond.edu), text (804-277-9ASK), or [chat \(library.richmond.edu/chat.html\)](http://library.richmond.edu/chat.html).

Career Services: (careerservices.richmond.edu or 289-8547): Can assist you in exploring your interests and abilities, choosing a major or course of study, connecting with internships and jobs, and investigating graduate and professional school options. We encourage you to schedule an appointment with a career advisor early in your time at UR.

Counseling and Psychological Services (caps.richmond.edu or 289-8119): Assists currently enrolled, full-time, degree-seeking students in improving their mental health and well-being, and in handling challenges that may impede their growth and development. Services include brief consultations, short-term counseling and psychotherapy, skills-building classes, crisis intervention, psychiatric consultation, and related services.

Disability Services (disability.richmond.edu) The Office of Disability Services works to ensure that qualified students with a disability (whether incoming or current) are provided with reasonable accommodations that enable students to participate fully in activities, programs, services and benefits provided to all students. Please let your professors know as soon as possible if you have an accommodation that requires academic coordination and planning.

Speech Center (speech.richmond.edu or 287-6409): Assists with preparation and practice in the pursuit of excellence in public expression. Recording, playback, coaching and critique sessions offered by teams of student consultants trained to assist in developing ideas, arranging key points for more effective organization, improving style and delivery, and handling multimedia aids for individual and group presentations. Remote practice sessions can be arranged; we look forward to meeting your public speaking needs.

Writing Center (writing.richmond.edu or 289-8263): Assists writers at all levels of experience, across all majors. Students can schedule appointments with trained writing consultants who offer friendly critiques of written work.

Class Schedule and Readings

Tuesday, January 10

Introduction

- Riggio, R. E. (2020). *Daily Leadership Development: 365 Steps to Becoming a Better Leader.*, Week 1, pages 7-14.
- Riggio, R. E. (2020). *Daily Leadership Development: 365 Steps to Becoming a Better Leader.*, Week 2, pages 15-22.
- Allison, S. T. (2020). Heroic lag: How societies are slow to adopt heroic changes. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/why-we-need-heroes/202008/heroic-lag-how-societies-are-slow-adopt-heroic-changes>

Thursday, January 12 (ZOOM)

Conformity and Obedience to Authority

- Zimbardo, P. E. (1971). The Stanford prison experiment.
https://www.simplypsychology.org/zimbardo.html?_hstc=30851808.82af9c9a98fa600b1bb630f9cde2cb5f.1527552000102.1527552000103.1527552000104.1&__hssc=30851808.1.1527552000105&__hsfp=1773666937
- Milgram, S. (1963). Behavioral study of obedience.
<https://www.demenzemedicinagenerale.net/pdf/MilgramOriginalWork.pdf>

Tuesday, January 17 (ZOOM)

Mental Constructions of Heroism

- Goethals, G. R. & Allison, S. T. (2019). Chapter 3 -- The three kings: Dissent and the evolving perceptions of heroism. *The Romance of Heroism and Heroic Leadership*. Emerald Points.
- Riggio, R. E. (2020). *Daily Leadership Development: 365 Steps to Becoming a Better Leader.*, Week 17, pages 58-66.

Thursday, January 19 (ZOOM)

Mystery and Meaning-Making

Goethals, G. R. & Allison, S. T. (2019). Chapter 2 -- Mystery and meaning: Ambiguity and the perception of leaders, heroes, and villains. *The Romance of Heroism and Heroic Leadership*. Emerald Points.

ABC News (2011). Obsession: He loves me, he loves me not.
<https://abcnews.go.com/Health/romantic-obsession-fueled-uncertainty/story?id=13196875#:~:text=Uncertainty%20Can%20Increase%20Romantic%20Attraction,them%20to%20think%20about%20you.%20>
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Tuesday, January 24 (ZOOM)

Mythology and Meaning-Making

Campbell, J. (1988). *The power of myth*. Anchor Books.

Rugnetta, M. (2018). Freud, Jung, Luke Skywalker, and the Psychology of Myth. <https://www.youtube.com/watch?v=PgsWcqATeLQ>

Thursday, January 26 (ZOOM)

Meeting Followers' Needs

Allison, S. T. & Goethals, G. R. (2020). First imperative: Meeting **individual** level needs. *The Heroic Leadership Imperative*. Emerald Points.

Allison, S. T. & Goethals, G. R. (2020). Second imperative: Meeting **group** level needs. *The Heroic Leadership Imperative*. Emerald Points.

Allison, S. T. & Goethals, G. R. (2020). Third imperative: Meeting **transcendent** level needs. *The Heroic Leadership Imperative*. Emerald Points.

Tuesday, January 31 (ZOOM)

Heroism and Heroic Leadership

Kinsella, E., Ritchie, T., & Igou, E. (2017). Attributes and applications of heroes. In S. Allison (Eds), *Handbook of Heroism and Heroic Leadership*. New York: Routledge.

Allison, S. T. (2023). Heroic leadership. *Encyclopedia of Leadership Studies*. New York: Sage.

Thursday, February 2 (ZOOM)

Villainy and Villainous Leadership

Riggio, R. (2022). [Don't give into your dark side](#). Psychology Today.

Riggio, R. (2022). [Why would anyone follow a bad leader](#). Psychology Today.

Tuesday, February 7

Good and Evil

Baumeister Myth of Evil chapter

Duntley and Buss chapter

Thursday, February 9

The Dark Side of Leadership

Riggio week 17

Riggio week 18

Tuesday, February 14

Toxic Cultures, Toxic Leaders

Riggio week 32

Thursday, February 16

Good and Ethical Leadership

Riggio week 19 and 20

Encyclopedia entry on ethical leadership

Tuesday, February 21

Morality and Leadership

Graham and Haidt chapter

Thursday, February 23

**** Midterm Exam ****

Tuesday, February 28

Leadership, Multiple Intelligences, and Social Skills

Riggio week 8

Riggio week 9

Thursday, March 2

The Leader's Personality and Traits

Riggio week 42

Riggio week 43

Allison, S. T. (2023). Social values and heroism. In S. T. Allison, J. K. Beggan, & G. R. Goethals (Eds.) *Encyclopedia of Heroism Studies*. New York: Springer.

SPRING BREAK

Tuesday, March 14

Emotional Intelligence and Emotional Agility

2014 chapter

Thursday, March 16

Psychology of Stories and Narratives

Goethals, G. R. (2023). Leaders' Stories. *Encyclopedia of Leadership Studies*.

Allison, S. T., & Goethals, G. R. (2016). Hero worship: The elevation of the human spirit. *Journal for the Theory of Social Behaviour*, 46, 187-210.

Tuesday, March 21

Leadership and Inclusivity in Groups

Forsyth's Group Dynamics chapter– inclusion

Johnson, S. K. (2023). Inclusivity and leadership. *Encyclopedia of Leadership Studies*.

Thursday, March 23

Women, Men, and Leadership

Hoyt, C. (2014).

Carli, L. & Eagly, A. (2023). Women and Men in Leadership. *Encyclopedia of Leadership Studies*.

Tuesday, March 28

Leadership and the Glass Ceiling

Carli, L. & Eagly, A. (2023). The glass ceiling and leadership. In G. Goethals, S. Allison, & G. Sorensen (Eds), *The SAGE Encyclopedia of Leadership Studies*. Thousand Oaks: SAGE.

Thursday, March 30

Leadership and Social Influence in Groups

Forsyth's Group Dynamics chapter -influence,

Yukl, G. (2023). Influence Tactics for Leaders. *Encyclopedia of Leadership Studies*.

Tuesday, April 4

Leadership and Power in Groups

Forsyth's Group Dynamics chapter- power

Gibson, C. (2023). #MeToo Movement and Leadership. Encyclopedia of Leadership Studies.

Thursday, April 6

Leadership and the Seven Deadly Sins

Beggan, J. K., Allison, S. T., & Goethals, G. R. (2023). *The seven deadly (and hazardous) sins of great leadership*. Cambridge: Cambridge University Press.

Tuesday, April 11

Leadership and Decision Making in Groups

Forsyth's Group Dynamics chapter - decision making

Freak Factor Chapter

Thursday, April 13

Leadership Applications on the Screen

MOVIE: *Finding Joe*

Tuesday, April 18

Leadership Applications on the Screen

MOVIE: *Finding Joe*

Thursday, April 20

Conclusion and Wrap-up