

Leadership in Organizations

Dr. Carmela Lutmar

Course Description:

Leaders of organizations today face many types of challenges, primarily the need to design organizations that are capable of coping with rapid change and the greater complexity created by globalization and our increased interconnectedness. Being a successful leader in an organizational context thus depends on one's ability to understand, and respond effectively to, the context within which one works. The purpose of this course, amongst several goals, is to provide you with a more comprehensive understanding of organizational systems so that you can be both a more informed observer of them and a more effective participant in them. In order to accomplish this goal, we will introduce you to some of the central ideas and frameworks in the fields of Political Science, International Relations, and Management, and will help you understand how to apply these ideas and frameworks to analyze political, managerial, and organizational situations.

Course Requirements:

Weekly Reading Assignments
Class Participation
Literature Review
Term Paper

Final Grade:

Class Participation	20%
Analytic Lit Reviews	30%
Term Paper	50%

Course Outline and Reading List

Week 1: Making Sense of Leadership

Overview of course; discussion of syllabus

Machiavelli, N., Donno, D. *The Prince*. Mass Market Paperback

Nannerl O. Keohane, 2005, "On Leadership" *Perspectives on Politics* 3(4): 705-722

Week 2: Methods and Perspectives for Studying Leadership

Hunter et al, 2007, "The Typical Leadership Study: Assumptions, Implications, and Potential Remedies," *The Leadership Quarterly* 18: 435-446

Read pp. 54-70 only – Antonakis, J. Chriessheim, C. A., Donovan, J. A.,

Gopalakrishna-Pillai, K., Pellegrini, E.K., Rossomme, J. L. (2004). Methods for studying leadership. In J. Antonakis, A. T. Cianciolo, & R. J. Sternberg (Eds.), *The nature of leadership*, pp. 48-54. Thousand Oaks: Sage Publications.

Week 3: Trait School and Multiple Intelligences

- Northouse, P. G. (2007). *Leadership: Theory and practice (4th ed.)*. Thousand Oaks: Sage Publications, Chapters 2, 11
- Gardner, H. (1993). *Multiple intelligences: The theory in practice*. New York: Basic Books, pp. 3-48
- Goleman, D. (1998). What makes a leader? *Harvard Business Review*, November-December, pp. 93-102.

Week 4: Behavioral School and Contingency School

- Northouse, P. G. (2007). *Leadership: Theory and practice (4th ed.)*. Thousand Oaks: Sage Publications, Chapters 4-6
- Johnson, Nora J. Klee, Thomas, 2007, Passive-aggressive behavior and leadership styles in organizations, *Journal of Leadership and Organizational Studies*

Week 5: Leaders and Followers

- Tom Rath and Barry Conchie, 2009, *Strengths-Based Leadership*, Gallup Press, Chapter 3
- Barbara Kellerman, 2008, *Followership: How Followers are Creating Change and Changing Leaders*, Perseus Publishing Group

Week 6: Charismatic, Transforming, and Transformational Leadership

- Michelle C. Bligha, Jeffrey C. Kohlesb, James R. Meindl. 2004. "Charisma under crisis: Presidential leadership, rhetoric, and media responses before and after the September 11th terrorist attacks" in *The Leadership Quarterly* 15: 211–239
- Cynthia G. Emrich, Holly H. Brower, Jack M. Feldman, Howard Garland, 2001, "Images in Words: Presidential Rhetoric, Charisma, and Greatness", in *Administrative Science Quarterly*, 46(3): 527-557

Week 7: Ethics and Leadership

- Joseph Rost, 1995, "Leadership: A Discussion about Ethics," in *Business Ethics Quarterly*, 5(1): 129-142
- Joanne Ciulla, 2003, *The Ethics of Leadership*, Duxbury Press

Week 8: Gender and Leadership

- Daniel Goleman, 1998, "What Makes a Leader?," *Harvard Business Review* pp. 93-102
- Judy B. Rosener, 1990, "Ways Women Lead," *Harvard Business Review*
- Sylvia Ann Hewlett, 2002, "Executive Women and the Myth of Having it All," *Harvard Business Review* pp. 66-73
- Deborah Rhode and Barbara Kellerman (eds), 2007, "Women and Leadership: The State of Play," in *Women and Leadership: The State of Play and Strategies for Change* Wiley and Sons, pp. 1-65

Week 9: Culture and Leadership

Edgar Schein, 2003, *Organizational Culture and Leadership*, John Wiley and Sons, pp. 1-65

Chokar, House, and Brodbeck, 2007, *Culture and Leadership Across the World*, Taylor and Francis, Chapters 4-5

Week 10: Leader Change and Interstate Relations

Mcgillivray and Smith, 2004, "The Impact of Leadership Turnover on Relations between States", *IO* 58: 567-600

Jones and Olken, 2005, "Do Leaders Matter? National Leadership and Growth since World War II," *Quarterly Journal of Economics*, pp. 835-64

Week 11: Effect of Leader Change

Jones, Benjamin and Benjamin Olken, 2006, "Hit or Miss? The Effects of Assassinations on Institutions and War", Working Paper

Wolford, Scott, 2007, "The Turnover Trap: New Leaders, Reputation, and International Conflict," *AJPS* 51(4): 772-788

Lotrione, Catherine, 2003, "When to Target Leaders," *The Washington Quarterly* 26(3): 73-86

Bruno Frey and Benno Torgler, 2008, Politicians: Be Killed or Survive, Institute for Empirical Research in Economics University of Zurich, Working Paper

Iqbal, Zaryab, and Christopher Zorn. 2008. "The Political Consequences of Assassination." *Journal of Conflict Resolution*, 52: 385-400.

Week 12: Autocratic Leaders

May and Zelikow, 2007, *Dealing with Dictators: Dilemmas of US Diplomacy and Intelligence Analysis 1945-1990*, MIT Press, Chapters 4, 7

Week 13: Leadership Styles and US Presidents

Kaarbo, Juliet, 1997, "Prime Minister Leadership Styles in Foreign Policy Decision-Making: A Framework for Research," *Political Psychology*, 18(3): 553-81

David Gergen, 2001, *Eyewitness to Power: The Essence of Leadership, Nixon to Clinton*, Simon and Schuster, pp. 343-53

Week 14: Bad Leadership?

Kellerman, Barbara, 2004, *Bad Leadership*, Perseus Publishing, pp. 15-51