Introduction to Leadership Studies

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Description
This course serves as the introduction to the Leadership Studies Minor. The lectures are designed to equip students with multidisciplinary tools for their future studies. The course accordingly combines theoretical, historical, and applied perspectives on leadership, and covers canonical texts, case studies, and critical discussions about why and how leaders fail or succeed. After taking this course, students will have the foundations to pursue the Leadership Studies Minor with specialized courses in Political Science, Political Theory, History, Literature, Organizational Psychology, and Behavioral Economics.

The course has a tripartite structure. Between an introductory and concluding class, 24 classes are divided into eight classes that survey historical forms and approaches to leadership; an eight-class overview of current theories and debates; and eight classes dedicated to studying, analyzing and comparing leaders who illustrate and test the weaknesses and strengths of past and present experiences and theories of leadership.

Requirements
In addition to class participation and readings, there are three further requirements for this course.

- a five-minute presentation in each of the first two blocks, on past and current theories of leadership
- independent case research on a leader or leaders in the final block, presented to the class and preceded by a two-page, pre-circulated case analysis,
- a final paper (max. 5,000 words) on a topic chosen by the student, in consultation with the instructor.

Readings
All readings are available as scans, except for the three books we will cover in full:

Niccolò Machiavelli, The Prince (1513), tr. and ed. William J. Connell (Bedford/ St. Martin’s, 2005)
Nannerl Keohane, Thinking about Leadership (Princeton, 2010)
Jan. 16. Lecture 1. Introduction: definition, methods, course overview

BLOCK 1: A HISTORY OF LEADERSHIP


Readings (102 pp.)

Plato, *The Republic* (4th cent. BC), tr. and intr. by Desmond Lee, 2nd ed. (Penguin, 1974), 369a-379a, 389b-d, 412b-421c, 484a-489c, 503a-d, 514a-521c


Cicero, *On Duties* (44 BC), tr. Walter Miller (Loeb, 1913, repr. 1997), I.28, I.74-80, II.ii-iii; II.21-24; II.32-34, III.66-68


Jan. 23. Lecture 3. The medieval experience

Readings (85 pp.)


Nizam al-Mulk (11th cent.), *The Book of Government, or Rules for Kings*, tr. Hubert Darke (Yale, 1960), 14, 23-4, 44-5, 66-7, 95-6, 250-1


A. Brett, “Introduction,” in Marsilius of Padua, *The Defender of the Peace* (Cambridge, 2005), xii-xvi

Marsilius of Padua, *Defensor Pacis* (1324), tr. Alan Gewirth (Columbia, 1956) I.14


**Jan. 28. Lecture 4. The Renaissance**

Readings (101 pp.)


**Jan. 30. Lecture 5. Early modern theories and experiences of leadership**

Readings (95 pp.)


**Feb. 4. Lecture 6. The Enlightenment**

Readings (72 pp.)


Henry St John, 1st Viscount Bolingbroke, *The Idea of a Patriot King* (1749), 48-9, 82-5


Feb. 6. Lecture 7. The nineteenth century

Readings (84 pp.)

Ralph Waldo Emerson, *Representative Men* (Boston, 1850), 28-38
Ralph Waldo Emerson, “Man the Reformer” (1841) in *Selected Essays*, ed. L. Ziff (Penguin, 1982), 141-3

Feb. 11. Lecture 8. A history of leadership: summary and revision

Readings (50 pp.)


**BLOCK 2: THEORY AND REALITY OF CONTEMPORARY LEADERSHIP**

**Feb. 13. Lecture 9.**

Readings (86 pp.)


**Feb. 18. Lecture 10.**

Readings (120 pp.)


**Feb. 20. Lecture 11.**

Readings (100 pp.)

Feb. 25       Lecture 12.
Readings (100 pp.)
Gardner, *On Leadership*, chapters 10-17

Feb. 27.       Lecture 13.
Readings (82 pp.)
Nannerl Keohane, *Thinking about Leadership* (Princeton, 2010), chapters 1-2

Readings (110 pp.)
Keohane, *Thinking about Leadership*, chapters 3-5

Readings (105 pp.)
Keohane, *Thinking about Leadership*, chapter 6, Conclusion

March 11.      Lecture 16.
Readings (95 pp.)

March 13.      Lecture 17.
Readings (118 pp.)
Nassim N. Taleb, Antifragile: Things That Gain from Disorder (Random House, 2012), 36-7, 41-2, 45, 93, 102-3, 151-3

BLOCK 3: CASE STUDIES

In this block, case research and presentations are organized in small teams, with a view to practicing both leadership and teamwork skills. Complete short readings, suitable for a case study, are available for the following cases:

Akhenaton
Rama
Cyrus
Odysseus
Alexander the Great
Gracchi
Julius Caesar
Confucius
Mahmud II
Charles I
Lincoln
Ataturk
Mao
Gandhi
Winston Churchill
Martin Luther King
Nelson Mandela
Steve Jobs

You are also free to prepare your case study (presentation and pre-circulated note) on another leader or comparison of leaders.