CSS 330

Junior Tutorial in Government: Spring 2016
Political Leadership

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Office hours: Thursdays 2-4pm
Classroom location: CSS Library

Course Description

Political leadership is a term we often hear from journalists, politicians, and even friends and family. It's commonly heard as part of the phrase "failure of political leadership." But, what does political leadership mean? If the concept of political leadership is to be useful, it has to mean more than "I think it's that politician's fault that I did not get my desired outcome." This course explores a variety of frameworks for understanding political leadership. We will address questions such as: What makes good or bad leadership? Does political leadership depend on context? What is the relationship between leadership and followership? Critically, it is not a course focused on American political leadership, but rather examines leadership in a range of different cross-national contexts.

Topics

1. Leaders and Their Times
2. Classical Approaches to Leadership Theory
3. Leadership and the Presidency
4. Parliamentary Leadership
5. Charismatic Leadership
6. Women and Leadership
7. Leadership and Personality

Requirements and Grading

Response papers	25%
Class participation	20%
Presentation	15%
Research paper intermediate assignments	5%
Research paper	35%

Response papers

Students are expected to submit a response paper each week, including week one. The response papers should be 2-3 pages long and engage with that week's reading in a critical and analytical manner. Response papers can be quite narrow in focus, examining aspects of a single text or they might be broader, bringing the week's readings into conversation with each other. The summaries under each week's theme can be considered prompts or you may write on a related topic of your choosing. Response papers will be graded on a scale of one (worst) to five (best). **They are due at 9am on the day of the tutorial.**

Class participation

Students are expected to attend all tutorial meetings prepared to discuss the readings. In-class discussion and the ability to speak about the assigned texts is a critical aspect of the course. No laptops during class discussion.

Presentation

Each student is expected to present the material from an assigned text and to lead discussion on that text once during the course. The presentation should summarize the text, highlighting relevant connections to the class. When leading class discussion, students should have a list of questions or topics and be prepared to engage classmates on those issues. We will assign texts for presentation on the first day of class.

Research paper

The research paper should be 15-18 pages long and is due on the last day of class. You are to write on a topic of your own choice, in consultation with me. Possible topics include: using the theoretical literature to assess a leader of your choice, comparing the parliamentary and presidential leadership contexts, analyzing the evolving role of heroic leadership over time, or another topic of your choice.

The research paper has three sub-assignments:

At the week three course meeting you must submit a one page description of your topic plus a list of five relevant sources.

At the week four meeting you must submit a research design that addresses the following questions: 1) what question is your research project asking? 2) what are some possible answers (these might take the form of hypotheses)? 3) why is your project important and interesting? 4) how do you intend to go about answering the question you have asked?

At the week five meeting you must submit five consecutive pages of text from the research paper.

These intermediary assignments are worth 5% of your overall grade, but they are not graded. If you complete them all on time, you get full credit.

Readings availability

Readings will primarily be available on e-res through the library. I have ordered the following books at the campus bookstore:

Machiavelli, Niccolo. The Prince. Any edition is fine.

Burns, James MacGregor. 1978. Leadership, New York: Harper and Row. (any edition)

Helms, Ludger. 2005. Presidents, Prime Ministers and Chancellors: Executive Leadership in Western Democracies. New York, NY: Palgrave Macmillan

Willner, Ann Ruth. 1984. The Spellbinders: Charismatic Political Leadership.

WEEK ONE: LEADERS AND THEIR TIMES

A prominent theme of the course will be whether "leaders make history" or "history makes leaders." That is, what are the circumstances in a particular context under which leaders have the ability to shape outcomes.

Readings:

Carlyle, Thomas. n.d. "The Leader as Hero," excerpt from *Heroes, Hero Worship and the Heroic in History*, in *Political Leadership: A Source Book*, ed. Barbara Kellerman, Pittsburgh: University of Pittsburgh Press, pp. 5-10 (excerpt is pages 1-2, 11-15).

Carlyle, Thomas. n.d "The Hero as King," in *Heroes, Hero Worship and the Heroic in History*. There are many editions of this book available and any edition is fine. Here is an electronic version from the Olin library: http://site.ebrary.com/lib/wesleyan/reader.action?docID=10676269&ppg=1

Spencer, Herbert. 1873/1969. "Is There a Social Science?" in *The Study of Sociology*, Ann Arbor: The University of Michigan Press, pp. 22-42.

James, William. 1917. "Great Men and Their Environments," in: *Selected Papers on Philosophy*. London: J. M. Dent and Sons Ltd. Pp. 165-197

WEEK TWO: CLASSIC APPROACHES TO LEADERSHIP THEORY

Readings:

Plato. 375 B.C./1986. "The Philosopher King," in *Political Leadership: A Sourcebook*, ed. Barbara Kellerman. Pittsburgh: University of Pittsburgh Press, pp. 353-373.

Machiavelli, Niccolo. *The Prince.* Any edition is fine.

Burns, James MacGregor. 1978. *Leadership*, New York: Harper and Row. Prologue, Chapter 1-2, pp. 1-46.

WEEK THREE: LEADERSHIP AND THE PRESIDENCY

This week we focus on leadership in the office of the American Presidency. What makes a president a "great leader"? Is it the ability to lead Congress? To convince public opinion? Do all presidents have an equal shot at greatness?

Readings:

Skowronek, Stephen. 2011. *Presidential Leadership in Political Time: Reprise and Reappraisal*. Second edition. Lawrence, KS: University Press of Kansas, Chapters 1, 3, and 6.

Neustadt, Richard E. 1990. *Presidential Power and the Modern Presidents: The Politics of Leadership from Roosevelt to Reagan*. New York: The Free Press, Chapters 1-3.

Kernell, Samuel. 2006. *Going Public: New Strategies of Presidential Leadership*. Fourth edition. Washington, DC: CQ Press, Chapters 1-3.

WEEK FOUR: PARLIAMENTARY LEADERSHIP

The constraints and opportunities for parliamentary leaders are quite different than those for presidential leaders. We consider how Prime Ministers must lead their parties as well as their publics.

Readings:

Helms, Ludger. 2005. *Presidents, Prime Ministers and Chancellors: Executive Leadership in Western Democracies*. New York, NY: Palgrave Macmillan, Chapters 1, 3, 4, 6, 7.

WEEK FIVE: CHARISMATIC LEADERSHIP

Charismatic leaders seem most able to break the apparent constraints on their offices. Can charisma be analyzed in a systematic way or is this a know-it-when-we-see-it phenomenon? Does charismatic leadership depend on particular circumstances or are charismatic leaders equally compelling regardless of context?

Readings:

Burns, James MacGregor. 1978. "Heroes and Ideologues," in *Leadership*, New York: Harper and Row. Chapter 9, pp. 241-254.

Weber, Max. 1964. "Charismatic Authority," in Max Weber, *the Theory of Social and Economic Organization*, ed. Talcott Parsons, 358-373. New York: The Free Press

Willner, Ann Ruth. 1984. *The Spellbinders: Charismatic Political Leadership*. New Haven: Yale University Press, pp. 1-61.

Lindholm, Charles. 1990. "The 'Possessed Servant': Adolf Hitler and the Nazi Party," in *Charisma*. Cambridge: Basil Blackwell, pp. 93-116.

Bligh, Michelle C. and Jeffrey C. Kohles. 2009. "The Enduring Allure of Charisma: How Barack Obama Won the Historic 2008 Presidential Election," *The Leadership Quarterly*, Vol. 20, Issue 3, pp. 483-492.

WEEK SIX: WOMEN AND LEADERSHIP

Most concepts and theories of leadership are based on the assumption that leaders are generally men. Do women and men lead differently? How are our conceptions of leadership helping or hindering women in obtaining leadership positions? Do we need to adjust our theories to account for female leaders?

Freeman, Sue J. M. and Susan C. Bourque. 2001. "Leadership and Power: New Conceptions," in *Women on Power: Leadership Redefined*, ed. Sue J. M. Freeman, Susan C. Bourque and Christine M. Shelton. Boston: Northeastern University Press. Chapter 1, pp. 3-24.

Watch Sheryl Sandberg TED talk video [in class]

Norris, Pippa and Ronald Inglehart. 2005. "Women as Political Leaders Worldwide: Cultural Barriers and Opportunities," in *Women and Elective Office: Past, Present and Future*, ed. Sue Thomas and Clyde Wilcox. New York: Oxford University Press. Chapter 13, pp. 244-263.

Anderson, Karrin Vasby and Kristina Horn Sheeler. 2005. *Governing Codes: Gender, Metaphor and Political Identity*. Lanham, MD: Lexington Books. Pp. 1-43.

Glass, Christy, and Alison Cook. 2016. "Leading at the Top: Understanding Women's Challenges above the Glass Ceiling," *The Leadership Quarterly*, Vol. 27, Issue 1, pp. 51-63.

Stempel, Christiane, and Thomas Rigotti and Gisela Mohr. 2015. "Think Transformational Leadership – Think Female?" *Leadership*, Vol. 11, No. 3, pp. 259-280.

Fletcher, Joyce. "The Paradox of Postheroic Leadership: An Essay on Gender, Power, and Transformational Change," *The Leadership Quarterly*, Vol. 15, Issue 5, pp. 647-661.

WEEK SEVEN: PERSONALITY AND LEADERSHIP

Is it possible to study leaders separate from their personalities? If not, can we approach the study of an individual's personality from a scholarly perspective? This week's

readings draw from the field of psychology and consider the interaction of personality and leadership.

Greenstein, Fred I. 1992. "Can Personality and Politics Be Studied Systematically?" *Political Psychology*, Vol. 13, No. 1, pp. 105-128.

Liborius, Patrick. 2014. "Who is Worthy of Being Followed? The Impact of Leaders' Character and the Moderating Role of Followers' Personality," *Journal of Psychology*, Vol. 148, Issue 3, pp. 347-385.

Andersen, Jon Aarum. 2006. "Leadership, Personality and Effectiveness," *The Journal of Socio-Economics*, Vol. 35, Issue 6, pp. 1078-1091.

Khoo, Hwee S. and Giles St. J. Burch. 2008. "The 'Dark Side' of Leadership Personality and Transformational Leadership: An Exploratory Study," *Personality and Individual Differences*, Vol. 44, Issue 1, pp. 86-97.