

Professor George R. Goethals, Jepson Hall Room 235  
287-6354; [ggoethal@richmond.edu](mailto:ggoethal@richmond.edu)

### Introduction

The goal of this course is to familiarize you with the kinds of issues explored in the Jepson School of Leadership Studies. Together we study some fundamental conceptions of leadership and the human condition. Considerable emphasis is placed on examples of leaders and leadership. We read and discuss relevant works from philosophy, history, psychology, and literature, endeavoring to understand leaders and leadership in several domains, including politics, exploration, war, and social change.

A calendar listing topics and reading for each day follows. The assigned books for the course are *Founding Brothers: The Revolutionary Generation* by Joseph J. Ellis; *One Flew Over the Cuckoo's Nest* by Ken Kesey; *Bad Leadership* by Barbara Kellerman; *Endurance* by Alfred Lansing; *The Killer Angels* by Michael Shaara; *Certain Trumpets* by Gary Wills; and *Lincoln at Gettysburg*, also by Gary Wills. Most other assigned articles and chapters are available on e-reserve. The e-reserve number for each such reading is noted in parentheses at the end of the assignment. Some other articles will be handed out in class.

### Course requirements

1. Members of the class are expected to attend each class and to participate in discussion.
2. Exams on the reading and class discussions are on Monday, February 9; Monday, March 23; and Monday, April 20
3. Five page papers on the reading are due on Tuesday, January 27 and Thursday, March 5
4. Quizzes testing your memory of quotes from William Shakespeare, Abraham Lincoln, and John F. Kennedy are given on Monday, February 2; Wednesday, March 4; and Monday, April 6.

Your course grade is determined by weighting the requirements above as follows: class participation, 20; each exam, 15; each paper, 15; each quote, 5.

## Class Schedule and Readings

### **Monday, January 12**

#### **Introduction**

### **Wednesday, January 14**

#### **Plato's Ideal Leader**

Plato, *The Allegory of the Cave*, pp. 1-6. (ER9)

Wren, J. T. (2007) *Inventing Leadership: The Challenge of Democracy*. Cheltenham, UK: Edward Elgar. Prologue, pp. 1 -9; Chapter 1, The classical ideal of the leader, pp. 13-45. (ER5)

### **Monday, January 19**

#### **Martin Luther King**

King, M.L., (1963) *Letter from a Birmingham Jail*, pp. 1-11. (ER7)

Wills, G. (1994). *Certain Trumpets: The Nature of Leadership*. New York: Touchstone. Introduction, pp. 9-22. Chapter 14, Rhetorical, Martin Luther King, Jr., pp. 211-226.

### **Wednesday, January 21**

#### **Moral Development: The Freudian Perspective**

Brown, R. (1965). *Social Psychology*, New York: Free Press. Chapter 8, The Acquisition of Morality, pp. 350-381. (ER12)

### **Monday, January 26**

#### **Moral Development and Self-Control**

Baumeister, R. F., Vohs, K.D., & Tice, D.M. (2007). The Strength Model of Self-Control. *Current Directions in Psychological Science*, 16, 351-355.

Brown, R. (1965). *Social Psychology*, New York: Free Press. Chapter 8, The Acquisition of Morality, pp. 394-417. (ER12)

Kohlberg, L. (1977) Moral Development: A Review of a Theory, pp. 53-59. (ER8)

## **Tuesday, January 27 – First Paper Due**

## **Wednesday, January 28**

### **Beyond Freedom and Dignity**

Skinner, B.F. (1971). *Beyond Freedom and Dignity*, New York: Knopf. Chapter 1, A Technology of Behavior; Chapter 2, Freedom; Chapter 3, Dignity; Chapter 4, Punishment, pp. 1-77. (ER2)

## **Monday, February 2 – Quote Quiz 1**

### **Shakespeare's Leaders: Marc Antony and King Henry**

## **Wednesday, February 4**

### **Certain Trumpets**

Wills, G. (1994). *Certain Trumpets: The Nature of Leadership*. New York: Touchstone. Chapter 1, Electoral, Franklin Roosevelt, pp. 23-38; Chapter 2, Radical, Harriet Tubman, 39-52; Chapter 4, Diplomatic, Andrew Young, 70-84.

## **Monday, February 9**

### **First Exam**

## **Wednesday, February 11**

### **Founding Brothers, 1**

Ellis, J.J. (2000). *Founding Brothers: The Revolutionary Generation*. New York: Knopf. Preface, The Generation, pp. 3-19; Chapter 2, The Dinner, pp. 48-80; Chapter 3, The Silence, pp. 81-119.

**Monday, February 16****Founding Brothers, 2**

Ellis, J.J. (2000). *Founding Brothers: The Revolutionary Generation*. New York: Knopf. Chapter 4, The Farewell, Chapter 5, pp. 120-161; Chapter 5, The Collaborators, pp. 162-205.

**Wednesday, February 18****The Rhetoric of Abraham Lincoln, 1**

Lincoln, A. (1861) First Inaugural Address (ER1)

Lincoln, A. (1862) Letter to Horace Greeley

Foote, S. (1957) *The Civil War, A Narrative, Fort Sumter to Perryville*. New York: Random House, pp. 799-810. (ER3)

**Monday, February 23****The Killer Angels, 1**

Shaara, M. (1974). *The Killer Angels*. New York: Ballantine. To The Reader, Foreward, Monday, June 29, 1863; Wednesday, July 1, 1863, The First Day.

**Wednesday, February 25****The Killer Angels, 2**

Shaara, M. (1974). *The Killer Angels*. New York: Ballantine. Thursday, July 2, 1863, The Second Day

**Monday, March 2****The Killer Angels, 3**

Shaara, M. (1974). *The Killer Angels*. New York: Ballantine. Friday, July 3, 1863; Afterword.

Wills, G. (1992) *Lincoln at Gettysburg: The Words That Remade America*. New York: Simon & Schuster. Prologue; Chapter 3, The Transcendental Declaration

**Wednesday, March 4****Lincoln's Legacy of Leadership – Quote Quiz 2**

Wills, G. (1992) *Lincoln at Gettysburg: The Words That Remade America*. New York: Simon & Schuster. Prologue; Chapter 4, Revolution in Thought; Chapter 5, Revolution in Style; Epilogue

Lincoln, A. (1963) Letter to James Conkling

Lincoln, A. (1965) Second Inaugural Address

Provizer, N.W. (2008) On hedgehogs, foxes, and leadership: uncovering the other Tolstoy. *The Leadership Quarterly*, 19, 454-468.

**Thursday, March 5 – Second Paper Due****Spring Vacation, March 6 – 16****Monday, March 16****Bad Leadership, 1**

Kellerman, B. (2004) *Bad Leadership*. Boston: Harvard Business School. Part One, The Bad Side, pp. 3-48; Chapter Six, Intemperate, pp. 95-117.

**Wednesday, March 18****Bad Leadership, 2**

Kellerman, B. (2004) *Bad Leadership*. Boston: Harvard Business School. Chapter Five, Rigid, pp. 75-94; Chapter Eight, Corrupt, pp. 147-168.; Chapter Nine, Insular, pp. 169-190.

**Monday, March 22****Second Exam**

**Wednesday, March 24****Endurance, 1**

Lansing, A. (1959; 2000 edition) *Endurance*. New York: Carroll & Graf. Parts I and II, pp. 3-112.

**Monday, March 30****Endurance, 2**

Lansing, A. (1959; 2000 edition) *Endurance*. New York: Carroll & Graf. Parts III, IV and V, pp. 115-219.

**Wednesday, April 1****Endurance, 3**

Lansing, A. (1959; 2000 edition) *Endurance*. New York: Carroll & Graf. Parts VI and VII, pp. 223-274.

**Monday, April 6****The Rhetoric of John F. Kennedy – Quote Quiz 3**

Cronin, T.E. (2008) “All the world’s a stage...” acting and the art of political leadership. *The Leadership Quarterly*, 19, 459-468.

Frost, R. The Road Not Taken. (ER 11)

Kennedy, J.F. Remarks at Amherst College, October 26, 1963. (ER 6)

**Wednesday, April 8****One Flew Over the Cuckoo’s Nest, 1**

Kesey, K. (1962). *One Flew Over the Cuckoo’s Nest*. New York: Viking. Part 1.

**Monday, April 13**

**One Flew Over the Cuckoo's Nest, 2**

Kesey, K. (1962). *One Flew Over the Cuckoo's Nest*. New York: Viking. Parts 2 and 3.

**Wednesday, April 15**

**One Flew Over the Cuckoo's Nest, 2**

Kesey, K. (1962). *One Flew Over the Cuckoo's Nest*. New York: Viking. Part 4.

**Monday, April 20**

**Third Exam**

**Wednesday, April 22**

**Review and Conclusion**

Spring 2009. Report from the Chairman. As we approach the end of another academic year, and enter my last year as Chairman, I continue to marvel and be rewarded by the depth of academic commitment by the members of our department, despite the increasing pressures of the provision of clinical services. This award for Leadership is given to a leader for her lifetime contribution to The Montreal Children's Hospital, distinguished by outstanding dedication to patient care, unwavering commitment to furthering the pediatric mission and strong leadership within the hospital and health care community. Dr. Jacquetta Trasler for having received the MCH Foundation Research Award of Excellence. 2011, Spring 2012, Summer 2012, Fall 2012 Contemporary Thought Leaders in Leadership Studies, Spring 2009 Situational Leadership, Summer 2009. Other Courses Taught, U.S. Army War College. Chair, Department of Leadership Studies Master of Arts in Leadership Studies Core Working Group, 2007-2008. School of Leadership and Education Sciences Curriculum Committee 2008-2009. Advisory Board Member, School of Business Administration Women in Leadership Conference 2007. University of San Diego Graduate/Law Task Force, 2007-2008. University of San Diego Honorary Degrees Committee, 2007 to 2009. University of San Diego Center for Educational Excellence Committee, 2007-2009. Behavioral Theory of Leadership Rather than focusing on what leaders are, this theory focuses on what leaders do (behavior). This theory is known as the Ohio State Studies because most of the research was conducted at Ohio State University. Behavioral Theory of Leadership This theory identified two key dimensions of leadership: initiating structure and consideration Initiating structure is task-oriented leadership behavior. Consideration is people-oriented leadership behavior. Behavioral Theory of Leadership In this theory there are four possible combinations of leadership behavior.