



**Psychology 360**  
**Foundations of Leadership**  
**Spring 2008**

**Instructor:** Dr. Sharon Lewis  
**Office:** 214B Seney Hall, **Office Tel:** 4-8374  
**Office Hours:** Mon/Wed: 11:00-12:30  
Tues/ Thurs: 2:15-3:15  
These hours are subject to change. Other  
times by appointment; Contact me anytime by LL

Our most basic common link is that we all inhabit this planet. We all breathe the same air. We all cherish our children's future. And we are all mortal.  
John F. Kennedy

My grandfather once told me that there were two kinds of people: those who do the work and those who take the credit. He told me to try to be in the first group; there was much less competition.  
Indira Gandhi

**Course Description:** This is a 4-credit-hour seminar examining the foundations of modern leadership. The goal of the course is for you to finish with a greater appreciation for the complex nature of good leadership. With that in mind, we will focus on the development and changing nature of effective and ethical leadership in several different contexts.

**Class Organization:** The course will require considerable reading, critical analysis, and the willingness to participate in discussions. Class attendance is required because part of your grade is based on your participation in class discussions. Everyone is expected to: keep up with the current class day's readings (available via e-reserve through the Oxford Library), come to each class with at least one discussion question based on the day's readings, be prepared to participate in discussions on the research presented in these articles, and address specific discussion questions distributed in class or posted on Blackboard.

Each student, working with another, has the responsibility of leading class discussion several times during the semester. With your partner, you will summarize the readings for that day and post to our Blackboard (BB) discussion board a set of discussion questions. Please think about with whom you would like to work. I will assign you your class days sometime during the 2<sup>nd</sup> week of classes.

**Blackboard Essays:** Before each class day, you will post a brief, reflective essay on our Blackboard discussion board based on the current day's readings.

**Unit Summary Essays:** At the end of each topic unit, students will write a brief critical summary of the research presented on that topic. You will reflect upon, and then summarize what you have learned as well as note any gaps in the research. These gaps may be questions you consider significant but have not yet been answered. You may choose to note particularly interesting or disturbing findings. There will be four of these.

**Grades:** Your grade will be based on the quality of: 1) your participation (e.g., Are you participating during every class? Do you ask meaningful questions or add substantially to the

discussion? Do your questions indicate that you have read and thought about the material or is it clear that you only glanced at it? Making meaningless comments does not count as participation.), 2) your BB essays (e.g., Do your essays clearly indicate to me that you took the time to think about the meaning or implications of what you read? Do you agree or disagree and why? I do not want to hear simply that you like or dislike a reading but tell me why. The fact that something is hard to read could indicate that the author is dealing with complex ideas. Things that are complex often take more effort to read and comprehend. Be prepared for this type of reading. Make sure that your essay does not deal with only superficial aspects of the readings; it will be obvious to me as well as to your classmates.), 3) your team's leading of class discussion (Do the two of you seem well-prepared to lead discussion? Are your discussion questions interesting? Provocative? Meaningful? Did you post your questions to our BB discussion board on time?), and 4) your unit summaries (Is this a thoughtful summary of these readings? Can I tell that you read the material carefully? Do you note any connections between the readings? How do different authors deal with the same idea? Do you make any connections to recent events? Are you describing what you are learning or how your ideas have changed? Have you answered all of the questions that I have asked you to address?)

You and I will work together to evaluate your performance in the class. When it is time to turn in a summary essay, you will also select your three best BB postings that you have written and turn these in with your summary. These BB essays will be the ones that I will review for your evaluation although I may occasionally select additional essays to give you more accurate feedback. You will also fill out a self-evaluation where you will evaluate your writing, class participation, and leading of class discussion. I will use this information as well as my own assessments to produce what I hope will be a fair and accurate evaluation of your performance.

All essays written during the semester whether at the end of the units or for the BB discussion board must reflect a careful reading of the course material and thoughtful reflection. If you submit an essay which does not exhibit these characteristics, I will ask you to rewrite that particular essay and to address the deficiencies I have noted. Failure to address problems that I have noted in writing will result in a lower grade. Please remember to adhere to Oxford College's Honor Code at all times.

Although I have just finished making several statements about how you will be evaluated, I really prefer our primary focus to be on learning about and discussing interesting ideas. I realize that is more likely to happen if you are not anxious about your grade so please don't hesitate to set up an appointment at any time if you would like to talk to me about your performance in the class.

**Note:** I expect this class to be a fun, informal, but demanding class. I would prefer to conduct the class in much the same way graduate seminars are run. However, if you fail to do the readings consistently and do not come to class prepared, I will need to evaluate you using more conventional methods, such as tests and quizzes.

### **Readings for Next Class Day (Available via E-Reserve)**

#### **Introduction**

Ciulla, J. B. Foreword (by James McGregor Burns), 1998

Gerstel, J. The Psychology of Leadership, The Toronto Star, pp 1-3, 10/19/2001

Biscoux, T. The Mind of a Leader, Biz Ed, pp 26 – 31, 2002

## **Psy 360 Self-Evaluation**

**Name:**

**Date:**

### **Class Participation:**

#### **Frequency**

I am participating frequently.

I am participating infrequently. I know that I need to speak more often during our class discussions.

I am speaking too frequently. I will pause before speaking so that others can participate as well.

Comments:

#### **Quality of Contributions**

I am making meaningful, thoughtful comments.

My comments reflect that I have read the material carefully.

My comments may not be contributing meaningfully to the class discussions. I will think more about what I have read before commenting.

I will try harder to connect what I want to say to what I have read.

Comments:

**Overall Rating of Participation** (Please rate on a scale of 1-5 with 1 being poor and 5 being excellent) :

### **LL Essays:**

I have written and posted an essay in our LL class conference for every class day except for the day(s) that I was responsible for leading class discussion.

I have not posted an essay in our LL class conference for every class day except for the day(s) that I was responsible for leading class discussion. The reason I have not is:

I think that my essays reflect that I have read and thought carefully about the articles.

I have made some thought-provoking comments in my essays. For example:

I am connecting the concepts and theories in the readings. For example:

I reference ideas and concepts from the readings thoughtfully so that you know that I have read the articles.

I know that my essays have been too brief but I plan to make them longer.

I realize that I need to slow down and think about the meaning of what I am reading because my essays indicate only a superficial analysis of or reaction to the readings.

I know that I have summarized the readings a little too often and plan to spend more time reflecting upon their meaning.

**Overall Rating of LL Essays** (Please rate on a scale of 1-5 with 1 being poor and 5 being excellent) :

Comments:

**Leading of Class Discussion:**

I worked to word our discussion questions clearly.

I wrote enough questions to cover the material well and to continue discussion through the entire class period.

My discussion questions were thought provoking and encouraged discussion. For example:

My questions indicated that I read carefully and understand the major points of the articles.

The two of us worked well together to keep discussion going.

I was supportive and encouraging of class members' efforts to contribute.

I realize that some of my discussion questions were confusing. I will work to word them more clearly next time.

I discovered that we had too few questions to keep discussion going for the entire period.

I plan to make sure that we have more questions next time.

I realize that I need to read the material more carefully because I did not understand some of the author's main points.

I realize that the leading of class discussion was not well balanced between the two of us.

I understand that both members of the team are supposed to lead discussion so I will work to change this.

I realize that I need to work on being patient and supportive of class member's efforts to contribute. I understand that this might mean waiting a little longer for someone to answer one of my questions.

**Overall Rating of Leading Class Discussion** (Please rate on a scale of 1-5 with 1 being poor and 5 being excellent) :

Comments:

**Summary**

Overall, I think that I am doing well and I believe no change is needed.

Overall, I think I am doing well but I know I need to make the changes that I have indicated above.

I realize that I unless I make the changes that I have indicated above, I will not be able to maintain my grade of "A".

Comments: