



Psychology 360
Foundations of Leadership
Spring 2014

Instructor: Dr. Sharon Lewis
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Office Hours: Mon/Wed: 11:00-12:00
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“A title doesn’t make you a leader any more than standing in a garage makes you a car”
Anonymous

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. We will focus on the nature of effective and ethical leadership across cultures as well as within politics, business, and nonprofits. The course will require considerable reading, critical analysis, and the willingness to participate in discussions.

Class Organization

Attendance: Class attendance is required because part of your grade will be based on your participation in our class discussions. Everyone is expected to read and be prepared to discuss the current class day’s articles and to respond to specific discussion questions posted on Blackboard (Bb).

Texts:

Ciulla, J. B. (Ed), (2004). Ethics, the heart of leadership

Gardner, H. (1996). Leading Minds

Gardner, J.W., (2003). Living, Leading, and the American Dream

Goleman, D., Boyatzis, R., & McKee, A. (2002). Primal Leadership

Tavris, C. & Aronson, E. (2007) Mistakes Were Made (But Not By Me)

All of the rest of our readings are available through e-reserve (See:

<https://ereserves.library.emory.edu/reserves2/index.php?skin=oxford>). Everyone needs to bring a copy of the day’s readings to class along with the day’s discussion questions. The readings may **not** be accessed via a laptop while in class. If the cost of copying the articles is prohibitive for you, please talk to me about this. I can pair you with someone else who is willing to share his/her copies of the readings.

Writing: Everyone is required to get on BlackBoard (Bb) before every class and write a very brief, thoughtful reaction to the day’s readings. These Bb essays should be a discussion of your thoughts about what the authors are saying, not simply a summary of the main points. Please keep in mind that your Bb essays take the place of quizzes and exams and therefore are important assessments of your learning. See the handout “Guide to Writing Bb Essays” for more information. **Except for the days when you lead discussion**, it is not an option to omit posting a Bb essay. For every missing Bb essay, you will lose 25 points off your final grade.

Later in the semester, you will have two longer writing assignments where I will ask you to apply what you have learned about leadership. These longer summary essays will ask you to integrate all that you have learned from the readings and class discussions.

To get to our Bb site, go to <http://classes.emory.edu>, log in using your University Network ID and OPUS password, and then find your class section: [SP14 PSYC OX 360 10J: PSYC OX360: Foundations of Leadership - Spring 2014](#) or [SP14 PSYC OX 360 11J: PSYC OX360: Foundations of Leadership - Spring 2014](#).

Leading Discussion: Each class day, a team of two students will lead the class through an informal discussion of the day's readings. To facilitate this discussion, the team will post discussion questions on Bb before class. Everyone is responsible for reading these questions before class. I will assign you the dates you will lead class sometime during the 2nd week of classes so please think about with whom you would like to work.

Grades: Your grade will be based on the quality of: 1) **your participation and attendance** (graded twice and worth about 16% of your grade or 80 pts. I will track the frequency of your participation, the number of absences, and whether you contribute meaningfully to our discussions.), 2) **your Bb essays** (graded twice and worth about 32% of your grade or 160 pts. - I will evaluate the quality of your writing, your critical analysis of the readings, and your reflections on your TPSL experiences.), 3) **your team's leading of class discussion** (graded each time you lead discussion and worth about 10% of your grade or 50 pts. I will assess how thoroughly you read the assigned readings, how thoughtful your discussion questions are, and how much effort you make to keep discussion going.), and 4) **one take-home exam** (worth about 30% of your grade or 150 pts. - I will evaluate how well you articulate your ideas, how thoroughly you answer each question, and the degree to which your answers reflect knowledge of the readings.) and finally 5) a **final integrative/summary assignment** instead of a final exam (worth about 12% of your grade or 60 pts.) No outside research will be necessary to complete either the take-home or the final summary assignment. The maximum number of points possible is 500. You will receive an "A" if you earn a minimum of 450 pts., a "B" if you earn 400-449 pts., a "C" if you earn 350-399 pts., a "D" if you earn 300-349 pts., or an "F" if you earn less than 300 pts. Also, 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.

Readings for Next Class Day – A list of all of our readings will be available on our Bb site (See **Course Documents**). All readings not in our texts can be downloaded from:
<https://ereserves.library.emory.edu/reserves2/index.php?skin=oxford>

Introduction

Burns, J. M. (1998) Foreword. In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

The readings below are on e-reserve.

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

Brooks, D. The Humble Hound, The New York Times, 4/9/2010

Biro, M. M. Leadership is About Emotion, Forbes, 12/15/2013