

## **Psychology 360 Reading List**

### **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  
 Obama, Barack. The Audacity of Hope, pp 1-11, 2006

**Monday, January 22, LL essay on these readings due by class time**

Fairholm, G. W. Chapter 6: Overview of Past Leadership Theories, pp 49-54, 1998  
 Komives, Lucas, McMahon. Chapter 1: An Intro to Leadership, pp 3-24, 1998

**Wednesday, January 24, LL essay on these readings due by class time**

### **Theories and Perspectives on Leadership**

Krumm, D. Chapter 3: Organizational Structure, pp 79-110, 2001  
 Krumm, D. Chapter 4: Changing Structure of the Organization, pp 114-148, 2001

**Monday, January 29, LL essay on these readings due by class time**

Fairholm, G.W. Chapter 14: Leadership and Multiculturalism, pp 103-108  
 Aycan, Zeynep, Leadership and Teamwork in Developing Countries, pp 1-8  
 Komives, Lucas, McMahon. Chapter 2: Changing Nature of Leadership, pp 25-66, 1998

**Wednesday, January 31, LL essay on these readings due by class time**

Krumm, D. Chapter 7: Leadership, pp 235-272, 2001  
 Price, T. L. Introduction. In: Understanding Ethical Failures in Leadership, pp 1-11, 2006.

**Monday, Feb 5, LL essay on these readings due by class time**

### **Summary Essay Due**

### **Characteristics of Good Leaders**

Fairholm, G. W. Chapter 5: Skills Needed for Leadership Excellence, pp 39-46, 1998  
 Companies test for who fits in. (1 pg) AJC, 2/20/2005

Wagner, J. W. Toward more open and respectful communication. (1 pg) Emory Magazine, 2005.

Krumm, D. Chapter 5: Communication, pp 152-186, 2001

**Wednesday, Feb 7, LL essay on these readings due by class time**

Obama, Barack, 2006. Values, pp 43-69. In The Audacity of Hope: Thoughts on Reclaiming the American Dream.

Bower, B. Reworking Intuition, Science News, pp 263-264, 10/23/04

Peterson & Seligman. Chapter 6: Open-Mindedness, pp 143-159, 2004

Singh, S. Even Einstein had his off days. N.Y.Times.com, June 2, 2005.

**Monday, Feb 12, LL essay on these readings due by class time**

Peterson & Seligman. Chapter 17: Fairness, pp 391-412, 2004

Peterson & Seligman. Chapter 18: Leadership, pp 413-428, 2004

**Wednesday Feb 14, LL essay on these readings due by class time**

### **Emotional Intelligence and Leadership**

Peterson & Seligman. Chapter 15: Social Intelligence, pp 337-353, 2004

The following readings come from: Goleman, Boyatzis, & McKee. Primal Leadership: The Power of Emotional Intelligence, 2002

Preface

Chapter 1: Primal Leadership, pp 3-18

Chapter 2: Resonant Leadership, pp 19-31

**Monday, Feb 19, LL essay on these readings due by class time**

Speaker Dr. John Knapp today. Instead of a LL essay due today, you need to post several discussion questions for Dr. Knapp.

**Wednesday, Feb 21**

Chapter 3: The Neuroanatomy of Leadership, pp 33-52

Chapter 4: The Leadership Repertoire, pp 53-69

Chapter 5: Dissonant Styles: Apply with Caution, pp 71-88

**Monday, Feb 26, LL essay on these readings due by class time**

### **Summary Essay Due**

### **Ethics and Leadership**

Hendrick, B. Checking our ethical balance. AJC, (4pp), 12/5/05.

Ciulla, J. B. Chapter 1: Leadership Ethics: Mapping the Territory, pp 3-19, 1998

Gini, Al. Moral Leadership and Business Ethics, pp 27-43, In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

Jaffe, E. Codes of conduct in the business world. APS, 18, (8), p31, 2005.

**Wednesday, February 28, LL essay on these readings due by class time**

Ciulla, J. B. Leadership and the Problem of Bogus Empowerment, pp 63-84, In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

Solomon, R.C. Ethical Leadership, Emotions, and Trust: Beyond "Charisma", pp 87-105, In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

**Monday, March 5, LL essay on these readings due by class time**

Keeley, M. The Trouble with Transformational Leadership: Toward a Federalist Ethic for Organizations, pp 111-140, In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

Wren, J. T. James Madison and the Ethics of Transformational Leadership, pp 145-165, In Ethics, The Heart of Leadership, J.B. Ciulla (Editor), 1998.

**Wednesday, March 7, LL essay on these readings due by class time**

### **SPRING BREAK**

Werhane, P.H. Moral imagination and the search for ethical decision-making in management. Business Ethics Quarterly, pp 75-98, 1998

Price, T. L. Chapter 5: The ethics of authentic transformational leadership. In Understanding Ethical Failures in Leadership, pp 123-146, 2006.

Howell, J.M. & Avolio, B.J. The ethics of charismatic leadership: Submission or liberation? Academy of Management Executive, 6 (2), pp 43-53, 1992.

**Monday, March 19, LL essay on these readings due by class time**

Crawford, K. Ebbers bids for leniency. Money.cnn.com, 6/10/05 (2pg).

Crawford, K. The \$12 billion (and counting) payback. Money.cnn.com, 6/15/05 (3pg).

Crawford, K. Ex-Tyco CEO Kozlowski found guilty. Money.cnn.com, 6/21/05 (3pg).

Brazen conspiracy. Washingtonpost.com, 11/29/05 (1 pg).

Ludwig, D.C. & Longenecker, C. O. The Bathsheba Syndrome: The Ethical Failure of Successful Leaders. Journal of Business Ethics, 12, pp 265-273, 1993

Mayer, J. 2006. The Memo: How an internal effort to ban the abuse and torture of detainees was thwarted. In The New Yorker, pp1-16.

**Wednesday, March 21, LL essay on these readings due by class time**

### **Women/Minority Leaders and Issues of Social Justice**

Obama, Barack, 2006. Race. In The Audacity of Hope: Thoughts on Reclaiming the American Dream.

King Jr., M. L. Letter from a Birmingham Jail. In: The Impossible Will Take a Little While, P. R. Loeb, pp 281-287, 2004.

Lewis, John. Walking with the wind. In: The Impossible Will Take a Little While, P. R. Loeb, pp 141-144, 2004.

Mandela, Nelson. The Dark Years. In: The Impossible Will Take a Little While, P. R. Loeb, pp 73-81.

Tutu, Desmond. No future without forgiveness. In: The Impossible Will Take a Little While, P. R. Loeb, pp 390-396.

**Monday, March 26, LL essay on these readings due by class time**

Indvik, J. Women and Leadership, pp 215-244. In Leadership: Theory and Practice, 2001

Loeb, P. The Real Rosa Parks. In: The Impossible Will Take a Little While, P. R. Loeb, pp 288-292, 2004.

Tinsley, Sonya. You have to pick your team. In : The Impossible Will Take a Little While, P. R. Loeb, pp 346-347, 2004.

Kanter, R. Women too often second-class.

**Wednesday, March 28, LL essay on these readings due by class time**

### **Summary Essay Due**

### **Politics and Leadership**

In Renshoe, S.A. Chapter 8: Toward a Theory of Character and Presidential Performance, pp 205-230, in The Psychological Assessment of Presidential Candidates, 1996.

Heifetz, R.A. On a Razor's Edge, pp 125-149, in Leadership Without Easy Answers, 1994

**Monday, April 2, LL essay on these readings due by class time**

Obama, Barack, 2006. Politics. In The Audacity of Hope: Thoughts on Reclaiming the American Dream.

Greenstein, F. I. Chapter 11- "The highly tactical leadership of George H. W. Bush", pp159-171. In The Presidential Difference, 2004.

**Wednesday, April 4, LL essay on these readings due by class time**

Renshoe, S. A. Chapter 11: William J. Clinton as President: Some implications of Character for Presidential Performance, pp 280-309, in The Psychological Assessment of Presidential Candidates, 1996.

Greenstein, F. I. Chapter 12: "The Undisciplined Bill Clinton", pp173-188. In The Presidential Difference, 2004.

Greenstein, F. I. Chapter 13: "George W. Bush and the Politics of Agenda Control", pp 191-210. In The Presidential Difference, 2004.

**Monday, April 9, LL essay on these readings due by class time**

Renshoe, S. A., Conclusion: The Good enough President, pp 380-400, in The Psychological Assessment of Presidential Candidates, 1996.

Greenstein, F. I. Chapter 14: "Lessons from the Modern Presidency", pp 211-223. In The Presidential Difference, 2004.

**Wednesday, April 11, LL essay on these readings due by class time**

### **Leading Individuals**

"Leadership Development: The Early Years", pp 157-170. In John Gardner's On Leadership, 1990.

The following chapters come from H. Gardener's Leading Minds, 1995.

Chapter 4: Margaret Mead: An Observer of Diverse Cultures Educates Her own, pp 69-88

**Monday, April 16, LL essay on these readings due by class time**

Chapter 6: R. Maynard Hutchins: Bringing "The Higher Learning to America, pp 111-129

Chapter 7: Alfred Sloan: The Business of America, pp 131-145

Chapter 8: George C. Marshall: The Embodiment of the Good Soldier, pp 147-163

**Wednesday, April 18, LL essay on these readings due by class time**

Chapter 10: Eleanor Roosevelt: Ordinariness and Extraordinariness, pp 183-202

Chapter 11: MLK, Jr.: Leading in a Rapidly Changing Environment, pp 203-224

**Monday, April 23, LL essay on these readings due by class time**

Chapter 12: Margaret Thatcher: A Clear Sense of Identity, pp 225-242

Chapter 14: Jean Monnet and Mahatma Gandhi: Leadership Beyond National Boundaries, pp 267-284

"Leadership Development: Lifelong Growth", pp 171-182. In John Gardner's On Leadership, 1990.

**Wednesday, April 25, LL essay on these readings due by class time**

**Conclusions**

Gardner, H. Lessons from the past, Implications for the future, in: Leading Minds, 1995

Heifetz, R. A. The Personal Challenge, pp 250-276, in Leadership Without Easy Answers, 1994

Goleman, Boyatzis, & McKee. Chapter 6: Becoming a Resonant Leader, pp 91-112, in: Primal Leadership: The Power of Emotional Intelligence, 2002

Discussion of what we have learned and what we have yet to discover.

**Monday, April 30, LL essay on these readings due by class time**

**Final Summary Essay Due - morning of May 4**