



**Psychology 360  
Foundations of Leadership  
Spring 2013**

**Instructor:** Dr. Sharon Lewis  
**Office:** 214B Seney Hall  
**Office Hours:** Mon/Wed: 11:00-12:00  
Tues/ Thurs: 2:30-3:30 Other times by  
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**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. 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. In addition, I will expect you to write about the connections that you are making between what you are learning about leadership concepts and your experiences in your community placement (See TPSL below). Please keep in mind that your Bb essays take the place of quizzes and exams and therefore are important assessments of your learning.

**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 also write two longer essays responding to questions I will ask you to address. These longer summary essays will ask you to integrate what you have learned from the readings and will require no additional resources. 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:

(SP13 PSYC OX 360 10J: PSYC OX360: Foundations of Leadership - Spring 2013) or

(SP13 PSYC OX 360 11J: PSYC OX360: Foundations of Leadership - Spring 2013)

**Leading Discussion:** Each class day, a team of two students will lead the class through a 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 2<sup>nd</sup> week of classes so please think about with whom you would like to work.

**Theory-Practice/Service-Learning (TPSL):** You will partner with a community agency (e.g., a social service agency or school) to acquire practical leadership experience, to help leaders meet critical community needs and to provide valuable service. **TPSL starts the week of February 11 and all hours must be completed by Friday, April 26.** Since it is very important to follow through with any commitment you make to community partners, failure to honor this commitment will result in the loss of points from your final grade.

**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 30% of your grade or 150 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) **two longer integrative or summary essays** (The first is worth 25% or 125 pts. and the second is worth 20% or 100 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. No outside research will be necessary to write these essays.). You will receive an "A" if you earn a minimum of 454 pts., a "B" if you earn 404-453 pts., a "C" if you earn 353-403 pts., a "D" if you earn 303-352 pts., or an "F" if you earn less than 303 pts. **Please remember that failure to honor your commitment to your community partner will result in a significant lowering of your grade.** 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 complete list of what we will read this semester 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**

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

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

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