

Woodrow Wilson School of Public Affairs  
Princeton University

*Domestic Policy Analysis: Leadership: WWS 528e*  
*Spring Term 2007*  
Professor Nannerl O. Keohane

Seminar meets on Wednesdays 9 a.m.–noon  
Office Hours: 437 Robertson Hall  
Wednesday 2:30-4, or by appointment

This seminar focuses on leadership -- theories about leadership, instances of leadership, biographical accounts, speculation about why leaders succeed or fail and in what contexts. The readings are drawn from works that deal with leadership from Plato to the present day.

For the seminar to be meaningful for all participants, it will be important for each person to do the assigned reading in advance, and to give some thought to the issues that are raised. Questions will be posted on Blackboard each week by the instructor to give you some initial guidance in thinking about the readings. Most of the seminar sessions will be devoted to discussion of those topics and others that members of the seminar put on the table. Over the course of the semester, we should all develop a richer and more comprehensive understanding of the complex human phenomenon we call "leadership."

In addition to the readings for class, there are three other assignments.

- A short paper (5-6 pages) offering a critical comparison of *any two of the first three* "canonical" authors: Plato, Machiavelli, Weber.

- A small group activity that involves helping to lead the discussion in the seminar in the second half of the semester. I will assign members of the seminars to small groups, and suggest the materials that should be used in preparation for the session.

- A final seminar paper (18-21 pages) on a topic to be chosen by the student, in consultation with the instructor; the paper will be due at the end of the semester.

All seminar materials will be available on reserve in Stokes Library. Students are asked to purchase the following paperback books; if you already own other good editions of Plato or Machiavelli, those can be used instead.

Plato, *The Republic*, trans. Allan Bloom (Basic Books 1968 or any reprinting)

Machiavelli, *The Prince*, ed. Quentin Skinner (Cambridge University Press 1988 or any reprinting)

John W. Gardner, *On Leadership* (Free Press 1990)

James MacGregor Burns, *Leadership* (Harper & Row 1978)

Several other books that we'll use extensively have also been ordered for the University Store for those who wish to purchase them:

David Gergen, *Eyewitness to Power: the Essence of Leadership Nixon to Clinton* (Simon and Schuster 2000)

Fred I. Greenstein, *The Presidential Difference: Leadership Style from FDR to George W. Bush* (second edition: Princeton 2004)

Peter G. Northouse, *Leadership: Theory and Practice* (third edition: Sage 2004)

Deborah L. Rhode, *The Difference "Difference" Makes: Women and Leadership* (Stanford 2003).

February 7: Introductory discussion:

Nannerl O. Keohane, "On Leadership," *Perspective on Politics* vol. 3, # 4 (December 2005), pp. 705-722.

February 14: Plato *The Republic*: book II: 369a-379a; book III: 389a-d; 394e-395d; 408d-417b; book IV: 419a-434d; 441c-445e; book V: 449a-473e; book VI: 484a-498e; book VII: 514a-521c; 536a-541b; book VIII.

(Bloom edition: pp. 45-56, 66-67, 73-74, 87-113, 121-154, 163-178, 193-200, 215-249.)

Joseph C. Rost, *Leadership for the Twenty-First Century* (1991), pp. 13-45.

February 21: Machiavelli *The Prince*: dedicatory epistle, chs. I-X, XIV-XXVI.

John W. Gardner *On Leadership*, introduction, chs. 1-5

February 28: Max Weber, "Politics as a Vocation," in H.H. Gerth and C. Wright Mills, ed., *From Max Weber: Essays in Sociology* (1946), pp. 77-95, 115-128.

Peter G. Northouse, *Leadership: Theory and Practice* (third edition) pp. 1-24, 169-188.

Abraham Zaleznik, "Managers and Leaders: Are They Different?" *Harvard Business Review* (March/April 1992) 126-135.

March 7: James MacGregor Burns, *Leadership* (1978), prologue, ch. 1-2, 15-16 (other chapters to be assigned)

Woodrow Wilson, "Leaders of Men," in Barbara Kellerman, ed., *Political Leadership: a Source Book* (1986), pp. 428-437

*First paper due March 7 in class*

March 14: Deborah Rhode, *The Difference "Difference" Makes: Women and Leadership*, pp. 3-80, 129-143; (introductory essay by Rhode; responses by Kellerman, Reskin, Mandel and Herring; essay by Meyerson and Ely)

Marie C. Wilson *Closing the Leadership Gap: Why Women Can and Must Help Run the World* (2004), introduction, chs. 1-2

Julie Indvik, "Women and Leadership," in Northouse, *Leadership: Theory and Practice*, pp. 265-299.

Susan J. Carroll, "Feminist Scholarship on Political Leadership," in Barbara Kellerman, ed., *Leadership: Multidisciplinary Perspectives* (1984), pp. 139-156

Judy B. Rosener, "Ways Women Lead," *Harvard Business Review* Nov/Dec 1990

Sylvia Ann Hewlett, "Executive Women and the Myth of Having it All," *Harvard Business Review* April 2002, pp. 66-73

March 21: spring break

March 28: David Gergen, *Eyewitness to Power: The Essence of Leadership Nixon to Clinton*: pp. 11-104

Fred I. Greenstein, *The Presidential Difference: Leadership Style from FDR to George W. Bush*, pp. 1-25, 75-109

Michael Keeley, "The Trouble with Transformational Leadership: towards a Federalist Ethic for Organizations," in Joanne B. Ciulla, ed., *Ethics: the Heart of Leadership* (2004), pp. 149-174

April 4: Gergen, *Eyewitness to Power*, pp. 251-352

Greenstein, *The Presidential Difference*, pp. 59-73, 172-188, 211-223

Class Presentations, on material to include "Wagner Dodge Retreats in Mann Gulch," and Eugene Kranz Returns Apollo 13 to Earth," in Michael Useem, *The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All*

*Discuss final paper topics with NOK during the week of April 9-13*

April 11: Richard E. Neustadt and Ernest R. May, *Thinking in Time: the Uses of History for Decision-Makers* (1986), chs. 1, 8, 13.

Theodore Sorenson, *Decision-Making in the White House* (1963), ch. 3

Class Presentations, on material drawn from essays on presidential leadership in Gergen, Greenstein and Neustadt

April 18: Daniel Goleman "What Makes a Leader" *Harvard Business Review* Nov/Dec 1998, pp. 93-102

Daniel Goleman, *Emotional Intelligence: Why It Can Matter More Than IQ* (selections to be assigned)

Robert Goffee and Gareth Jones, "Why Should Anyone Be Led by You?," *Harvard Business Review* Sept/Oct 2000, pp. 63-70

Ronald A. Heifetz, *Leadership without Easy Answers* (1994) ch.1

Class Presentations, on material to include case studies on "George Washington" and "Nelson Mandela: the Man Behind the Symbol," Kennedy School of Government Case Program

April 25: Gardner, chs. 6-8, 13

Barbara Kellerman, *Bad Leadership* pp. xiii-48

Burns, selections to be assigned

Class Presentations, on materials drawn from Kellerman, Burns and Gardner

May 2: concluding discussion

*Final paper due May 18*