

Woodrow Wilson School of Public Affairs
Princeton University

Domestic Policy Analysis: Leadership: WWS 528e
Spring Term 2008

Professor Nannerl O. Keohane

Seminar meets on Thursdays 1:00-4:00 p.m.
Office Hours: 429 Robertson Hall
Wednesday 9:30 – 11 a.m. or by appointment

**Note: this is a *draft* 2008 syllabus (prepared 12/1/07).
The final version of the syllabus will be available in *late*
January 2008. There will be only minor changes in some of the
readings and dates of the assignments; but students electing
the seminar should be sure to have the final version.**

This seminar focuses on leadership -- theories about leadership, case studies, biographical accounts, speculations 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 the views on leadership of *two of the authors* we have read. At least one of these should be one of the "canonical" authors (Plato, Machiavelli and 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*, translated and edited Raymond Larson, Crofts Classics paperback, Harlan Davidson 1979 (or Allan Bloom's translation published by Basic Books)

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 will be ordered for the Labrynth Bookstore 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)

February 7: Introductory discussion:

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

February 14: What do we mean by leadership, and are there natural leaders among us?

Plato *The Republic*: book II: 369a-379a; book III: 389a-d; 412a-417b; book IV: 419a-434d; book V: 449a-473e; book VI: 484a-503b; book VII: 514a-521c; 536a-541b; book VIII.

(Bloom edition: pp. 45-56, 66-67, 91-113, 127-154, 163-182, 193-200, 215-249.)

Joseph C. Rost, *Leadership for the Twenty-First Century* (1991), pp. 1-31, 37-44.

February 21: what kinds of strategies do successful leaders employ, and which ones should we admire?

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

John W. Gardner *On Leadership*, introduction, chs. 1-6.

February 28: How does political skill work, and how do leaders and managers differ?

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.

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

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

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

March 6: Is transformational leadership a good thing?

James MacGregor Burns, *Leadership* (1978), prologue, chs. 1-2

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

Northouse, *Leadership*, pp. 169-188.

First paper due at 437 Robertson by 4:30 p.m. on Monday, March 10

March 13: Do women lead differently from men? Should we?

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 20: spring break

March 27: Why do some people become leaders, and not all of us?

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*, chs. 3-4

Northouse, 1-34

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

Burns, *Leadership*, ch. 3-5

April 3: How does leadership differ by context?

Burns, chs. 7-9, 11, 13, 14

Class Presentations, on material to include case studies on George Washington and Nelson Mandela.

April 10: How do we account for success and failure in leadership, particularly at the highest levels?

David Gergen, *Eyewitness to Power: The Essence of Leadership Nixon to Clinton*: pp. 11-104, 251-352

Fred I. Greenstein, *The Presidential Difference: Leadership Style from FDR to George W. Bush*, pp. 1-25, 43-57, 91-109, 145-210

Class presentations, on materials from Gergen and Greenstein

Discuss final paper topics with NOK during the week of April 14-18

April 17: How do leaders actually make decisions?

Richard E. Neustadt and Ernest R. May, *Thinking in Time: the Uses of History for Decision-Makers* (1986), chs. 1, 5, 8.

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

Greenstein, pp. 59-89, 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*

April 25: Are some kinds of leadership better – more moral, more worthy of esteem -- than others? And can we have a "theory" of leadership?

Gardner, chs. 7-8, 13

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

Burns, chs. 15-16

Class Presentations, to include case studies on Mahatma Gandhi and other leaders

May 1: concluding discussion: after all of this... can leadership be taught? Where do leaders come from?

Gardner, *On Leadership*, chs. 14-15

Burns, *Leadership*, ch. 17

Final paper due May 15