

**Political Science 2290E Introduction to Political Leadership**  
**Brescia University College, UWO**  
**2011-2012**

Instructor: Paul Barker  
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Class: Tues. 2:30-4:30 & Thurs. 2:30-3:30, Room 135  
Office Hours: Tues, & Thurs. 1:30-2:30

**Description**

A course which looks at the concerns of the study of political leadership: the nature and significance of leadership, the primacy of power, skills and competencies of government leaders, philosophical foundations of leadership, and political leadership in practice.

**Learning Objectives**

By the end of the course, students will be able to do the following:

- Illustrate the challenges in defining political leadership and demonstrate the significance of leadership in politics.
- Accept the study of leadership involves controversies (proposition that some are born to lead, others to follow) and that these controversies require an open mind for their resolution.
- Assess the different types of power underlying political leadership – soft power, hard power – and apply them to varying situations in politics.
- Appreciate the skills and competencies associated with effective leadership in political life and be able to effect their application.
- Acknowledge the sheer difficulty of exercise political leadership successfully and realize that leadership in the political arena may indeed demand great men and women.

**Text**

Instructor, *Selected Readings on Leadership*, September 2011 (and nothing else save for a few class handouts)

**Grading**

Political Judgment on Iran paper (Sept. 27)	10%
Group Projects (Oct. 13; Nov. 15, 17)	10%
Test (Nov. 29)	20%
Machiavelli leadership paper (Feb. 9)	20%
Participation (special measurements)	10%
Final Exam (Apr. exam period)	30%

## Weekly Outline

### Week 1A

#### Sept. 8: Introduction & Overview

### Week 1

#### Sept. 13 & 15: Political Judgment & fictional cases of some interest ...

Reading 1: "Political Judgment"

### Week 2

#### Sept 20 & 22: Political Judgment & what to do about Iran?

But first Iraq ... Reading 2: Mark Danner, *The Way to War* (New York: NRB, 2006), memos on UK government judgment on Iraq War.

Reading 3: Isaiah Berlin, "Political Judgment," in *The Sense of Reality* (New York: Farrar, Straus, and Giroux, 1997)

Reading 4: Jeffrey Goldberg, "The Point of No Return," *The Atlantic* September 2010

### Week 3

#### Sept 27 & 29: What is Political Leadership?

Reading 5: Thomas Carlyle, "The Leader as Hero" in Barbara Kellerman, ed., *Political Leadership* (Pittsburgh: University of Pittsburgh Press, 1986)

Reading 6: Garry Wills, *Certain Trumpets: The Call of Leaders* (New York: Simon & Schuster, 1994), ch. 1

Reading 7: James Surowiecki, *The Wisdom of Crowds* (NY: Doubleday, 2004), Introduction

### Week 4

#### Oct. 4 & 6: Leaders & Lying ...

Reading 8: Nannerl Keohane, *Thinking about Leadership* (Princeton: PUP, 2010), 211-21

Reading 9: Tim Mazur, "Lying"

Reading 10: Cathal Nolan, "Bodyguard of Lies" in Cathal Nolan, ed., *Ethics & Statecraft: The Moral Dimension of International Affairs 2<sup>nd</sup> ed.* (London: Praegar, 2004)

## Week 5

### Oct 11 & 13: Leadership & Power – Group Project

Reading 11: Joseph Nye, *The Powers to Lead* (New York: Oxford University Press, 2008), ch. 2

Reading 12: Roderick Kramer, “The Great Intimidators,” *Harvard Business Review* 84:2 (2006)

Reading 13: Amy Chua, *Day of Empire: How Hyperpowers Rise to Global Dominance – and Why They Fall* (Toronto: Doubleday, 2007), ch. 2 vs. Amy Chua, *Battle Hymn of the Tiger Mother* (New York: Penguin Press, 2010), chs. 1, 6, 11, 16, 24

## Week 6

### Oct. 18 & 20: Soft Power & Crime

Reading 14 James Q. Wilson & George Kelling, “Broken Windows,” *The Atlantic*, March 1982

Reading 15: Franklin E. Zimring, “How New York Beat Crime,” *Scientific American* August 2011

## Week 7

### Oct. 25 & 27: Genius in Political Leadership – Otto Von Bismarck

Reading 16: “Otto Von Bismarck and Political Leadership”

Reading 17: Gordon Craig, *From Bismarck to Adenauer: Aspects of German Statecraft* (Baltimore: Johns Hopkins Press, 1958), ch. 1.

*The greatness of Bismarck, but the petulance and the crying ...*

## Week 8

### Nov. 1 & 3: Emotional Intelligence & babies for leaders

Reading 18: Daniel Goleman et al., *Primal Leadership: Realizing the Power of Emotional Intelligence* (Boston: Harvard Business School Press, 2002), ch. 3

Reading 19: Erika Lovley, “Is there a gender bias on weeping?”

Reading 20: SIRC, “The Kleenex for Men Crying Game Report: a study of men and crying”

## Weeks 9 & 10

### Nov. 8 & 10: Plato & Leadership ... the Word??

Reading 21: Plato, *The Republic* (New York: Penguin, 2007), 204-219

Reading 22: J. Thomas Wren, *Inventing Leadership: The Challenge of Democracy* (Cheltenham: Edward Elgar, 2007), 13-20

## **Nov. 15 & 17: Group Project: Plato and his desirability**

### **Week 11**

#### **Nov. 22 & 24: Significance of Leadership?**

Reading 23 Sidney Hook, "The Eventful Man and the Event-Making Man," in Kellerman, ed., *Political Leadership*

Reading 24: Andrew Roberts, "Hitler's England: What if Germany had invaded Britain in 1940" in Niall Ferguson, *Virtual History* (London: Picador, 1997)

REVIEW for test

### **Week 12**

#### **Nov. 29: TEST**

#### **Dec. 1: Adding up the evidence on leadership so far ...**

### **Week 13**

#### **Dec. 6: ... and applying them to Stephen Harper as leader**

Reading 25: Lawrence Martin, *Harperland: the politics of control* (Toronto: Viking Canada, 2010), chs. 5-7

### **Week 14**

#### **Jan. 10 & 12: a digression ... chimps, gorillas & the origins of democratic leadership**

Reading 26: Mark Van Vugt & Anjana Ahuja, *Selected: why some people lead, why others follow, and why it matters* (Toronto: Random House, 2011), ch. 4.

### **Week 15**

#### **Jan. 17 & Jan. 19: Transactional & Transformational Leadership**

Reading 27: Bernard Bass & Ronald Riggio, *Transformational Leadership* (London: L. Erlbaum, 2006), 1-16

Reading 28: V. Msocardelli, "Harry Reid & Health Care Reform in the Senate: Transactional Leadership in a Transformational Moment?" *The Forum* 8:1 (2010)

## Week 16

### Jan. 24 & 26: Machiavelli

Reading 29: Niccolo Machiavelli, *The Prince*, 90-102 & 130-33

Reading 30: Miles J. Unger, *Machiavelli: A Biography* (Toronto: Simon & Schuster, 2011), ch. 10

## Week 17

### Jan. 31 & Feb. 2: Machiavelli (cont'd)

Reading 31: Thomas Wren, *Inventing Leadership: The Challenge of Democracy*, 57-69

Reading 32: Bernard Crick, "Introduction," in N. Machiavelli, *The Discourses* (London: Penguin, 2003), 15-25

## Week 18

### Feb. 7 & 9: Organizational Skills

Read Reading 33: Arthur Schlesinger, Jr., *The Coming of the New Deal* (Boston: Houghton, 1957), ch. 32

Video: Yes, Prime Minister, "A Real Partnership" DVD

## Week 19

### Feb. 14 & 16: Women in Political Leadership

Reading 34: Howard Gardner, *Leading Minds: An Anatomy of Leadership* (New York: Basic Books, 1995), chs. 1 & 12 (Margaret Thatcher)

Reading 35: Joshua Green, "Hillary Clinton," *The Atlantic* November 2006

## Week 20

### Feb. 28 & Mar. 1: Communication

Reading 42: Frank Luntz, *Words That Work* (New York: Hyperion, 2007), chs. 1, 6

Reading 43: Garry Wills, *Certain Trumpets* (New York: Simon & Schuster, 1994), ch. 14

## Week 21

### Mar. 6 & 8: Communication Rules & Famous Speeches

Reading 36: "Speeches": Lincoln's "The Gettysburg Address" + Churchill's "Our Finest Hour" + Obama's "Remarks in Tuscon"

## Week 22

### Mar. 13 & 15: Obama & the General

Reading 37: “The President and the General”

Reading 38: Jonathan Stevenson, “Owned by the Army,” *Harper’s Magazine* May 2011

## Week 23

### Mar. 20 & 22: The Hitler Question

Reading 39: Andrew Roberts, *Hitler & Churchill: Secrets of Leadership* (London: Phoenix, 2003)

## Week 24

### Mar. 27 & 29: Bad Leadership & Tony Blair?

Reading 40: Jonathan Powell, *The New Machiavelli: How to Wield Power in the Modern World* (London: Bodley Head, 2010), ch. 2

Reading 41: Mark Danner, *The Way to War*, “The Downing Street Memo”

Tony Blair, *A Journey: My Political Life* (New York: Knopf, 2010), ch. 13

## Week 25

**Apr. 3 & 5: a contest ... add it all up = a political leader?**

## Week 26

Apr. 10: Review



**Brescia Writing Centre**    St. James, Room 40

Hours: Open 5 days a week. Check our web page for details  
 Appointments: Drop in or email [jellsw03@uwo.ca](mailto:jellsw03@uwo.ca)

[http://www.brescia.uwo.ca/campus\\_life/campus\\_services/writing\\_center/](http://www.brescia.uwo.ca/campus_life/campus_services/writing_center/)



## BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

### 1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation on medical grounds will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are not grounds for academic accommodation.

If supporting documentation is from a family physician, Hospital Urgent Care Centre or Emergency Department, or a walk-in clinic a UWO Student Medical Certificate (SMC) is **required**. To download an SMC go to <https://studentservices.uwo.ca/secure/index.cfm> and follow the link under "Medical Documentation". Documentation should be obtained at the time of the initial visit. If it is not possible to have an SMC completed by the attending physician, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations document-ation stating simply that the student "was seen for a medical reason" or "was ill" is **not** considered adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2011/pg117.html>.

### 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis.

Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, [www.registrar.uwo.ca](http://www.registrar.uwo.ca), for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

### 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

### 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

#### **Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

**Computer-marked Tests/exams:**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

**5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS**

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

**6. PREREQUISITES AND ANTIREQUISITES**

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

## **7. SUPPORT SERVICES**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at [http://www.brescia.uwo.ca/academics/registrar\\_services/index.html](http://www.brescia.uwo.ca/academics/registrar_services/index.html).

The University of Western Ontario Registrar's website is at <http://www.registrar.uwo.ca/index.cfm>

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Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.

