Tufts University
Leadership Studies
Interdisciplinary Minor

New Minor
Fall 2008
Course Listing
The Leadership Studies Minor
Fall 2008

Program Director: Professor George Norman
William and Joyce Cummings Family Chair of Entrepreneurship and Business Economics

Leadership studies at Tufts analyse the influence of historical, political, economic, psychological, and technological forces on effective leadership and leadership models. The Minor focuses on leadership that bridges cultural divides.

The Minor in Leadership Studies develops creative, analytical and practical skills and attitudes: creative to generate a vision; analytical to assess whether creative ideas are good ideas; practical to execute ideas. Skill development is encouraged through courses emphasizing public speaking, cross-disciplinary and cross-cultural communication and team building, persuasion, negotiation, mediation, framing, and creative problem solving. Students analyze issues relating to ethics, risk assessment and decision making under uncertainty, organizational behavior, power and power relations, failed leadership and corruption, and policymaking.

Requirements:

Two Tier 1 courses: These courses introduce the basic principles of leadership and discuss theories of leadership that have been developed in a number of different disciplines:

- Economics 192 Economics of Leadership and Policymaking
- Engineering 95 Team Leadership in Science and Technology or Civil and Environmental Engineering 84 Issues in Professional Engineering Practice
- Philosophy 24 Introduction to Ethics
- Political Science 192 Theory and Practice of Leadership in Politics, Government, and Society
- Psychology 196A The Psychology of Leadership
- Sociology 114 Social Organization of Leadership

Two Tier 2 courses: These courses round out the study of leadership and widen the disciplinary foundations of the study of leadership:

- American Studies 12 Race in America
- American Studies 140 Innovative Non-profits
- Anthropology 145 Power, Politics, and Protest
- Biology 97 Seminar in Contemporary Biosocial Problems in America
- Civil and Environmental Engineering 84 Issues in Professional Engineering Practice (if not taken in Tier 1)
- Child Development 158 Psychological Study of Creativity
- Classics 65 Journey of the Hero
- Classics 140 Classical Epic Drama
- Computer Science 107 Entrepreneurial Leadership
- Mechanical Engineering 54 Management of Technology and Innovation
- Philosophy 121 Ethical Theory
- Philosophy 191 Ethics
- Political Science 101 The Presidency and the Executive Branch
- Political Science 145 Seminar: The Political Thought of Machiavelli
- Psychology 17 Industrial and Organizational Psychology
- Psychology 134 Interpersonal Conflict and Negotiation
- Religion 53 Introduction to Religions of China
- Sociology 111 Social Change and Community Organizing
- Sociology 184 Nonprofits, States, and Markets (Cross-listed as UEP 273.)
- UEP 230 Negotiation, Mediation, and Conflict Resolution
- UEP 276 Leadership and Organizational Development

A fifth course that may be selected from Tier 1 or Tier 2. No more than two courses in Tiers 1 and 2 may be taken in a single department.

The Director of the Minor in Leadership Studies advises on course selection to fit each student's interests and to establish the basis for the Tier 3 capstone senior project.

Tier 3 capstone: A senior project in which students put theory into practice, and a seminar course in which they reflect on their experience in the context of their leadership courses. With permission of the director of the program, students can complete Tier 3 by undertaking a senior thesis on leadership.

NOTE: All courses taken for the Minor in Leadership Studies must be taken for letter grade and may not be used for fulfillment of the foundation requirements. A maximum of two credits from the Minor may be counted toward a major or majors and up to two credits may be used for distribution requirements.

Students interested in pursuing a minor in Leadership Studies should register with:
Professor George Norman, Economics
Braker Hall ■ Phone: 617-627-3663 ■ Email: george.norman@tufts.edu

http://ase.tufts.edu/leadershipstudies
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<th>Course Title</th>
<th>Block</th>
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<td>Race in America</td>
<td>7+</td>
<td>Wu</td>
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<tr>
<td>AMER 0141</td>
<td>Innovative Social Enterprises</td>
<td>6+</td>
<td>Wilson</td>
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<tr>
<td>DNC 51-01</td>
<td>Dance Movement and Creative Process 1.0 cr</td>
<td>T/TH 12-1:15</td>
<td>Trexler</td>
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<tr>
<td>DNC 51-03</td>
<td>Dance Movement and Creative Process 0.5 cr</td>
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<tr>
<td>EC 74</td>
<td>Entrepreneurship</td>
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<tr>
<td>EC74WW</td>
<td>Optional Entrepreneurship Writing Workshop</td>
<td>L Th 4:30 p.m.</td>
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<tr>
<td>EC192-1</td>
<td>Economics of Leadership &amp; Policy Making</td>
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<td>EC192-2</td>
<td>Topics in Labor &amp; Development</td>
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<td>EXP-0085-S</td>
<td>Ethical Leadership in Business</td>
<td>Mon.6:30-9:00 pm</td>
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<td>JS 0136</td>
<td>King David and the Israelite Monarchy</td>
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<td>PS 115</td>
<td>Public Opinion and Survey Research</td>
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<td>PS 135</td>
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<td>PS 160</td>
<td>Force, Strategy, and Arms Control</td>
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<td>PS 188-02</td>
<td>Neoconservatives and U.S. Foreign Policy</td>
<td>D+ tr</td>
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<tr>
<td>PSYCH 60</td>
<td>The Psychology of Leadership</td>
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<td>Sternberg</td>
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<tr>
<td>SOC 149</td>
<td>Sociology of Leadership</td>
<td>E+ mw</td>
<td>Centner</td>
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In 1903, the famous African American scholar and activist W.E.B. DuBois said, "The problem of the 20th century is the problem of the color line." Many people today believe that race will continue to be "the" issue of the 21st century. In this course, we will examine the meanings of race in modern America, analyze the root causes and consequences of racist ideologies, and discuss current and future activist approaches to the issues raised by racist theories and practices. Our study will be multicultural in focus, with attention being given to Asian American, Native American, African American, European American, and Latino/a perspectives. Questions we will ask will include: How is race defined in the USA? Who defines it? How is it experienced? Who experiences it? What is its role in our lives as individuals, members of groups and of society at large? The course will be interdisciplinary, emphasizing in particular social science and arts/humanities approaches; and active student participation will be an important component.

In this course you will learn how to apply business skills to the solution of public problems. You will learn how to: find new solutions; communicate effectively with clients and funders; build a strong organization; turn idealism into action; and develop a business plan to address a public problem of your choosing. The course will feature case studies and meetings with prominent social entrepreneurs who will offer their perspectives on how to create revolutionary change.

Vigorous non-level movement, group processes, and creative problem solving culminating in ensemble jamming using jazz-like processes. Roles of leading, facilitating, and following practiced in discussion and movement. No prerequisite. 1.0 Course credit. Trexler

Analysis of the economic role and importance of the entrepreneur. The entrepreneur as market maker and leader. The entrepreneurial role in strategic decision making, organizational design, and management development. Financial planning and venture capital. Prerequisite: EC 1 (Micro) or 5.

Writing Workshop. pass/fail only.

Designed to enable advanced students with significant training in economics to explore and do research on a major topic. Topic varies from year to year. Prerequisite: Economics 11, 12, or 13.
Topics in Labor & Development
Professor Dehejia
Block F+ tr

Designed to enable advanced students with significant training in economics to explore and do research on a major topic. Topic varies from year to year. Prerequisite: Economics 11, 12, or 13.

Ethical Leadership in Business
Professor Frigand
Block Mon. 6:30-9:00 PM

What is needed to become a successful leader? Do you need to sell your soul to work in the corporate sector? What are the key issues that impact businesses and individuals, and how can we as leaders effectively deal with them? In this course, we will explore the changing roles in leadership and collaboration as well as business ethics. It is through engaging leadership and a supporting infrastructure that sustainable results are achieved. Through the use of selected readings, open discussion, and case studies, we will examine key business and organizational issues. In addition, we will learn about our own way of interacting with others and handling ethical dilemmas. "Steve Frigand (A '73) is a business process consultant, and an executive / career coach with over twenty-five years of leadership and change management experience. He has worked with organizations in many different industries and non-profits. He holds a M.B.A. from the Sloan School at MIT."

King David and the Israelite Monarchy
Professor Rosenberg
Block W 04:30-07:15 pm

King David was ancient Israel's most pivotal leader, who transformed Israel from a loose confederation of tribes to a dynastic monarchy with a capital in Jerusalem, fashioning a people into a nation in a more complex sense. The story of his acquisition and use of power is told in the biblical books 1 and 2 Samuel and the first two chapters of 1 Kings, which present a critique of kingly power and an examination of both the strengths and failings of Israel's first dynastic king. The course explores these and related biblical narratives, viewed in the light of modern historical and literary study, and cultural theory.

Public Opinion and Survey Research
Professor Portney
Block H+ tr

Foundations of survey research as used in political polls, election analysis, and public opinion research. Overview of major survey methodologies and techniques. Emphasis on development and execution of survey projects, from questionnaire construction to sampling and interviewing. Prerequisite: PS 11 or Consent from Professor

Seminar: Decision 2008, Campaign For The Presidency
Professor Solomont
Block 8+ r

In light of so much interest and excitement being generated by the 2008 presidential campaign, this seminar will take an in-depth look at how the American electorate chooses its President. By following the 2008 campaign in real time and comparing it to other presidential campaigns, this course will examine who seeks the Presidency; how political parties choose their nominees; the changing roles of fundraising, paid advertising, grass roots organizing, media coverage and technology; and the factors which contribute to a successful candidate being propelled into the White House. The instructor will draw on his own involvement in five previous presidential campaigns as well as the current one. Students will have the chance to interact with guests who have played important roles in recent campaigns. This seminar is open to seniors majoring in political science or who are otherwise well grounded in the discipline.
PS 135  Comparative Revolutions  
Professor Remick  
Block E+ mw  
The causes, processes, and outcomes of revolution. Student development of a theory of revolution’s causes through comparative examination of revolutions in France, Russia, China, and Iran. Discussion of whether the causes of revolution have changed in the late twentieth century. Prerequisite: Sophomore Standing

PS 160  Force, Strategy, and Arms Control  
Professor Taliaferro  
Block D+ tr  
Examination of the political, economic, military, and ethical factors affecting the use and utility of military force in international relations. Study of the political and decision-making process by which nations decide to use military force. Study of the major arms control agreements of the post-World War II period, including negotiations currently under way. Prerequisite: Political Science 61.

PS 188-02  Neoconservatives and U.S. Foreign Policy  
Professor Smith  
Block D+ tr  
A small band of intellectuals who have known each other for over thirty years now have turned up as the idea men of the Bush administration in foreign policy. Paul Wolfowitz, Robert Kagan, William Kristol, Charles Krauthammer and others demonstrate the ability of a group of men with ideas to formulate a grand strategy and to persuade others to adopt it. We will read what these men themselves have to say as well as look at a few excellent studies on them. Prerequisites: Sophomore standing and either PS 61 or a course on US foreign policy.

PSCH 60  The Psychology of Leadership  
Professor Sternberg  
Block 6+  
The role of the person, the situation, and their interaction in leadership; characteristics of successful and failed leaders; why intelligent and educated people often fail in leadership; applying principles of leadership to leadership everyday situations; leadership as a decision; the roles of intelligence, creativity, and wisdom in leadership; the roles of skills and attitudes in leadership.

SOC 149: Sociology of Leadership  
Professor Centner  
Block E+ mw  
In this introduction to the sociological study of leadership, we will consider two main themes: (1) what goes into being a leader – what qualities and experiences, as well as how leaders can be categorized, from good to bad, and everything in between; and (2) how leadership can be engaged critically and astutely by putting sociology into action. The course examines these themes across several very different contexts, especially in schools, communities, politics, and business. By the end of the semester, you will be able understand how various sociological dimensions – especially race and ethnicity, sexuality, gender, religion, class, citizenship, age, and territory – shape leadership in those settings. The goal is for you as students to become better leaders yourselves, but also for you to be able to use sociology as a tool in grappling with the many leaders you will encounter throughout your lives. This course is thus simultaneously theoretical and applied, and will introduce you to examples of leadership both historical and contemporary, nearby and faraway. All of the readings and lectures work toward synthesizing an approach that is cosmopolitan in its understanding of what makes leadership better, worse, and perhaps most importantly, subject to change.
Leadership Studies Advisory Board 2008

Professor George Norman, Economics, Director
Professor Nalini Ambady, Psychology
Assistant Professor Ryan Centner, Sociology
Professor James Glaser, Dean, Undergraduate Education
Professor Robert Hollister, Dean, Tisch College
Associate Professor Chris Swan, Civil and Environmental Engineering

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