Tufts University
Leadership Studies
Interdisciplinary Minor

New Minor
Spring 2009
Course Listing
The Leadership Studies Minor
Spring 2009

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:

- EC 74 Entrepreneurship
- 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:

<table>
<thead>
<tr>
<th>American Studies 12 Race in America</th>
<th>Philosophy 0024 Introduction To Ethics</th>
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<tbody>
<tr>
<td>American Studies 140 Innovative Non-profits</td>
<td>Philosophy 121 Ethical Theory</td>
</tr>
<tr>
<td>Anthropology 145 Power, Politics, and Protest</td>
<td>Philosophy 191 Ethics, Law and Society</td>
</tr>
<tr>
<td>Biology 97 Seminar in Contemporary Biosocial Problems in America</td>
<td>Philosophy 0192 Seminars In Philosophy: Collective Responsibility</td>
</tr>
<tr>
<td>Civil and Environmental Engineering 84 Issues in Professional Engineering Practice (if not taken in Tier 1)</td>
<td>Political Science 101 The Presidency and the Executive Branch</td>
</tr>
<tr>
<td>Civil and Environmental Engineering 185 Legal Issues Of Engineering</td>
<td>Political Science 145 Seminar: The Political Thought of Machiavelli</td>
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<tr>
<td>Child Development 158 Psychological Study of Creativity</td>
<td>Political Science 119 Campaign for the Presidency</td>
</tr>
<tr>
<td>Classics 65 Journey of the Hero</td>
<td>Political Science 135 Comparative Revolutions</td>
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<tr>
<td>Classics 140 Classical Epic</td>
<td>Political Science 158-02 Topics In Political Thought: Political Philosophy Of Kant</td>
</tr>
<tr>
<td>DNC 0051-01 Dance Movement and Creative Process</td>
<td>Political Science 160 Force, Strategy and Arms Control</td>
</tr>
<tr>
<td>Drama 10 Acting I: Introduction to Acting</td>
<td>Political Science 181 Public Opinion: Foreign Policy (M)</td>
</tr>
<tr>
<td>DR 001-01 Introduction to Physical Theater</td>
<td>Political Science 188 Neo-Cons and American Foreign Policy</td>
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<tr>
<td>Drama 27 Public Speaking</td>
<td>Political Science 188-19 Topics In International Relations: Human Rights &amp; American Foreign Policy</td>
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<tr>
<td>Economics 74 Entrepreneurship</td>
<td>Psychology 17 Industrial and Organizational Psychology</td>
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<tr>
<td>EC 009101 Intro Selected Topics: Labor Markets</td>
<td>Psychology 134 Interpersonal Conflict and Negotiation</td>
</tr>
<tr>
<td>Economics 175 Economics of Management and Strategy</td>
<td>Religion 53 Introduction to Religions of China (Cross-list CHNS 0071-010)</td>
</tr>
<tr>
<td>Engineering Mgmt 0250 Human Perspectives On Engineering Leadership</td>
<td>Sociology 111 Social Change and Community Organizing</td>
</tr>
<tr>
<td>Engineering Science 52 Engineering Management</td>
<td>Sociology 184 Nonprofits, States, and Markets (Cross-list as UEP 273)</td>
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<tr>
<td>Gordon Institute 107 Entrepreneurial Leadership</td>
<td>UEP 230 Negotiation, Mediation, and Conflict Resolution</td>
</tr>
<tr>
<td>Mechanical Engineering 54 Management of Technology and Innovation</td>
<td>UEP 0273-01/SOC 0184 Nonprofits, States And Markets</td>
</tr>
<tr>
<td>Philosophy 0024 Introduction To Ethics</td>
<td>UEP 276 Leadership and Organizational Development</td>
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</tbody>
</table>

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
Leadership Studies Minor  
Spring 2009 Course Listing

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Block</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>AMER 0012-01</td>
<td>Race in America</td>
<td>Wed 4:30-7:15pm</td>
<td>Wu</td>
</tr>
<tr>
<td>CLS 014001</td>
<td>Classical Epic</td>
<td>F+TF</td>
<td>Halpern</td>
</tr>
<tr>
<td>CE 018501</td>
<td>Legal Issues Of Engineering</td>
<td>A+</td>
<td>Hatem</td>
</tr>
<tr>
<td>DR 0011-01</td>
<td>Introduction to Physical Theater</td>
<td>D+ tr</td>
<td>Landis</td>
</tr>
<tr>
<td>DNC 0051-01</td>
<td>Dance Movement and Creative Process 1 credit</td>
<td>F+ tr</td>
<td>Trexler</td>
</tr>
<tr>
<td>DNC 0051-02</td>
<td>Dance Movement and Creative Process 0.5 Credit</td>
<td></td>
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<tr>
<td>DR 0010-01</td>
<td>Acting 1: Intro to Acting</td>
<td></td>
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<tr>
<td>DR 0027-01</td>
<td>Public Speaking</td>
<td>G+ mw</td>
<td>Cooney</td>
</tr>
<tr>
<td>EC 009101</td>
<td>Intro Selected Topics: Labor Markets</td>
<td>F+tr</td>
<td>Loury</td>
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<tr>
<td>EM 025001</td>
<td>Human Perspectives On Engineering Leadership</td>
<td>Block TBA</td>
<td>Winston</td>
</tr>
<tr>
<td>PHIL002401</td>
<td>Introduction To Ethics</td>
<td>G+ mw</td>
<td>Denby</td>
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<tr>
<td>PHIL019201/PJS 150-02</td>
<td>Seminars In Philosophy: Collective Responsibility</td>
<td>D+ tr</td>
<td>Kelly</td>
</tr>
<tr>
<td>PS 158-02</td>
<td>Topics In Political Thought: Political Philosophy Of Kant</td>
<td>M+ mw</td>
<td>Edgerton</td>
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<tr>
<td>PS 181</td>
<td>Public Opinion: Foreign Policy (M)</td>
<td>E+ mw</td>
<td>Eichenberg</td>
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<tr>
<td>PS 188-19</td>
<td>Topics In International Relations: Human Rights &amp; American Foreign Policy</td>
<td>7</td>
<td>Swett</td>
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<tr>
<td>REL 0053-01/CHNS 0071-01</td>
<td>Introduction to the Religions of China</td>
<td>11 T 6:30-9:00</td>
<td>Walser</td>
</tr>
<tr>
<td>UEP 0273-01/SOC 0184</td>
<td>Nonprofits, States And Markets</td>
<td>6</td>
<td>Ostrander</td>
</tr>
<tr>
<td>UEP 0230-01</td>
<td>Negotiation, Mediation, And Conflict Resolution</td>
<td>13+ th</td>
<td>Burdick</td>
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Economics Braker Hall ■ Phone: 617-627-3663 ■ Email: george.norman@tufts.edu

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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/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.

CLS 014001: Classical Epic
Halpern
Analysis of epics of Homer, Apollonius, and Vergil. The epic hero in different ages, changing and continuing themes in epics, and readings from oral epic poetry of other cultures.

CE 018501: Legal Issues Of Engineering
Hatem
A+
This course examines the legal principles applicable to engineering design, construction, and manufacturing. Topics covered include introduction to the legal system, sources of law, contract law principles, professional liability risks, risk management practices, contract administration, differing site conditions claims, professional registration, and ethical issues.

DR 0011-01: Introduction to Physical Theater
(DNC 11 or DR 11)
Landis
D+ tr
Techniques developed for the creation of non-text based theatre. Neutral mask, translations from other media, voice and movement, and development of eccentric characters. This studio class also includes reading and videos on these topics, as well as journals and short projects required. One course. 1 Credit.

DNC 0051-01 1.0 cr Dance Movement and Creative Process
DNC 0051-02 0.5 cr Dance Movement and Creative Process
Trexler
F+ tr
DR 0010: Acting 1: Intro to Acting
Section 01  Morrow  M/W  9-11:15
Section 02  Ndounou  M/W  1:30-3:45
Section 03  Rua  T/R  9-11:15
Section 04  Lewis  T/R  4-6:15
Section 05  Edgecomb  WF  1:30-3:45

A basic course in acting, aimed at enhancing self-confidence, oral expression, and creativity. Acting teaches poise and presence, vocal and physical coordination, before a group. Students who have never acted previously (and those who have) will find it important to study (or review) the basics of concentration, motivation and improvisation. For students interested in theatre, this course is a necessity; but students in other fields (such as law, business, and engineering) can also benefit from studying the basics of what it means to create a character and speak before an audience. Limit of eighteen students per section. No prerequisite.

DR 0027: Public Speaking
Cooney
G+ mw

Introductory course exploring the fundamentals of clear, confident, and effective communication in one-on-one and group settings. Development of tension management’s skills, good breathing habits, awareness of body language, and the ability to engage an audience through a series of practical exercises. Specific vocal work focuses on tone, variety of pitch, rate, volume, and articulation.

EC 0091: Intro Selected Topics: Labor Markets
Loury
F+ tr

Need description

EM 0250: Human Perspectives On Engineering Leadership
Winston
Block TBA

Introduction to responsible leadership through the lens of classical literary works. Increases students' understanding of cultural, social and ethical contexts of leadership in complex and uncertain environments.

EM 0260: Engineering Leadership
Winston
Block TBA

Development of the interpersonal skills necessary for leadership. Involves 360 degree assessment tools. Topics include creating high performance teams, giving feedback, influencing without authority, managing conflict, fostering creativity, communicating to inspire and working across cultures.
PHIL002401: Introduction To Ethics
Denby
G+ mw

An introduction to moral judgment—and the reasoning it is based on—by a detailed study of current issues such as abortion, vegetarianism, and responsibility for war crimes, and the application to such problems of ethical theories, such as egoism, utilitarianism, and the doctrine of rights.

PHIL000601: Reasoning & Critical Thinking
Russinoff
F+ tr

Introduction to the analysis of arguments as they occur in everyday legal, moral, and academic contexts. Topics include identifying fallacies in reasoning, elementary logical principles, standards of evidence, and constructing and evaluating arguments. Suitable for those who wish to develop their reasoning skills without taking a course in formal logic. Cannot be taken for credit if student has already taken Philosophy 33.

PHIL019201: Seminars In Philosophy: Collective Responsibility
C-LST PJS 150-02*
Kelly
D+ tr

CONSENT,C-LST PJS 150-02*

Need description

PS 158-02: Topics In Political Thought: Political Philosophy Of Kant
Edgerton
M+ mw

Immanuel Kant's philosophical project has inspired friends and foes alike. Since the turn of the 19th Century major works in political theory have sought to either extend his moral philosophy into politics or have attempted to inoculate theoretical inquiry from Kant's influence. Much of this literature focuses on Kant's moral philosophy and pays little attention to his political theory. Over the past 15 years this has begun to change with greater attention to the political philosophy Kant developed later in life. Through a careful reading of Kant's main political works, students will develop an understanding of Kant's political theory and its relationship to both his moral philosophy and contemporary political theory. The course focuses on Kant's later writings and The Metaphysics of Morals. Other texts include Perpetual Peace, Universal History and Contest of the Faculties.

PS 181: Public Opinion: Foreign Policy (M)
Eichenberg
Block E+ mw

Study of the domestic politics of foreign policy, especially the relationship between leaders and people, which is central to democratic theory and practice. Examination of public and elite opinions on international issues: nuclear weapons, arms control, military intervention, and defense spending; historical and comparative focus. Inquiry into the determinants of attitudes, the impact of public opinion, the role of the media, and the effects of foreign policy events on domestic politics. (Prereq: PS61 or PS11)
PS 188-19: Topics In International Relations: Human Rights & American Foreign Policy
Swett

This course will be an exploration of a range of issues regarding human rights in US Foreign Policy. The course will touch on the historical roots of the human rights idea in American foreign policy but the primary focus will be on the post WW II era when the modern human rights movement took shape with a particular interest in some of the most pressing human rights issues of the day. It will examine the respective roles of the Congress and the President in advancing (or in some cases hindering) a focus on human rights in America’s international relations. The role of the NGO community will be looked at as well. The costs and benefits of a vigorous human rights policy will be explored and recent controversies surrounding "enhanced interrogation techniques", waterboarding and the challenges to a human rights policy during war-time will be examined.

REL 0053-01: Introduction to the Religions of China
Co-list CHNS 0071-01
Walser
11 T 6:30-9:00

Historical introduction to texts and contexts of major Chinese religions from Shang Dynasty shamanic practices to debates about religion in contemporary China. Historical and literary approaches to the study of religions in China. Interactions between folk and elite traditions, and alternating syncretism and competition between religions. This course meets the Humanities and World Civilization distribution requirements and can be counted ONLY as one or the other. It also meets the East Asian Culture and Diasporas culture option.

UEP 0273-01: Nonprofits, States And Markets
Co-List SOC 0184
Ostrander
6 t

Value of nonprofits to democracy, civil society, social justice, and public policy. Relationship of nonprofit organizations and social sector to government and to corporate sector. Management, growth, and governance of nonprofits, including fundraising and social entrepreneurship. Community-based organizations and grassroots organizing. Consideration of whole range of nonprofit activity, including education, health, arts and culture, human services, environment, and advocacy. Some experience working or volunteering in a nonprofit/NGO is required. 6 - T., 1:30-4:00 p.m. Ostrander

UEP 0230-01: Negotiation, Mediation, And Conflict Resolution
Burdick
13+ tr

Techniques of negotiation and mediation applied to a broad range of conflict situations from interpersonal differences to labor relations, environmental disputes, and international relations. Combines practice in basic methods with theoretical and applied aspects of conflict resolution. Graduate standing or consent.

Leadership Studies Advisory Board 2009
- 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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