Tufts University
Leadership Studies
Interdisciplinary Minor

Spring 2011
Course List
The Leadership Studies Minor
Spring 2011

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

Leadership studies at Tufts analyses 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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXP 85 Ethical Leadership in Business</td>
<td>American Studies 131 Active Citizenship</td>
</tr>
<tr>
<td>American Studies 131 Active Citizenship</td>
<td>Gordon Institute ELS 107: Entrepreneurial Leadership</td>
</tr>
<tr>
<td>Engineering Mgmt 260 Engineering Leadership</td>
<td>Engineering Mgmt 260 Engineering Leadership</td>
</tr>
<tr>
<td>American Studies 141 Innovative Social Enterprises</td>
<td>Psychology 17 Industrial and Organizational Psychology</td>
</tr>
</tbody>
</table>

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>Course</th>
<th>Department</th>
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<tbody>
<tr>
<td>American Studies 12 Race in America</td>
<td>Mathematics 9: Mathematics of Social Choice</td>
</tr>
<tr>
<td>Anthropology 25 Anthropology of War and Peacemaking</td>
<td>Mechanical Engineering 54 Management of Technology and Innovation</td>
</tr>
<tr>
<td>Biology 142 Population and Community Ecology</td>
<td>Philosophy 43 Justice, Equality and Liberty</td>
</tr>
<tr>
<td>Civil and Environmental Engineering 207 Environmental Law</td>
<td>Philosophy 121 Ethical Theory</td>
</tr>
<tr>
<td>Child Development 158 Creativity</td>
<td>Political Science 144 Meaning of America</td>
</tr>
<tr>
<td>Classics 65 Journey of the Hero</td>
<td>Political Science 119 Campaign for the Presidency</td>
</tr>
<tr>
<td>Classics 140 Classical Epic</td>
<td>Political Science 135 Comparative Revolution</td>
</tr>
<tr>
<td>DNC 11 Introduction to Physical Theater</td>
<td>Political Science 158-02 Topics In Political Thought: Political Philosophy Of Kant</td>
</tr>
<tr>
<td>Drama 10 Acting I: Introduction to Acting</td>
<td>Political Science 160 Force, Strategy and Arms Control</td>
</tr>
<tr>
<td>Drama 27 Public Speaking</td>
<td>Political Science 181 Public Opinion: Foreign Policy (M)</td>
</tr>
<tr>
<td>Engineering EN 62 Engineering Entrepreneurship</td>
<td>Political Science 188 Neo-Cons and American Foreign Policy</td>
</tr>
<tr>
<td>Engineering Mgmt 250 Human Perspectives On Engineering Leadership</td>
<td>Psychology 134 Interpersonal Conflict and Negotiation</td>
</tr>
<tr>
<td>Engineering Mgmt 52 Engineering Management</td>
<td>Sociology 50 Globalization and Social Change</td>
</tr>
<tr>
<td>English 50 Shakespeare I</td>
<td>Sociology 184 Interpersonal Conflict and Negotiation</td>
</tr>
<tr>
<td>Environmental Studies: ENV 265 Corporate Management of Environmental</td>
<td>Sociology 184 Nonprofits, States, and Markets (Cross-list as UEP 273)</td>
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<tr>
<td>Issues (Cross-list as UEP 265)</td>
<td>UEP 230 Negotiation and Conflict Resolution</td>
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<tr>
<td></td>
<td>UEP 273/SOC 0184 Nonprofits, States And Markets</td>
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<td></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.

Some courses offered by the Experimental College can also be counted towards the Minor. Please check with the Director of the Minor.

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 ■ website: http://ase.tufts.edu/leadershipstudies
# Leadership Studies Minor
## Spring 2011 Course List

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Block</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMER 0012-01</td>
<td>Race in America</td>
<td>T 4:30 – 7:15 pm</td>
<td>Wu</td>
</tr>
<tr>
<td>CD 0143-03</td>
<td>Seminar Research Music &amp; Youth Dev.</td>
<td>I+Im pm</td>
<td>Camara</td>
</tr>
<tr>
<td>CD 0143-04 /PJS 150</td>
<td>Arts, Resilience &amp; Social Activism</td>
<td>2 w</td>
<td>Camara</td>
</tr>
<tr>
<td>CLS 66-01</td>
<td>Trojan War and Power of Politics</td>
<td>G+ mw</td>
<td>Halpern</td>
</tr>
<tr>
<td>DNC 51</td>
<td>Dance Movement and Creative Process</td>
<td>F+TR</td>
<td>Trelaxer</td>
</tr>
<tr>
<td>DR 001</td>
<td>Acting 1: Introduction to Acting</td>
<td>Mult. Sections</td>
<td>Mult. Sections</td>
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<tr>
<td>DR 0027</td>
<td>Public Speaking</td>
<td>Mult. Sections</td>
<td>Mult. Sections</td>
</tr>
<tr>
<td>EC 74</td>
<td>Entrepreneurship</td>
<td>F+ TR</td>
<td>Norman</td>
</tr>
<tr>
<td>EC124</td>
<td>State and Local Public Finance</td>
<td>E+ mw</td>
<td>Downes</td>
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<tr>
<td>EC 130</td>
<td>Topics in Environmental Econ*</td>
<td>F+ mw</td>
<td>Gnedenko</td>
</tr>
<tr>
<td>EC 144</td>
<td>Income Inequality*</td>
<td>D+ tr</td>
<td>Loury</td>
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<tr>
<td>ELS 107-01</td>
<td>Entrepreneurial Leadership</td>
<td>11+ t</td>
<td>Halpern</td>
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<tr>
<td>ELS 014101</td>
<td>Innovative Social Enterprises</td>
<td>6+ t</td>
<td>Staff</td>
</tr>
<tr>
<td>ENG 51-01</td>
<td>Shakespeare II</td>
<td>H+ tr</td>
<td>Genster</td>
</tr>
<tr>
<td>ENG 160</td>
<td>Environmental Justice &amp; US Literature</td>
<td>D+ tr</td>
<td>Ammons</td>
</tr>
<tr>
<td>EM 51CE</td>
<td>Engineering Management</td>
<td>13+ r</td>
<td>J. Smith</td>
</tr>
<tr>
<td>EM 52AC</td>
<td>Technical &amp; Managerial Communication</td>
<td>F+TR</td>
<td>Hirschfield</td>
</tr>
<tr>
<td>EM 0153CE</td>
<td>Management of Innovation</td>
<td>TR 9:00-10:20 am</td>
<td>Liggiero</td>
</tr>
<tr>
<td>ENV 9401 / UEP 94</td>
<td>Environmental Policy, Planning &amp; Politics</td>
<td>H+tr</td>
<td>Russell</td>
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<tr>
<td>GER 34/134</td>
<td>German Business &amp; Politics</td>
<td>H+tr</td>
<td>Pfoffinger</td>
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<tr>
<td>GRK 010101</td>
<td>Greek Epic: Homer</td>
<td>H+tr</td>
<td>Crane</td>
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<tr>
<td>HST 03</td>
<td>World in Motion: Global History &amp; U.S. Immigration</td>
<td>I+mw</td>
<td>Ueda</td>
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<tr>
<td>HST 14</td>
<td>Historical Perspective on Contemporary Crises in Africa</td>
<td>E+mw</td>
<td>Penvenne</td>
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<tr>
<td>HST 25</td>
<td>Antebellum and Civil War America 1815-1877</td>
<td>E+mw</td>
<td>Carp</td>
</tr>
<tr>
<td>PHIL 006</td>
<td>Reasoning &amp; Critical Thinking</td>
<td>J+tr</td>
<td>Russinoff</td>
</tr>
<tr>
<td>PHIL 24</td>
<td>Introduction to Ethics</td>
<td>G+mw</td>
<td>Denby</td>
</tr>
<tr>
<td>PHIL 33</td>
<td>Logic</td>
<td>TRF 12:00 – 12:50</td>
<td>Russinoff</td>
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<tr>
<td>PHIL 038</td>
<td>Rational Choice</td>
<td>E+ mw</td>
<td>Forber</td>
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<tr>
<td>PHIL 125</td>
<td>Racism &amp; Social Inequality</td>
<td>H+tr</td>
<td>McPherson</td>
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<tr>
<td>PHIL 141</td>
<td>Global Justice</td>
<td>D+tr</td>
<td>McPherson</td>
</tr>
<tr>
<td>PS 102</td>
<td>Congress, Bureaucracy, and Public Policy</td>
<td>E+mw</td>
<td>Berry</td>
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<tr>
<td>PS 113</td>
<td>Seminar: Nonprofits and Civil Society</td>
<td>5m</td>
<td>Berry</td>
</tr>
<tr>
<td>PS 138-03</td>
<td>Culture, Politics and the Environment</td>
<td>F+tr</td>
<td>Gleason</td>
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<tr>
<td>PS 139-02</td>
<td>Sem: States, Nations, and the Politics of Citizenship Rules</td>
<td>6t</td>
<td>Shevel</td>
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<tr>
<td>PS 158-03</td>
<td>Political Philosophy of Leo Strauss</td>
<td>J+tr</td>
<td>Devigne</td>
</tr>
<tr>
<td>PS 158-07</td>
<td>Nietzsche: The Will to Power</td>
<td>N+tr</td>
<td>Devigne</td>
</tr>
<tr>
<td>PS 159-01</td>
<td>Sem: Political Theory Methods: Hobbes (M)</td>
<td>Im</td>
<td>Evrigenes</td>
</tr>
<tr>
<td>PS 159-02</td>
<td>Medieval Islamic Theories of Justice</td>
<td>H+tr</td>
<td>London</td>
</tr>
<tr>
<td>PS 174</td>
<td>Rise and Fall of Great Powers (M)</td>
<td>H+tr</td>
<td>Taliarela</td>
</tr>
<tr>
<td>PS 188-20</td>
<td>International Environmental Negotiations</td>
<td>I+ mw</td>
<td>Gleason</td>
</tr>
<tr>
<td>PS 188-24</td>
<td>History of Financial Turbulence and Crisis</td>
<td>H+tr</td>
<td>Psalidopoulos</td>
</tr>
<tr>
<td>PSY 17</td>
<td>Industrial/Organizational Psychology</td>
<td>S+im</td>
<td>Miller-Jacobs</td>
</tr>
<tr>
<td>Soc 111</td>
<td>Social Change and Community Organizing</td>
<td>H+tr</td>
<td>Ostrander</td>
</tr>
<tr>
<td>Soc 121</td>
<td>Sociology of Law</td>
<td>E+mw</td>
<td>Staff</td>
</tr>
<tr>
<td>Soc 130</td>
<td>Wealth, Poverty and Inequality</td>
<td>D+tr</td>
<td>Ostrander</td>
</tr>
<tr>
<td>Soc 135 01</td>
<td>Social Movements</td>
<td>F+tr</td>
<td>Williams</td>
</tr>
</tbody>
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Professor George Norman, Economics Braker Hall • Phone: 617-627-3663 • Email: george.norman@tufts.edu

http://ase.tufts.edu/leadershipstudies
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. (High Demand-Please email instructor to register)

CD 0143-03  Seminar Research Music & Youth Dev.
Camara
I+m

See department for course description.

CD 0143-04  Arts, Resilience & Social Activism
PJS 150-0 2 w
Camara

See department for course description.

CLS 66-01  Trojan War and Power of Politics
Halpern
G+ mw

Examination of the myth of the Trojan War and the nature of power politics in Mycenaean culture through primary ancient literature that documents the Trojan War Cycle - epics, histories, tragedies, and lyric poetry. Readings include Aeschylus' Prometheus Bound, selections from Homer's Iliad and Odyssey, Euripides' Iphigenia at Aulis, Aeschylus' Agamemnon, and Sophocles' Philoctetes and Ajax, among other works.

DNC 51  Dance Movement and Creative Process
Sec 01 F+TR  TR  1200PM - 0115PM
Sec 02 F+TR  TR  1200PM - 0115PM
Trexler

Vigorous non-level movement, group processes, and creative problem-solving, culminating in ensemble jamming. World dance videos provide a context for nonstylized materials. One-half or one course credit.
Acting 1: Introduction to Acting

A basic course in acting aimed at enhancing self-confidence, oral expression, and creativity. Emphasis on concentration, motivation, and improvisation, and what it means to create a character and speak before an audience. Limit of eighteen students per section. INSTRUCTOR: Members of the Department FOR FALL 2010

Public Speaking

Introductory course exploring the fundamentals of clear, confident, and effective communication in one-on-one and group settings. Development of tension management 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. Satisfies Humanities Requirement Fall 2006 and beyond.

Entrepreneurship

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: Economics 5.

State and Local Public Finance

Issues in the provision and financing of public services by state and local governments. Provision of local public services, their adequacy, alternative models of local government decision making, optimal size of local governments, merits of the property tax, who really pays the property tax, alternative revenue sources, suburbs vs. central cities, metropolitan governance, the fiscal crisis of large cities, fiscal federalism, school finance reform, and the impact of tax and expenditure limitation. Prerequisite: Economics 11, or consent.

Topics in Environmental Economics

130 Topics in Environmental Economics. Research seminar for students who wish to pursue environmental economics beyond the level of Economics 30. Topics may include the design and administration of environmental excise taxes, the theory and practice of benefit-cost analysis, the economics of renewable and exhaustible resources, and the sustainability of economic growth. Prerequisites: Economics 11 and 30, or consent.

Income Inequality

Income Inequality, Poverty, and Economic Justice. Summary measures of income distribution and their implicit value judgments. The link between trends in relative inequality in incomes and differences in wages, earnings, and labor supply. The impact of personal characteristics, institutions, and macroeconomic trends on earnings. Discussion of the pervasiveness of poverty, its
causes and public policy measures for its alleviation. Economic and philosophical aspects of an equitable and just distribution of income. Prerequisite: Economics 11 and Economics 15 or 107.

ELS 107-01  Entrepreneurial Leadership  
ELS 107-02  Halpern  
11+t

This course is designed to help students develop the knowledge, confidence, skills, and self-image necessary to pursue entrepreneurial ventures in such domains as business, government, and public service. It provides a foundation in the fundamentals of entrepreneurial leadership, as well as a source of inspiration and energy in the art and science of taking visions and bringing them to reality.

ELS 014101  Innovative Social Enterprises  
Staff  
6+ t

Social entrepreneurs bring innovative, practical solutions to social problems. Entrepreneurs are opportunity oriented, resourceful, value-creating change agents. Social entrepreneurs are similar, but they focus on public problems. Students will consider the role of social enterprises in improving society, and learn to develop a business plan to create enduring social impact: Identify social impact model, plan needed activities and resources, conduct market research and create a marketing plan, build a team, prepare a financial model, and create a plan to attract the support the mission requires. (Cross-listed with American Studies 141.)

ENG 51-01  Shakespeare II  
Genster  
H+ tr

This course carefully examines eight or nine of Shakespeare's plays, both early and late. Although the plays are considered in a variety of historical and theoretical contexts, the primary focus is on a close reading of the texts. The same plays will not be read in both 50 and 51.

ENG 160  Environmental Justice & US Literature  
Ammons  
D+ tr  
(Cross-listed as Environmental Studies 160.) An examination of contemporary multicultural U.S. literature in relation to environmental justice concerns. Works by Helena Maria Viramontes, Gloria Naylor, Karen Tei Yamashita, Simon Ortiz, Annie Proulx, with particular attention to issues of environmental racism, ecofeminism, homophobia and the social construction of nature, U.S. environmental imperialism, and urban ecologies. Emphasis on the role of literature and the arts in social change, including practical strategies for activism.

EM 51CE  Engineering Management  
J. Smith  
13+ r

Organization of companies and engineering groups. Financial fluency, including time value of money, return on investment, income and cash flow statements, and balance sheets. Management of people and organizations. Project and program management techniques and tools. Management of research, development, and design. Operations management, including manufacturing operations and supply chains.
Written and oral communications in the business setting. Written communications including technical reports and papers, memoranda, and electronic communications. Design and delivery of effective presentations. Informal communication styles and techniques. Communication across cultures.

EM 0153CE Management of Innovation
Liggero
TR 9:00 – 10:20am

Development of the knowledge, skills and insight necessary to lead and manage innovation in new product, process and service development, including the market development life cycle. Topics taught include planning and execution of engineering projects, best practices from concept generation to completion with emphasis on concurrent design, project and program management tools and techniques, entrepreneurship and intrapreneurship, and design for sustainability. Prerequisites EM 0051

ENV 009401 Environmental Policy, Planning & Politics
UEP 94
Russell
H+tr

Please see departmental website for detailed information.

GER 34/134 German Business & Politics
Pfaffinger
H+tr

Introduction to necessary German language skills for working in fields related to current business and politics. Possible topics include globalization, development, finance, technology, migration, the environment, and the political system. Discussions of policy documents, government reports, newspaper articles, other relevant contemporary materials, and on-line resources. Taught in German. Extra assignments and class meetings. (Also offered as lower-level.)

GRK 010101 Greek Epic: Homer
Crane
H+tr

Readings from Homer's Iliad or Odyssey, Hesiod's Theogony or Works and Days, or Apollonius's Argonautica.

HST 03 World in Motion: Global History & U.S. Immigration
Ueda
I+mw

Examination of migration as a factor in historical studies. The role of migrations in empires, frontiers and borderlands, slavery and indentured labor, oceanic history, industrialization, urbanization, intra-state conflict, and globalization. Reed Ueda
HST 14  Historical Perspective on Contemporary Crises in Africa
Penvenne
E+mw

The course develops historical perspectives on contemporary situations in Africa, from the late 19th century conquest era through colonial rule to decolonization and the contemporary era. We survey case studies around the continent through film, literature, scholarly essays, praise poetry and web based archives of political ephemera. We seek gendered perspectives on politics, migration, urbanization, and environmental change. Fall 09 case studies include Kenya, Democratic Republic of Congo, Darfur and Algeria. [formerly HST. 71]

HST 25  Antebellum and Civil War America 1815-1877
Carp
E+mw

This course begins with the so-called "Era of Good Feelings" in American history, and chronicles the decidedly bitter feelings that followed. Through lectures and discussions, we will explore the Jacksonian Era and democratic politics, westward expansion and sectional tensions, religious and cultural developments, the issue of slavery, the Civil War, and Reconstruction. Students will engage both primary and secondary sources and take a field trip during the semester. [formerly HST. 84]

PHIL 006  Reasoning & Critical Thinking
Russinoff
J+tr

Reasoning and Critical Thinking is an introductory course intended for all students, regardless of academic major or interests. The skills learned and reinforced in Philosophy 006 are crucial for anyone who wants to think clearly, read carefully, speak effectively, and argue convincingly. You will develop a sensitivity to language, become better able to uncover arguments, and learn to distinguish good argumentation from bad. Your ability to recognize and evaluate your own assumptions and those of others will improve, and you'll come away better able to provide compelling reasons for your own views and to evaluate critically the views of others. You will learn to reason about various subjects, including science, ethics, philosophy, and the law and have the opportunity to evaluate and closely analyze articles from a variety of texts and editorials from leading newspapers and periodicals. In addition to regular written exercises, the class will engage in oral debate. The tools you will develop in this course are important to all the disciplines. Note: Philosophy 006 cannot be taken for credit by those who have already taken Philosophy 033. You may take Philosophy 006 and then take Philosophy 033 for credit. Unlike Philosophy 033, this course does not satisfy the mathematical sciences requirement.

PHIL 24  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.

PHIL 33  Logic
Russinoff
TRF 12:00 – 12:50

How can one tell whether a deductive argument succeeds in establishing its conclusion? What distinguishes good deductive arguments from bad ones? Questions such as these will be addressed in this course. We will discuss what a formal language is, how arguments in English are to be expressed in various formal languages, and what is gained from so expressing them. In the jargon of the field, we will cover sentential logic, first-order predicate logic, identity theory, definite descriptions, and topics in metatheory. The course requires no specific background and no special ability in mathematics. *Satisfies Tufts Mathematical Sciences Distribution Requirement
Decision making and strategic interaction are activities we engage in everyday. But do we make the right decisions? Do we adopt the most advantageous strategies? This course will approach these questions by using a set of formal philosophical methods for analyzing decisions and strategies: decision theory and game theory. We will cover the basics formal frameworks of probability and game theory and their application to problems in decision making and strategic thinking. We will also look at promising applications of game theory to understanding evolution in both biological and cultural domains.

This course will divide its focus between conceptual and practical issues concerning race and racial identity. We will begin by exploring whether races are real and what difference this might make. These conceptual questions then will be set in a more practical context, with an emphasis on the function of race in the United States. Some attention will be paid to current policy debates surrounding affirmative action, reparations, and racial/ethnic group recognition. Readings will include W.E.B. Du Bois, Anthony Appiah, Glenn Loury, and Cornel West. Prerequisite: one philosophy course or sophomore standing.

Questions of justice in an international context have taken on added urgency in an era of global wars and markets. This course surveys contemporary writings in political philosophy that deal with such questions. Our main topics will be the distribution of resources, human rights, cultural pluralism, and war and terrorism. These topics will be framed by debate surrounding moral universalism versus partiality for nation, religious or ethnic community, and family. Readings will include John Rawls, Thomas Pogge, Susan Okin, and Michael Walzer. Prerequisite: one philosophy course or sophomore standing.

This course analyzes political processes and policymaking from agenda building through implementation and program evaluation. Among the topics we'll discuss are problem definition, interest groups, theories of representation, the relationship between congressional elections and public policy, committees and policy formulation, regulation, and bureaucratic politics. There are no prerequisites for this course and it is designed for both majors and non-majors alike.

The Seminar on Nonprofits and Civil Society examines the growing role of nonprofits in the United States, especially in the administration of social services. We examine nonprofits in the context of a social institution that both works with government institutions and acts as a substitute for them. Analysis will extend to nonprofits in the realms of public policymaking, philanthropy, civic engagement, and social entrepreneurship. A primary assignment in the class will involve three person teams that will each develop a business plan for establishing a new nonprofit.
PS 138-03  
Culture, Politics and the Environment
Gleason
F+tr
This course surveys characteristics of international negotiations through the lens of environmental issues. Students will learn how negotiations work theoretically, and practically from agenda setting to voting processes. The course reviews the role of the United Nations, the political divide between the industrialized nations and the less developed nations, as well as many complicating factors in the treaty making and implementing process. The mid-term evaluation includes a full-scale negotiations simulation on an environmental issue in which students will be able to apply the Principled Negotiation approach, an alternative to win-loose bargaining approaches. Case studies will include review of Desertification, Forestry and Climate Change negotiations.

PS 139-02  
Sem: States, Nations, and the Politics of Citizenship Rules
Shevel
6t
How do states decide who has the right to citizenship? For modern nation-states, defining the boundaries of the nation in whose name the state is constituted has always been a critically important task. For today's states hosting large numbers of immigrants and minorities, this question remains highly salient, and often politically contested. In this course we will examine the politics of citizenship policymaking in modern states, paying particular attention to alternative theoretical explanation. Are citizenship rules determined primarily by material considerations, such as economic, demographic, and security concerns? Or perhaps by ideational considerations, such as prevailing images of the nation and normative ideals? Do international norms and standards constrain and inform citizenship policymakers today? Is citizenship politics and policies fundamentally different in democratic and authoritarian states? In this course we will focus on such questions and analyze contemporary and historical citizenship policies in various countries in the world, paying particular attention to Western and Eastern Europe as well as North America.

PS 158-03  
Political Philosophy of Leo Strauss
Devigne
J+tr
A study of the mid/late 20th century thinker, Leo Strauss, who argued that the Enlightenment’s fundamental principles - if not countered - will lead to the denigration of reason and ennobling modes of conduct. We will analyze Strauss’s thesis that the premises of modernity necessarily engender a philosophic and moral crisis where both intellectuals and the public increasingly adopt a nihilistic or moral relativist outlook: sowing confusion as to whether political principles are either knowable or necessary; creating the pre-conditions for periodic political crises. We also will examine Strauss’s thesis that the Enlightenment project and its offsprings (the challenges to it by Rousseau and Nietzsche, for instance), and not the West’s entire philosophic and religious tradition, is the source of the modern world’s increasing uncertainty and doubt as to its purpose. Prerequisite: PS/Phil 41 or 42, or instructor's consent

PS 158-07  
Nietzsche: The Will to Power
Devigne
N+tr
This class focuses on Nietzsche’s analysis that the West is entering a period of nihilism or moral groundlessness/meaninglessness and the steps that will be required to overcome it. Among the topics examined will be: the character and history of Western nihilism; why the West’s religious and philosophic tradition necessitated a nihilistic response; how modernity’s highest values – liberalism, democracy and science deepen a moral sense of groundlessness/meaninglessness; the advantages and disadvantages of an epoch of nihilism; and the character of philosophy, society, and individuals that will be required for the West to gain a new sense of moral grounding. The reading will center on Nietzsche’s notebook, Will to Power, where he explored these issues in most depth, with parts of Nietzsche other writings used to complement this study. Prerequisite: PS 41 or 42, or instructor consent
A comparative examination of Hobbes's political thought through detailed study of his main political works, *The Elements of Law*, *De Cive*, and *Leviathan*. We will consider Hobbes's alleged atheism and relativism, the role of the state of nature and of fear in his political theory, his views on the sources of conflict and his proposed remedies, as well as the implications of his theory for international relations. We will examine whether, to what extent, and how Hobbes's views changed from one work to the next, and study the ways in which prominent commentators have built their methodologies around their interpretations of Hobbes's political thought. Prerequisite: PS/Phil 41 or 42

In this course, we will survey theories of justice that medieval Arab and Persian kings invoked in mirrors for princes. To do so, we will begin with a brief introduction to earlier traditions (e.g., ancient Greek and Persian) that are mentioned in the medieval Islamic context, and we will analyze how ideas from these ancient traditions were transformed to fit a particular medieval king's project. We will begin by reading some excerpts from Plato's Republic, as well as some secondary sources on medieval Persian notions of justice. The rest of the course will be devoted to readings from English translations of medieval Persian and Arabic sources that present advice on how kings ought to govern and organize their societies. In particular, we will read English translations of Kai Ka'us' *Qabus Nama*, an early Persian work that a king writes for his son; Nizam al-Mulk's *Siyasat Nama*, a book that a minister writes for his king on how to govern; and an Arabic work on governance attributed to the Sunni theologian al-Ghazali.

Why do some great powers flourish while others decline? Under what conditions does the international system move from relative calm to the point where great powers initiate devastating system-wide wars or hard-line strategies that increase the risk of war through inadvertent escalation? How can victorious great powers construct stable international orders after major wars? How do mass revolutions within major states affect the international balance-of-power and the likelihood of war? Do the grand strategies of great powers in pre-nuclear, multipolar international system offer any lessons for the United States and China in the twenty-first century? To answer these questions, this course first examines how international and domestic forces shaped the grand strategies of five great powers from 1648 to 1945: France, Great Britain, Prussia (later Germany), Japan, Russia (later the Soviet Union). It then draws “lessons” from past to help understand the likely trajectory of China and the U.S. grand strategic choices in the twenty-first century. Prerequisite: PS 61: Introduction to International Relations (no exceptions)

This course seeks to highlight effective responses to global environmental problems in the international treaty making arena. Students will explore the negotiation process, the structure of the United Nations treaty making system, the convention-protocol approach and the politics of the north v. south divide. Topics will include the weaknesses of the international environmental negotiation process, the importance of non-state actors, and potential solutions for the system.

This course uses the analytical tools of economic history, the history of economic policy-making and the history of economic thought, to study episodes of financial turbulence and crisis spanning the last three centuries. It explores the principal causes of a variety of different manias, panics and crises, as well as their consequences, and focuses on the reactions of economic actors,
theorists and policy-makers in each case. Emphasis is placed on the theoretical framework used by contemporary economists to conceptualize each crisis, as well as the changes in theoretical perspective and/or policy framework that may have been precipitated by the experience of the crises themselves.

PSY 17  Industrial/Organizational Psychology
Miller-Jacobs
5+m

An examination of the roles, contributions, and limitations of psychology in business and industrial organizations. Topics include selection, training, and motivation of personnel; management and leadership; and consumer psychology.

Soc 111  Social Change and Community Organizing
Ostrander
H+tr

Grassroots community organizing creates social change. Organizing brings people together to improve the conditions of their own lives, gain collective power, and build social justice locally and globally. Organizing provides opportunities for people to be active agents in society and community. Women, especially women of color, are often community leaders. Through readings, videos, and guest speakers, we will explore different theories of community and community organizing, examine strategies and approaches used in specific organizing campaigns, and discuss current debates about civic engagement, active citizenship, social justice, and democracy. Students will explore local community organizations and local organizing, and gain hands on experience in a community organizing project. Course requirements include frequent short written experiential and analytical exercises applying ideas from reading and integrating active learning with conceptual analysis. There are no exams. NOTE: Cross listed as PJS 149-01 and with Women’s Studies

Soc 121  Sociology of Law
Staff
E+mw

Law as an agency of social control and its relation to other social institutions. Legal enactments and decisions seen in sociological perspective. Social functions of courts, judges, and the legal profession. The potential contribution of social research to understanding, formulating and implementing the law.

Soc 130  Wealth, Poverty and Inequality
Ostrander
D+tr

Socio-economic inequalities shape virtually every aspect of our lives wherever we are located in the social hierarchy. This course studies current census and other data describing inequality today, looks at egalitarian belief systems, considers ideological justifications for inequality, analyzes upward and downward social mobility, explores different sociological theories of why inequality exists and how it affects us, and offers alternatives toward a more economically and socially just society. While the United States is the main focus, some attention is given to global inequality. The major emphasis is on socio-economic class, including intersections of class with race and gender. We will learn about the U.S. upper class, middle class, working class, and poverty class. Books may include:


Requirements include a take-home midterm and final exam, and a choice between a library research paper, or a community organization placement (arranged by the instructor in one of four Somerville agencies) with a final written report integrating experiential and academic learning. Prerequisite: One Sociology Course. Note: Cross-listed as PJS 130. Sociology Outside the Classroom opportunity
Social circumstances under which organized efforts by powerless groups of people to affect history are attempted, motivations for such efforts, processes by which such efforts are implemented and controlled, and the impact such efforts have on society. Major sociological perspectives on social movements. Selected use of films to illustrate major themes.
Prerequisite: One PJS/Soc introductory course.
NOTE: This course is cross-listed with PJS 135.

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Students interested in pursuing a minor in Leadership Studies should register with:
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