



**Saint Louis University**  
*Madrid Campus*

**POLS 493**  
**Crisis of leadership**  
**Fall 2014**

**Laura Tedesco**  
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**Tuesday and Thursday: 14.30hs to 15.45hs**  
**Padre Arrupe Hall 14**

**Office hours**  
*(please make an appointment by mail):*  
**Tuesday and Thursday 9.00hs-11.00hs**  
**Wednesday 11.00hs-13.00hs**

**Mobile phones are not allowed in the class and laptops can only be used when you need to look for information for the exercises**

**PLEASE READ THIS SYLLABUS CAREFULLY**  
**IT HAS INFORMATION FOR THE COURSE AND ITS**  
**EVALUATION**

### **Course Description:**

The course analyzes different perspectives on political leadership. In the past thirty years, many scholars have focused on leadership and there has been an explosion of courses that attempt to teach 'how to lead'. However, the so-called 'leadership industry' is now reconsidering its impact in light of the global crisis that emerged in 2008.

Taking into consideration the current crisis, the course is designed as a research seminar on which we will explore institutional settings and domestic political conditions that help us to understand the emergence of different type of leaders. The course also offers an opportunity to debate the current crisis of political leadership.

### **Course Objectives:**

1. Analyze different theoretical approaches to leadership
2. Debate the relationship between political leaders and power
3. Discuss recent developments in the study of leadership
4. Critically analyze the origins of the current leadership crisis
5. Study the relationship between political conditions and the emergence of different type of leaders

### **Research Methods:**

1. Students will undertake a game simulation in which they will experience practical leadership challenges in crisis situations. This exercise involves role-play, team building and the design of decision-making processes.
2. Students will develop a set of research questions and write a 2.500 words essay on one political leader analyzing the institutional, political, economic and social conditions that helped him/her to build and maintain power.

### **The oral presentations:**

These are some guidelines for your presentations.

- **DO NOT READ YOUR PRESENTATION**, if you prepare well by practicing and reading you will feel confident enough to present without reading
- **MAKE THE PRESENTATION DYNAMIC, TRY TO ENGAGE THE AUDIENCE, PRESENT QUESTIONS ABOUT THE ISSUE AND TRY TO ANSWER THEM, i.e.**
  - Why is this topic important?
  - What are the different perspectives in the study of this topic?

- Present the different views, arguing for and against each of them.
- Causes and consequences if appropriate
- Best practices to solve the problem if appropriate

At the end of your presentation, the audience should have learned the relevance of the topic, different perspectives to understand the issue or problem, the most appropriate ways to deal with it and consequences for countries and/or the region

You will be assessed based on the seminar that you lead. You need to show a good knowledge on the topic of the seminar based on relevant bibliography. You need to make an argument and provoke a dynamic discussion.

**The criteria for evaluation will be**

Your knowledge

Your ability to put your argument forward

Your ability to explain the argument and the points you wish to make

Your ability to lead the discussion

**Grade Scale:**

A	93%-100%
A-	90%-92%
B+	87%-89%
B	83%-86%
B-	80%-82%
C+	73%-79%
C	67%-72%
C-	60%-66%
D	50%-59%
F	0%-49%

**Methods of Evaluation and Grading (% of Final Grade)**

20%	Mid-term exam
20%	Simulation game
40%	Final paper
20%	Attendance and participation are required.

**While some classes may be primarily lecture, much of the class will involve discussing the readings and current issues.**

**Therefore, student participation is crucial. Each recorded absence beyond three will result in a letter grade reduction in your participation and attendance grade.**

**Perfect attendance does not ensure a good grade, active and intelligent participation with good attendance does.**

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## **BIBLIOGRAPHY**

- Barbara Kellerman (2012) *The end of Leadership* (Harvard Business School Press)
- Joseph Nye Jr (2008) *The powers to lead* (Oxford University Press)
- Bruce Bueno de Mesquita and Alastair Smith (2011) *The dictator's handbook* (Public Affairs)
- Barbara Kellerman (2004) *Bad leadership* (Harvard Business School Press)
- Carnes Lord (2003) *The modern prince* (Yale University Press)
- Ludger Helms (ed) (2012) *Comparative political leadership* (Palgrave Macmillan)
- James Macgregor Burns (2010) *Leadership* (Harper Perennial)
- Howard Gardner (1995) *Leading Minds* (Basic Books)
- Barbara Kellerman (2010) *Leadership* (Mc Graw Hill)

## **Lectures and bibliography**

1. Conceptualization of leadership  
Nye chapter 1
2. Leadership and power  
Nye chapter 2
3. The Prince  
N. Machiavelli

**EXERCISE:** You need to look for information about Machiavelli and his book

- a. When did he write it?
- b. Why did he write it?

- c. Why this book has become so famous and important in political science?
  - d. Analyze the main argument and issues that Machiavelli discusses.
4. The Charismatic leader
    - M. Weber
    - EXERCISE:** Weber defined different types of domination. Look for information about the charismatic domination, its benefits and problems. Illustrate your analysis with examples
  5. The Modern Prince
    - Lord, chapter 1, 2 and 3
  6. Classical political thought and leadership
    - Kellerman, *Leadership*, various chapters
  7. Types of leaders and skills
    - Nye, chapter 3
  8. Democratic leaders
    - a. Building democracy with democratic leaders
    - b. Political parties
    - c. State institutions
    - d. Who controls the leaders?

Diamint and Tedesco (2013) Latin American Democracy: What to do with the leaders?  
*Bulletin of Latin American Research.*
  9. Authoritarian leaders
    - a. Coming to power
    - b. Staying in power

Bruce Bueno de Mesquita and Alastair Smith, chapter 2 and 3
  10. Revision for the mid-term exam

<p><b>14th October</b> <b>Mid-Term Exam</b></p>
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11. Preparing the simulation case: Iraq Invasion 2003-2011
12. Bad leadership
  - Kellerman, Bad leadership, part 1
13. Good and bad leadership
  - Nye, chapters 4 and 5
14. Presenting the simulation case
15. Political leadership in comparative perspective
  - Helms, chapter 1
16. Analyzing five cases from Latin America: Argentina, Ecuador, Colombia, Venezuela and Uruguay
17. Workshop: Preparing the research questions for the final paper

18. Roundtable: A critical approach to political leaders, parties and followers
19. Final papers' presentations

**DEADLINE TO SUBMITT YOUR FINAL PAPER**

**THURSDAY 19<sup>TH</sup> DECEMBER FROM 12.00HS TO 14.00HS**

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### **Important Dates**

Monday, September 15 – Last day to drop a class without a grade of W or to add a class  
Tuesday, September 30 – Last day to choose audit (AU) or pass/no pass (P/NP) options  
Thursday, October 30 – Last day to drop a class and receive a grade of W

### **Holidays**

Friday, September 26: No Classes  
Monday, November 10: Nuestra Señora de Almudena Holiday (University Closed)  
Monday, December 8, Imaculada Concepción Holiday (University Closed)

### **Accommodation Statement**

In recognition that people learn in a variety of ways and that learning is influenced by multiple factors (e.g., prior experience, study skills, learning disability), resources to support student success are available on campus. Students who think they might benefit from these resources can find out more about:

Course-level support (e.g., faculty member, departmental resources, etc.) by asking your course instructor.

University-level support (e.g., tutoring/writing services, Disability Services) by visiting the Academic Dean's Office (San Ignacio Hall) or by going to [http://spain.slu.edu/academics/learning\\_resources.html](http://spain.slu.edu/academics/learning_resources.html)

Students who believe that, due to a disability, they could benefit from academic accommodations are encouraged to contact Disability Services at +34 915 54 58 58, ext. 204, send an e-mail to [counselingcenter-madrid@slu.edu](mailto:counselingcenter-madrid@slu.edu) , or to visit the Counseling Office (San Ignacio Hall). Confidentiality will be observed in all inquiries. Course instructors support student accommodation requests when an

approved letter from Disability Services has been received and when students discuss these accommodations with the instructor after receipt of the approved letter.

### **Academic Honesty and Plagiarism**

The University is a community of learning, whose effectiveness requires an environment of mutual trust and integrity, such as would be expected at a Jesuit, Catholic institution. As members of this community, students, faculty, and staff members share the responsibility to maintain this environment. Academic dishonesty violates it. Although not all forms of academic dishonesty can be listed here, it can be said in general that soliciting, receiving, or providing any unauthorized assistance in the completion of any work submitted toward academic credit is dishonest. It not only violates the mutual trust necessary between faculty and students but also undermines the validity of the University's evaluation of students and takes unfair advantage of fellow students. Further, it is the responsibility of any student who observes such dishonest conduct to call it to the attention of a faculty member or administrator. Examples of academic dishonesty would be copying from another student, copying from a book or class notes during a closed-book exam, submitting materials authored by or editorially revised by another person but presented as the student's own work, copying a passage or text directly from a published source without appropriately citing or recognizing that source, taking a test or doing an assignment or other academic work for another student, tampering with another student's work, securing or supplying in advance a copy of an examination without the knowledge or consent of the instructor, and colluding with another student or students to engage in an act of academic dishonesty.

Where there is clear indication of such dishonesty, a faculty member or administrator has the responsibility to apply appropriate sanctions. Investigations of violations will be conducted in accord with standards and procedures of the school or college through which the course or research is offered. Recommendations of sanctions to be imposed will be made to the dean of the school or college in which the student is enrolled. Possible sanctions for a violation of academic integrity include, but are not limited to, disciplinary probation, suspension, and dismissal from the University. The complete SLU Academic Honesty Policy can be found at the following link: [http://spain.slu.edu/academics/academic\\_advising/docs/Academic\\_integrity.pdf](http://spain.slu.edu/academics/academic_advising/docs/Academic_integrity.pdf)

Saint Louis University - Madrid Campus is committed to excellent and innovative educational practices. In order to maintain quality academic offerings and to conform to relevant accreditation requirements, we regularly assess our teaching, services, and programs for evidence of student learning outcomes achievement. For this purpose we keep on file anonymized representative examples of student work from all courses and programs such as: assignments, papers, exams, portfolios, and results from student surveys, focus groups, and reflective exercises. *Thus, copies of your work for this course, including exams and written presentations (e.g. any exams, oral presentations, assignments, submitted papers and/or portfolios) may be kept on file for institutional research, assessment and accreditation purposes.* If you prefer that Saint Louis University-Madrid Campus does not keep your work on file, you will need to communicate your decision in writing to your professor.

## Academic Calendar

AUGUST		
Sunday	31	FL 14 New Student Arrival and University Housing Move-In Date
SEPTEMBER		
Monday	1	FL 14 New Student Welcome Sessions
Tuesday	2	Fall 2014 First Day of Classes
Friday	5	Application Deadline for Fall Semester Degree Candidates
Monday	15	Last Day to Drop a Class Without a Grade of W and/or Add a Class
Friday	26	No Classes
Tuesday	30	Last Day to Choose Audit (AU) or Pass/No Pass (P/NP) Options
OCTOBER		
Friday	3	Exams for MATH-96, 120, 132, 141, 142, 143 & 244
Wednesday	15	Last Day to Submit Transfer Application for Spring Semester
Monday	20	Professors' Deadlines to Submit Midterm Grades
Thursday	30	Last Day to Drop a Class and Receive a Grade of W
NOVEMBER		
Thursday	6	Registration for Spring Semester begins
Monday	10	<i>Nuestra Señora de la Almodena</i> Holiday (University Closed)
Friday	14	Exams for MATH-96, 120, 132, 141, 142, 143 & 244

**DECEMBER**

Monday	8	<i>Inmaculada Concepción</i> Holiday (University Closed)
Friday	12	FL 14 Final Day of Classes
Monday-Friday	15-19	FL 14 Final Exams
Wednesday	17	Mid-Year Commencement
Saturday	20	FL 14 University Housing Move-Out Date
Monday	22	Professors' Deadline to Submit FL 14 Final Grades