



Saint Louis University
Madrid Campus

POLS 593
Crisis of leadership

Professor Laura Tedesco
ltedesco@slu.edu
Tuesday and Thursday: 14.30hs to 15.45hs
Padre Arrupe Hall 20

Office hours: Wednesday 11.00hs-13.00hs by appointment

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 discover different types of leaders and 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 **4.000 words essay** on one political leader analyzing the institutional, political, economic and social conditions that helped him/her to build and maintain power.

The final paper should include

1. *Introduction*
2. *Literature review on political leadership*
3. *Biography of the political leader*
4. *Economic and political conditions that help to his/her emergence*
5. *His/her achievements and failures while in office*
6. *The building of power, his/her relationship with political parties, political opponents, media, trade unions, Armed Forces*
7. *His/her legacy*
8. *The reasons why she/he has been a significant political leader in domestic, regional and international politics*

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)

25%	Mid-term exam
20%	Simulation game
40%	Final paper
10%	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.

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, forthcoming.
- 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

15th October Mid-Term Exam
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- 11. Preparing the simulation case: the external debt crisis in Latin America, what did the leaders do?
Could they have done something different?
Similarities with the 2008 financial crisis
- 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 19TH DECEMBER FROM 12.00HS TO 15.00HS

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.

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, 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

Fall 2013

SEPTEMBER

Sunday	1	FL 13 New Student Arrival and University Housing Move-In Date
Monday	2	FL 13 New Student Welcome Sessions
Tuesday	3	Fall 2013 First Day of Classes
Tuesday	17	Last Day to Drop a Class Without a Grade of W and/or Add a Class
Wednesday	18	Application Deadline for Fall Semester Degree Candidates
Friday	27	No Classes

OCTOBER

Wednesday	2	Last Day to Choose Audit (AU) or Pass/No Pass (P/NP) Options
Friday	4	Exams for MATH-96, 120, 132, 141, 142, 143 & 244 (14:00-16:00)
Tuesday	15	Last Day to Submit Transfer Application for Spring Semester
Tuesday	22	Professors' Deadlines to Submit Midterm Grades

NOVEMBER

Friday	1	<i>Día de Todos los Santos</i> Holiday (University Closed)
Monday	4	Last Day to Drop a Class and Receive a Grade of W
Thursday	7	Registration for Spring Semester begins
Friday	15	Exams for MATH-96, 120, 132, 141, 142, 143 & 244 (14:00-16:00)

DECEMBER

Friday	6	<i>Día de la Constitución Española</i> Holiday (University Closed)
Friday	13	FL 13 Final Day of Classes
Monday-Friday	16-20	FL 13 Final Exams
Wednesday	18	Mid-Year Commencement
Saturday	21	FL 13 University Housing Move-Out Date
Monday	23	Professors' Deadline to Submit FL 13 Final Grades