

**POLITICAL SCIENCE 2205E, 001**

**“Extreme Leadership:  
Leaders, Crises and Controversies in Modern Politics”  
COURSE OUTLINE, 2013-2014**

**Classroom: Kresge Building (KB) 203, Class time: Thursdays, 12:30-2:30 pm**

Instructor: Dr. Cristine de Clercy  
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Office Hours: tba; and by appointment

**About This Course**

This is a two-term course taught at the second-year level. This class introduces students to the study of leadership. It is titled “Extreme Leadership” to help communicate that the class focuses heavily on understanding how and why some people have a very large effect on politics. We spend much time learning about leaders who, for good or bad purposes, manage to mobilize the support of large organizations, whole communities or entire societies toward a specific goal, or set of goals. We are interested in what type of people become leaders, what sorts of resources they possess, why people follow leaders, and how leaders manage their power.

We begin by studying some historical perspectives on leadership from leading figures such as Machiavelli and Hobbes. We then examine several different ways leadership has been conceptualized by modern analysts such as Robert C. Tucker and Jean Blondel. Because the use of typology is a main method for studying leadership, we explore a few prominent modern typologies as examples of this methodology. We also look at some analyses of the led, or the followers, who are crucial to any leader’s success. We rely on the work of Barbara Kellerman to understand bad leaders. In the latter half of the course we consider real world cases in detail, such as the leadership of Tony Blair, George Bush, Pierre Trudeau and Indira Ghandi.

The course’s approach is comparative, meaning most of our examples and cases are drawn from different levels of government and across several countries, notably Canada and the United States. Generally the emphasis is on leaders’ “agency.” Because leadership studies are located in many academic disciplines, we draw upon material from the field of political science as well as from the management sciences, psychology, and business studies. Students may use this course as a foundation for other courses on leadership within Political Science, as well as in related areas such as Law, Management Sciences and Business Administration.

In summary, there are two main objectives: to survey the various ways leadership has been defined and treated theoretically; and to explore a set of real world cases concerning how leaders exercise leadership, particularly in complex situations or challenging conditions. The course aims to illustrate why and how some leaders are important, unpredictable and creative agents with much capacity to influence political outcomes.

## An Important Notice About Course Requirements and Antirequisites

**Prerequisites: Political Science 1020E or MOS 1021A/B or MOS 1023A/B**

**Antirequisites: Political Science 2290E; Political Science 3392E if taken in 2010-11**

*“It is your responsibility to ensure that you have successfully completed all prerequisite courses, and that you have NOT taken an antirequisite course. A lack of a prerequisite course may not be used as the basis for an appeal. If you are found to be ineligible for a course, you may be removed from it at any time and you will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the requisites to take this course, it is in your best interest to drop the course well before the end of the add/drop period.”*

### **General Expectations of Class Members**

Students are expected to attend all classes, to do the readings each week before arriving to class, and to participate actively in class discussions and projects. Class members are encouraged to contribute their views during class discussions, and also to treat all class members with courtesy and respect. Also, class members are expected to pay due attention during lectures and refrain from distracting the other students, and to turn off all electronic devices during class time (of course, with the exception of those used for any anticipated emergency or medical situation).

To verify attendance, each student will sign a register of attendance at the beginning of each class. **Note students who fail to attend a minimum of fifty percent of the classes, without supporting medical documentation or justifiable extenuating circumstances, risk being debarred from writing the final exam.**

Please consult *The University of Western Ontario Code of Student Conduct* (at <http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>) for more detailed rules and procedures.

### **Grading Structure- Overview**

|                       |            |
|-----------------------|------------|
| Test 1:               | 15%        |
| Test 2:               | 15%        |
| Final Exam:           | 30%        |
| Class debate exercise | 10%        |
| Research paper        | 30%        |
| Bonus marks           | 5% maximum |

## Details of Grading Structure

### *In class Test #1*

|               |   |
|---------------|---|
| Date:         | <b>Thursday, November 7, 2013</b>   |
| Worth:        | 15%   |
| Miss penalty: | Students who do not write the test will receive a grade of zero. Academic accommodation may be extended in the case of <u>documented</u> extenuating circumstances. |

This is a closed book test. No electronic devices of any kind are allowed in the exam room. Note that “computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.”

### *In class Test #2*

|               |   |
|---------------|---|
| Date:         | <b>Thursday February 13, 2014</b>   |
| Worth:        | 15%   |
| Miss penalty: | Students who do not write the test will receive a grade of zero, except in the case of <u>documented</u> extenuating circumstances. |

This is a closed book test. No electronic devices of any kind are allowed in the exam room. Note that “computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.”

### *Research Paper*

|               |   |
|---------------|---|
| Due date:     | At the start of class <b>Thursday March 6, 2014</b>   |
| Worth:        | All components of this assignment are worth 30% in total of the final course grade.   |
| Length:       | 4000 words minimum to 5000 words maximum (about 16 pages to 20 pages of text, where a page equals 250 words in 12 point font)   |
| Late penalty: | 5% per working day, to a maximum of ten working days late, after which the essay will not be accepted for grading, except in the case of <u>documented</u> extenuating circumstances. |

As with all such essays, it is to be original, sole-authored work that relies on high quality sources of information and informed analysis. The essay’s specific focus, as well as its particular components, additional expectations and requirements, will be communicated in a separate assignment handout distributed in class.

Students are to submit an electronic copy to TurnItIn (see for more information <http://turnitin.uwo.ca/index.htm>), and one written copy in class. This “required paper may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.” All acts of plagiarism are serious academic offences and will be dealt with as per UWO’s articulated sanctions.

**Your essay won't be counted as submitted on time unless a copy is submitted both to Turnitin and in class by 12:30 p.m. on the due date.** Papers that are late will lose 5% of the assigned mark for each working day the paper is late. Papers more ten working days late will not be accepted for grading. Accommodation may be granted only in the case of documented extenuating circumstances, at the Professor's discretion.

### ***Class Debate Exercise***

Dates: As scheduled in class.  
Worth: 10%  
Miss penalty: Students who fail to participate in the debate preparation or execution will receive a grade of zero, except in the case of documented extenuating circumstances.

A handout distributed in class will explain this assignment's parameters and its specific requirements.

### ***Final Exam***

Date: as scheduled in April of 2014 by the Registrar.

Worth: 30%

This is a closed book exam, held in the final exam period. No electronic devices of any sort are allowed in the exam room. Note that "Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

### ***Bonus marks***

Dates: available every class

Worth: Students may earn up to 5% in additional marks through collecting "Bonus cards," which are handed out in class to recognize helpful contributions to the class such as posing questions, disseminating editorials or articles relevant to the lectures, and helping facilitate our study. These cards must be submitted for credit not later than the last day of class in April, before the final exam in April. The Prof will provide additional details in class about this option.

### **Required Readings and Reading Schedule**

There are two required textbooks, available in the UWO Bookstore:

Barbara Kellerman, *Bad Leadership* (Harvard Business School Press, 2004)

Barbara Kellerman, *Followership* (HBSP, 2008)

**APPENDIX TO UNDERGRADUATE COURSE OUTLINES  
DEPARTMENT OF POLITICAL SCIENCE**

**Prerequisite checking - the student's responsibility**

"Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

**Essay course requirements**

With the exception of 1000-level courses, most courses in the Department of Political Science are essay courses. Total written assignments (excluding examinations) will be at least 3,000 words in Politics 1020E, at least 5,000 words in a full course numbered 2000 or above, and at least 2,500 words in a half course numbered 2000 or above.

**Use of Personal Response Systems ("Clickers")**

"Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning.

Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence."

**Security and Confidentiality of Student Work** (refer to current *Western Academic Calendar* (<http://www.westerncalendar.uwo.ca/>))

"**Submitting or Returning Student Assignments, Tests and Exams** - All student assignments, tests and exams will be handled in a secure and confidential manner. Particularly in this respect, leaving student work unattended in public areas for pickup is not permitted."

**Duplication of work**

Undergraduate students who submit similar assignments on closely related topics in two different courses must obtain the consent of both instructors prior to the submission of the assignment. If prior approval is not obtained, each instructor reserves the right not to accept the assignment.

**Grade adjustments**

In order to ensure that comparable standards are applied in political science courses, the Department may require instructors to adjust final marks to conform to Departmental guidelines.

**Academic Offences**

"Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

<http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>."

## Submission of Course Requirements

ESSAYS, ASSIGNMENTS, TAKE-HOME EXAMS **MUST** BE SUBMITTED ACCORDING TO PROCEDURES SPECIFIED BY YOUR INSTRUCTOR (I.E., IN CLASS, DURING OFFICE HOURS, TA'S OFFICE HOURS) OR UNDER THE INSTRUCTOR'S OFFICE DOOR.

THE MAIN OFFICE DOES NOT DATE-STAMP OR ACCEPT ANY OF THE ABOVE.

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. <http://www.uwo.ca/univsec/handbook/>

Students registered in Social Science should refer to <http://counselling.ssc.uwo.ca/> <http://counselling.ssc.uwo.ca/procedures/havingproblems.asp> for information on Medical Policy, Term Tests, Final Examinations, Late Assignments, Short Absences, Extended Absences, Documentation and other Academic Concerns. Non-Social Science students should refer to their home faculty's academic counselling office.

## Plagiarism

"Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence." (see Scholastic Offence Policy in the Western Academic Calendar).

**Plagiarism Checking:** "All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com ( <http://www.turnitin.com> )."

**Multiple-choice tests/exams:** "Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. <http://www.uwo.ca/univsec/handbook/>

### **PLAGIARISM\***

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. Different forms of writing require different types of acknowledgement. The following rules pertain to the acknowledgements necessary in academic papers.

**A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer.**

You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of publication, and page number.

Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

**B. In adopting other writers' ideas, you must acknowledge that they are theirs.**

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source, these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

In short, use of acknowledgements and, when necessary, quotation marks is necessary to distinguish clearly between what is yours and what is not. Since the rules have been explained to you, if you fail to make this distinction your instructor very likely will do so for you, and they will be forced to regard your omission as intentional literary theft. Plagiarism is a serious offence which may result in a student's receiving an 'F' in a course or, in extreme cases in their suspension from the University.

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Adopted by the council of the Faculty of Social Science, October, 1970; approved by the Dept. of History August 13, 1991

**Accessibility at Western:** Please contact [poliscie@uwo.ca](mailto:poliscie@uwo.ca) if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.

**SUPPORT SERVICES**

Students who are in emotional/mental distress should refer to Mental Health@Western

<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.