

**Political Leadership  
Political Science 700  
Fall 2006**

**Professor: Margaret Hermann  
Office: 345 Eggers Hall  
Office Phone: 443-4022  
Email: mgherman@maxwell.syr.edu**

**Class: Tuesday 9:30 - 12:15  
Place: Maxwell 315  
Office Hours: Wednesday 3:30 - 5**

**Course Objectives:**

This class will focus on answering the following question. What is the relationship between what political leaders are like and the actions and policies of the institutions they run? In responding to this question, we will seek to understand the kinds of leaders that are recruited and selected in various types of political institutions and systems as well as the effects of cultural and situational variables on who becomes a political leader and what political leaders can do. We will also explore the links between leadership style and political decision making and between leaders= individual characteristics and the ingredients of leadership. And we will consider the conditions under which political leaders' personalities and experiences are likely to shape what their political units do. In the course of the class, students will work with several techniques for studying the effects of leaders and leadership on politics by examining the activities and characteristics of one particular leader.

**Course Requirements:**

Students in the seminar are expected to: (1) attend class and do the required readings for each session, (2) participate in seminar discussions based on the readings, (3) complete three projects and mini-papers studying a political leader of their choosing, and (4) make a presentation regarding that particular leader as well as critique fellow students= presentations. Each of the three mini-papers will count 20% toward the final grade in the course; the presentation and critique will count 20%; and class attendance and participation will count 20%. Because many things are happening in the world today that involve political leaders, students are encouraged to bring to class items that they have heard or read in the media about leadership that are relevant to the theme of a particular class. Alerting the class to an interesting observation or piece on political leadership will contribute to enhancing a student=s participation in the professor=s eyes.

## **Reading Materials:**

The materials used in this course appear in widely diverse sources. Some appear in journals, others in the popular press, some appear as contributions to edited volumes, and still others are chapters from single authored books. Many are classics in the field. There are even a couple conference papers that are not yet published. To contain costs while still allowing students to gain a broad perspective on political leadership, the readings drawn from these various sources have been compiled into a reader that is available at Campus Copies in the Marshall Square Mall (720 University Avenue). The reader will be available after Labor Day, September 4.

## **Projects and Mini-Papers:**

Students will do one project and mini-paper around three different approaches to studying the relationship between leaders and politics. In the second week of class, students will choose a political leader about whom they would like to learn more. This leader will become the subject of the three projects and mini-papers the student will complete during the course of the semester. The leader can be in government at the local, regional, national, or international level and can be non-American. The most important criteria in choosing a leader are to select one: (1) for whom there are readily accessible biographical and/or autobiographical materials and (2) for whom we have available speeches and/or interviews with the press. If a student knows a political leader personally, they can choose to study that leader. It will be important in such a case that the student has relatively easy access to the leader and his or her associates and can interview them. The following are the topics for the projects and the dates that the mini-papers are due:

1. Background Study of a Political Leader (collecting psychobiographical information on a leader)  
Mini-paper due in class on October 3
2. Ascertaining Leadership Style (using assessment-at-a-distance techniques to understand what a leader is like)  
Mini-paper due in class on November 7
3. Linking Leadership Style and Experience to Political Behavior (doing a case study of a situation in which a leader is known to have participated in order to explore how what the particular leader is like influenced what happened)  
Mini-paper due Tuesday, December 12 by 5 p.m. to Sallie Guyder, receptionist in the Moynihan Institute

Materials describing the projects and mini-papers will be distributed during the first class session we consider that topic. Mini-papers should be around 10 double-spaced, typed pages in length. By the end of the course with the completion of the third paper, each student will have developed a complete profile or mini-biography of a leader.

## **Presentations:**

Instead of a final exam, students will present their mini-biographies of the leaders they have studied during the course of the semester. A set of students (to be determined by asking for volunteers) will present their mini-papers at the time each is due in class. Thus, a group of three students will present their papers the day that Project 1 is due in class, a second group of three the day Project 2 is due in class, and the rest on a day during exam period that is selected by the class. Those not presenting on a particular day will be expected to raise questions to the presenters and to help lead the discussion that follows the presentations. Students will have 10-15 minutes to make their presentations.

## **Class Topics and Readings:**

The readings listed below are the required readings for the course. Students should be prepared to discuss the readings during the week they are assigned.

### **PART I: INTRODUCTION TO COURSE**

#### **AUGUST 29: Overview of Course**

#### **SEPTEMBER 5: What Is Leadership?**

Richard M. Nixon. (1982) *In the Arena: Reflections on Leadership*. From his book, *Leaders*. New York: Warner Books.

Erwin C. Hargrove. (1989) *Two Conceptions of Institutional Leadership*. In *Leadership and Politics: New Perspectives in Political Science*, edited by Bryan D. Jones. Lawrence: University Press of Kansas.

(Students will indicate at this class session which leaders they will be studying during the course of the semester; materials for the first project and mini-paper will also be distributed and discussed during this class session.)

**SEPTEMBER 12: There will be no class this week as Professor Hermann is running the EU Center=s Global Europe Seminar in Strasbourg, France on this day. Students should start on their first project. Students may want to start by getting a head start on the readings for the next three weeks.**

### **PART II: WHO BECOMES A POLITICAL LEADER?**

#### **SEPTEMBER 19: Psychobiography and Psychohistory**

William Freidman. (1994) Woodrow Wilson and Colonel House and Political Psychobiography. *Political Psychology* 15: 35-59.

William Runyan. (1981) Why Did Van Gogh Cut Off His Ear? The Problem of Alternative Explanations in Psychobiography. *Journal of Personality and Social Psychology* 40: 1070-1077.

Doris Kearns. (1976) Who Was Lyndon Baines Johnson? Part I: The Man Who Would Be Loved. *Atlantic*, May: 33-55.

### **SEPTEMBER 26: Social Background**

Catherine Whitney. (2001) Don't Get Mad, Get Elected; Triumph and Disaster. Chapters 3 and 4 in her book, *Nine and Counting*. New York: HarperCollins.

William C. Banks. (2005) Alternative Views of the Terrorist Threat. *International Studies Review* 7:669-684.

Andre Bank and Oliver Shlumberger. (2004) Jordan: Between Regime Survival and Economic Reform. In *Arab Elites: Negotiating the Politics of Change*, edited by Volker Perthes. Boulder, CO: Lynne Rienner.

### **OCTOBER 3: Effects of Culture and Context**

Margaret G. Hermann. (2003) Validity and Limitations of Generational Change. In *The Next Generation of World Leaders*. Washington, DC: Strategic Assessment Group of the US National Intelligence Council.

David G. Winter. (1987) Leader Appeal, Leader Performance, and the Motive Profiles of Leaders and Followers: A Study of American Presidents and Elections. *Journal of Personality and Social Psychology* 52: 196-202.

Todd L. Pittinsky and Cheng Zhu. (2005) Contemporary Public Leadership in China: A Research Review and Consideration. *The Leadership Quarterly* 16:921-939.

**First Mini-Paper Is Due in Class. Group of Students Will Present Papers.**

## **PART III: LINKING LEADERSHIP CHARACTERISTICS TO POLITICAL BEHAVIOR**

### **OCTOBER 10: Cognitive Factors**

Stephen G. Walker and Mark Schafer. (2006) Belief Systems as Causal Mechanisms in World Politics: An Overview of Operational Code Analysis. Chapter 1 in their book *Beliefs and Leadership in World Politics: Methods and Applications of Operational Code Analysis*. New York: Palgrave Macmillan.

Stephen G. Walker, Mark Schafer, and Michael D. Young. (2005) Profiling the Operational Codes of Political Leaders. In *The Psychological Assessment of Political Leaders*, edited by Jerrold D. Post. Ann Arbor: University of Michigan Press.

Huiyun Feng. (2006) Crisis Deferred: An Operational Code Analysis of Chinese leaders across the Strait. In *Beliefs and Leadership in World Politics: Methods and Applications of Operational Code Analysis*, edited by Mark Schafer and Stephen G. Walker. New York: Palgrave Macmillan.

(Materials for the second project and mini-paper will be distributed and discussed during this class session.)

**OCTOBER 17: Motivational Factors**

David G. Winter. (1995) Presidential Psychology and Governing Styles: A Comparative Psychological Analysis of the 1992 Presidential Candidates. In *The Clinton Presidency: Campaigning, Governing, and the Psychology of Leadership*, edited by Stanley A. Renshon. Boulder: Westview Press.

David G. Winter. (2005) Measuring the Motives of Political Actors at a Distance. In *The Psychological Assessment of Political Leaders*, edited by Jerrold D. Post. Ann Arbor: University of Michigan Press.

**OCTOBER 20: Friday afternoon, 3-5 BWorkshop on Profiler + Software which students will use in their second project. Led by Azamat Sakiev who will also assist students with questions while they are doing their analyses.**

**OCTOBER 24: No Class -- University Holiday**

**OCTOBER 31: Style Factors**

Charles E. Snare. (1992) Applying Personality Theory to Foreign Policy Behavior: Evaluating Three Methods of Assessment. In *Political Psychology and Foreign Policy*, edited by Eric Singer and Valerie Hudson. Boulder: Westview Press.

Margaret G. Hermann. (2005) Assessing Leadership Style: A Trait Analysis. In *The Psychological Assessment of Political Leaders*, edited by Jerrold D. Post. Ann Arbor: University of Michigan Press.

Evan Thomas and Richard Wolfe. (2005) Bush=s WorldBThe Isolated President: Can He Change? *Newsweek*, December 19: 30-39.

**NOVEMBER 7: Affective Factors**

Margaret G. Hermann. (1979) Indicators of Stress in Policymaking During Foreign Policy Crises. *Political Psychology* 1: 27-46.

Evan Thomas. (2000) Bobby At The Brink. *Newsweek*. August 13. From his book, *Robert Kennedy: His Life*. New York: Simon & Schuster, 2000.

Arjen Boin, Paul >t Hart, Eric Stern, and Bengt Sundelius. (2005) Chapters 1 (Crisis Management in Political Systems) and 2 (Sense Making) from their book, *The Politics of Crisis Management*. Cambridge: Cambridge University Press.

**Second Mini-Paper Is Due in Class. Group of students will present papers.**

**PART IV: UNDER WHAT CONDITIONS DOES LEADERSHIP STYLE INFLUENCE POLITICAL BEHAVIOR?**

**NOVEMBER 14: Effects of Interest, Experience, and Sensitivity**

Thomas Preston. (2001) Chapters 1: Presidential Personality and Leadership Style; Chapter 7: A Bridge to the Twenty-First Century: The Leadership Style of Bill Clinton. From his book, *The President and His Inner Circle: Leadership Style and the Advisory Process in Foreign Affairs*. New York: Columbia University Press.

Thomas Preston and Margaret G. Hermann. (2006) Exploring Leader Policy Expertise, Experience, and Interest: Developing and Evaluating Assessment-at-a-distance Measures for World Leaders. Paper presented at the annual meeting of the International Studies Association, San Diego, CA, March 22-25.

(Materials for the third project and mini-paper will be distributed and discussed during this class session.)

**NOVEMBER 21: Effects of Situation**

Michael J. Driver. (1977) Individual Differences as Determinants of Aggression in the

Inter-Nation Simulation. In *A Psychological Examination of Political Leaders*, edited by Margaret G. Hermann.. New York: Free Press.

Douglas C. Foyle. (1999) Linking Public Opinion and Foreign Policy. Chapter 1 in his book, *Counting the Public In: Presidents, Public Opinion, and Foreign Policy*. New York: Columbia University Press.

Elena Lazarevska, Jayne Sholl, and Michael Young. (2006) Links among Beliefs and Personality Traits: the Distinctive Language of Terrorists. In *Beliefs and Leadership in World Politics: Methods and Applications of Operational Code Analysis*, edited by Mark Schafer and Stephen G. Walker. New York: Palgrave Macmillan.

**NOVEMBER 28: Effects of Organizational Factors**

Philip D. Stewart, Margaret G. Hermann, and Charles F. Hermann. (1989) Modeling the 1970 Soviet Decision to Support Egypt. *American Political Science Review* 83:35-59.

Margaret G. Hermann. (2001) How Decision Units Shape Foreign Policy: A Theoretical Framework. *International Studies Review* 3:47-81.

Arjen Boin, Paul >t Hart, Eric Stern, and Bengt Sundelius. (2005) Chapter 3 (Decision Making) from their book, *The Politics of Crisis Management*. Cambridge: Cambridge University Press

**DECEMBER 5: Relations with Advisers**

David Mitchell. (2005) Chapters 1 and 8 of his book *Making Foreign Policy: Presidential Management of the Decision-Making Process*. Burlington, VT: Ashgate.

Jean Garrison. (2005) Chapters 1, 6, and 8 of her book *Making China Policy: From Nixon to G.W. Bush*. Boulder, CO: Lynne Rienner.

**DECEMBER 12 by 5 p.m.: Third Mini-Paper Is Due to Sallie Guyder, Moynihan Institute Receptionist.**

**DECEMBER 11, 13, 15 PRESENTATIONS** Students Who Have Not Yet Presented Their Papers Will Do So (two hours and one-half over lunch on an exam day).