

Leadership 3: The political economy of leadership and governance

Tuesdays (cohort A) and Thursdays (cohort B) 8:00 am – 9:30 am - 2010
Tuesdays (cohort A) and Thursdays (cohort B) 9:45 am – 11:15 am - 2009

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Office hours: Tuesdays and Thursdays 2:30 to 3:30pm

SEMINAR OVERVIEW

In this seminar students will read, discuss, and write about topics which are related with the socio-economic, political, and philosophical challenges of human societies as they relate to leadership. The readings and contents of the class emphasize the role, organization, legitimacy, and mystic around the concept of leadership. The approach will be interdisciplinary and it will include the evaluation of cases from other countries and regions of the world. This class also offers student the opportunity to develop a hands-on project to put in practice their leadership skills.

CLASS ASSIGNMENTS AND GRADING

Participation in class and quizzes 20%
Papers (3 essays, 8 – 10 pages each) 40%.
Group project: leadership in the field 20%
Book review 20%

At least two visits to office hours are *required*

Participation in class

Since this class is designed as a **seminar**, we will use the Socratic Method. This means that I will not teach in the traditional way, students will read in advance and will bring comments and questions to the class. Our purpose is to explore ideas by discussing intensely the content of the readings. I will ask questions in class to motivate discussions. Students can have a clearer perspective of our class dynamic by reading this article about the Socratic method at the University of Chicago: [http://www.law.uchicago.edu/socrates/soc_article.html]. I will regularly administer quizzes.

Papers

Each paper must be 8 to 10 page-long, double spaced. Students are expected to supplement sources with at least 5 academic sources (journal articles or books), at least 2

from the reading list, and at least 2 books from the Ashesi library. The three papers will be written on forthcoming topics to be discussed in class. They will be analytical in nature, rather than descriptive or historical. The purpose of the papers is to think through your ideas on the readings and to present reasoned arguments in favor, against, or undecided.

Leadership project

Students are required to organize themselves in groups of two students in order to develop a project that shows leadership skills. The project has the purpose of applying the concepts of the class, but it is also designed to apply creativity, imagination, and persistence. The project will have a defined specific objective. The environment of the project can be a village, a NGO, a company, etc. Students will set a goal and will design the strategies to reach it. At the end students will submit a report on their project, the report will be 10 – 12 pages, doubled spaced.

Book review

Finally students are required to read Lear's book *Radical Hope*, Dallaire's *Shake hands with the devil*, Malcolm X's *The autobiography of Malcolm X*, Achebe's *No longer at ease*, Jay Gould's *The hedgehog, the fox, and the Magister's Pox*, Mandela's *Long walk to freedom*, or Parsons' *Sertse Khama, 1921-80*, or any other book related with a leader figure, in this last case my authorization is required.

Students will write a review. A review essay consists on a description of the book but more importantly the interpretation and the development of models which are different from the author's approach; in other words, students should use other concepts, and other interpretations, different from the author's, to express their overall understanding and assessment of the main themes of the book; students can either agree or disagree with certain ideas of the authors but must provide evidence and logical reasoning to substantiate their claims. Some of the concepts for analysis can be taken from readings in the class. The length of the review essay should be 12 - 15 pages, doubled spaced. A very good example of what a review essay looks like is Julio Cole's *On Eponymy in Economics* available at:

<http://www.independent.org/publications/tir/?issueID=46>.

This paper will be graded considering creativity and originality of ideas, level of writing skills, logical and critical thinking, and understanding of the authors' arguments and their connections with the contents of this class.

Attendance to office hours

At least two visits to office hours are required, so that students have the chance to ask or discuss general issues of the class or specific questions about their papers.

Late work will not be accepted

Academic dishonesty will not be tolerated.

Academic dishonesty includes, but is not limited to, cheating, plagiarism, falsifying identity or academic records, and being an accessory to acts of academic dishonesty. Ignorance about what counts as plagiarism is not an acceptable excuse. Each student is required to maintain the standards of integrity set forth by Ashesi norms and culture.

IMPORTANT DATES

Week: Monday, February 25 – Thursday 28. First paper is due.

Week: Monday, March 17, - Thursday 20. Second paper is due.

Week: Monday, April 21 – Thursday 24. Third paper is due.

Week: Monday, May 5 – Thursday 8. Final reports on leadership project is due.

April 28. Book review is due.

Readings:

Week: Monday, January 21 – Thursday 24

Berlin, I. 1980. The Hedgehog and the Fox Continued. *The New York Review of Books*. Available at [<http://www.nybooks.com/articles/7279>].

Week: Monday, January 28 – Thursday 31

Leadership – philosophical and cultural foundations

Calvert, Randall L. 1992. “Leadership and its basis in problem of social coordination.” *International Political Science Review*, 13:7-24.

The Concept of Power: A Critical Defence Roderick Martin *The British Journal of Sociology*, Vol. 22, No. 3. (Sep., 1971), pp. 240-256.

Geertz, C . 1973. *The Interpretation of Cultures*. New York: Basic Books. Ch. 1. Thick Description: Toward an Interpretative Theory of Culture

Week: Monday, February 4 – Thursday 7

Janda, K.F. 1960. Toward the explication of the concept of leadership in terms o f the concept of power. *Human Relations* 13: 345-363.

Riker, W. 1964. Some Ambiguities in the Notion of Power. *The American Political Science Review*, Vol. 58, No. 2. pp. 341-349.

Sen, A. 2004. Elements of a Theory of Human Rights. *Philosophy and Public Affairs*, 32.

Week: Monday, February 11 –Thursday 14

Indigenous leadership

Price, D. 1981. Nambiquara Leadership. *American Ethnologist*, Vol. 8, No. 4. pp. 686-708.

Werner, D. 1982. Chiefs and Presidents: A Comparison of Leadership Traits in the United States and among the Mekranoti-Kayapo of Central Brazil. *Ethos*, Vol. 10, No. 2. pp. 136-148.

Bernard, J. 1928. Political Leadership Among North American Indians. *The American Journal of Sociology*, Vol. 34, No. 2. pp. 296-315.

Week: Monday, February 18 – Thursday 21

Jules, F. 1999. Native Indian Leadership. 1999 23:1 *Canadian Journal of Native Education*, 40, 23:1.

Long, A. 1999. Political Revitalization in Canadian Native Indian Societies. *Canadian Journal of Political Science / Revue canadienne de science olitique*, Vol. 23, No. 4. pp. 751-773.

Comaroff, J. 1978. Rules and Rulers: Political Processes in a Tswana Chiefdom. *Man*, New Series, Vol. 13, No. 1. pp. 1-20.

Farrar, T. 1992. When African Kings Became "Chiefs": Some transformations in European Perceptions of West African Civilization, c. 1450-1800. *Journal of Black Studies*, Vol. 23, No. 2, Special Issue: The Image of Africa in German Society. pp. 258-278.

Geschiere, P. 1993. Chiefs and Colonial Rule in Cameroon: Inventing Chieftaincy, French and British Style. 63 *Africa* 151.

Week: Monday, February 25 – Thursday 28

Economics and leadership

Schelling, T. 1984. Self-Command in Practice, in Policy, and in a Theory of Rational Choice. *The American Economic Review*, Vol. 74, No. 2, Papers and Proceedings of the Ninety-Sixth Annual Meeting of the American Economic Association. (May, 1984), pp. 1-11.

Cremer, J. 1986. Cooperation in Ongoing Organizations. *The Quarterly Journal of Economics*, Vol. 101, No. 1. pp. 33-50.

Week: Monday, March 3 – Thursday 6

Leadership and economic development

McNulty, M. 1999. The Collapse of Zaïre: Implosion, Revolution or External Sabotage? *The Journal of Modern African Studies*, Vol. 37, No. 1. pp. 53-82.

Gray, C., and McPherson, M. 2001. The Leadership Factor in African Policy Reform and Growth. *Economic Development and Cultural Change*, Vol. 49, No. 4 (Jul., 2001), pp. 707-740

Rauch, J. 2001. Leadership Selection, Internal Promotion, and Bureaucratic Corruption in Less Developed Polities. *The Canadian Journal of Economics / Revue canadienne d'Economique*, Vol. 34, No. 1 (Feb., 2001), pp. 240-258

Week: Monday, March 10 – Thursday 13 Mid semester break.

Week: Monday, March 17, - Thursday 20

Democracy and leadership

Diamond, C. 1988. Losing Your Concepts (in Symposium on Morality and Literature). *Ethics*, Vol. 98, No. 2. pp. 255-277.

Goheen, M. 1992. Chiefs, Sub-Chiefs and Local Control: Negotiations Over Land Struggles Over Meaning. *62 Africa* 389.

Hennessy, D, Roosen, J, and Miranowski, J. 2001. Leadership and the Provision of Safe Food. *American Journal of Agricultural Economics*, Vol. 83, No. 4, pp. 862-874.

Arce, D. 2001. Leadership and the Aggregation of International Collective Action. *Oxford Economic Papers*, Vol. 53, No. 1 pp. 114-137.

Deflem, M. 1999. Warfare, Political Leadership, and State Formation: The Case of the Zulu Kingdom, 1808-1879. *Ethnology*, Vol. 38, No. 4 (Autumn, 1999), pp. 371-391.

Mashele, P. 2004. Traditional Leadership in South Africa's New Democracy.

Review of African Political Economy, Vol. 31, No. 100, Two Cheers?
South African Democracy's First Decade (Jun., 2004), pp. 349-354

Week: Monday, March 24 Easter Monday., Thursday 27

More on indigenous leadership

Abler, T. 2004. Seneca Moities and Hereditary Chieftainships: The Early Nineteenth-Century Political Organization of an Iroquois Nation, 51:3 *Ethnohistory* 459.

Colson, E. 1986. Political Organization in Tribal Societies: A Cross-Cultural Comparison. *American Indian Quarterly*, Vol. 10, No. 1, The History of American Indian Leadership. (Winter, 1986), pp. 5-19.

Fenton, W. 1986. Leadership in the Northeastern Woodlands of North America. *American Indian Quarterly*, Vol. 10, No. 1, The History of American Indian Leadership. (Winter, 1986), pp. 21-45.

Week: Monday, March 31 – Thursday 3

Political philosophy and leadership

Ault, D., and Rutman, G. 1979. The Development of Individual Rights to Property in Tribal Africa. *Journal of Law and Economics*, Vol. 22, No. 1. pp. 163-182.

Olson, M. (1993). Dictatorship, Democracy, and Development. *The American Political Science Review*, 87(3), 567-576.

Rawls. J. Two Concepts of Rules. *The Philosophical Review*, Vol. 64, No. 1. (Jan., 1955), pp. 3-32

Week: Monday, April 7 – Thursday 10

The idea of progress

Ryan, A. The way to reason: Review of Rationality and Freedom. *The New York Review of Books*. Volume 50, Number 19, DECEMBER 4, 2003.

Sen, A. East and West: The Reach of Reason. Volume 47, Number 12 · JULY 20, 2000.

Sen, A. Mar. 1993. Notes and Commentary: On the Darwinian View of Progress. *Population and Development Review*, Vol. 19, No. 1. pp. 123-137.

Guha, A. Dec. 1994. Notes and Commentary: The Darwinian View of Progress: Comment on Sen *Population and Development Review*, Vol. 20, No. 4. (Dec., 1994), pp. 861-865.

Sen, A. Dec. 1994. The Darwinian View of Progress: Reply to Guha. *Population and Development Review*, Vol. 20, No. 4. (Dec., 1994), pp. 866-870.

Week: Monday, April 14 – Thursday 17

Sen, A. 1997. Human Capital and Human Capability,” *World Development*, 25.

Onwudiwe, E. Africa's other story. *Current History*; May 2002; 101, 655.

Week: Monday, April 21 – Thursday 24

The presidency

Burnham. 1994. The politics presidents make: Leadership from John Adams to George Bush. *The American Political Science Review*, Vol. 88 No. 2, pp. 486-488.

Nigel Bosles, N. 1999. Studying the presidency. *Annual Review of Political Science*, 2:1-23.

John, H. Neglected aspects of the study of the presidency. *Annual Review of Political Science*, Vol. 1: 379-399.

Week: Monday, April 28 – Thursday May 1

Traditional leadership in Ghana and Melanesia

Ray, D. 1996. Divided Sovereignty: Traditional Authority and the State in Ghana. 37/38 *Journal of Legal Pluralism and Unofficial Law*, 181.

Lear, J. and MacGaffey. 2006. Death of a king, death of a kingdom? Social pluralism and succession to high office in Dagbon, northern Ghana. *The Journal of Modern African Studies*, Volume 44, Issue 01, March 2006, pp 79-99.

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Allen, M. 1984. Elders, Chiefs, and Big Men: Authority Legitimation and Political Evolution in Melanesia. *American Ethnologist*, Vol. 11, No. 1. pp. 20-41.

Week: Monday, May 5 – Thursday 8. Final reports on leadership project are due.