**Women and Leadership, Spring 2019**

Graduate: WST 5936

**1. Basic Information**

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Instructor:Asia A. Eaton, Ph.D.

 Office & Office Hours: DM 208, by appointment

 Email: aeaton@fiu.edu

 Webpage: <http://faculty.fiu.edu/~aeaton/>

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Class: CBC 140 Monday 1:00 PM – 3:45 PM

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**2. Course Description**

Over the last 100 years, women have made tremendous strides in the ability to shape their destinies. Today women are represented in all sectors of society, at all levels of organizations, and they are taking on important leadership roles in these settings. Historically, however, women have had less access to leadership positions than men, first because of iron barriers and later because of the proverbial “glass ceiling.” This history continues to be an important aspect of life in organizations and for women in particular. This class will examine the personal, social, and structural dynamics that differentially affect women and men as leaders, particularly in terms of how they are viewed, how their contributions are evaluated, and what kinds of opportunities are available to them. Topics that will be addressed include how gender and leadership are constructed, the leadership styles of men and women, gender and leadership in the workplace, the political sphere, and the global community, the legal history of women in the workplace, and how women succeed as leaders.

**3. Learning Objectives**

1) The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations. The issues have to do with the dynamics of power, authority, and influence, being different, managing multiple roles, and social expectations as they pertain to women. We will explore these topics by drawing on the experiences of women leaders from a variety of sectors and by bringing in important concepts and research insights from psychology, sociology, and business.

**Methods for Assessing this Learning Objective**: *Response Papers*, *Review Paper, Presentation, Class Participation*

2) A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority. From a feminist perspective, what kinds of education, strategies, practices, and policies are necessary to support current and prospective women leaders in the community, in the work domain, in academia, in politics, etc.?

**Methods for Assessing this Learning Objective**: *Response Papers*, *Class Participation, Presentation*

**3. Course Materials**

Required Course Books

1) Eagly, A. H., & Carli, L. L. (2007). *Through the labyrinth: The truth about how women become leaders*. Boston, MA: Harvard Business School Press.

2) Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Additional Readings

All additional readings and documents will be found in a dropbox link to be shared with the class. Class updates or changes will be posted in the dropbox link and via email.

**4. Assignments and Grades**

Grades will be based on your Response Papers (30%), Class Participation (20%), your Review Paper (25%), and your Presentation (25%).

All written assignments (response papers and the review paper) are to be submitted to Turnitin.com using the following information: Class ID: 19576139, Enrollment key: WST5936

Response Papers = 30% of your final grade

1) There are 4 Response Papers assigned throughout the course. Each Response Paper is to be 2-pages, double-spaced, in Time New Roman 12-point font. In-text citations should be in APA format, but a formal references section at the end is not necessary. Response Papers are due at midnight on the Friday before the related class. In Response Papers, students must use class readings (especially relying on the readings assigned for that week) to answer a question posed by the professor for that particular paper. The question associated with each Response Paper can be found in the Detailed Course Outline here in the syllabus. Students may answer the question however they like, so long as they provide ample evidence from readings to build a logical, evidence-based case.

2) Late Response Papers will not be accepted. Luckily, you only need to turn in 3 Response Papers and only 3 will be graded. This policy is in place to allow forgiveness for accidents, emergencies, and other personal or professional issues that may prevent a student from completing a paper or doing his or her best on a paper. Response Papers are to be submitted via Turnitin.com

3) You can receive a maximum of 10 points for each Response Paper. In this paper you will need to efficiently answer the question posed for that paper using class readings, materials, and discussions. You can argue for any logical answer to the question posed so long as your answer is a) supported by course content (e.g., class readings and lectures), which you must cite, and b) considers the multiple potential answers to the question based on evidence from class. Response Papers should not include personal stories or opinions- only evidence-based analysis and logical commentary. You will receive a 0/10for not turning in a paper on time, but you only need to complete 3 of 4 papers.

Class Participation = 20% of your final grade

Class participation, worth 20 points, includes class attendance and participation in discussion. High quality discussion participation will include all of the following elements:

1. Demonstration of having carefully and critically read all readings for that class session
2. Integration of ideas from previous classes with the content in that class session
3. Attention and responsiveness to other students’ comments
4. Respect for others' viewpoints
5. Remarks that further the interrogation being pursued by the class
6. Trying out new ideas related to the materials at hand

Review Paper= 25% of your final grade

In the Review Paper you will take one of the key concepts or themes from class (e.g., the double bind, think manager-think male, tokenism, transformational leadership and gender, media images of women leaders, etc.) and perform a review of the psychological literature on that concept/theme from the last 5 years. This paper is worth 25 points, should be 10-12 pages, double-spaced in APA format and is due Monday April 22nd at midnight, to be turned into Turnitin.com. Additional details about the review paper will be shared in class. Alternate final assignments that support the development of ones thesis or dissertation, for example, will be considered.

Presentation= 25% of your final grade

1) During Weeks 9-14, grad students will be responsible for presenting the assigned readings for that day and for leading class discussion on those readings. Students will be asked to sign up for a presentation slot the second week of class.

2) If there are groups of students presenting (depending on how many students are enrolled in the class) all students in a group will receive the same grade for their presentation. Presentations are worth a total of 25 points.

3) In your presentation you will need to engage your fellow classmates with interesting questions, you will need to identify weaknesses and strengths in the readings, and you will need to make conceptual and theoretical links between the assigned readings for that week and class readings and discussions from previous weeks.

4) The presentation should last the entire class period. You may present in any format you like –with handouts, with PowerPoint slides, transparencies, by writing on the board, etc. A comprehensive rubric for your presentation grade will be provided.

5) In your presentation you are should cover, in the very least, the following points:

1. What did the readings inquire about (i.e. the main question or theme)?

2. What evidence is offered as an answer to their questions or in support of their claims?

3. Is the evidence offered sufficient? What else might be useful to know? Could alternative accounts explain the results?

4. How does the paper relate to other readings, concepts, and theories from this class?

5. What do these readings suggest about how best to support women leaders moving forward?

Response Papers = 30 maximum points (for the best 3 paper scores) = 30 % of final grade

Class participation = 20 maximum points = 20% of your final grade

Review Paper = 25 maximum points = 25% of your final grade

Presentation = 25 maximum points = 25 % of your final grade

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100 total points possible

* 90 or above = A range
* 80-89 = B range
* 70-79 = C range
* 60-69 = D range
* 59 and below = F

**5. Absentee and Late Policy**

To allow for minor emergencies and everyday mishaps, each student will be allowed to drop their lowest response paper grade. For those students who miss a class due to illness or a personal emergency, please be certain to get a doctor’s note or some form of documentation so that your absence will not be factored into your discussion participation grade.

**6. Scholarly Conduct and Academic Integrity**

Scholarly Conduct: Students are expected to treat each other with respect and courtesy in order to create anenvironment that is conducive to learning. It should be noted that arriving in class late orleaving early is disruptive, and therefore strongly discouraged. Additionally, students shouldrefrain from using electronic devices that disrupt class. These include making or receiving phonecalls, text messaging, e-mailing, online chatting during class.

Academic Integrity:All University Policies regarding academic honesty will be strictly enforced. Cheating is defined as the “unauthorized use of books, notes, aids, or assistance from another person with respect toexaminations, course assignments… examination papers or course materials, whether originallyauthorized or not” (FIU Student Handbook, p. 103-104). Plagiarism is included in the definition of cheating. Any student found cheating will receive an F on that assignment (and possibly an F for the course) and the incident will be reported to the appropriate Florida International University authorities. Any student who is confused about the definitions of cheating or plagiarism should consult:<http://www.fiu.edu/~oabp/misconductweb/1acmisconductproc.htm>

Specific Accommodations:Students who need accommodations for disabilities should contact me privately to discussspecific accommodations for which they have received authorization. If you have a disability orneed information on eligibility and enrollment with the Disability Resource Center (DRC), refer to <http://drc.fiu.edu>. Please contact DRC before making an appointment with me.

Important note:I am committed to the success of each student in this course! If a problem is hindering yourperformance in this course, please contact me immediately. Please do not wait for the end of theterm to have a conversation with me ☺

**7. Short Course Outline**

*At the professor’s discretion, it may be necessary to make changes to the class schedule.*

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| Date | Topic | *Reading* and **Assignment** |
| Week 1: Class 1Monday, Jan 7 | The Current Status of Women Leaders: Where are the Women? | *Book: Chapters 1 & 2 of Eagly & Carli (2007)**Chapter 15 of Northouse (2016)* |
| Week 2: Class 2Monday, Jan 14 | The Concepts of Gender and Leadership in U.S. Culture | *Book: Chapter 1 in Northouse (2016)**Web: Valian, Ch. 1 and 2 (1999)**Carothers & Reis (2012)**Haslam et al., Ch. 2 (2011)* |
| Week 3: No ClassMonday, Jan 21 | MLK Jr. Holiday | MLK Jr. Holiday |
| Week 4: Class 3Monday, Jan 28  | Gender and Difference: Understanding and Evaluating Different Theoretical Positions | *Web: Bussey & Bandura (1999)**Eagly & Wood (1999)**Hyde (2005)***Response Paper 1 Due Friday Jan 25 at midnight** |
| Week 5: Class 4Monday, Feb 4 | Leadership and Traits | *Book: Chapter 3 of Eagly, & Carli (2007)**Chapter 2 in Northouse (2016)**Web: Judge et al. (2002)**Costa et al. (2001)* |
| Week 6: Class 5Monday, Feb 11 | Leadership and Style/Situation  | *Book: Chapters 5, 7, & 8 in Northouse (2016)**Chapter 8 of Eagly & Carli (2007)**Web: Eagly & Johannesen-Schmidt, (2001)* |
| Week 7: Class 6Monday, Feb 18 | Leadership Effectiveness | *Web: Luthans (1988)**Kaiser et al. (2008)**Eagly et al. (1995)**Paustian-Underdahl et al. (2014)***Response Paper 2 Due Friday Feb 15 at midnight** |
| Week 8: Class 7Monday, Feb 25 | Evidence of Discrimination | *Book: Chapter 5 of Eagly & Carli (2007)**Blau & Kahn (2007)**Davison & Burke (2000)**Kossek et al., (2017)* |
| Week 9: Class 8Monday, March 4 | Nature of Discrimination | *Book: Chapter 6 & 7 of Eagly & Carli (2007)**Web: Heilman (2001)**Schein (2001)**McClean et al. (2018)***Grad presentation 1****Response Paper 3 Due Friday March 1 at midnight** |
| Week 10: No ClassMonday, March 11 | SPRING BREAK | SPRING BREAK |
| Week 11: Class 9Monday, March 18  | Media and Commercial Representations of Women Leaders | *Web: Simon & Hoyt (2013)**Wilson (2004)**Sherman & Zurbriggen (2014)**Dunn-Jensen & Stroh (2007)***Grad presentation 2** |
| Week 12: Class 10Monday, March 25  | Gender and Household Responsibilities | *Book: Chapter 4 of Eagly & Carli (2007)**Web: Cuddy et al. (2004)**Biernat & Wortman (1991)**Correll et al. (2007)***Grad presentation 3** |
| Week 13: Class 11Monday, April 1 | Legal Issues and Gender in the Workplace | *Book: Chapter 9 in Eagly & Carli (2007)**Web: Williams & Westfall (2006)* *Fiske et al. (1991)**Leskinen & Cortina (2014)***Response Paper 4 Due Friday March 29 at midnight****Grad presentation 4** |
| Week 14: Class 12Monday, April 8  | Challenges Faced by Men and Racial Minorities | *Web: Judge et al. (2012)**Bosak et al. (2016)**Rosette et al., (2016)**Eaton, Saunders, & Jacobson (under review)***Grad presentation 5** |
| Week 15: Class 13Monday, April 15  | How do Women Find Their Way Through the Labyrinth? | *Book: Chapter 10 in Eagly & Carli (2007)**Web: Greenhaus, & Powell (2006)**Williams & Tiedens (2016)**Bowles & Babcock (2013)* |
| Week 16: No ClassMonday, April 22 | FINALS WEEK | **Review Paper Due, Monday April 22 at midnight** |

**8. Detailed Course Outline**

**Week 1 (Jan 7)**

**The Current Status of Women Leaders: Where are the Women?**

*Are we making progress toward gender equity and, if so, in what areas? Is there still a “glass ceiling”?*

Book Readings:

Chapter 1 (“Is there still a glass ceiling?”) in Eagly & Carli (2007). *Through the labyrinth.*

Chapter 2 (“Where are the women leaders?”) in Eagly & Carli (2007). *Through the labyrinth.*

Chapter 15 in Northouse, P. G. (2016)

**Week 2 (Jan 14)**

**The Concepts of Gender and Leadership in American Culture**

*Where do our ideas about gender come from? What are the cultural messages about gender roles and leader roles? What is the current perspective on leadership research in psychology?*

Book Readings:

1) Chapter 1 in Northouse, P. G. (2016)

Additional Required Readings (see dropbox link):

2) Carothers, B. J., & Reis, H. T. (2013). Men and women are from earth: Examining the latent structure of gender. *Journal of Personality and Social Psychology. 104*(2), 385-407.

3) Haslam, S. A., Reicher, S. D., & Platow, M. J. (2011). The current psychology of leadership. In S. A. Haslam, S. D. Reicher, & M. J. Platow (Eds), *The new psychology of leadership: Identity, influence, and power* (pp. 21-44) New York, NY: Psychology press.

4) Chapter 1 (“Gender schemas at work”) in Valian, V. (1999). *Why So Slow?*

5) Chapter 2 (“Gender begins -and continues- at home”) in Valian, V. (1999). *Why So Slow?*

**Week 3 (Jan 21)**

**No Class- MLK Jr. Holiday**

**Week 4 (Jan 28)**

**Gender and Difference: Understanding and Evaluating Different Theoretical Positions**

*What are the major theoretical positions on gender and difference and what data supports each one? Are gender differences innate or socially constructed?*

Book Readings:

None

Additional Required Readings (see dropbox link):

1) Bussey, K., & Bandura, A. (1999). Social cognitive theory of gender development and differentiation, *Psychological Review, 106,* 676–713.

2) Eagly, A. H., & Wood, W. (1999). The origins of sex differences in human behavior: Evolved dispositions versus social roles, *American Psychologist*, *54*, 408-423.

3) Hyde, J. S. (2005). The gender similarities hypothesis. *American Psychologist, 60,* 581–592.

**Assignment Due: Response Paper 1**

Question for Response Paper 1:What are the implications of each of the positions about gender and difference that we read about for this week (social cog, evolution, social structural, and similarities)? What do they mean for men’s and women’s behaviors and leadership now and in the future?

**Week 5 (February 4)**

**Leadership and Traits**

*Are men natural leaders? What are the traits and characteristics required for effective leadership?*

Book Readings:

1) Chapter 3 (“Are men natural leaders?”) in Eagly & Carli (2007)

2) Chapter 2 in Northouse, P. G. (2016)

Additional Required Readings (see dropbox link):

3) Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology, 87*, 765–780.

4) Costa, P. T., Jr., Terracciano, A., & McCrae, R. R. (2001). Gender differences in personality traits across cultures: Robust and surprising findings. *Journal of Personality and Social Psychology, 81,* 322–331.

**Week 6 (February 11)**

**Leadership and Style/Situation**

*What situations, organizations, and cultures call for what kinds of leadership? Are good leaders born or can they be developed? How have our ideas about good leadership changed? Do men and women lead differently?*

Book Readings:

1-3) Chapters 5, 7, & 8 in Northouse, P. G. (2016)

4) Chapter 8 (“Do women lead differently from men?”) in Eagly & Carli (2007)

Additional Required Readings (see dropbox link):

5) Eagly, A. H., Johannesen-Schmidt, M. C. (2001). The leadership styles of women and men, *Journal of Social Issues*, *57*(4), 781-797.

**Week 7 (February 18)**

**Leadership Effectiveness**

*Who leads well? What does it mean to lead well? How do people rate men and women leaders?*

Book Readings:

None

Additional Required Readings (see dropbox link):

1) Luthans, F. (1988). Successful vs. effective real managers. *The Academy of Management Executive, 2*(2), 127-132.

2) Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the fate of organizations. *American Psychologist, 63*(2), 96-110.

3) Eagly, A. H., Karau, S. J., & Makhijani, M. G. (1995). Gender and the effectiveness of leaders: A meta-analysis. *Psychological Bulletin, 117*, 125–145.

4) Paustian-Underdahl, S. C., Walker, L. S., & Woehr, D. J. (2014). Gender and perceptions of leadership effectiveness: A meta-analysis of contextual moderators. *Journal of Applied Psychology, 99*(6), 1129-45.

**Assignment Due**: **Response Paper 2**

Question for Response Paper 2: Do men and women lead differently? Are men and women differentially effective? Why or why not?

**Week 8 (Feb 25)**

**Evidence of Discrimination**

*Are men and women on equal footing in the workplace?*

Book Readings:

1) Chapter 5 (“Is discrimination still a problem?”) in Eagly & Carli (2007)

Additional Required Readings (see dropbox link):

2) Blau, F. D., & Kahn, L. M. (2007). The gender pay gap: Have women gone as far as they can? *Academy of Management Perspectives, 21*, 7-23.

3) Davison, H. K., & Burke, M. J. (2000). Sex discrimination in simulated employment contexts: A meta-analytic investigation. *Journal of Vocational Behavior, 56*, 225–248.

4) Kossek, E. E., Su, R., & Wu, L. (2017). “Opting out” or “pushed out”? Integrating perspectives on women’s career equality for gender inclusion and interventions. *Journal of Management, 43*(1), 228-254.

**Week 9 (March 4)**

**Nature of Discrimination**

*What is the nature of prejudice towards women leaders?*

Book Readings:

1) Chapter 6 (“What is the psychology of prejudice toward women leaders?”) in Eagly & Carli (2007)

2)Chapter 7 (“Do people resist women’s leadership?”) in Eagly and Carli (2007). *Throug*h *th*e *Labyrinth*.

Additional Required Readings (see dropbox link):

3) Heilman, M. E. (2001). Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. *Journal of Social Issues, 57*, 657-674.

4) Schein, V. E. (2001). A global look at psychological barriers to women’s progress in management. *Journal of Social Issues, 57*, 675-688.

5) McClean, E., Martin, S. R., Emich, K. J., & Woodruff, T. (2018). The social consequences of voice: An examination of voice type and gender on status and subsequent leader emergence. *Academy of Management Journal, 61*(5), 1869-1891.

**Assignment Due**: **Response Paper 3**

Question for Response Paper 3: What is the basis for prejudice against women leaders? How does this prejudice manifest in perceptions, evaluations, and performance of women leaders?

**Week 10 (March 11)**

**No Class- SPRING BREAK**

**Week 11 (March 18)**

**Media and Commercial Representations of Women Leaders**

What are the representations of men and women*political*leaders*in the media and popular culture and how do they differ? Does the media merely reflect cultural norms or does it create and sustain its own norms?*

Book Readings:

None

Additional Required Readings (see dropbox link):

1) Simon, S., & Hoyt, C. L. (2012). Exploring the effect of media images on women’s leadership self-perceptions and aspirations. *Group Processes & Intergroup Relations, 16*(2), 232-245.

2) Wilson, M. (2004). Authority (Chapter 3). In M. C. Wilson, *Closing the leadership gap: Why women can and must help run the world* (pp. 33-52). New York, NY: Penguin.

3) Dunn-Jensen, L. M., & Stroh, L. K. (2007). Myths in the media: How the news media portray women in the workforce (Chapter 1). In D. Bilimoria & S. K. Piderit*, Handbook on women in business and management* (pp. 13-33). Cheltanham, UK: MPG Books.

4) Sherman, A. M., & Zurbriggen, E. L. (2014). “Boys can be anything”: Effect of barbie play on girls’ career cognitions. *Sex Roles, 70*(5-6), 195-208.

**Week 12 (March 25)**

**Gender and Household Responsibilities**

*How do powerful women leaders combing work and family? What is the relationship between women’s family responsibilities and their ability to take on leadership positions?*

Book Readings:

1) Chapter 4 (“Do family responsibilities hold women back?”) in Eagly and Carli (2007)

Additional Required Readings (see dropbox link):

2) Cuddy, A. J. C., Fiske, S. T., & Glick, P. (2004). When professionals become mothers, warmth doesn’t cut the ice. *Journal of Social Issues, 60,* 701-18.

3) Biernat, M., & Wortman, C. B. (1991). Sharing of home responsibilities between professionally employed women and their husbands. *Journal of Personality and Social Psychology, 60(*6), 844-860.

4) Correll, S. J., Benard, S., & Paik, I. (2007). Getting a job: Is there a motherhood penalty? *American Journal of Sociology, 112,* 1297-1338.

**Week 13 (April 1)**

**Legal Issues and Gender in the Workplace**

*Issues such as sexual harassment, discrimination based against mothers, family leave policies, discrimination in hiring and promotion and equal pay all have been addressed through legal channels. How effective are these policies and how broadly and consistently are they applied? What "informal" practices or policies have gender-specific effects?*

Book Readings:

1) Chapter 9 ("Do organizations compromise women's leadership?") in Eagly and Carli (2007)

Additional Required Readings (see dropbox link):

2) Williams, J. C., & Westfall, E. S. (2006). Deconstructing the maternal wall: Strategies for vindicating the civil rights of careers in the workplace. *Duke Journal of Gender Law & Policy,* *13,* 31–54.

3) Fiske, S. T., Bersoff, D. N., Borgida, E., Deaux, K., & Heilman, M. E. (1991). Social science research on trial: Use of sex stereotyping research in Price Waterhouse v. Hopkins. *American Psychologist*, *46*, 1049-1060.

4) Leskinen, E. A., & Cortina, L. M. (2014). Dimensions of disrespect: Mapping and measuring gender harassment in organizations. *Psychology of Women Quarterly, 38*(1), 107-123.

**Assignment Due**: **Response Paper 4**

Question for Response Paper 4: In what ways to organizations compromise women’s leadership? What can be done to mitigate this within organizations?

**Week 14 (April 8)**

**Challenges faced by men and racial minorities**

*How do gender and racial stereotypes affect men’s and women’s success at work and home?*

Book Readings:

None

Additional Required Readings (see dropbox link):

1) Judge, T. A., Livingston, B. A., & Hurst, C. (2012). Do nice guys -- and gals -- really finish last? The joint effects of sex and agreeableness on income. *Journal of Personality and Social Psychology, 102*, 390-407.

2) Bosak, J., Kulich, C., Rudman, L., & Kinahan, M. (2016). Be an advocate for others, unless you are a man: Backlash against gender-atypical male job candidates. *Psychology of Men & Masculinity,* doi: 10.1037/men0000085

3) Rosette, A. S., Koval, C. Z., Ma, A., & Livingston, R. (2016). Race matters for women leaders: Intersectional effects on agentic deficiencies and penalties. *The Leadership Quarterly, 27*(3), 429-445.

4) Eaton, A. A., Saunders, J., & Jacobson, R. (under review). How gender and race stereotypes impact the advancement of scholars in STEM: Professors’ biased evaluations of Physics and Biology post-doctoral candidates

**Week 15 (April 15)**

**How do Women Find Their Way Through the Labyrinth?**

*Despite obstacles that women leaders face, many are making their way to the top and leaving their mark in business, politics, and the community. How do these women navigate the challenges of being a woman and a leader successfully?*

Book Readings:

1) Chapter 10 (“How Do Some Women Find their Way Through the Labyrinth?”) in Eagly and Carli

(2007)

Additional Required Readings (see dropbox link):

2) Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review, 31*, 72-92.

3) Williams, M. J., & Tiedens, L. Z. (2016). The subtle suspension of backlash: A meta-analysis of penalties for women’s implicit and explicit dominance behavior. *Psychological Bulletin, 142*(2), 165-197.

4) Bowles, L., & Babcock, H. R. (2013). How can women escape the compensation negotiation dilemma? Relational accounts are one answer. *Psychology of Women Quarterly, 37*(1), 80-96.

**Assignment Due**: **Review Paper Due, Monday April 22 at midnight**