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Public Administration 524
Spring 2013

**LEADERSHIP IN PUBLIC SECTOR ORGANIZATIONS:
A QUALITY MANAGEMENT APPROACH**

367 BSB
Mondays, 6-8:45 PM

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Office hours: Email me and we'll arrange a mutually convenient time.

Texts:

- Crosby, Barbara C. and Bryson, John M. *Leadership for the Common Good: Tackling Public Problems in a Shared-Power World*, 2nd ed. Jossey-Bass, 2005.
- Daniels, Aubrey C. and Daniels, James E. *Measure of a Leader: An Actionable Formula for Legendary Leadership*. McGraw-Hill, 2005/2006.
- Healy, Gene. *The Cult of the Presidency: America's Dangerous Devotion to Executive Power*. Cato Institute, 2008.
- Juran, J. M. *Juran on Leadership for Quality: An Executive Handbook*. Free Press, 1989.

In this course we'll examine leadership in public sector organizations from a Quality management approach. Empirical, scientific, and behavioral foundations of Quality management and, thus, of Quality leadership, are emphasized, as are effects of information technology (IT) and globalization on leadership.

Theme of the Course: The "dangerous devotion to executive power" is the Theme of the Course. We'll discuss this theme each class session, based on excerpts from Healy, *The Cult of the Presidency: America's Dangerous Devotion to Executive Power*.

Assignments:

1. Essays and Talking Points: Write four (4) essays (each, about 5 pages or longer¹) on the Excerpts you are assigned on the Excerpts Assignment Sheet (handed out in class). In your essays (1) summarize the Excerpt and (2) assess the author's ideas. Also, on 1 page describe the author's Main Points. Make a

¹ Excerpts from Daniels and Daniels, *Measure of a Leader*, are brief: therefore, less than 5 page essays are appropriate in these instances. But you may write 5 pages or longer, if you wish.

sufficient number of copies of the 1 page Main Points for your classmates. Hand in your essays and one copy of your 1 page Main Points to me on the designated dates. After you hand in your essay and 1 page Main Points, be prepared, when called upon, to distribute your Main Points to your classmates, to summarize the Main Points and your assessment before the class, and respond to questions and comments. (60% of course grade).

2. Take Home Final Exam: Distributed last day of class, April 29. Hard copy due in my CUPPA Hall mailbox or at my office (Room 141, CUPPA Hall) by May 6, 5:00 pm. (40 % of course grade.)

3. Ph.D. Students: Number 1 above and a paper (about 20 pages) on a topic relevant to the course and your research interests. Consult with me about this paper.

Class sessions, usually, have three parts: 1) Lectures/discussions of aspects of leadership in public sector organizations, 2) Presentation and Discussion of the Essays, and 3) Theme of the Course

Blackboard: The syllabus is on Blackboard. Check Blackboard every day or so for updates, classroom changes, class rescheduling, and so on.

Part 1

Introduction, Leadership, and QUALITY Management

Jan. 14

Introduction to the Course

Exams and Grading

Overview of the Course

Suggested Readings

Quality Management

Globalization and Leadership

System Analysis and Behaviorism

What's in a word? Plenty, when the word is; Service/Serve/Servant, Complex, Defense, Freedom, and there are many others

Theories, Speculations, and Revelations

Rules for Social Science Research

Jan. 26

Jan. 26: Hand in Part 1 Essays and Talking Points

Quality Management

Empirical, Scientific, and Behavioral Foundations of Quality Management
and, thus, of Quality Leadership
Principles of Quality Management

Leadership

Presentation and Discussion of the Essays

Theme of the Course

Juran, *Juran on Leadership for Quality*, pp. 1-13, 14-27

Daniels and Daniels, *Measure of a Leader*, pp. 1-44

Healy, *The Cult of the Presidency*, pp. 1-13

Part 2
Leadership:
Context, Personal, and Ethical

Feb. 4, 11, 18, 25

Feb. 4: Hand in Part 2 Essays and Main Points

Globalization: Definition and Effects

Leadership in Global and Organizational Shared-Power Settings

Leadership for the Commons

Leadership and Teams, Networks, Forums, and Arenas

Personal/Individual Dimension of Leadership

Strategic Thinking

Ethics and Laws

Ethics and Compliance

Ethical Leadership

Presentation and Discussion of the Essays

Theme of the Course

Crosby and Bryson, *Leadership for the Common Good*, pp. xiii-xxiii, xxix-xxx, 1-196.

Daniels and Daniels, *Measure of a Leader*, pp, 180-90.

Healy, *The Cult of the Presidency*, pp. 15-104

Part 3 Leadership and Policy

March 4, 11, 18

March 4: Hand in Part 3 Essays and Main Points

March 11

March 18

Leadership and Policy Making, Implementation, and Evaluation

Presentation and Discussion of the Essays

Theme of the Course

Crosby and Bryson, *Leadership for the Common Good*, pp. 195-363, 393-435

Healy, *The Cult of the Presidency*, pp. 105-64

Part 4 Leadership and Quality Management

April 1, 8, 15, 22

April 1: Hand in Part 4 Essays and Main Points

What Quality Leaders/Upper Managers/Executives Do
Quality Improvement, Planning, and Control

Strategic Quality Management
Operational Quality Management

Line Personnel and Quality

Motivation for Quality
Training for Quality

Presentation and Discussion of the Essays

Theme of the Course

Juran, *Juran on Leadership for Quality*, pp. 28-354.

Healy, *The Cult of the Presidency*, pp. 165-265

Part 5
Measuring Leaders:
A Basis for Increasing Effectiveness

April 29

April 29: Hand in Part 5 Essays and Main Points

Measuring Leaders

Presentation and Discussion of the Essays

Theme of the Course

Daniels and Daniels, *Measure of a Leader*, pp. 45-179

Healy, *The Cult of the Presidency*, pp. 267-98

SUGGESTED READINGS

- Abramson, Mark A., and Bacon, Kevin M. eds., *Leaders*. Lanham, Maryland: Rowman & Littlefield, 2001.
- Bass, Bernard M. *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3rd ed. New York: The Free Press, 1990.
- Bennis, Warren. *The Unconscious Conspiracy: Why Leaders Can't Lead*. New York: AMACOM, 1976.
- Block, Peter. *The Empowered Manager: Positive Political Skills at Work*. San Francisco: Jossey-Bass, 1987.
- _____. *Stewardship: Choosing Service over Self-Interest*. San Francisco: Berrett-Koehler, 1993, 1999.
- Ciulla, Joanne B., ed. *Ethics, The Heart of Leadership*. Westport, Conn.: Praeger, 1998.
- Cleveland, Harlan. *Nobody in Charge: Essays in the Future of Leadership*. San Francisco: Jossey-Bass, 2002.
- Cohen, Steven, and Eimicke, William. *The Effective Public Manager: Achieving Success in a Changing Government*. 3rd ed. San Francisco: Jossey-Bass, 2002.
- Daniels, Aubrey C. *Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement*. New & Updated Edition. New York: McGraw-Hill, Inc., 2000.
- Healy, Gene. *The Cult of the Presidency: America's Dangerous Devotion to Executive Power*. Washington, D.C.: Cato Institute, 2008.
- Helco, Hugh. *A Government of Strangers: Executive Politics in Washington*. Washington, D.D.: The Brookings Institution, 1977.
- Hutton, David W. *The Change Agents' Handbook*. Milwaukee, Wisconsin: ASQC Quality Press, 1994.
- Kaufman, Herbert. *The Administrative Behavior of Federal Bureau Chiefs*. Washington, D.C.: The Brookings Institution, 1981.
- Kouzes, James M., and Posner, Barry Z. *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*. San Francisco: Jossey-Bass, 1995.
- Leadership and Social Transformation in the Public Sector: Moving from Challenges to*

- Solutions*. New York: United Nations, 2004.
- Moore, Mark H. *Creating Public Value: Strategic Management in Government*. Cambridge, Mass.: Harvard University Press, 1995.
- National Academy of Public Administration. *Developing the Leadership Team: An Agency Guide*. Management Concepts, 2003.
- _____. *Leadership for Leaders: Senior Executives and Middle Managers*. Management Concepts, 2003.
- Nelson, Dana D. *Bad for Democracy: How the Presidency Undermines the Power of the People*. Minneapolis: University of Minnesota Press, 2008.
- Paquet, Gilles. *The New Geo-Governance: A Baroque Approach*. Ottawa: Ottawa University Press, 2005.
- Riccucci, Norma M. *Unsung Heroes: Federal Execucrats Making a Difference*. Washington, D.C. Georgetown University Press, 1995.
- Selznick, Phillip. *Leadership in Administration: A Sociological Interpretation*. Reprint Edition. University of California Press, 1984.
- Smith, Douglas K. *Taking Charge of Change: 10 Principles for Managing People and Performance*. Reading, Mass.: Perseus Books, 1996.
- Terry, Larry D. *Leadership of Public Bureaucracies: The Administrator as Conserver*. 2nd ed. Armonk, New York: M.E. Sharpe, 2003.
- Thompson, Victor A. *Modern Organization*. University, Alabama: University of Alabama Press, 1961, 1977.
- Wheatley, Margaret J. *Leadership and the New Science: Learning about Organization from an Orderly Universe*. San Francisco: Berrett-Koehler, 1992, 1994.