

Jan. 15, 2009

Public Administration 524 Spring 2009

LEADERSHIP IN PUBLIC SECTOR ORGANIZATIONS

113 BSB (Behavioral Sciences Building)
Thursdays, 6-9pm

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

Texts:

- Daniels, Aubrey C., and Aubrey, James D. *Measure of a Leader: An Actionable Formula for Legendary Leadership*. New York: McGraw-Hill, 2005/2006
- Van Wart, Montgomery. *Leadership in Public Organizations: An Introduction*. Armonk, New York: M.E. Sharpe, 2008
- Wren, J. Thomas, ed.. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995.

In this course we will examine leadership in public sector organizations, with particular emphasis on the personal characteristics and behaviors of leaders.

Theme of the Course: The theme of the course is "Leaders and Leadership from a Behavioral Perspective". Beginning Jan. 22, we will discuss this theme each class session.

Written Assignments:

- Midterm Examination: 40% of the course grade
Final Examination: 60 % of the course grade.

Part 1 Introduction

Jan. 15

Introduction to the Course
Exams

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Grading
Theme of the Course
Additional Readings
Overview of the Course

System Analysis
Behaviorism

Service/Serve/Servant
Complex

Theories, Speculations, and Revelations

Rules for Social Science Research

Jan. 22

Definitions of Leadership
Leadership and Democracy
The So-Called “Crisis” of Leadership
Leadership and Management

Van Wart, *Leadership in Public Organizations*, Ch. 1
Wren, ed., *The Leader’s Companion*, pp. ix-xii, 1-17, 27-32, 37-38, 49-52,
67-71, 78-80, 303-09

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 1

Part 2

Leadership Theories and Speculations

Jan. 29-Feb. 5

Charismatic Leadership
Trait Theory/Speculation
Situational Leadership
Transactional and Transformational Leadership
Super-Leadership
Self-Leadership
Shared Leadership

Ethics and Leadership
Gender and Leadership

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Van Wart, *Leadership in Public Organizations*, Ch. 2, 3, 4, 5, 6
Wren, ed., *The Leader's Companion*, pp. 149-81

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 2

Part 3
Traits of Leaders

Feb. 12-19

Leadership Traits

Van Wart, *Leadership in Public Organizations*, Ch. 7
Wren, ed., *The Leader's Companion*, pp. 125-43, 375-76, 379-88, 402-07,
428-50 (Also for Part 4, Skills of Leaders)

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 3, 4

Part 4
Skills of Leaders

Feb. 26

Leadership Skills

Van Wart, *Leadership in Public Organizations*, Ch. 8
Wren, ed., *The Leader's Companion*, pp. 125-43, 375-76, 379-88, 402-07,
428-50

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 5-7

March 5

MIDTERM EXAM

Part 5
Assessments by Leaders

March 12-19

Organizational and Environmental Demands
Constraints on Leaders
Goals and Priorities of Leaders

Van Wart, *Leadership in Public Organizations*, Ch. 9
Wren, ed., *The Leader's Companion*, pp. 183-204, 243-70, 282-96

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Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 8-10

Part 6
Behaviors of Leaders

April 2-16

Task-, People-, and Organizational-Oriented Behaviors
Van Wart, *Leadership in Public Organizations*, Ch. 10, 11, 12

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 11-18

Part 7
Leadership Development and Evaluation

April 23-30

Developing and Evaluating Leaders
Van Wart, *Leadership in Public Organizations*, Ch. 13

Theme of the Course: Leaders and Leadership from a Behavioral Perspective
Daniels and Daniels, *Measure of a Leader*, Ch. 19, Appendix

May 7

FINAL EXAM, 6-8pm

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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.
- 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*

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- 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.
- 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.

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