

**1/9/11, 10:09 AM**

**Public Administration 524  
Spring 2011**

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

369 BSB (Behavioral Sciences Building)  
Wednesdays, 6-9pm

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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*, 2<sup>nd</sup> 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.

Juran, J. M. *Juran on Leadership for Quality: An Executive Handbook*. Free Press, 1989.

In this course we will examine leadership in public sector organizations from a Quality management approach. The empirical, scientific, and behavioral foundations of Quality management and, thus, of Quality leadership, is emphasized, as is globalization and its effects on leadership.

Assignments:

Leadership Exercise: Two (2) 1-2 page Reports of 2 Leadership Exercises, and class presentations based on the Reports: Write two (2) 1-2 page Reports, each based on Exercises you select from the Leadership Exercise Sign Up Sheet distributed in class. In each 1-2 page Report, complete the Exercise. Hand in your 1-2 page Reports on the designated dates. Also, make copies of the 1-2 page Report and distribute to the class. After you hand in each 1-2 page Report, be

prepared, when called upon, to summarize the Report, and be prepared to respond to questions and comments. (40% of course grade.)

Take Home Final Exam: Distributed last day of class, April 27. Hard copy due in my CUPPA Hall mailbox or at my office (Room 141, CUPPA Hall) by May 4, 5:00 pm. (60 % of course grade.)

Class sessions, usually, have two parts: 1) Lectures/discussions of aspects of leadership in public sector organizations, and 2) Presentation and Discussion of Reports.

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

## **Part 1**

### **Introduction and QUALITY Management**

Jan. 12

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. 19

Quality Management

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

Principles of Quality Management

Daniels and Daniels, *Measure of a Leader*, pp. ix-x.

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

351-354.

**Part 1**  
**Leadership:**  
**Context, Personal, and Ethical**

**Jan. 26-Feb. 2, 9, 16**

Jan. 26, Hand in Exercise 1.1.

Feb. 2, Hand in Exercise 2.1.

Feb. 9, Hand in Exercise 4.7.

Feb. 16, Hand in Exercise 5.1.

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

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

Daniels and Daniels, *Measure of a Leader*, pp, 180-190.

**Part 2**  
**Leadership and Policy**

**Feb. 23, March 2, 9**

Feb. 23, Hand in Exercise 4.1.

March 2, Hand in Exercise 2.5.

March 9, Hand in Exercise 2.7.

Leadership and Policy Making, Implementation, and Evaluation

Crosby and Bryson, *Leadership for the Common Good*, pp. 197-363

### **Part 3**

#### **Leadership and Quality Management**

**March 16, 30, April 6, 13**

March 16, Hand in Exercise 2.3.

March 30, Hand in Exercise 2.4.

April 6, Hand in Exercise 2.2.

April 13, Hand in Exercise 2.6.

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

Juran, *Juran on Leadership for Quality*, pp.28-350.

### **Part 4**

#### **Measuring Leaders: A Basis for Increasing Effectiveness**

**April 20, 27**

April 20, Hand in Exercise 3.6.

Leaders, Followers, and Managers  
Daniels and Daniels, *Measure of a Leader*, pp. 1-56

Measuring Leaders  
Daniels and Daniels, *Measure of a Leader*, pp. 57-179.

## 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*. 3<sup>rd</sup> 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*. 3<sup>rd</sup> 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*. 2<sup>nd</sup> 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.

