

Leadership in the public sector

(undergraduate course)

Syllabus

Contact info:

Instructor: Tudor Țiclău
Room 106, FSPAC 2 building
Tuesday's from 12-14 –
e-mail: ticlau@fspac.ro

Course Description

This course is designed to give students an overview regarding the study of leadership and the challenges that today's public-sector leaders face. The course will focus on two major issues: **leadership theory** – most important theories regarding leadership – and **leadership practice** – focused on what leaders must do in order to run public or non-profit organizations; in this part we will discuss *best practices* of public and nonprofit sector, developing strategic partnerships and stakeholder networks, motivating employees, managing change. Thus the course will aim to accomplish three major objectives: *acquiring, understanding and using knowledge on the topic of leadership*. In the end the questions that this course tries to answer are:

- How do leaders lead?
- What do they do?
- What do they need to know to be successful?

Course Objectives

The main objective of the course is to increase the students understanding of what leadership is and why it is important for organizational management.

By the end of the semester, participants should:

- Have a general understanding of what leadership means and what's its role in group dynamics and organizational life
- Have a clear sense of the ethical dimensions of leadership in public organizations and the relationship between leaders and followers
- Understand the specific conditions of public sector organizations and the impact of the external environment on organizational leadership
- Have a general understanding of the main theoretical approaches in studying leadership

- Understand the main factors that can influence leadership success
- Develop critical thinking related to the subject of “successful leadership”
- Be able to communicate your ideas clearly and persuasively orally and in writing/ Develop a set of writing and presentation skills
- Develop theorizing skills of analysis, synthesis and reasoning

Textbooks and Reading Materials

Required readings for this course are contained in the following books. Besides these, special readings (articles, essays or online journals) will be given after the course depending on individual assignments for the next class.

1. Bolman, L. G., Deal, T. E., (2003), *Reframing Organizations. Artistry, Choice, Leadership*, 3rd ed., San Francisco, Jossey-Bass.
2. Northouse, P. G., (2007), *Leadership. Theory and practice*, 4th ed., Thousand Oaks, California, Sage Pub.
3. Yukl G., (2010), *Leadership in Organizations*, 7th ed., Pearson Prentice Hall Inc., New Jersey
4. Zaccaro S. J., Klimoski R (Eds.), (2001), *The nature of organizational leadership: Understanding the performance imperatives confronting today's leaders*, San Francisco, Jossey-Bass.
5. Perry, J.L., (2010), *The Jossey-Bass Reader on Nonprofit and Public Leadership*, San Francisco, John Wiley & Sons, Jossey-Bass.

Course Schedule

1. Introductory course. Presentation of course requirements and evaluation methods
2. The general concept of leadership.
3. The challenges of public and non-profit. Administrative leadership
4. Classical leadership theories. Great man, traits theories, skills
5. Behavioral theories
6. Situational and contingency
7. LMX and Transformational leadership

8. Team leadership. Women and leadership
9. Leadership and culture
10. Leader-follower interaction
11. Leadership and decision making
12. Leadership, ethics and integrity

Course methods and requirements

The class is divided into course and seminar meetings. Grades obtained at both meetings will make up your final grade for the class.

Course

The class is held on a weekly basis. Students will have assigned readings for each week and are supposed to read them and come prepared to class. Course grading will represent **50%** of your final grade and is comprised of a final exam which will take place in the examination period at the end of the semester. Additionally, students can earn participation points if they actively participate to the course. One participation point represents 0.1 points for the course grade (10points=1point to the course grade).

Written Exam **50%**

Seminar

Seminars will be held on a weekly basis. The weekly readings for the class are mandatory also for the seminar. Seminar participation is mandatory. Students need to have at least a 75% participation rate to get the seminar grade and have the possibility to take part in the final exam. Students that are below this threshold will not be grade and will not take part in the final exam.

The seminar grade is comprised of:

Leader portrait presentation **10%**
Seminar active participation **20%**
Join my cause **10%**
Leadership Reflection Journal **10%**

Leader portrait presentation

You should identify a famous leader that inspires you and write a critical essay applying concepts and theories studied during the class. When writing your essay you should take into consideration the following:

- Have an opening paragraph describing the leader, why you chose her/him and summarizing the leadership theory that you will be addressing (biographical info should be brief)
- Identify and name two specific leadership skills, two specific leadership behaviors and two specific leadership traits of this leader.
- Which of these are in your opinion linked to the success of the leader = explain why

- Would this leader's approach (especially leadership style) be successful in another situation – explain why
- Explain why this leader inspires you and what you applied from her/him to your personal life
- Can you identify a weakness of this leader?

The essay should be no less than 3 pages (without title page and references) and no more than 10. You are expected to make direct references to the theories studied in class and use them relevantly in your essay. **In each seminar one student will do a short 10 minute presentation of a leader of their choice based on the essay. The essay will be uploaded on moodle one day before the presentation.**

Seminar active participation

Students are expected to actively participate to the seminar. They will receive a grade for this (participation points). During the semester they will also receive different take home assignments that will be graded as well. The final grade of the seminar active participation will be the average of the grades received for the take home assignments and the participation in class grade.

Join my cause - Public presentation

One important quality of any leader is to get followers to believe and follow their vision. For this, leaders need to be able to create a compelling and convincing vision/idea that followers join to. Students will choose one "important problem/cause" that they feel is of interest to them and in which they believe in and offer a „personal solution” for this. Both the problem and the solution will be presented in a „speech” held in front of the class with the aim of motivating the other students to join cause and follow the leader. The speech should be max. 15 minutes long. Afterwards, the members of the class will vote anonymously whether they will join the cause or not and why.

Leadership Reflection Journal

Reflection is an essential trait of any successful leader and is a requirement for continuous learning and development. You will have to maintain a personal leadership journal throughout the course. The purpose of this journal is to encourage reflection on the course material and its application to your life and your development as a leader. Throughout the class you will be asked to reflect on your everyday experience from the perspective of the ideas and concepts discussed in class.

Re-examination conditions

In the re-examination period students have the possibility to be re-examined on the following Final written exam.

They will not have the possibility to regain the points from the seminar

Plagiarism

Plagiarism will not be tolerated, University and Faculty rules regarding this matter will be enforced. ***Students found in this situation will be excluded from the course without the possibility to come to re-examination.***

Basic Rules for Avoiding Plagiarism¹

The Golden Rule for Avoiding Plagiarism - *Give Credit Where Credit is Due*

Basically, there is only one way to avoid plagiarism - *give credit to a source whenever you use information that is not your own unless it is common knowledge*. If you come up with an idea all on your own, you don't have to give credit to anyone, except yourself. Also, if you are writing about something that is common knowledge, you don't have to give a citation for your source.

Common Knowledge

Common knowledge is whatever information you and your reader are likely to know without referring to some other source. For example, there are 435 U.S. Congress Members and 100 U.S. Senators. That's probably common knowledge. How many of the Congress Members and Senators are Democrats, Republicans, or from other political parties, may or may not be common knowledge, depending on you and your reader(s). The more likely both you and your reader(s) are to know that information, and especially the more controversial a fact or idea is, the more likely it is to be common knowledge. How many votes any particular member of the House or the Senate got in the last election is probably not common knowledge. If the number of votes a candidate received is part of your paper, you should probably cite the source.

The best rule of thumb to determine whether or not to give credit to a source for information that might be common knowledge is, "When in doubt, give the source." It is always better to err on the safe side.

Cite Your Sources

When should you cite a source? You should give credit to a source whenever you use someone else's work or idea that is not common knowledge. This includes any time you use or refer to information that comes from

- Interviews
- Internet sites.
- Radio or television programs.
- Personal letters.
- Speeches.
- Books.
- Magazines and journals
- Newspapers.
- tape, video, or CD recordings.
- Electronic databases.
- Basically any source.

Don't forget to give credit any time you use any of the following that come from another source:

- quotations
- statistics
- graphs

¹Website: http://wps.prenhall.com/hss_understand_plagiarism_1/0,6622,427073-,00.html



- pictures
- ideas or hypotheses
- stories
- lists

As stated above, the bottom line is that you have to provide a source citation for every use of another person's words or ideas unless the information is common knowledge.