

**SYLLABUS
PUA 792-003**

Leadership in Public and Nonprofit Organizations

June 2, 9, 16, 23, 30 2008

DR. CHRISTINE G. SPRINGER

702.497.1216 (Cell) 702.221.2737 (O) 702.253.1843 H

[E-Mail=cggs@aol.com](mailto:cggs@aol.com) or Christine.springer@unlv.edu

Class Time: 5:30 p.m. to 8:00 p.m.

Office Hours: By Appointment

Clark County Government Center – ODC

OVERVIEW

This course provides students with the capability to understand what leadership is, broadly defined, within the public and non-profit sector. The course provides a combination of learning about leadership through the review of literature during class discussions, the review of articles and case-studies, guest speakers who are leaders themselves and address the aspects of leadership, and an interview of a leader and presentation of the results of that interview. The literature and exercises are chosen to address leadership theory and place those theories in a real-world context where students will be able to apply various skills and techniques deemed to be essential for successful leadership in the organizational and broader societal setting.

Student Learning Objectives and Outcomes

1. To be able to arrive at a functional definition of leadership.
2. To understand the unique nature of the public sector leadership and to discuss why government is different from the private sector in terms of leadership.
3. To place leadership within the context of the organization, and larger society, and to be able to discuss how the development of organization theory over the course of the 20th century has affected leadership theory and practice.
4. To distinguish power, authority, and legitimate authority and understand the role each plays in leadership.
5. To discuss the concept of moral leadership and other related theoretical constructs related to ethics in leadership.
6. To understand how the most successful leaders are able to influence followers through the effective communication of well-reasoned ideas, proposals and values reflective of the greater good.
7. To develop a multi-faceted perspective of leadership, where preconceived notions of the “born” leader or “charismatic” leaders are questioned, allowing students to explore the idea that leadership is laden with skills that can be learned, practiced, and continually developed.

SUGGESTED TEXTS AND READING WILL BE POSTED TO THE COURSE WEBSITE

Posted Readings Include:

Chapter 10, *Leadership, Introducing Public Administration*, J. Sharitz, E. Russell and Christopher P. Borick, (Pearson Longman) 2007, ISBN 0-321-43943-0.

OTHER TEXTS REFERENCED

Leadership: A Communication Perspective, Michael Z Hackman and Craig E. Johnson, (Waveland Press, Inc.) 2004, ISBN I-57766-284-9.

Transforming Public Leadership for the 21st Century, Ricardo S. Morse, Editor, (M.E. Sharep, Inc.), 2007, ISBN 978-0-7656-2041-5.

A Leader's Legacy, James M. Kouzes and Barry Z. Posner, (Jossey-Bass), 2006, ISBN 13:978-0-7879-8296-6.

The Leader's Companion: Insight of Leadership Through the Ages, J. Thomas Wren, 1995, ISBN 0-02-874005.

The Art and Science of Leadership, Afsaneh Nahavandi, (Prentice Hall), 2006, ISBN 0-130148541-5.

On Organizational Leadership, Chris Argyris, (Blackwell Publishers), 1999, ISBN 0-631-21308-2.

COURSE FORMAT, REQUIREMENTS AND GRADING

Grades will be based primarily on in-class participation and one written assignment and one presentation:

One review of an article on leadership. (30%)

Interview of a leader and Presentation on the characteristics and challenges of leadership Plan (30%)

In Class Participation and Understanding of Material (40%)

Students may submit written review of relevant articles for extra credit.

CLASSROOM ACTIVITIES AND ATTENDANCE

Class sessions will be a mix of lecture, class discussions and in-class exercises. I expect all students to be prepared to discuss assigned readings in class and to participate actively in class exercises and discussion. Grades are in-part based upon active and relevant discussion of material. I reserve the right to take attendance and participation into account when determining your final grade. Finally, if you wish to know your course grade before official grade reports are mailed, give me a self-addressed, stamped envelope or your e-mail address and I will mail your grade to you.

A MESSAGE FOR STUDENTS WITH DISABILITIES

If you have a documented disability that requires assistance, you will need to contact the Disability Resource Center (DRC) for coordination in your academic accommodations. The

**Disability Resource Center is located in the Reynolds Student Services Center, Room 137.
The DRC telephone number is 895-0866 or TDD 895-0652.**

**June 2
Introduction to Leadership**

**June 9
Understanding What Leadership Means in the Public and Non-profit Sector today
Theories of Leadership
Assignment for June 16: Read Chapter 10 on Leadership and Be Able to Report Back on It**

**June 16
Beyond Leadership Theories
Coaching and Leadership Development
The Role of Accountability
Leaders and Managers
Assignment for June 23: Read and Review a Journal Article on Leadership and Be Prepared
to Report Back on It**

**June 23
Conflict and Leadership
Communication and Leadership
Organizational Communication and Motivation
Assignment for June 30: Interview a Leader and Present the Results of Your Interview to the
Class**

Suggested Questions for the Interview:

- 1. What Characteristics Distinguish a Leader in the Public or Non-Profit Sector?**
- 2. Are There Any Differences in A Leader in the Public vs a Leader in a Non-Profit Organization?**
- 3. Do You See Yourself as a Leader? Why or Why Not?**
- 4. How Do You View Your Work and the Importance of Leadership in Getting Things Done?**
- 5. How Do You View Your Organization and the Role of Leaders in It?**
- 6. What External Context is There for Leaders in What You Do?**
- 7. What Challenges Do You and Other Leaders Face as You Lead?**
- 8. What Opportunities Do You See for Developing Leaders and How Would You Approach Doing So?**
- 9. What Would You Say to New Leaders Entering the Field?**
- 10. Anything to Add?**

**June 30
The Role of Power and Influence in Organizational Leadership
Presentations and Discussions of the Results of Leader Interviews**

