Leadership in the Public Sector

Office Hours (Email Policy): The best way to contact me is by email (listed above). On weekdays (Mon-Fri), I will make every effort to respond to all email inquiries promptly. If you send emails in the evening or weekend, please be aware that they may not be read and no response provided until the next weekday at the earliest. Do not assume that I have received an email because you sent one. I will acknowledge email when I receive it. If you have questions that cannot be resolved via email, we will make arrangements to discuss via Skype.

Course Description: This course introduces the theories and practical applications of leadership in the public sector. Topics will include classic approaches to leadership (trait, skills, behavioral, and situational), contemporary approaches to leadership (transformational, authentic, servant, and adaptive), common theories to leadership (path-goal theory and leader-member exchange theory), processes and modern applications to leadership (gender and culture), and ethics in leadership.

Student Learning Outcomes: At the completion of this course students will be able to:

• Analyze, synthesize, think critically, solve problems and make decisions based on the theoretical and practical roots of leadership in the public sector
• Articulate the theories of leadership and apply a public service perspective
• Communicate and interact productively with a diverse and changing workforce and citizenry by participating in case study discussions

Required Readings


(Additional readings may be posted on Blackboard)

Instructional Methodology

This course is a reading- and writing-intensive online course with strict deadlines that must be adhered to. See course calendar at the end of this syllabus. If you have not taken a class during the summer before, please note that a summer semester incorporates readings and assignments for a full 16-week semester into a condensed 7-week session. Be sure you understand the extra rigor of a condensed session and are prepared to comply with all required class assignments and deadlines. All of the assignments will be submitted using Blackboard. If you need help with Blackboard either: 1) call the IT help desk at (361) 825-2692; 2) view the tutorials at [https://iom.tamucc.edu/student_resources.html](https://iom.tamucc.edu/student_resources.html); or 3) email computer.helpline@tamucc.edu.
Preferred Methods of Scholarly Citations

For the final examination essay, please use Times New Roman, 12-pitch font, 1-inch margins, and double-spacing. For all written assignments, citations should be consistent throughout, using Chicago Manual of Style 16th Edition (Author-Date referencing). Papers and case study submissions should be of professional quality, thoroughly proofread, and clear of spelling and grammatical errors. References or sources of information must consist of scholarly peer-reviewed articles or journals, academic textbooks, government reports/website or legal citations, or the readings for the class. The use of Wikipedia or other Internet encyclopedia for any written assignment is not acceptable for graduate level work and will not be accepted.

Please DO NOT use the citation converter on Microsoft Word or the library databases. They are both incorrect. The following user-friendly online guides to Chicago 16th Edition are provided for your use:

http://www.chicagomanualofstyle.org/tools_citationguide.html
http://libguides.wwu.edu/content.php?pid=123723&sid=1063051
http://libguides.nps.edu/citation/chicagoad

Major Course Requirements

• Case Study Forum Discussions (100 points each; 700 points total): Each week (with the exception of Week 6), this course discusses two relevant theories, approaches or topics of leadership covered in the course readings (2 chapters each). You will be given a choice of case studies for each chapter. You must post in all seven (7) forums at least twice. For each forum, your first post should analyze the case study (your pick of chapter) and your second post should critique another participant’s case study (from the other chapter). You CAN NOT analyze a case study and critique a classmate’s case study from the same chapter (with the exception of Week 6). Please make sure you read the assigned chapters BEFORE responding to the case studies. Each forum will be worth a total of 100 points and should adhere to the requirements below:

<table>
<thead>
<tr>
<th>Section</th>
<th>Points</th>
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<tbody>
<tr>
<td>Blackboard Discussion (80 points)</td>
<td></td>
</tr>
<tr>
<td>Substantive, critical and thorough quality of your post to the assigned case study (MINIMUM 1,200 words)</td>
<td>60 points</td>
</tr>
<tr>
<td>Substantive, critical and thorough critique of your response to a classmate’s case study post (MINIMUM 400 words)</td>
<td>20 points</td>
</tr>
<tr>
<td>Use of AT LEAST four (4) scholarly sources with one (1) being the class textbook (DEDUCTIONS up to 10 points per [lack of] scholarly source)</td>
<td>20 points</td>
</tr>
<tr>
<td>Professional Writing (20 points)</td>
<td></td>
</tr>
<tr>
<td>Citation format consistent w/Chicago 16th Edition Author-Date referencing</td>
<td>10 points</td>
</tr>
<tr>
<td>Writing has excellent organization, with a logical flow of ideas and skillful transitions, thoroughly proofread, and clear of spelling/grammatical errors (DEDUCTIONS up to 30 points for not following required word count)</td>
<td>10 points</td>
</tr>
</tbody>
</table>
• Total Course Grading (700 points): A (627-700 points); B (557-626 points); C (487-556 points); D (417-486 points); F (416 or less points)

Course Policies

Late Work: Late assignments will be penalized a full letter grade (10 %) for each day it is late up to 72 hours. No assignments will be accepted after the third day. Please contact the instructor if you will not be able to complete an assignment on time. No un-penalized extensions will be granted due to pressures of academic life. There will be no extra credit in this course.

Academic Misconduct: University students are expected to conduct themselves in accordance with the highest standards of academic integrity. Academic misconduct of any kind is unacceptable. THERE ARE NO EXCEPTIONS. Consequences for academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in an automatic F (0 points) for that assignment/test. If academic misconduct is suspected on any assessment, the instructor reserves the right to impose restrictions on future assessments for an individual or the entire class as needed. Please note that the university requires faculty members to formally report all instances of academic misconduct via an Academic Misconduct Incident Form.

Academic misconduct includes, but is not limited to, cheating, plagiarism, multiple submissions, collusion, and fabrication. Cheating is intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices or materials in any academic exercise. Cheating also includes: 1) the dependence of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments or 2) the possessing, using, buying, stealing, transporting, selling or soliciting in whole or in part items including, but not limited to, homework solutions without the instructor’s permission. Plagiarism is intentionally, knowingly, or carelessly presenting the work of another as one’s own without proper acknowledgement of the source, with the exception of information that is generally accepted as common knowledge. Plagiarism also includes: 1) the use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment or 2) the unacknowledged use of materials prepared by another person or agency engaged in the selling or distribution of term papers or other academic materials. Multiple submissions is the submission of substantial portions of the same work (including oral reports) for credit more than once without authorization from instructors of the class for which the student submits the work. Collusion is intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty. This includes, but is not limited to, the unauthorized collaboration with another individual in progressing forward on academic assignments. Fabrication, falsification, or misrepresentation is the intentional altering or inventing of any information or citation that is used in assessing academic work.

If you have questions about the university’s policy on academic misconduct, please see the Student Code of Conduct and Procedure for Academic Misconduct Cases.
**Dropping a Class:** I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. June 27 is the last day to drop a class with an automatic grade of “W” this term.

**Statement of Civility:** Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

**Grade Appeals Process:** Students who feel that they have not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details on the process of submitting a formal grade appeal, please visit the College of Liberal Arts website, [cla.tamucc.edu/students/studentinfo.html](http://cla.tamucc.edu/students/studentinfo.html). For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s Office.

**Disability Services:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Academic Advising:** The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call (361) 825-3466.
Course Schedule

Week 1 (May 31 – Jun 8): Classic Approaches to Leadership

Readings: Trait Approach / Skills Approach (Intro and Chapters 2 & 3)

Assignment Due: Jun 5 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jun 8 (Wed) 11:59 PM: Response to one forum post question

Week 2 (Jun 9 – Jun 15): (Cont) Classic Approaches to Leadership

Readings: Behavioral Approach / Situational Approach (Chapters 4 & 5)

Assignment Due: Jun 12 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jun 15 (Wed) 11:59 PM: Response to one forum post question

Week 3 (Jun 16 – Jun 22): Contemporary Approaches to Leadership

Readings: Transformational Leadership / Authentic Leadership (Chapters 8 & 9)

Assignment Due: Jun 19 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jun 22 (Wed) 11:59 PM: Response to one forum post question

Week 4 (Jun 23 – Jun 29): (Cont) Contemporary Approaches to Leadership

Readings: Servant Leadership / Adaptive Leadership (Chapters 10 &11)

Assignment Due: Jun 26 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jun 29 (Wed) 11:59 PM: Response to one forum post question

Week 5 (June 30 – July 6): Theories to Leadership

Readings: Path-Goal Theory / Leader-Member Exchange Theory (Chapters 6 & 7)

Assignment Due: Jul 3 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jul 6 (Wed) 11:59 PM: Response to one forum post question

Week 6 (July 7 – July 13): Ethics in Leadership

Readings: Leadership Ethics (Chapters 13)

Assignment Due: Jul 10 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jul 13 (Wed) 11:59 PM: Response to one forum post question
Week 7 (July 14 – July 20): Processes in Leadership

Readings: Gender and Leadership / Culture and Leadership (*Chapters 15 and 16*)

Assignment Due: Jul 17 (Sun) 11:59 PM: Answer to forum post question
Assignment Due: Jul 20 (Wed) 11:59 PM: Response to one forum post question

**NOTE:** Every attempt will be made to follow the guidelines outlined in this syllabus as closely as possible. However, I reserve the right to change the course from the guidelines outlined in this syllabus (e.g., the schedule of topics, etc.) if circumstances require it.

(Current as of: March 7, 2016)