

**Department of Public Administration
College of Public Service & Urban Affairs
Tennessee State University**

Course Number: PADM 6270

Title: Seminar in Administrative Leadership

Course Credit: Three Credits

Course Description: This course is structured in survey format in order to inform the public administration student about leadership and the role leaders' play in light of organizational theories and administrative behavior practices pertinent to public organizations in America. Furthermore, this course will attempt to instruct the student on how to apply organizational theory to the practice of public administration. Students will be expected to display their knowledge of "why" and "how" public sector leadership looks and functions through various discussions, presentations, papers, and examinations.

Learning Outcomes:

At the end of this course the student will be able to:

General objectives for students are to learn and be able to apply general leadership principles and techniques in an organizational setting. The role of administrative leaders is stressed throughout the course, to define and clarify responsibilities, areas of authority, decision-making, and technical

This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!

- a. Through the analysis of a typical work situation, the student will apply what (s)he has learned in class to ambiguous situations, choose a course of action, and justify the decision to other members of the class, and/or in writing to the instructor.
- b. To be prepared to discuss contemporary issues in the field of public administration.
- c. Given an examination, to list and describe the major functions of personnel management and apply this knowledge to supervision.
- d. To develop strategies for recruiting qualified candidates.
- e. To list the steps of the selection process in order, describing the purpose and normal procedure involved in each step.
- f. To list the steps necessary to implement human resource planning and forecasting for a small company.
- g. To list several methods of validating tests.

- h. Given several job descriptions and specification, to rank the job according to at least seven significant factors, and estimate the wage and compare the estimate with the actual wage.
- j. Given an assignment of defending labor or management in class exercises, plan and implement a dispute settlement which is acceptable to both parties.
- k. Write a complete job description and specifications for a current or past job held.
- l. In a case or examination, distinguish between policies and rules and formulate policy statements.
- m. Prepare assignments in a manner acceptable for management. Assignments should be well organized, grammatically correct, and in an acceptable format.

Topical Outline:

- Transacting Leadership Roles & Responsibilities
- Leadership Authority, Power & Influence
- Leadership Through Motivating Others
- Approaches to Leadership: Normative, Situational, and Contingency
- Building Trust
- Creating Meaning: Leadership Communication
- Leading Diverse Followers
- Team Leadership
- Leading Conflict Resolution
- Problem Solving & Decision Making
- Innovation & Leadership
- The Ethics of Leadership

Teaching Strategies:

- Reading assessments, written assignments, discussion board postings, individual critical assessment, research papers, exams

This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!

Rusaw, Carol A. 2001. Leading Public Organizations: An Interactive Approach. Fort Worth: Harcourt College Publishers. ISBN: 0-15-508462-3.

Natemeyer, Walter E. & J. Timothy McMahon. 2001. Classics of Organizational Behavior, 3rd ed. Waveland Pub. Co. ISBN: 978-1-57766-172-6.

Course Requirements:

Annotated Bibliography	100 points
Weekly Assignments	200 points

Final Exam
Total

200 points
500 points

Grading Scale:

Final Grades will be premised on cumulative points as follows:
A = 500- 450; B = 449 - 399; C = 398 - 348; D = 347 - 275; F = below 274.

Individual Grading Scale: A = 100 – 90; B = 89 – 80; C = 79 – 70;
D = 69 – 60; F = below 60.

Weekly

Assignments:

There are 12 (6 essay papers and 6 discussion board postings) weekly assignments that the student will be required to complete. Check the assignment section for each week to see if there is a written assignment to accompany the readings or simply a discussion board posting requirement. The written assignment will be a three page essay about the readings for that week/module.

Exam:

Each student will be required to complete a final exam. The exam is to be written as a position paper using the guidelines below in structuring your argument.

Position Paper

Your papers should have the following sections: a title page with the students name, date, class and the instructors name, an abstract at the bottom of the title page (approximately 150 words), an introduction section, literature section, position section, conclusion, and works cited section (minimum of three sources). All references used in writing your papers should be cited appropriately (excluding the title page and the reference section, your paper should be around 7 pages in length).

Section Contents of Position Paper:

Abstract or Executive Summary:

The problem, purpose, policy position, and conclusion of your paper.

Introduction:

The introduction section of the paper should tell me the *problem* and *purpose* of your paper.

Literature Review:

The literature review should discuss at least *two opposing positions* on a particular organizational theory in public administration.

Position:

Support one of the two positions you discussed in the literature review. In stating your position you should identify why you believe the option you chose is adequate and why the other position to be inadequate for solving the issue at hand. Furthermore, you should identify possible limitations of your position.

Conclusion:

The conclusion is a brief summary of what your paper was about.

Annotated Bibliography:

Annotated bibliographies train the research-oriented student on the systematic process of formulating literature reviews that are used in technical reports, academic research and capstone projects. The format for the annotated bibliography is as follows:

Annotated Bibliography

The format (headings for all sections) of each article analyzed in the annotated bibliography should be as follows:

- *Citation* of the Journal Article
- The stated *Problem* addressed by the article
- The *Purpose* of the article
- The *Methods* used to gather the data in the Article (this may not be applicable in all cases since most of the articles are theoretical arguments)
- The *Findings and Conclusions* of the Article
- Your *Opinion* of the validity of the Article in helping us understand public organizations and why you tend to believe this way

The overall structure of the Annotated Bibliography should be as follows:

- *Title Page*
- *Table of Contents* of sections with each article alphabetized
- The *summarized articles* in alphabetical order
- An *analysis* of the articles relating them to one another
 - Address the literature gap that warrants further research on your topic
 - An automatic letter grade will be deducted from your grade if this question is not addressed
- *Conclusion* stating what we have learned from the articles
- *Bibliography*
- Citation Style: APSA, APA, or Chicago

Minimum Requirements for the Annotated Bibliography

- At least 10 pages in length, not counting the title page but no more than 20 pages.
- No less than 10 sources, of which can only be from referred journal articles, books or book chapters.

Grading Criteria for Papers:

- 1) *Analysis:* A sufficient number of organization theory concepts are used to analyze the situation discussed in the paper;
- 2) *References:* A variety of pertinent and timely references were sought and obtained in preparing the paper;
- 3) *Organization:* The main points are stated clearly and arranged in a logical sequence;

- 4) *Coherence*: The development of ideas, arguments and discussion shows consistency and logical connection;
- 5) *Clarity*: The ideas, arguments and discussion shows consistency and logical connection;
- 6) *Conciseness*: The language is direct and to the point, using sufficient space to say exactly what is intended and be readily understood by the reader;
- 7) *Grammar*: The written is in standard American English, with proper sentence structure, syntax, punctuation and spelling;
- 8) *Drafting*: The writing shows evidence of being drafted and revised before submission of the final copy.
- 9) *Following Directions*: Identifying and addressing all components of the project the instructor outlines.
- 10) *Timeliness*: Simply turning the project in on the specified date given by the instructor.

**** All papers (including organization design paper) should use the following format: Times New Roman, 12 point font, 1" margins from left to right and top to bottom, and double spaced. Late projects will automatically be reduced one letter grade for each day they are late.*

Note: *Following explicit directions is an important aspect of graduate school training. Therefore, it is important that the student follow the stated guidelines in this syllabus, throughout the course of this class, because failure to do so will result in point reductions. This instructor follows the strict guidelines of Tennessee State University's policies on cheating and plagiarism.*

Accommodations for Students with Disabilities: Any students who feel the need for academic accommodations due to a recognized disability by the TSU Handbook, will be given such adjustments only after the student goes through the proper channels at the university to receive such accommodations. The TSU Handbook is a good place to start if you are unaware of the "proper procedures."

**** Note this syllabus is subject to change at the discretion of the instructor.*