



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

PUBAFRS 2130

Leadership in the Public and Nonprofit Sectors

Autumn 2015

Monday, Wednesday 3:55 pm-5:15 pm

Page Hall 060

Credit hours: 3

Dr. Amanda M. Girth

310L Page Hall

Phone: 614.247.8134

Email: girth.1@osu.edu

Office hours: Monday 1:30-3:30 pm and by appointment

Jongsoo Park, Teaching Assistant

Email: park.1365@buckeyemail.osu.edu

Office hours: Tuesday, 10 am-12pm and by appointment, 310T Page Hall

COURSE DESCRIPTION

This is an introductory course in leadership and management studies for undergraduate students of public affairs. Leadership and management are vast and complex topics. While these concepts are difficult to define, we all intuitively have an idea of what leadership and management is. The purpose of this course is to help students make these notions explicit. To do this, we will explore leadership and management through theory, concepts, and application. We will also utilize multiple learning methods including lectures, case studies, group exercises, online forums, in-class and out-of-class assignments to provide students with a robust understanding of leadership and management in the public and nonprofit sectors.

LEARNING OBJECTIVES

By the end of the semester, the instructor expects students to:

- Understand elements of leadership and management from a theoretical and practical perspective
- Apply their knowledge of leadership and management by analyzing others' as well as their own leadership styles
- Develop skills to become an effective leader in the public and nonprofit sectors

CLASSROOM CONDUCT

Advance reading and active participation is critical to the success of this course. As you are studying *professional leadership and management*, this course will be conducted according to the professional standards of the workplace. The course will begin and end on time. Mobile devices will be turned off. Laptop computers, tablets and other devices are allowed by the permission of the instructor. Students are also asked to be respectful of their colleagues during class discussion. Students are expected to attend the course unless they have extenuating circumstances (see further discussion of attendance under “Course Participation”).

COURSE REQUIREMENTS

Readings

There are two required texts for this course:

1. Robbins, Stephen P. and Timothy A. Judge. 2014. *Essentials of Organizational Behavior*. 13th edition. Upper Saddle River, NJ: Pearson. ISBN: 978-0-13-392081-9 or 9780133981797 (student value edition).

2. *Student Leadership Practices Inventory Self-Online*. Purchase (\$7) from this website: <http://www.studentleadershipchallenge.com/Assessment/assessment-studentLPI-self-online.aspx>

Students can access textbook information via the Barnes & Noble bookstore website: www.shopOhioState.com as well as from their BuckeyeLink Student Center. This information is disseminated by B&N to all area bookstores. You may buy from a store of your choice and/or shop for books (always use ISBN# for searches) online.

In addition, students will find readings online posted to the Carmen website for this course. Students are expected to read all of the readings in advance of the session. Students will be assessed on their ability to demonstrate knowledge of the material through their in-class contribution and strategy document assignment. Students are welcome to draw from material in other classes to support course work.

Supplemental exercises, self-assessments, and guest speakers

The course incorporates the use of case studies, self-assessments, and other in-class exercises. These are an integral, applied component of the course. In order for the in-class discussion to be effective, students must carefully prepare before class and actively participate during class. Guest speakers will also generously share their time and talents with the class. Be good hosts. Do this by preparing for their visit, engaging in discussion, and giving them full, respectful attention.

Assignments

Students will undertake a series of tasks throughout the quarter. In addition to actively participating in the course, students will also take exams, present a leader profile, engage in online forums, and work in teams to apply a leadership topic.

GRADING AND ASSIGNMENT DETAIL

In-class participation: 10%
Online forum discussion (2@1%): 2%
Midterm examination: 25%
Final examination: 30%
Leader profile presentation: 5%
Team activity: 15%
Team performance assessment: 3%
Self-reflection paper: 10%

In-Class Participation

Students are expected to attend and participate in class as meaningful discussion of topics and case studies hinge on both preparation and participation. Missing class, not being prepared, and not contributing to course discussion or group activities will adversely affect a student's participation grade.* Participation includes not only discussion of course concepts, but also careful listening and respect for others in the classroom. Furthermore, active participation is based on preparation and includes providing good, solid answers to questions. Good answers indicate that you are actively listening to your colleagues and providing comments relative to ongoing discussion. Relevant comments add to the group's understanding of the material, challenge and/or clarify the ideas expressed by others, integrate material from past classes or other courses, and show evidence of analysis rather than mere opinion.

Attendance will be taken at the start of class. Students are allowed two absences – for any reason – with no penalty (*unless the absence occurs on the day of the student's team presentation*). Use judiciously.

Note: The instructor reserves the right to reallocate a portion of students' participation grade to unannounced quizzes if it appears that students are not doing the reading before class. Up to 50% of the participation grade may be reallocated to unannounced quizzes.

Online Forum Discussion

During the semester we will engage online rather than in our classroom. These are designated as "flex" days in the course outline. Students are required to login and participate during class time. Students will be graded for their participation in the online forums. During the scheduled

* Arrangements will be made on a case-by-case basis to accommodate absences due to illness. It is important that everyone stay healthy, so please do not come to class if you are ill and contact me *before class* to make accommodations.

class period, the instructor and teaching assistant will be online and responding to online chat postings. Chat postings are expected to contain college level thought and analysis and to maintain OSU's standards for student conduct and online civility. ***Students are required to post one personal posting and one response postings per session.***

Guidance for acceptable personal posting and response postings:

Personal postings – one per session

- 200-400 words
- Use complete well-written sentences
- Stay focused and concise

Response postings – one per session

- 100-200 words
- Address the key points and evidence presented in the student's posting
- Can be supportive or respectfully critical
- Use complete well-written sentences
- Stay focused and concise

Forum discussion will be graded on the following criteria:

- Substance – appropriate and effective incorporation of leadership and management concepts
- Argument – ability to communicate clearly and persuasively
- Style – grammar, spelling, structure of postings

Examinations

Students will take a midterm exam and a final exam in this course. Exams will cover all assigned material, including readings, lectures, exercises and discussion, up to the day of the exam. Exams are not cumulative, however as more material is covered on the final exam, its percentage of the overall grade is higher (30%) than the midterm (25%). The format may include multiple choice, true/false, term definition, and short answer.

Team Activity

Managing project teams, working with colleagues from diverse backgrounds and with different skill sets are among the greatest challenges you will face as a leader. As such, a pivotal component of this course is a team presentation. Your team will be asked to introduce the concept of the session by preparing an interactive presentation. During the designated sessions, a team will present a 20-minute exercise (e.g. case study, simulation, skit, game, or other creative pursuit) to illustrate the concept to be discussed in class. The presentation should NOT be a summary of the material (no PowerPoint presentation). Requests for use of multimedia not provided in the classroom need to be discussed with the instructor 24 hours before class in order to make technology accommodations.

Students will discuss their planned activity with the instructor (during office hours or via email) at least *one week before* they are scheduled to present.

The team activity will be graded on the following criteria:

- Content – appropriate and effective incorporation of session concept
- Creativity – innovativeness of the approach to communicate the session concept
- Timing – manage time appropriately
- Teamwork – demonstrate ability to work together as a cohesive team to present the concept; incorporate all team members into the presentation

Team Performance Assessment

You will have the opportunity to evaluate your teammates on their participation in the group activity and other group work as specified in class. Your assessment of your teammates' participation and contribution to the group will be a graded component of the assignments. The assessment guidelines and grading template will be posted on Carmen.

Leader Profile Presentation

Students will profile a nonprofit or public leader – current or historical – by preparing a 5-minute presentation of their leader profile. To do this, students will (1) explain why this leader was selected to profile, (2) highlight key accomplishments as a leader; (3) identify who or what may have shaped their leadership style; (4) discuss leadership challenges the individual has faced. Students should utilize course concepts to discuss these attributes. At least five (5) external references should be used to support your profile. The assignment is also designed to hone students' individual research skills and provide oral presentation experience. Leaders can only be selected once for presentation. Students will select both their leader to profile and presentation dates on October 14th.

The presentation will be graded on the following criteria:

- Substance – appropriate treatment of key management concepts
- Argument – ability to communicate clearly and persuasively
- Style – grammar, spelling, structure of slides
- Timing – demonstrate capacity to manage time appropriately

Powerpoint, Keynote, Prezi or other presentation tool will be used to present the findings. Students will submit a copy of their presentation via Carmen on the day of their presentation.

Self-Reflection Paper

You are required to write a self-reflection paper focusing on your the results from your *Student Leadership Practices Inventory*. The purpose of a reflection paper is to encourage you to consider your leadership capacities. Consider your strengths, weaknesses, areas for improvement, and ultimately how the concepts learned in this course have advanced your understanding of *your own* personal leadership ability. Incorporate examples (personal experience in leadership roles) that illustrate traits/skills that help or hinder your leadership capacity. The reflection paper should be five pages and is due on December 9th.

The reflection paper will be graded on the following criteria:

- Substance – effective incorporation of course concepts, readings, and exercises; demonstrate ability to think critically about the application of course concepts to one’s leadership capacity
- Argument – ability to communicate clearly and persuasively about your self-reflection
- Style – grammar, spelling, structure, and “the basics” of good writing

Grading scale

93 - 100	A	80 - 82	B-	68 - 69	D+
90 - 92	A-	78 - 79	C+	64 - 67	D
88 - 89	B+	73 - 77	C	63 & below	E
83 - 87	B	70 - 72	C-		

ASSIGNMENT CALENDAR

Due Date	Assignment
August 31 st	Biographical sketch
September 14 th	Select groups for team activity
September 21 st	Team activities begin
October 12 th	Midterm exam in class
October 14 th	Submit leaders for profile presentations and select dates for presentations
October 21 st	Leader profile presentations begin
November 30 th	Team performance assessments due
December 2 nd	Complete S-LPI
December 9 th	Self-reflection paper due
December 17 th 4-5:45 pm	Final exam in class

COURSE POLICIES

Assignment Submission:

Assignments are to be submitted using Carmen Dropbox. Assignments are due *before* the class period begins (so no later than 3:55 pm) otherwise they are considered late. Assignments should have one-inch margins, double-spaced, and typed in 12-point business-acceptable font (Examples include: Garamond, Times New Roman, Arial, Calibri, etc.; unacceptable fonts include Courier, compressed fonts, etc.).

Late Assignment Policy:

Assignments are due at the beginning of class. Students who fail to turn an assignment at the start of class will incur a 5% penalty, and for each day thereafter that it is late (e.g. 94% to 89% to 84%, etc.).

Academic Integrity:

The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's [Code of Student Conduct](#) and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

In the Ohio State University's [Code of Student Conduct](#), Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's [Code of Student Conduct](#) is never considered an "excuse" for academic misconduct.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Accommodation Policy

Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated. Students should inform the instructor as soon as possible of their needs.

The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901;

<http://www.ods.ohio-state.edu/>.

Mental Health Statement

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the **Office of Student Life Counseling and Consultation Services (CCS)** by visiting ccs.osu.edu or calling 614-292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 4th Floor of the PAES Building. 24 hour emergency help is also available through the National 24/7 Prevention Hotline at 1-800-273-TALK or at suicidepreventionlifeline.org

COURSE OUTLINE

Topic	Date	Readings	Activities & Assignments
Course introduction	8/26/15	-	Syllabus review
I.			
Introduction to leadership and organizational behavior	8/31/15	Perry ch. 1; Robbins ch.1	Due: Bio sketch
Attitudes	9/2/15	Robbins ch. 3	-
<i>No class-</i> Labor Day	9/7/15	-	-
Emotions	9/9/15	Robbins ch. 4	-
Personality and values	9/14/15 9/16/15	Robbins ch. 5	Due: Select groups for team activity
Decision making	9/21/15	Robbins ch. 6	Team activity 1
Motivation	9/23/15 9/28/15	Robbins ch. 7 Robbins ch. 8	Team activity 2 Team activity 3
<i>Flex Wednesday – Report to class ONLINE, no in-class attendance</i>	9/30/15	Watch: http://www.ted.com/talks/dan_pink_on_motivation	Online facilitation
The Barbara K. Fergus Women in Leadership Lecture Series: Carla Harris	10/5/15 4:00-5:30 pm The Ohio Union	http://glenn.osu.edu/fergus-lecture/	Registration information will be provided in class
Summary	10/7/15	-	Wrap up individual content Exam review
Midterm exam	10/12/15		
II.			
Groups and teams & Leader profiles	10/14/15 10/19/15	Robbins ch. 9 Robbins ch. 10 & Sinek “Start With Why”	Team activity 4 (10/14) Student presentations (10/19)
Guest speaker: Lisa Patt-McDaniel	10/21/15	http://www.occh.org/staffbios/patt_mcdaniel.html	Welcome Ms. Patt-McDaniel, Executive on Loan from the Ohio Capital Corporation for Housing to the Affordable Housing Trust

			for Columbus and Franklin County
Communication	10/26/15	Robbins ch. 11 Tannen	Team activity 5
Leadership theories	10/28/15	Robbins ch. 12 Perry ch. 8	Team activity 6
Servant leadership & Leader profiles	11/2/15	Sinek "Leaders Eat Last"	Student presentations
Leadership skills & Leader profiles	11/2/15	Northouse ch. 5	Student presentations
Leader profiles	11/4/15	-	Student presentations
Primal leadership & Leader profiles	11/9/15	Goleman, et al. "Primal leadership"	Student presentations
<i>No class – Veterans Day</i>	11/11/15	-	-
Power and politics	11/16/15	Robbins ch. 13	Team activity 7
Diversity	11/18/15	Robbins ch. 2	Team activity 8
Conflict	11/23/15	Robbins ch. 14	Team activity 9 Discuss reflection papers
<i>No class - Thanksgiving</i>	11/25/15	-	-
<i>Flex Monday – Ethics</i> Report to class ONLINE, no in-class attendance	11/30/15	Watch: http://www.ted.com/talks/dan_ariely_on_our_buggy_moral_code	Online facilitation Due: Team performance assessments
Leadership Practices Inventory	12/2/15 12/7/15	Northouse ch. 3 -	Due: Individual S-LPI; Observer S-LPIs
Summary	12/9/15	-	Due: Reflection papers Wrap up groups content Exam review
Final exam	Thursday, 12/17/15, 4:00-5:45pm		