

College of Continuing Education The University of Oklahoma

Advanced Programs

Course Title: Leading Public Organizations

Course Number: PSC 6172-xxx

Course Description: This course will examine leadership in public organizations, stressing the relationship between organizational culture and leadership roles. During the first part of the course, we will discuss Bolman and Deal, *Reframing Organizations*. Our discussions of this book will lay the basis for considering the challenges facing leaders in public organizational settings. To apply these concepts, we will watch and analyze the film, *Twelve O'Clock High*. Hargrove and Doig, *Leadership and Innovation*, provides a series of case studies of top-level executives noteworthy for their effectiveness as organizational leaders and entrepreneurs. Two additional case studies will complete the course. The first describes Barry McCaffery's tenure in the office of Drug Czar; the second deals with the Navy Tailhook scandal in the early 1990s. The course will focus on the nature of leadership, the relationship between leadership style and organizational context, the difference between leadership and management, and the difference between leadership in public and private organizations.

Class Dates, Location, and Hours:

Last date to drop:

Site Manager:

Course Professor: Ronald M. Peters, Jr., Ph.D.

Mailing Address: University of Oklahoma
Carl Albert Center
630 Parrington Oval, Room 101
Norman, OK 73019

Telephone Number: (405) 325-6372 **Fax Number:** (405) 325-6419

E-mail Address: rpeters@ou.edu

Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, or by appointment.

Desire 2 Learn. Students will automatically be enrolled in OU's Desire 2 Learn website, <http://Learn.OU.Edu>. Students should check Learn for any announcements and should check the content area in case I post any supplementary articles there, which I do from time to time as I come across them.

Textbook(s) and Instructional Materials:

Student materials are available at the Follett/AP Bookstore at www.oklahomaunion.bkstr.com. Orders may also be placed by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Friday. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).

- 01 Bolman, L.G. & Deal, T.E. (2003). *Reframing organizations: Artistry, choice, and leadership*, 3rd ed. New York: John Wiley & Sons, Inc. ISBN 0787964271. **(Text prices are available online.)**
- 02 Doig, J.W. & Hargrove, E.C. (Eds.). (1990). *Leadership and innovation: Entrepreneurs in government*. Baltimore, MD: Johns Hopkins Univ. Press. ISBN 0801839785. **(Text prices are available online.)**
- 03 Shubert, J. & Simon, H. "Tailhook: The Navy response (A)." John F. Kennedy School of Govt. Case Study No. 1279.0. **(Text prices are available online.)**
- 04 Shubert, J. & Simon, H. "Tailhook: The Navy response (B)." John F. Kennedy School of Govt. Case Study No. 1280.0. **(Text prices are available online.)**
- 05 Shubert, J. & Simon, H. "Tailhook: The Navy response (Epilogue)." John F. Kennedy School of Govt. Case Study No. 1280.1. **(Text prices are available online.)**
- 06 Buntin, J. & Heymann, P. "A 'Czar' among bureaucrats: Gen. Barry McCaffery considers a role in the war on drugs." John F. Kennedy School of Govt. Case Study No. 1426.0. **(Text prices are available online.)**
- 07 Buntin, J. & Heymann, P. "McCaffrey takes command – Epilogue." John F. Kennedy School of Govt. Case Study No. 1426.1. **(Text prices are available online.)**
- 08 Buntin, J. & Heymann, P. "The General and the 'War' on drugs: Barry McCaffrey and the Office of National Drug Control Policy," John F. Kennedy School of Govt. Case Study No. 1427.0. **(Text prices are available online.)**

Note: The Follett AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.

Course Objectives: The course objectives are to:

1. understand the role of leadership in public organizations;
2. study the relationship between leadership approach and organizational context;
3. examine case studies in public organizational leadership; and
4. learn important concepts in leadership, management, and organizational theory.

Course Outline: We will begin with *Reframing Organizations*. Next, we will discuss chapters in *Leadership and Innovation*. Finally, we will discuss the JFK case studies. One or two films may be shown.

Assignments, Grading and Due Dates:

Pre-Class Assignment: Write and submit (on the first day of class) a five to seven page paper in which you respond to the following question:

Select a case study chapter in *Leadership and Innovation*. Analyze that case by applying the Bolman and Deal four frames theory as found in *Reframing Organizations*. To what extent did the leader utilize one or more of the four frames? Provide examples.

Your paper should conform to a standard style manual (Chicago, Turabian, MLA, etc.). Please use the reference list style with citations indicated parenthetically in the text. Use endnote for substantive notes. Papers should be double-spaced using one-inch margins on all sides, and be presented in 12-point font. Please provide a proper title page that includes your name, address, telephone number, e-mail address, social security number, and date and location of class. Number your pages!

Final Exam: The final exam that will consist of essay questions and perhaps some short-answer/ID questions. It will be administered as a take-home exam. It will be due approximately one week after the class ends, the exact date to be specified in class . **Please use the following file name format in submitting your final.**

[YOURLASTNAMEPLUSINITIALCDR6171location]. THIS WILL ENABLE ME TO KEEP TRACK OF THE FINALS ACCORDING TO YOUR NAME. THUS, IF IT WERE MY PAPER, THE FILE NAME WOULD BE [PETERSRFinal6171CCE].

Assignment	Due Date	Percent of Grade
Pre-class paper	First class session	30
Participation (including any group work)	During class sessions	30
Final exam	Due about one week from end of class	40

Grading: This is a letter-graded course: A, B, C, D, or F.

Companion Directed Reading: PSC 6171-xxx

Textbook(s) and Instructional Materials: No additional materials are required

Course Objectives: The Companion Directed Reading (CDR) course is offered to enhance and reinforce the objectives of Political Science 6172.

Assignment: Write a paper not to exceed 10 pages in which you select four organizational leaders from among those described in *Leadership and Innovation* and those appearing in the JFK case studies. (You should not choose the person upon whom you wrote your pre-class paper). Compare and contrast their leadership situations, strategies, and styles, drawing upon what you have learned in the class.

Due Date: This paper is due as indicated below. Please use the following file name format in submitting your CDR. **[YOURLASTNAMEPLUSINITIALCDR6171location]. THIS WILL ENABLE ME TO KEEP TRACK OF THE CDR's ACCORDING TO YOUR NAME. THUS, IF IT WERE MY PAPER, THE FILE NAME WOULD BE [PETERSRCDR6171CCE].**

Grading: This CDR is graded Satisfactory or Unsatisfactory (S/U). A grade of S is equivalent to B or better.

CDR Due Date:

NOTICE: Failure to meet this CDR Due Date could result in a grade of U or I (Incomplete), depending on the professor's guidelines, and may adversely impact Tuition Assistance and/or Financial Aid.

RONALD M. PETERS, Jr., Ph.D.

EDUCATION

1974 Ph.D. in Political Science, Indiana University

CURRENT POSITIONS

Advanced Programs Professor since 1975

Regent's Professor, Carl Albert Congressional Research and Studies Center

FREQUENTLY TAUGHT ADVANCED PROGRAMS COURSES

PSC 5172	Bureaucracy and Politics
PSC 5222	American Foreign Policy
PSC 5262	Congress in the Political System
PSC 5222	American Foreign Policy
PSC 5392	Regulatory Policy
PSC 5452	The Presidency
PSC 6172	Leading Public Organizations

MAJOR AREAS OF TEACHING AND RESEARCH INTEREST

Political Theory, American Government, Congress and Congressional Leadership

REPRESENTATIVE PUBLICATIONS AND PRESENTATIONS

“The Demise of Newt Gingrich as a Transformational Leader: Does Organizational Leadership Theory Apply to Legislative Leaders?” *Organizational Dynamics*, January 2002.

“Southern Party Leaders in the Postreform House,” in John Kuzenski, Larry Moreland, and Robert Steed, eds., *Eye of the Storm: The American South in the Postreform House*, (Westport, CONN: Praeger, 2001).

“Institutional Context and Leadership Style: The Case of Newt Gingrich,” in Nicol Rae and Colton Campbell, eds., *New Majority or Old Minority: The Impact of the Republicans on Congress*, (Lanham, MD: Roman and Littlefield, 1999).

With Vega, A. (1996, Spring). Principal-agent theories of party leadership under preference homogeneity: The case of Simpson-Mazzoli. *Congress & the Presidency*.

Peters, R. M. (1994, revised paperback edition, 1995). *The Speaker: Leadership in the U.S. House of Representatives*. Congressional Quarterly, Inc. Washington, D.C. (editor and author of two chapters).

Peters, R. M. (1992). *The Next Generation: Dialogue Between Leaders and Students*. Norman, OK: University of Oklahoma Press.

With Hertzke, A. D. (Eds.). (1991). *The Atomistic Congress: An Interpretation of Congressional Change*. Armonk, NY: M.E. Sharpe Press.

Peters, R. M. (1990, 1997). *The American Speakership: The Office in Historical Perspective*. Baltimore: Johns Hopkins University Press.

Peters, R. M. (1978). *The Massachusetts Constitution of 1780: A Social Compact*. Amherst: University of Massachusetts Press.

Publications have appeared in *The Political Science Reviewer*, *The Encyclopedia of American Political Parties*, *Journal of Legislative Studies* and *The Encyclopedia of the United States Congress*.

MAJOR PROFESSIONAL AFFILIATIONS

American Political Science Association
American Society for Public Administration
Southwest Political Science Association
Oklahoma Political Science Association

REPRESENTATIVE HONORS AND AWARDS RECEIVED

Regents' Teaching Award in 1994
Named Outstanding Oklahoma Political Scientist for 1995