

# Syllabus

## Course Information

Course number	PA 4370
Course Title	Leadership, Democracy, Ethics
Term	Spring 2023
Location	AD 2.232
Day and Time	Mon, Wed 10:00 AM - 11:15 AM

## Instructor Contact Information

Instructor	Namrta Sharma
Email Address	namrta.sharma@utdallas.edu
Office Hours	In-person and online-By prior appointment

## Course Modality and Expectations

Instructional Mode	This course will be delivered in person
Writing Assignment Expectations and Requirements	All assignments will be graded based on the student's ability to effectively communicate his or her understanding of a subject. Students must clearly demonstrate that they understand the assigned material and apply their own critical thinking to the course subject matter to place the theories and issues in public administration in context. There will be no extra credit assignments. All papers should be written in 12-point font, Times New Roman, and double spaced. Margins should be 1 inch on all sides and the paper should include page numbers on the bottom center of each page. Please include your name, date, and title of the assignment in the header of your paper. Proper citation of all sources is required as per MLA format.

## COVID-19 Guidelines and Resources

The information contained in the following link lists the University's COVID-19 resources for students and instructors of record.

## Class Participation

Regular class participation is expected. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures. Class participation is documented by faculty. Successful participation is defined as consistently adhering to university requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

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## Class Materials

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student Access Ability accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

## Course Pre-requisites, Co-requisites, and/or Other Restrictions

None

## Course Description

PA 4370 introduces the concepts of leadership, democracy and ethics in public administration, or public affairs. Public administration is a broad subject comprising institutions, processes, decision-making, and individuals whose purpose is to serve the public under a constitutional, democratic government. These are often labeled, in the aggregate, the public sector. Although most of the field of public administration focuses on subjects related to governments (including federal, state, and local), it also deals with institutions such as not-for-profits whose purpose is also to serve the public. These, of course, are contrasted to institutions that are privately owned, and whose purpose is generally to sell a product or service for a profit.

All public administration in the United States begins with the Constitution. We will start our intro to PA there, moving on to the structure of government and public policy making. Because governance involves the activities of institutions, we will examine some basic theories of leadership and its groundings in democracy and ethics.

## Student Learning Objectives/Outcomes

Students will be able to:

1. Understand the importance of leadership to the human condition.
2. Attune to the ethical demands of leaders in a democratic society.
3. Be aware of how leadership influence organizational performance.
4. Understand the dangers of toxic and undemocratic leaders.
5. Discover own leadership styles.
6. Be more effective leaders who can make a difference in the world (Hopefully!)

Required Textbooks:

Peter G. Northouse. 2016. *Leadership: Theory and Practice*, 7th Ed. Los Angeles: Sage Publications, Inc. ISBN: 9781506305288.

Technical Requirements:

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

Course Access and Navigation:

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This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website. Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information. To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage. UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The [eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service (They are really helpful !).

## Communication

This course utilizes direct interaction and online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered immediately as far as possible but not more than within 3 working days under normal circumstances.

## Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student Access Ability, and many others. Please see the [eLearning Current Students](#) webpage for more information.

## Academic Calendar

<b>The Leadership, Democracy and Ethics Connection</b>	
Week 1	Introduction to the course  The current state Readings: <a href="https://www.pewresearch.org/politics/wp-content/uploads/sites/4/2019/07/PEW-RESEARCH-CENTER_TRUST-DISTRUST-IN-AMERICA-REPORT_2019-07-22-1.pdf">https://www.pewresearch.org/politics/wp-content/uploads/sites/4/2019/07/PEW-RESEARCH-CENTER_TRUST-DISTRUST-IN-AMERICA-REPORT_2019-07-22-1.pdf</a>
Week 2	Leadership – the definitional problem and the values problem and a quick review of Theories. Northouse Chapter 1  Van Wart, M. (2003). Public-sector leadership theory: An assessment. <i>Public administration review</i> , 214-228.
	The Elements of Democratic Culture and Democratic Ethics  Read Federalist No. 51 - <a href="https://guides.loc.gov/federalist-papers/text-51-60#s-lg-box-wrapper-25493427">https://guides.loc.gov/federalist-papers/text-51-60#s-lg-box-wrapper-25493427</a> Read the Bill of Rights - <a href="https://www.archives.gov/founding-docs/bill-of-rights-transcript">https://www.archives.gov/founding-docs/bill-of-rights-transcript</a> - see example on bottom of page from the year 1789.  Jónsson, Ó. P., & Garces Rodriguez, A. (2021). Educating democracy: Competences for a democratic culture. <i>Education, citizenship, and social justice</i> , 16(1), 62-77.

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Week 3	Northouse Chapters 7 & 12 – Leader- member exchange and Inclusive Leadership
	<p>Threats to Democracy</p> <p>Karen Stenner and Jonathan Haidt, “Authoritarianism is not Momentary Madness, But an Eternal Dynamic within Liberal Democracies”, In C. Sunstein, Can It Happen Here? Authoritarianism in America, pp. 175-219, New York: Harper Collins Publishers.</p> <p>Recommended – The rise of American Authoritarianism - <a href="https://www.vox.com/2016/3/1/11127424/trump-authoritarianism">https://www.vox.com/2016/3/1/11127424/trump-authoritarianism</a>          Watch on youtube - <a href="https://www.youtube.com/watch?v=FUaz2h8Wz5c">https://www.youtube.com/watch?v=FUaz2h8Wz5c</a> – “The Fragility of Good Government” – 4 minutes.</p>
Week 4	<p>What Democracy Requires of Leaders</p> <p>Northouse Chapters. 9 and 10 - Authentic Leaders and Servant Leaders</p>
	<p>Transformational Theories - Leaders as Change Agents</p> <p>Northouse Chapter 8 – Transformational Leadership</p> <p>Khan, N. A., &amp; Khan, A. N. (2019). What followers are saying about transformational leaders fostering employee innovation via organizational learning, knowledge sharing and social media use in public organizations?. <i>Government Information Quarterly</i>, 36(4), 101391.</p> <p><b>Discussion due in eLearning</b></p>
Week 5	<p>Some Larger Ethical Issues</p> <p>Northouse Chapter 13</p>
	<p>Ethics: Advancing the Public Interest and Upholding the Constitution and the Law</p> <p>Guide  <a href="https://www.aspanet.org/ASPADocs/Membership/Ethics_Assessment_Guide.pdf">https://www.aspanet.org/ASPADocs/Membership/Ethics_Assessment_Guide.pdf</a>          See also Codes of Ethics for Nonprofits  <a href="https://www.councilofnonprofits.org/toolsresources/code-of-ethics-nonprofits">https://www.councilofnonprofits.org/toolsresources/code-of-ethics-nonprofits</a></p> <p>Svara, J. H. (2014). Who are the keepers of the code? Articulating and upholding ethical standards in the field of public administration. <i>Public Administration Review</i>, 74(5), 561-569.</p>
Week 6	<p>The Impact of Organizational Context on Ethical Conduct</p> <p>Chapman, R. A. (2019). Ethics in public service for the new millennium. In <i>Ethics in public service for the new millennium</i>(pp. 217-231). Routledge.</p>
	Managing and Leading Ethical Behavior

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	<p>Gould, D. J. (2019). Administrative corruption: Incidence, causes, and remedial strategies. In <i>Handbook of comparative and development public administration</i> (pp. 761-774). Routledge.</p> <p><b>Discussion due in eLearning</b></p>
Week 7	<p>Becoming a Change Agent – Elements of Influencing Others.</p> <p>Buick, F., Blackman, D., &amp; Johnson, S. (2018). Enabling middle managers as change agents: Why organisational support needs to change. <i>Australian Journal of Public Administration</i>, 77(2), 222-235.</p>
	Midterm Exam
<p><b>SELF-KNOWLEDGE AND PERSONAL DEVELOPMENT FOR LEADERS</b></p> <p>Prior to starting this section, students should complete the (1) full or short version of the Big Five Personality Instrument (full version is the on-line NEO-PI) (2) the Strength finders for Leader’s assessment from the Rath text (3) The Need for Cognition Instrument (4) the SDO instrument (5) the interpersonal reactivity index</p>	
Week 8	<p>Personality and Your Leadership Style?          4 Personality and Your Leadership Style?          Northouse Chapters 2 – Traits Theory          YOU MUST bring your results from the BIG Five/NEO assessment.          MIDTERM EXAMINATION DUE</p>
<p><b>THE ELEMENTS OF EFFECTIVE LEADERSHIP</b></p>	
Week 9	<p>Diversity, Democracy and Leadership          Northouse Chapter 14- Gender and Leadership</p> <p>Blessett, B., Dodge, J., Edmond, B., Goerdel, H. T., Gooden, S. T., Headley, A. M., ... &amp; Williams, B. N. (2019). Social equity in public administration: A call to action. <i>Perspectives on Public Management and Governance</i>, 2(4), 283-299.</p>
	<p>Gender - The Problems of Power</p> <p>Hooker, J., &amp; Guy, M. E. (2022). Gender and representative bureaucracy. In <i>Handbook on Gender and Public Administration</i>. Edward Elgar Publishing.</p> <p>D’Agostino, M., Levine, H., Sabharwal, M., &amp; Johnson-Manning, A. C. (2022). Organizational Practices and Second-Generation Gender Bias: A Qualitative Inquiry into the Career Progression of US State-Level Managers. <i>The American Review of Public Administration</i>, 02750740221086605.</p>
Week 10	<p>Culture and Leadership          Northouse Chapter 5- Situational Leadership          The GLOBE Study brief report</p>
	Behavioral approaches

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	<p>Miao, Q., Newman, A., Schwarz, G., &amp; Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior. <i>Public Administration Review</i>, 78(1), 71-81.</p> <p>Battaglio, R. P., &amp; Hall, J. L. (2020). Exploring the Frontiers of Administrative Behavior. <i>Public Administration Review</i>, 80(1), 6-8.</p> <p><b>Discussion due in eLearning</b></p>
Week 11	<p>Transparency, Accountability, and the Promise of Open Government</p> <p>Moon, M. J. (2020). Shifting from old open government to new open government: Four critical dimensions and case illustrations. <i>Public Performance &amp; Management Review</i>, 43(3), 535-559.</p>
	<p>Communication</p> <p>Stivers, C. (2018). The listening bureaucrat: Responsiveness in public administration. In <i>Democracy, bureaucracy, and the study of administration</i> (pp. 222-234). Routledge.</p> <p>Miller, L. M. (2018). Convergence of Social Marketing and Public Administration: Democratizing Value Creation. <i>Polish Political Science Review</i>, 5(1), 43-58.</p>
Week 12	<p>Leadership and The Global Well-Being Movement</p> <p><a href="https://worldhappiness.report/ed/2022/trends-in-conceptions-of-progress-and-well-being/">https://worldhappiness.report/ed/2022/trends-in-conceptions-of-progress-and-well-being/</a></p>
	<p>Biology, Behavioral Genetics, and implications for Leadership</p> <p>Van Vugt, M., &amp; von Rueden, C. R. (2020). From genes to minds to cultures: Evolutionary approaches to leadership. <i>The Leadership Quarterly</i>, 31(2), 101404.</p> <p><a href="https://worldhappiness.foundation/blog/happiness/using-social-media-data-to-capture-emotions-before-and-during-covid-19/">https://worldhappiness.foundation/blog/happiness/using-social-media-data-to-capture-emotions-before-and-during-covid-19/</a></p> <p><b>Group assignment posted in elearning</b></p>
Week 13	<p>What are the Big Challenges Facing Humanity</p> <p>Quinlan, M. (2020). Five challenges to humanity: Learning from pattern/repeat failures in past disasters? <i>The Economic and Labor Relations Review</i>, 31(3), 444-466.</p>
	<p>What Kind of Leaders will the World need</p>

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	Hartley, Jean. "Ten propositions about public leadership." <i>International Journal of Public Leadership</i> (2018).  Lues, L. (2021). Has public leadership as we know it reached the end of its shelf life? Exploring leadership styles in the 21st century. <i>Teaching Public Administration</i> , 39(2), 175-191.
Week 14	Study days (no class)
Week 15	<b>Group Assignment due</b> Final Exam Review
Week 16	<b>Final Exam Due</b>

## Assignments:

1. Midterm and Final exam  
Students will take 2 timed open book/open notes exams on eLearning. These exams would not be proctored. Collaboration with other students is strictly prohibited and will be reported per the Student Code of Conduct. The exams will consist of multiple choice and matching questions. The exams will remain open for 24 hours and can be attempted only once during this time frame. Please make sure that you have stable internet connection while attempting the exam. In case of any extraneous circumstances or difficulty please email the instructor before the exam timeframe starts.
2. eLearning Discussion  
There will be three discussion posts required throughout the semester. posted on eLearning. The students are required to articulate meaningful response to each question (250 words along with appropriate references from the class readings) and address one of other students' post.
3. Class presentation  
To promote interactions among the students, students will be required to work in group of 2-3 students to creatively present a topic of interest from the syllabus. The presentation may consist of an informative slide show about the topic, other than the material covered in class, a game, a case study, or any other interactive activity.
4. Group assignment  
The students will form group of 2-3 and watch an assigned movie, individually and as a group and submit a write up of nearly 1500 words responding to the questions. The details of the assignment will be posted on eLearning.

## Grading Policy:

The grades will not be curved and there will be no extra credit.

Exam 1	20%
Exam 2	20%
Class presentations	20%
eLearning Discussions	18%
Group Assignment	20%
Class Attendance	2%