

NOVA SOUTHEASTERN UNIVERSITY

THE FISCHLER GRADUATE SCHOOL OF EDUCATION AND HUMAN SERVICES

DOCTOR OF EDUCATION IN ORGANIZATIONAL LEADERSHIP

LDR 9960 - FOUNDATIONS OF SERVICE LEADERSHIP

STUDY GUIDE

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PREFACE

This study guide is designed for Nova Southeastern University students enrolled in the Doctorate in Organizational Leadership Program who wish to deepen their understanding of public service. This course describes and evaluates the politics, institutions, and actors involved in the agenda setting, formulation, and implementation of public service.

Public service has an important role in all aspects of our daily lives. This course offers the opportunity to look at what public service is, how it is created, how changes can influence society, and the effectiveness of those changes. Through this process, the importance of leadership in devising public policies and implementing those policies will become apparent.

This course is delivered over a 15-week period, and topics covered over the course of the 15 weeks aim to foster closer connection between theory and practice by demonstrating the relevance of theoretical ideas to practice. This course is divided into three components: service leadership, policy analysis, and the public service process. The theoretical ideas presented in this course have relevance to almost any area in which it is important to understand the basic processes involved in social interactions of all sorts, in various contexts – at work, in politics, schools, families, clinics, courts, on highways, in personal relationships, and elsewhere.

Students participating in this course will take away a framework for understanding public service process. This course is accessible and valuable to a wide variety of doctoral students who have an interest in public service, whether working in the field of education, social work, health care, public serve, law, business, or non-profit management. It is not intended to take the place of a doctorate in public policy or public management. It is an overview of a critical field and is therefore presented as a specialization within the NSU doctoral program in Organizational Leadership.

COURSE DESCRIPTION

Public Service Process

This course introduces students to the process of service leadership. This course is designed to empower emerging leaders in the role of service participant, analyst, and maker. Participants will be introduced to various concepts, such as who the major participants are in the public service process, what they do, and how service is created, implemented and evaluated. Students will have the opportunity to evaluate a variety of public service implementations, and the results of those implementations.

LEARNING OUTCOMES

As a result of actively engaging in this course, the participants will:

- Discuss the role of public service leadership and the public interest
- Understand the origins of bureaucracy
- Understand the role of bureaucracy in society
- Analyze the interactions between different bureaucratic organizations
- Analyze different public policy implementations
- Develop the ability to analyze different service approaches and public service leadership styles
- Understand the role politics plays in policy administration
- Examine the role of government and public agencies
- Understand the basic elements of policy analysis
- Examine the role of cost-benefit analysis in public policy
- Discuss the role of leadership in policy decisions

INSTRUCTIONAL SEQUENCE

The instructional sequence of this course is divided into three major components that will be examined over the 15-week period of the course.

- The first component provides a definition of what service leadership is and what service leadership involves.
- This component focuses on the understanding of the bureaucratic process in public service. This unit examines the nature, function and role of bureaucracy.
- The second component of this course examines the role of policy analysis in service leadership. This unit explores the role of government, methods for analysis of various public policies, such as cost-benefit analysis.
- Students will create a policy analysis memo which examines the role of analysis in regards to one particular policy
- The third component focuses on the process of public service and policy making. This unit examines the manner in which public service policy is created, mechanisms for creation, and who is responsible for creation and implementation of policy.
- The culmination of this course will be a policy proposal. In this assignment, students will have the opportunity to use the knowledge they have acquired regarding service leadership, policy analysis and implementation, to make a proposal for the implementation of a new public service policy.

COURSE CONDUCT

This course is conducted using a web-based course management system, WebCT(<http://webct.nova.edu/>). More specific information about WebCT may be obtained in the resource section of the organizational leadership website. You will also communicate with your instructor and your course colleagues through email. Your assignments and the instructor's feedback will be posted in weekly WebCT folders. Grades will also be posted via a personal identification number (PIN) on the WebCT class site. You must send your instructor a PIN via private email.

The topics are organized over a 15-week session. You should plan to spend a minimum of five hours per week working online exploring and examining Internet sites and related materials as well as preparing written assignments. Off-line activities include reading the required texts and doing the necessary background work to prepare for the chat sessions and the assignments. Written assignment information appears in the Written Assignment Requirements section of the study guide. Additionally, the assignments and activities for all sessions will be posted as messages in the course area on WebCT.

As you progress through the course, you are encouraged to apply the concepts and principles that you are learning to everyday practice. Use this learning as an opportunity to apply, informally and immediately, your new learning within your work setting. More formal opportunities may arise as you progress through the program. The value you receive from this course is in direct proportion to your active engagement in reading assignments, writing assignments, and online chat sessions. Make the most of this experience.

REQUIRED TEXTS

Rosenbloom, David (1998). *Public administration: Understanding management, politics, and law in the public sector*. NY: The McGraw-Hill Companies, Inc. (ISBN: 0-07-053972-3)

Seidman, Harold (1998). *Politics, position, and power: The dynamics of federal organization*. NY: Oxford University Press. (ISBN: 0-19-509072-1)

Weimer, David L. & Vining, Aidan R. (1999). *Policy analysis: Concepts and practice*. Upper Saddle River, NJ: Prentice Hall. (ISBN: 0-13-109083-6)

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. Rep. Ed. NY: BasicBooks. (ISBN: 0-465-00785-6)

RECOMMENDED TEXTS

Greenstein, Fred (2000). *The presidential difference: Leadership style from FDR to Clinton*. NY: Martin Kessler Books. (ISBN: 0-68482733-6)

Light, Paul (1999). *The new public service*. Washington, D.C.: Brookings Institute Press. (ISBN: 0-8157-5243-1)

INTERNET SITES

Baker Institute for Public Policy

<http://www.bakerinstitute.org/>

Brookings Institution

<http://www.brook.edu/dybdocroot/>

Center for Public Leadership

<http://www.ksg.harvard.edu/leadership/welcome.html>

Center for Public Policy

<http://www.public-policy.org/web.public-policy.org/index.html>

Hoover Institution

<http://www-hoover.stanford.edu/>

National Center for Policy Analysis

<http://www.ncpa.org/>

National Institute for Public Policy

<http://www.nipp.org/>

Partnership for Public Service

http://www.ourpublicservice.org/Main_Site/Frameset_IE.html

Stennis Center for Public Service

<http://www.stennis.gov/>

Urban Institute

<http://www.urban.org/>

COURSE REQUIREMENTS

Learning activities for Public Service Process consist of the following:

Readings: The readings are organized according to the major topics of this course. The reading assignments are essential for your understanding and participation in online chat sessions and in the presentation of written assignments. Furthermore, the reading assignments are vital in the preparation of your written assignments. It is important that you complete all of the required reading as quickly as possible. You are expected to integrate the content of reading assignments into all of your work. There will be opportunities for questions and clarification of the concepts presented during each online chat. Reading assignments will be posted in the WebCT weekly folder.

Chats: You will be required to attend 5 chats with the instructor and present your views on each questions posted on the WebCT Discussion Board. The topics of the instructor chats will correspond to the course outline, lecture notes, and reading and written assignments. Dates and times for the instructor's chats will be posted. To facilitate instructor chats, two distinct times per topic will be posted – you may choose which to attend. You are required to attend one instructor chat per topic. You are not required to attend the entire two hours but must log-in at least 30minutes prior to the chat's close. The instructor will be available via e-mail to answer questions and address individual concerns. The Discussion Board will be used to facilitate class discussion and dialogue. Each class member is required to log in at least three times per Discussion Board topic and contribute to the dialogue. The purpose of the Discussion Board is to encourage dialogue, not merely to post your opinion. Cohort chats are encouraged and will be organized by you and your fellow classmates. Cohort chats are conducted without the instructor. All chats and discussions will be saved as electronic files and posted on WebCT to facilitate future reviews by the instructor and the students. You are required to attend the instructor chats, participate in the dialogues on the Discussion Board, and are encouraged to organize and conduct cohort chats. Participation in dialogues and chats are counted as part of your final course grade. (See Grading Criteria)

GRADING CRITERIA

The major assignments for this course and their corresponding points are as follows:

a. Definition of Service Leadership	20 points (20% of grade)
b. Literature Review	20 points (20% of grade)
c. Policy Analysis Memo	20 points (20% of grade)
d. Policy Proposal	25 points (25% of grade)
e. Chat and Class Participation	15 points (15% of grade)

The grades given in all Organizational Leadership courses are A, B and F. There are no plus or minus grades. Grades C, D, pluses and minuses may be given on assignments by professors as indicators of quality.

An Incomplete (I) is only granted if the student has completed most of the assignments. An "I" is negotiated with the professor and is granted at the discretion of the professor. The terms for completing the work are determined by the professor. A student who has not participated in the course and has not done any work is not entitled to an "I" and will receive an F.

A student who has not participated in the chats and has not done any assignments is not entitled to an "I" and will receive an F grade in the course. An F will place you on probation. Any student who receives an F is expected to repeat the course at the earliest possible time.

WRITTEN ASSIGNMENT REQUIREMENTS

Written Assignments: There are four written assignments in this course:

Written Assignment 1

Definition of Service Leadership

In this essay, provide your definition of what service leadership is. Present your definition with clear details and illustrate your points with examples. Consider alternative points of view, as well as objections to your own thoughts. Conclude with a summary and conclusion that clearly sets forth your definition. Support your statements with evidence from textbooks, professional literature, web-based research and class lectures/discussions. This paper must be written in APA style format and should be between 3-5 pages.

Due week 3

Written Assignment 2

Literature Review

APA STYLE, 5-7 page literature review on the role of the bureaucracy and leadership in public service. Select 15 various sources (books, journals, articles, web-sites) dealing public service. Write a detailed review of each source that highlights the key information. This assignment is useful preparation for the literature review required in your future dissertation.

Due week 7

Written Assignment 3

Policy Analysis Memo

A key presentation of service analysis is the service memo. Choose one of the examples from the text and analyze the service implemented. What original issue led to the service implementation? What was the implementation of service? How effective was implementation? What were other service alternatives that were not implemented? What were the costs and benefits associated with the service implemented and the alternatives? Support your statements with evidence from the textbooks, professional literature, web-based research and class lectures/discussions. This paper must be written in APA style format and should be between 3-5 pages.

Due week 11

Written Assignment 4

Service Proposal

For this assignment, you will choose an issue that you feel needs to be addressed by public service. Analyze the problem, potential solutions, the costs and benefits of each solution, and your recommendation. You will want to discuss in detail: Why there is a role for public service? Is there a service already in place? If so, what is wrong, why does it need to be fixed? What is the desired goal? What are two or three possible service implementation strategies to address the problem? What would be the costs and benefits of each of these possible strategies? Looking at the service you choose to implement: How will you implement this service? What will the structure be? What will your role, as a service leader, be in the actual implementation of the service?

Support your statements with evidence from the textbooks and class lectures/discussions. This paper must be written in APA style format and should be between 10-12 pages.

Due week 14

COURSE OUTLINE

Weeks One and Two

Introduction to Service Leadership

- Definitions
- Structure and Process
- Politics of Institutional Type
- Organizations

Readings:

Rosenbloom, David (1998). *Public administration: Understanding management, politics, and law in the public sector*. NY: The McGraw-Hill Companies, Inc. Chapters 1 & 4.

Seidman, Harold (1998). *Politics, position, and power: The dynamics of federal organization*. NY: Oxford University Press. Chapters 10 & 11.

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 1 & 2.

Week Three

Bureaucratic Process: Operators

- Circumstances
- Beliefs
- Interests
- Culture

Readings:

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 3 & 6.

Service Leadership Definition Due

Week Four

Bureaucratic Process: Managers

- Constraints
- People
- Compliance

Readings:

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 7-9.

Week Five

Bureaucratic Process: Executives

- Turf
- Strategies
- Innovation

Readings:

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 10-12.

Week Six

Bureaucratic Process: Context

- Congress
- Presidents
- Courts
- National Differences

Readings:

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 13-16.

Seidman, Harold (1998). *Politics, position, and power: The dynamics of federal organization*. NY: Oxford University Press. Chapters 2 & 3.

Week Seven

Bureaucratic Process: Change

- Problems
- Rules
- Markets
- Bureaucracy and the Public Interest

Readings:

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 17-20.

Literature Review Due**Week Eight**

Service Analysis: Introduction

- The Public Interest
- Approaches to Service Analysis
- Related Professions
- Value Conflicts

Readings:

Rosenbloom, David (1998). *Public administration: Understanding management, politics, and law in the public sector*. NY: The McGraw-Hill Companies, Inc. Chapter 8.

Weimer, David L. & Vining, Aidan R. (1999). *Policy analysis: Concepts and practice*. Upper Saddle River, NJ: Prentice Hall. Chapters 2 & 3.

Wilson, James Q. (2000). *Bureaucracy: What government agencies do and why they do it*. NY: BasicBooks. Chapters 17-20.

Week Nine

Service Analysis: Rationales for Public Service

- Market Failures
- Public Goods
- Externalities

- Efficiency

Readings:

Weimer, David L. & Vining, Aidan R. (1999). *Policy analysis: Concepts and practice*. Upper Saddle River, NJ: Prentice Hall. Chapters 5-7.

Week Ten

Service Analysis: Doing Analysis

- How to Confront Service Problems
- Gathering Information
- Goals
- Examples

Readings:

Weimer, David L. & Vining, Aidan R. (1999). *Policy analysis: Concepts and practice*. Upper Saddle River, NJ: Prentice Hall. Chapters 10-11.

Week Eleven

Service Analysis: Cost-Benefit Analysis and Statistics

- Evaluating Impacts of Service Changes
- Choosing Between Policies
- Thinking Strategically
- Effective Use of Statistics

Readings:

Weimer, David L. & Vining, Aidan R. (1999). *Policy analysis: Concepts and practice*. Upper Saddle River, NJ: Prentice Hall. Chapters 12-14.

***Service Analysis Due**

Week Twelve

Service Making: the American Public Service Leadership

- The Public Interest
- Regulation
- The Political Elements in Public Service Leadership
- The Legal Origins of Public Service

Readings:

Rosenbloom, David (1998). *Public administration: Understanding management, politics, and law in the public sector*. NY: The McGraw-Hill Companies, Inc. Chapters 1-3.

Week Thirteen

Service Making: Process

- Budgeting
- Decision Making
- Regulatory Administration

Readings:

Rosenbloom, David (1998). *Public administration: Understanding management, politics, and law in the public sector*. NY: The McGraw-Hill Companies, Inc. Chapters 6, 7 & 9.

Week Fourteen

Service Making: Different Approaches to Implementation

- A Mechanical Model
- Complete Reorganization
- A Regulatory State
- Culture and Personality

Readings:

Seidman, Harold (1998). *Politics, position, and power: The dynamics of federal organization*. NY: Oxford University Press. Chapters 4-9.

***Service Proposal Due**

Week Fifteen

Final Summary and Review

SUPPLEMENTAL BIBLIOGRAPHY

- DeLuca, Joel (1999). *Political savvy; Systematic approaches to leadership behind the scenes*. The Evergreen Business Group. (ISBN: 0-96676-360-2)
- Ginsberg, Leon (ed.) (1999). *Understanding social problems, policies and programs (social problems and social issues) (Third edition)*. University of South Carolina Press. (ISBN: 1-57003-266-1)
- Heineman, Robert A. (ed.) (2001). *The World of the Policy Analyst: Rationality, Values & Politics (Third Edition)*. Chatham House Publishers. (ISBN: 1-88911-935-0)
- Karger, Howard J. & Stoesz, David (2001). *American social welfare policy: A pluralist approach (4th Edition)*. Allyn and Bacon. (ISBN: 0-80133-311-3)
- Kingdon, John W. *Agendas, alternatives, and public policies (2nd Edition)*. Addison-Wesley Pub Co. (ISBN: 0-67352-389-6)
- Marsh, David (ed.) (1998). *Comparing policy networks (public policy and Management)*. Open Univ Pr. (ISBN: 0-33519-646-2)
- Munger, Michael C. (2000). *Analyzing policy: Choices, conflicts, and practice*. W. Norton & Company. (ISBN: 0-39397-399-9)
- Oliver, Caroline; Conduff, Mike; Edsall, Susan; & Carver, John (eds.) (1999). *The policy governance fieldbook*. Jossey-Bass. (ISBN: 0-78794-366-5)
- Peters, B. Guy (1999). *American public policy: Promise and performance (5th Edition)*. Chatham House Publishers. (ISBN: 1-56643-067-4)
- Peters, B. Guy (2001). *The future of governing (studies in government and public policy) (Second revised edition)*. Univ Pr of Kansas. (ISBN: 0-70061-130-4)
- Rost, Joseph C. (1993). *Leadership for the twenty-first century (Reprint edition)*. Praeger Pub Text. (ISBN: 0-27594-610-X)
- Stone, Deborah A. *Policy paradox: The art of political decision making, (Revised Edition)*. W.W. Norton & Company. (ISBN: 0-39397-625-4)
- Weaver, Kent (2002). *Guidance for governance: Comparing alternative sources of public policy advice*. Japan Center for International Exchange. (ISBN: 4-88907-050-8)