PPD 684 Syllabus
Leadership Development in the Public and Nonprofit Sectors
Summer 2019 (Online Only)

Instructor Information

Adjunct Associate Professor
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Office Hours
By arrangement: (805) 861-8745

Online Meeting Dates/Times
May 24, July 12, August 2
Times TBD by class during the first week

Course ends August 6

General Information

Description

This seminar course begins with the premise that leadership skills can be taught and developed and that leadership is designed, not accidental. Through exposure to a body of leadership theory and application of theory to real-world cases, this course intends to improve your practice of leadership. The course emphasizes action-based learning with the active involvement of students to teach the application of leadership processes. The focus of the course will be on the development of what you ultimately control as a leader—your own choices and actions. Through case studies, projects, and seminar discussions, this course will support the development of your leadership skills in five arenas:

- **Personal:** how individuals process information, negotiating styles, preferred decision-making patterns and leading from core values.

- **Group:** the dynamics of group interaction, how individuals relate to each other, differentiating between groups and high performing teams.

- **Organizational:** the predictable features of organizations such as structure, human resources, systems, competition, symbols and culture, with an important leadership skill at this level developing a shared vision and effective organizational culture.

- **Community:** effectively connecting the organization to the stakeholders, clients, and others outside the organization; leading outward.

- **Institutional:** a consideration of the effect of the rules, history, context, issues, and policy process that affect leadership in the public and nonprofit sectors; leading upward.

This course draws on my experience researching and working in the public and nonprofit sectors over the past twenty-five years as a nonprofit board member, public and private sector attorney, social work researcher, nonprofit founder, public and private sector educator, and public agency analyst, supervisor, and manager. This course will also draw from each of your individual personal and work experiences related to leadership.

Course Approach

The class format is online only with interactive course discussions through postings to Blackboard and "online meetings" that will last approximately 60-90 minutes on three dates during the semester. The discussions draw upon each student's insights, reflections, and professional experience to build an understanding of the readings. The assigned readings are the foundation for all class activities. If you have questions on the readings, please feel free to email me prior to the deadline for postings.

Please complete all readings of assigned texts for each week prior to responding to any discussion board questions for that week. As you read the materials, please note the varied research methodologies and empirical support for the findings, conclusions, and speculation. All handouts and case studies will be provided through Blackboard. As with any graduate class, in responding to the needs, discussion, questions and emergent priorities of the class, the curriculum may be modified.

Learning Objectives

- Examine important people skills such as leading and motivating employees to excel in their individual work environments.

- Examine group behavior in organizations such as fostering the effective use of teams and effectively resolving conflict among individuals and groups.

- Apply communication strategies and principles to manage a variety of problem situations that may occur in the workplace, such as conflict resolution and negotiations.

- Reflect upon the challenges associated with interagency collaboration and strategize ways in which to encourage collaboration across agencies and sectors.

- Reflect upon past and future personal growth and development as a leader.

Course Materials

Required Texts

Author:	**Kellerman**
Title:	**Leadership**
Publisher:	**McGraw-Hill**
ISBN:	**9780071633840**

Author:	**Rath**
Title:	**Strengths Finder 2.0 (w/Access Code)**
Publisher:	**Gallup Press**
ISBN:	**9781595620156**

Author:	**Goleman**
Title:	**HBR's 10 Must Reads on Emotional Intelligence**
Publisher:	**HARVARD BUSINESS**
ISBN:	**978163369019**

Course Schedule

Week	Topic	Reading	Exercises
Week 1: 5/15-5/19	Course Overview	View course overview video	No post required. Submit preferred online meeting times using Blackboard survey.
Week 2: 5/20-5/26	Introductions/Defining Leadership	Begin Kellerman and view video	Online Meeting on 5/24 Post to Blackboard by noon on 5/26
Week 3: 5/27-6/2	Refining Leadership Definitions	Continue reading Kellerman text	Post to Blackboard by noon on 6/2
Week 4: 6/3-6/9	Communication Audit work begins	Assigned materials on Blackboard	Group post to Blackboard by noon on 6/9
Week 5: 6/10-6/16	Emotional Intelligence	Begin Goleman	Post to Blackboard by noon on 6/16
Week 6: 6/17-6/23	Emotional Intelligence	Continue reading Goleman text	Post to Blackboard by noon on 6/23
Week 7: 6/24-6/30	Leadership/Followership	Articles provided on Blackboard	Post to Blackboard by noon on 6/30
Week 8: 7/1-7/7	Leadership/Followership	Articles provided on Blackboard	Post to Blackboard by noon on 7/7
Week 9: 7/8-7/14	Strengths Finder	Read Rath and complete online assessment	Online meeting on 7/12. Submit summary of online assessment to Blackboard by noon on 7/14.
Week 10: 7/15-7/21	Communication Audit updates	Group Communication Audit Video Presentations	Group post to Blackboard by noon on 7/21
Week 11: 7/22-7/28	Leadership Philosophy	Leadership Philosophy Paper	Submit via Turnitin by 11:59 PM on Sunday 7/28
Week 12: 7/29-8/4	Communication Audit	Group Communication Audit Paper	Submit via Turnitin by 11:59 PM on Sunday 8/4. Post Leadership Storytelling individual 3-5 min video by 8/6.

Assignment Grading Breakdown

Group Leadership Communication Audit Project: 30% (15% paper, 15% presentation)

Leadership Philosophy Paper: 30%

Course Activities (case studies, individual and group exercises, leadership storytelling): 20%

Blackboard Assignments: 20%

Note: Assignments must be submitted timely to obtain credit and successfully complete the course.)

Expectations and Goals

Satisfactory performance in this course requires that you:

- Read all texts and materials posted on Blackboard prior to the due dates for assignment postings;

- Effectively participate in the online meetings and class activities and submit assignment on time (by noon on Sundays for Blackboard posts);

- Analyze all assigned problems with sufficient preparation to engage in critical thought and discussion;

- Make effective oral and written presentations supported by the course texts and other, properly cited, empirical evidence.

Statement on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, "Behavior Violating University Standards" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call

engemannshc.usc.edu/counseling

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call

suicidepreventionlifeline.org

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-4900 – 24/7 on call

engemannshc.usc.edu/rsvp

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086

equity.usc.edu, titleix.usc.edu

Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

Bias Assessment Response and Support - (213) 740-2421

studentaffairs.usc.edu/bias-assessment-response-support

Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776

dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710

studentaffairs.usc.edu/ssa

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101

diversity.usc.edu

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

dps.usc.edu, emergency.usc.edu

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call

dps.usc.edu

Non-emergency assistance or information.