

POSC 6613 CRN: 10A 61485



ADMINISTRATIVE

LEADERSHIP

2025 Fall

Course Information

College of Liberal Arts and Communication
Department of Government, Law & Policy

Credit Hours: 3

Instructor Information



Name: Jonghoon Lee

Title: Postdoctoral Fellow

Email: jolee@astate.edu

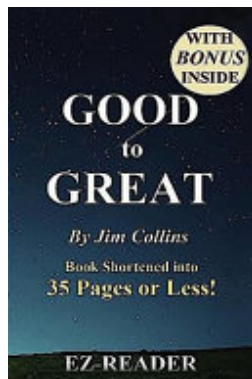
Phone: (870) 972-3690

Office Hours: Tuesday 2:00-4:00 PM (or by Appointment)

Course Description

A study of the techniques and practices that successful managers employ to get their work done through politicians, subordinates, and citizens. Emphasis is placed on issues that are faced by first time managers.

Required Textbooks & Materials



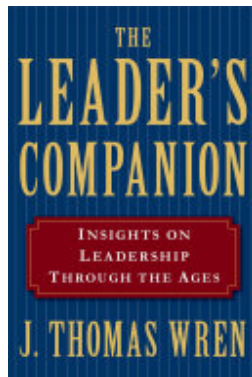
Title: Good to Great

ISBN: 9781533611932

Authors: E. Z. - Reader

Publisher: Createspace Independent Publishing Platform

Publication Date: 2016-06-03



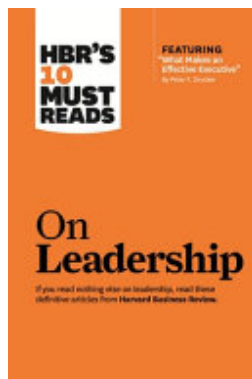
Title: The Leader's Companion: Insights on Leadership Through the Ages

ISBN: 9781439135976

Authors: J. Thomas Wren

Publisher: Simon and Schuster

Publication Date: 2013-07-30



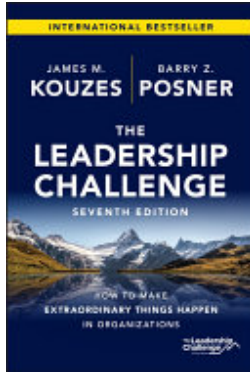
Title: HBR's 10 Must Reads on Leadership

ISBN: 9781422157978

Authors: Harvard Business Review

Publisher: Harvard Business Press

Publication Date: 2011-01-01



Title: The Leadership Challenge

ISBN: 9781119736127

Authors: James M. Kouzes, Barry Z. Posner

Publisher: John Wiley & Sons

Publication Date: 2023-01-05

Title: Harvard Business Case: Gordon Bethune at Continental Airlines

Authors: Nohria, Mayo & Benson

Additional Information

In addition to required textbooks, we will also use one case study from Harvard Business. You can purchase the case from iveycases.com. Go to the website and type in the case listed above and follow the instructions from there.

Program Learning Outcomes

- Leadership: MPA students will be able to evaluate different leadership patterns within an organization and determine appropriate strategies to enhance organizational performance.
- Analysis: MPA students will demonstrate the ability to analyze, synthesize, think critically, and make decisions as public and nonprofit managers.
- Communication: MPA students will determine an appropriate communication style, research and develop content, and deliver content using the appropriate communication channel for various managerial situations that may arise in public or nonprofit organizations.

- Ethics: MPA students will create a personal code of ethics and be able to apply that code to complex managerial situations.

Course Learning Outcomes

Upon Completion of this course, you should be able to:

- To enable students to understand prevailing leadership theories and practices of successful leaders.
- To enable students to understand the proper way to model exemplary leadership.
- To assist students in acquiring a larger repertoire of leadership skills and behavior.
- Help students realize their own actual potential strengths and weaknesses as a leader.

Course Assessments and Evaluation Procedures

Grading Scale:

A	90-100
B	80-89
C	70-79
F	69 and below

General Policies:

All assignments are due **Sunday night by 11:59 pm central time zone**. Do not sent any assignments to the instructor's email address. All assignments must be submitted through **Canvas** to be graded.

Late submissions will receive a **deduction of 10% per day** unless prior arrangements are made with the instructor. Assignments must be **original** and written in the students' own words. **Proper citation** and academic integrity are expected.

Class Discussions (10 points each):

There are Discussion Post Questions for each week. Answers to the original question for week must be submitted by **11:59 PM Wednesday**. Posts should be substantive and add significant new ideas or concepts and should include examples or supporting information from the course materials and real-life situations. Posting should focus on the topic of discussion never veer off into irrelevant areas.

In addition, students must also submit a minimum of 2 replies of other students that enhance the quality of the discussion. Replies should be submitted throughout the entire week (Mon thru Sun) and no later than **11:59 PM Sunday**. Replies should be articulate, coherent and readable.

The class participation/ discussion board will be based on: 1) quality and originality of discussion, 2) participation in general class discussions, and 3) timeliness of the commentary. **One line sentence of agreement will not be sufficient to receive full credit** for the discussion board assignments. Please note the discussion board closes each **Sunday night at 11:59 pm** - you cannot submit comments after that time.

Reading Reviews (50 points each):

Students are required to submit weekly Reading Reviews summarizing and analyzing the assigned readings. Reading assignments listed on the Modules must be completed before the class session for which they are assigned. Each review should be approximately **600 words**, formatted in **12 point Times New Roman, double-spaced**, and submitted as a **Word or PDF document** by **11:59 PM Sunday** of the corresponding week.

Each Reading Review should:

1. Identify the main arguments, themes, and concepts from the weekly readings.
2. Critically analyze the author's perspective and its relevance to administrative leadership.
3. Integrate insights from course discussions or real-world examples to demonstrate comprehension and application.
4. Conclude with a reflection on how the readings connect to the student's personal or professional experiences.

Case Studies (25 - 50 points each):

Students will complete several Case Study assignments throughout the course, each designed to apply leadership theories and management concepts to real-world scenarios. Students' answers to the case studies should incorporate principles/theories we cover in the assigned reading materials. To receive full credits for the assignments, students should cover **all the questions** listed on each Case Study assignment.

Case Study submissions should be written in **Word or PDF document, 12 point Times New Roman, double-spaced**, and turned in by **11:59 PM Sunday** of the assigned week.

Final Book Reviews (100 points total):

The Final Book Review serves as a capstone assignment for the course and is worth **100 points**. I encourage students to start early reading a book of your choice for the final assignment Book Review.

The assignment should be approximately **2,000 words (8 pages), 12-point Times New Roman, double-spaced**, and submitted as a **Word or PDF document** by **11:59 PM Friday of Week 7**.

The Final Book Review will be assessed based on critical insight, theoretical integration, clarity of writing, and depth of reflection. The review should critically evaluate the selected leadership book by addressing the following:

1. **Author's Perspective:** What is the author's point of view? Who is the intended audience?
2. **Major Theme or Thesis:** What central argument or message does the author advance?
3. **Approach:** How does the author develop and support their ideas (theoretical, historical, empirical, or narrative)?
4. **Connection to Leadership Theories:** Identify and explain which leadership theories covered in class are reflected in the book. Use specific examples.
5. **Bias and Objectivity:** Discuss the author's potential biases and how they may influence interpretation.
6. **Evaluation:** Does the author present a convincing argument? Does the book achieve its stated goals?
7. **Strengths and Weaknesses:** Assess the overall contribution of the book to leadership studies.
8. **Relevance and Recommendation:** Explain whether this book would be useful for leaders in the public sector and whether you would recommend it to others.

Below is a **list of suggested books** for your review. If you would prefer another book please let me know:

- Michael Abrashoff, *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*
- Brené Brown, *Dare to Lead*
- L. David Marquet, *Turn the Ship Around! : A True Story of Turning Followers into Leaders*
- Kevin Cashman, *Leadership from the Inside Out: Becoming a Leader for life*
- Sheryl Sandberg, *Lean In: Women, Work, and the Will to Lead*

- Steven Covey, *The 7 Habits of Highly Effective People*
- Peter F. Drucker, *The Effective Executive: The Definitive Guide to Getting the Right Things Done*
- Tony Dungy: *The Mentor Leader: Secrets to Building People and Teams That Win Consistently*
- Barbara Kellerman, *Bad Leadership: What it is; How it Happens; Why it Matters*
- Simon Sinek, *Leaders Eat Last*
- John Kotter, *Leading Change*
- Leslie Kossoff, *Executive Thinking: The Dream. The Vision, The Mission Achieved*
- John C. Maxwell, *The 21 Irrefutable Laws of Leadership*
- John C. Maxwell, *The 5 Levels of Leadership*
- John C. Maxwell, *Developing the Leader Within You*
- David Novak, *Taking People With You*
- Thomas J. Peters and Robert H. Waterman, *In Search of Excellence: Lessons from America's Best-Run Companies*
- Stacy Abrams: *Lead From the Outside*
- Patrick Lencioni, *The Five Dysfunctions of a Team*
- Doris Kearns Goodwin: *Leadership In Turbulent Times*
- Minda Harts: *What Women of Color Need to Know to Secure a Seat at the Table*

Course Schedule/Outline

Date	Assignment Name	Assignment Type	Points
	BioSig-ID™ Enrollment - use this link to create your BioSig-ID Password	Assignment	0
	BioSig-ID™ validation - Module 2 Activities	Assignment	0
	BioSig-ID™ validation - Module 3 Activities	Assignment	0
	BioSig-ID™ validation - Module 4 Activities	Assignment	0
	BioSig-ID™ validation - Module 5 Activities	Assignment	0
	BioSig-ID™ validation - Module 6 Activities	Assignment	0
	BioSig-ID™ validation - Module 7 Activities	Assignment	0
	Plagiarism Statement Acknowledgment	Quiz	1

Date	Assignment Name	Assignment Type	Points
	Plagiarism Statement Acknowledgment	Quiz	1
10/19/25	1.3. Week 1 Discussion	Discussion	10
10/19/25	1.1. Course Introductions	Discussion	0
10/19/25	1.2. Questions for All to Answer	Assignment	10
10/19/25	1.4. Written Review of Assigned Reading	Assignment	50
10/19/25	1.5. Case Study Review and Answer	Assignment	25
10/19/25	1.6. Leadership Style Assessment	Assignment	0
10/26/25	2.1. Week 2 Discussion	Discussion	10
10/26/25	2.2. Written Review of Assigned Reading	Assignment	50
10/26/25	2.3. Civil War Leadership Speech	Assignment	25
11/2/25	3.1. Week 3 Discussion	Discussion	10

Date	Assignment Name	Assignment Type	Points
11/2/25	3.2. Written Review of Assigned Reading	Assignment	50
11/2/25	3.3. Case Study Review and Answer	Assignment	25
11/9/25	4.1. Week 4 Discussion	Discussion	10
11/9/25	4.2. Written Review of Assigned Reading	Assignment	50
11/9/25	4.3. Case Study Review and Answer	Assignment	50
11/16/25	5.1. Week 5 Discussion	Discussion	10
11/16/25	5.2. Written Review of Assigned Reading	Assignment	50
11/16/25	5.3. Case Study Review and Answer	Assignment	25
11/23/25	6.1. Week 6 Discussion	Discussion	10
11/23/25	6.2. Case Study Review and Answer	Assignment	50
12/5/25	7.1 Final Paper - Book Review	Assignment	100

University Policies

ACADEMIC INTEGRITY

[Click to view Academic Integrity information](#)

Arkansas State University upholds the academic integrity policy as found in the Student Handbook. Academic Misconduct is housed in the Office of the Provost and Academic Affairs and Research, providing consultation, conducting meetings, educating, and assisting faculty and students through the academic misconduct process.

Note Selling

“There are companies that will try to lure you into selling the notes you take in this class. Don’t let these companies take advantage of you. Selling my notes to any commercial service I will consider a violation of my intellectual property rights and/or copyright law as well as a violation of the A-State academic integrity policy. Continued enrollment in this class signifies intent to abide by the policy. Any violation will be reported to the Office of Academic Initiatives and Integrity.” – adopted from the University of Arkansas

Plagiarism

Plagiarism is the act of taking, using, and/or presenting the idea(s), work(s), and/or writing(s) of another person or entity (e.g., artificial intelligence) as one's own. Plagiarism includes, but is not limited to:

1. Submitting as one’s own any theme, paper, report, computer program, presentation, creative work, or scholarly work of any nature belonging to, or written or created by another, including artificial intelligence, without prior permission of the instructor and proper citations.
2. To avoid plagiarism, give written credit and acknowledgment to the source of thoughts, ideas, and/or words, whether you have used direct quotation, paraphrasing, or just a reference to a general
3. If you directly quote works written by another person(s) or entity (e.g., artificial intelligence), enclose the quotation with quotation marks and

provide an appropriate citation (e.g., footnote, endnote, bibliographical reference).

4. Research for an assignment, as well as the complete assignment, must be the work of the person seeking academic credit for the course. Permission of the instructor to use prior work completed for another course or assignment must be obtained in advance.

Cheating/Unapproved Collaboration

1. Cheating is an act of dishonesty with the intent of obtaining and/or using information in a fraudulent or unauthorized manner. Examples of cheating include, but are not limited to:
 2. Observing and/or copying from another student's assignment.
 3. Giving or receiving assistance during an examination period. This includes providing specific answers to subsequent examinees and/or dispensing or receiving information that would allow the student to have an unfair advantage in the examination over students who did not possess such information.
 4. Using class notes, outlines, and/or other unauthorized information during an examination.
 5. Using, buying, selling, stealing, transporting, or soliciting, in part or in whole, the contents of an assignment when such action is not authorized by the instructor of the class.
 6. Using for credit in a subsequent class an assignment written for credit in a previous class without the knowledge and permission of the instructor of the subsequent class. This includes when a student is repeating a course for credit.
 7. Impersonating or attempting to impersonate another person, or permitting or requesting another person to impersonate you for the purpose of taking an examination or completing other assignments.
 8. Unauthorized collaboration during an examination, lab, or any course requirement with any other person by giving or receiving information without specific permission of the instructor.
 9. Altering grades or official records.

10. Falsifying or signing another person's name on any academically-related University form or document.
11. Sabotaging or interfering with the academic progress of others.
12. Submitting altered, fraudulent, or falsified data, course, and degree program requirements, including but not limited to honor's thesis; doctoral dissertation; qualifying exam; dissertation defense, and University records/forms.

ACTIVE SHOOTER RESPONSE

[Click to view Active Shooter Response information](#)

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and other populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.

CHILDREN/VISITORS IN CLASS

The University has an obligation to its students, faculty, staff, and visitors to conduct its operations and maintain its facilities in a manner consistent with its mission as an institution of higher education. For this reason, young children should not be brought to the campus, and, of course, may not attend classes with their parent or guardian.

There may be occasions when brief visits by children of students may be necessary. Children may visit college offices and facilities, **other than classrooms**, for limited periods of time when their parent or guardian is conducting routine business at the college. **Regular repeated visits by children are not permitted.** In no case are children permitted in labs, shops, construction/repair sites, or other areas where potential hazards exist.

Children brought on campus must be directly supervised at all times by their parent or guardian.

CLASS ATTENDANCE POLICY (UNDERGRADUATE COURSES)

[Click to view the Class Attendance Policy](#)

Students should attend every lecture, recitation, and laboratory session of every course in which they are enrolled. Students who miss a class session should expect to make up missed work or receive a failing grade on missed work. It is the practice of Arkansas State University to allow students to participate in university-sponsored academic or athletic events, even when those events cause them to be absent from class. Students participating in university-sponsored academic or athletic events will not have those days counted against their available absences and will be given reasonable opportunities to make up missed assignments and exams.

Students enrolled in freshman or sophomore level courses numbered 1000 or 2000 may during the spring and fall semester miss no more than twice the number of lectures, recitations, laboratory sessions, or other regularly scheduled class activities that would normally be scheduled during a week. Students who miss more than the maximum number of freshman or sophomore-level classes may be assigned a grade of "FN" for the course. Students who may be assigned a grade of "FN" in a course because of excessive absences may withdraw from the course without penalty before the deadline for dropping an individual course. In determining whether excessive absences should result in a failing grade, consideration shall be given to the maturity and class standing of the student, the quality of academic work being accomplished by the student, and extenuating circumstances related to such absences.

Students enrolled in junior or senior upper-level courses numbered 3000 or 4000 will not be assigned a grade of "FN" solely for failing to attend classes. However, instructors shall set forth in their syllabi at the beginning of the semester their attendance requirements and expectations with regard to make-up policy for work missed, class participation, and other factors that may influence course grades. In determining whether excessive absences should adversely affect a grade in an upper-level course, consideration shall be given to the maturity and class standing of the student, the quality of academic work being accomplished by the student, and extenuating circumstances related to such absences.

Students must utilize their available absences for any cause which requires them to miss class including, but not being limited to, vacation, illness,

emergency, or religious observances. Students who are aware that they will have absences during a term should ensure that they do not exceed the absences available.

CLASS ATTENDANCE POLICY (GRADUATE COURSES)

[Click to view Class Attendance Policy](#)

Class attendance is a critical component of learning and students are expected to attend and participate fully in all scheduled class meetings and activities. Attendance policy is established by the faculty of record for a given class.

Students who do not attend traditional classes or participate in online courses during the first eleven class days of a fall or spring semester, or the first five class days of a five-week term, will be assigned a grade of WN (withdrawal for non-attendance) and are administratively withdrawn from the class. The WN grade does not impact GPA calculation. Students who initially attend, but discontinue attendance or completion of assignments without officially dropping a class are assigned a grade of FN (failure for non-attendance.) The FN grade is equivalent to a grade of F for calculating GPA and academic standing. Academic standing, not attendance, determines whether or not the student is eligible for continued enrollment. (See probation, suspension, and readmission of suspended students.)

CLASS ATTENDANCE POLICY (A-STATE ONLINE COURSES)

There is no formal attendance policy for graduate level courses as class attendance is a critical component of learning and students are expected to attend and participate fully in all scheduled class meetings and activities. Any attendance policy is established by the faculty of record for a given class.

Students who do not log into an online course during the first 11 of days of class for Fall and Spring Semesters (full session or part of term 1), or first 5 days of class for Summer I and Summer II terms (or fall/spring part of term 2), will be assigned a grade of WN –withdrawal for non-attendance, and are withdrawn from the class. The WN grade does not impact GPA calculation. WN can only be assigned for students who have never logged into Canvas for

online classes. Students who have logged into Canvas at any time once the term has begun are NOT eligible for a WN even if they have not completed any assignments. These students must complete the normal drop or withdrawal process. Students who initiate attendance but discontinue attendance or completion of assignments without officially dropping a class are assigned a grade of FN – failure for non-attendance. The FN grade is equivalent to a grade of F for calculating GPA and academic standing. Academic standing, not attendance, determines whether or not the student is eligible for continued enrollment (see probation, suspension, and readmission of suspended students).

Course Attendance Policy: Since this is an asynchronous web-based course, non-attendance may be based on the following: (1) not being logged in appropriately to the Canvas system by the date for WN grading; or (2) non-completion of assignments as noted in the schedule, on the syllabus, or inside announcements, all of which will be at the instructor's discretion.

EDUCATIONAL EQUITY

A-State takes great pride in fostering a diverse and inclusive environment for students, faculty, and staff. Acts of discrimination and/or harassment on the basis of color, sex, sexual orientation, gender identity, race, age, national origin, religion, marital status, veteran status, genetic information or disability in any of its practices, policies or procedures are not tolerated. This includes, but is not limited to, employment, admissions, educational services, programs or activities which it operates or financial aid. It is the responsibility of all departments and all personnel, supervisory and non-supervisory, to see that this policy is implemented throughout the university.

When applicable, students are encouraged to follow the Student Rights Grievance Procedure outlined in the [Student Handbook](#). Reports can also be submitted to institutionalintegrity@astate.edu. Incidents involving claims of disability-based discrimination should be reported to [Access and Accommodations Services](#) using their Disability Grievance Procedure.

Direct all inquiries regarding the nondiscrimination policy to the Office of Title IX and Institutional Equity, 870-680-4161, and the Administration Building,

Room 104.

EMERGENCY PROCEDURES: PROVOST'S INCLEMENT WEATHER POLICY

[Inclement Weather Policy](#)

During periods of inclement weather, the Office of the Provost at Arkansas State University asks the A-State community to be flexible and responsible regarding classes and assignments.

Inclement weather-related announcements and updates - Regarding inclement weather alerts, Arkansas State reminds all students that official announcements will be made only through official university communications. The official university homepage, AState.edu, is supplemented by the verified university social media accounts -- on Facebook (Facebook.com/ArkansasState) and Twitter (@ArkansasState). Email communication for emergency and weather alerts is provided to the official AState.edu issued faculty and staff or student accounts. Individuals who have signed up for text alerts will also receive notices of openings and closures.

INFORMATION TECHNOLOGY

[Information and Technology Services Page](#)

Student Email - All students are responsible for maintaining their current address, email address, and phone number with the Office of Admissions, Records, and Registration. It is also the student's responsibility to frequently monitor campus e-mail and the university website, as these electronic means of communication are the university's most effective and efficient ways to disseminate important information to the campus community. Campus e-mail is the primary means of communication from the Office of Student Conduct; appearance notifications, hearing notifications, and decision notifications will be sent to the student's A-State email address. Furthermore, this is the only email address utilized for official University correspondence.

Your email address will be your account name AND @smail.astate.edu

Your student email account will look similar to the following:

Jane.Smith@smail.astate.edu

ITS Help Desk - The Arkansas State University Information Technology Services Help Desk is here to help serve Students, Staff, and Faculty 24 hours a day. We are here to help with all of your IT needs. Feel free to call or submit a work order for help. We also have a selection of self-help tools available for solutions to everyday problems. We are excited to be your first point of contact for problem-solving and solutions to your IT problems. We support many areas such as first-time account setup, password reset, and Microsoft Office installation help. Our staff is committed to providing the most up-to-date information to help guide you during your time here at A-State.

Service Eligibility - Help Desk services are available to all current A-State students, faculty, and staff. We cannot assist the general public with technical support issues. If you call the Help Desk, please be prepared to supply your full name and A-State ID number. If you visit us in person at the Dean B. Ellis Library room 149, please be prepared to show us your A-State ID.

LEARNING OUTCOMES (PROGRAM LEVEL)

[Click for Student Learning Outcomes](#)

LEARNING OUTCOMES (COURSE LEVEL)

Variable by Course/Instructor

STUDENTS WITH DISABILITIES

If you are a student with a disability or if you think you may have a disability, please contact Access and Accommodation Services (AAS) to register with their office. If you are eligible for services and an accommodation notification is sent from the AAS office on your behalf, we will work collectively to ensure that your accessibility needs are met as required.

<http://www.astate.edu/a/disability/>

TITLE IX/CHILD MALTREATMENT

As an Arkansas State University faculty member, it is my responsibility and my privilege to contribute to the creation of a safe learning environment for all A-State students. Because of my position as a member of the A-State faculty, I am also a

mandatory reporter for purposes of Title IX and the Arkansas Child Maltreatment Act. I want you to be able to share information related to your life experiences with me or in class during this course. However, I also want you to understand that: (1) under the ASU System [Child Maltreatment Policy](#), I must immediately report known or suspected child maltreatment by contacting both the Child Abuse Hotline and the University Policy Department; and (2) under the A-State [Title IX \(Sexual Harassment Discrimination\) Grievance Procedure](#) and the A-State [Other Sex-Based Discrimination Grievance Procedure](#), I must report to the A-State Title IX Coordinator incidences of sexual harassment or other sex-based discrimination that I observe or that are reported to me. For purposes of Title IX, sexual discrimination includes sexual harassment, sexual assault, stalking, domestic violence, and dating violence occurring within the Title IX jurisdiction. Reports of sexual assault, sexual violence, stalking, domestic violence, and dating violence may also be reported to law enforcement authorities. You may also report instances of sexual discrimination directly by contacting the A-State [Office of Institutional Integrity & Title IX](#), including by email at title9@astate.edu.