

Fulbright School of Public Policy and Management
MPP2020, 2018-2019 Academic Year
Spring Semester

LEADERSHIP IN THE PUBLIC SECTOR
(4 Credits)

Teaching Team

Instructor: Nguyễn Xuân Thành Email: thanh.nguyen@fulbright.edu.vn
Tutors: Trần Hương Giang Email: giang.river83@gmail.com
Nguyễn Thanh Hương Email: huongnguyen.nro@gmail.com

Class Time

23 Feb – 02 Mar
13:30 – 16:45

Office Hours

	Monday	Tuesday	Wednesday	Thursday	Friday
Nguyễn Xuân Thành	17:00-18:30		17:00-18:30		
Trần Hương Giang		17:00-18:30		17:00-18:30	
Nguyễn Thanh Hương				16:45-18:15	16:45-18:15

Course Objectives

This course provides a diagnostic and strategic foundation for leadership practice in the public sector.

Upon completion of the course, students will be able to:

- Lead with or without authority in the public sector
- Comprehend and be able to apply foundations of adaptive leadership in the Vietnamese context
- Analyze the complexity of change in social systems, and make strategic decisions
- Mobilize responsibility across boundaries and communicate and interact productively with the Vietnamese citizenry which has a rapidly growing middle class.

Course Description

The overall theme of the course is adaptive leadership: the practice of mobilizing people to meet the challenges that will enable them to thrive in changing and challenging times.

The course provides a theoretical framework to understand the complexity of change in social systems, analyze leadership challenges, mobilize for adaptive works, inspire people, and develop strategies for action.

Through international and Vietnamese case studies, guest lectures on the practice of leadership in Vietnam's public sector, and individual and group exercises, the course will apply theory to practice so that students can see leadership in action and work on a personal case study of leadership throughout the term.

Readings

The course has two main textbooks:

- Heifetz, Ronald (1994). *Leadership Without Easy Answers*
- Williams, Dean (2005). *Real Leadership*

Other readings and cases are given in the detailed schedule.

Requirements and Grading

The course is characterized by intensive reflection, discussion, judgement, comparison against reality. For effective learning and maximum benefits of discussions in and out of classroom, students must read all required readings before class, do teamwork, write reflection papers. Students will also have to complete a mid-term paper and a final paper.

Grading structure:

- Class discussion: 25%
- Teamwork: 10%
- Reading reflection: 20%
- Final paper: 45%

Schedule

DAY 1 INTRODUCTION	
Class 1	Saturday, 23 Feb, 13:30 – 15:00
Topic	Overview of Leadership
Readings	<ul style="list-style-type: none"> • Heifetz, R., (1994). Introduction and Chapter 1 • Williams, D. (2005). Introduction and Chapter 1
Class 2	Saturday, 23 Feb, 15:15 – 16:45
Topic	Adaptive Work
Readings	<ul style="list-style-type: none"> • Heifetz, R., (1994). Chapter 2-4 • Williams, D. (2005). Chapter 2
Film	The Vietnam War: A film by Ken Burns & Lynn Novick, 10 Episodes Students are required to watch at least the first 3 episodes before the start of the first class
DAY 2 LEADERSHIP AND TEAM SIMULATION	
Class 3	Sunday, 24 Feb, 13:30 – 15:00
Topic	Everest Simulation
Readings	<ul style="list-style-type: none"> • Case Mount Everest 1996 (HBS Case 9-303-061, 2003)
Film	Everest (2015)
Class 4	Sunday, 24 Feb, 15:15 – 16:45
Topic	Discussion on Cognitive Biases, Team Psychological Safety, and Complex Systems
DAY 3 LEADING WITH AUTHORITY	
Class 5	Monday, 25 Feb, 13:30 – 15:00
Topic	Leadership, Authority, and Power
Readings	<ul style="list-style-type: none"> • Heifetz, R., (1994). Chapters 5-7. • Huy Duc, <i>Quyên Binh</i>, Chapters 18 & 19 • Case: The 500KV Line (Video and Newspaper Articles)
Class 6	Monday, 25 Feb, 15:15 – 16:45
Topic	Leading Change and Implementation Case: Le Dang Doanh and the 1999 Enterprise Law (Video Case)

DAY 4 ACTIVIST, DEVELOPMENT, AND TRANSITION CHALLENGES	
Class 7	Tuesday, 26 Feb, 13:30 – 15:00
Topic	Activist, Development, and Transition Challenges to Leadership
Readings	<ul style="list-style-type: none"> Williams, D. (2005). Chapters 3-5.
Class 8	Tuesday, 26 Feb, 15:15 – 16:45
Topic	Organizational Culture, Vision and Strategy
	Case: Paul O'Neill at ALCOA and OMB (HKS case C16-92-1134.0)
DAY 5 LEADERSHIP WITHOUT AUTHORITY	
Class 9	Wednesday, 27 Feb, 13:30 – 15:00
Topic	Leadership Without Authority
Readings	<ul style="list-style-type: none"> Heifetz, R., (1994). Chapters 8-10.
Film	Selma (2014)
Class 10	Wednesday, 27 Feb, 15:15 – 16:45
Topic	Inspirational Leadership
	Case: Winning Hearts and Minds: <i>Reforming the Providence School District</i> (HKS Case C15-03-1690.0. - Video and Written Case)
DAY 6 MAKING THINGS HAPPENED AT A LOCAL LEVEL	
Class 11	Thursday, 28 Feb, 13:30 – 15:00 <i>Phan Chánh Dưỡng</i>
Topic	Guest Lecture: Leading Economic Development in Ho Chi Minh City after Reunification
Readings	<ul style="list-style-type: none"> Phan Chanh Duong, “Nuoc Xuoi, Gio Nguoc”, 2015. Huy Duc, <i>Quyên Binh</i>, Chapter 21.
Class 12	Thursday, 28 Feb, 15:15 – 16:45 <i>Phan Chánh Dưỡng</i>
Topic	Guest Lecture: Leading Economic Development in Ho Chi Minh City after Doi moi
Readings	<ul style="list-style-type: none"> Martin Gainsborough, <i>Changing Political Economy of Vietnam: The Case of Ho Chi Minh City</i>, Routledge Curzon, 2003, Chapter 3.

DAY 7		LEADING THROUGH CRISES
Class 13	Friday, 1 Mar, 13:30 – 15:00	
Topic	Leading through Crises	
Readings	<ul style="list-style-type: none">Leonard, Herman B. and Arnold Howitt. 2009. “Adapting to novelty.” In <i>Managing Crises: Responses to Large-Scale Emergencies</i>, Arnold M. Howitt and Herman B. Leonard. Washington, D.C.: CQ Press. 275-281.Williams, D. (2005). Chapter 8	
Class 14	Friday, 1 Mar, 15:15 – 16:45	
Topic	Case: Ernest Shackleton and the Epic Voyage of the “Endurance” (HBS Case 9-803-127)	
Film	Shackleton’s Antarctic Adventure (2001)	

DAY 8		MAINTENANCE AND CREATIVE CHALLENGES
Class 15	Saturday, 2 Mar, 13:30 – 15:00	
Topic	Maintenance Challenge	
Readings	<ul style="list-style-type: none">Williams, D. (2005). Chapter 6	
Class 16	Saturday, 2 Mar, 15:15 – 16:45	
Topic	Creative Challenge	
Readings	<ul style="list-style-type: none">Williams, D. (2005). Chapter 7Heifetz, R., (1994). Chapter 11	