

**Fulbright School of Public Policy and Management  
Summer Semester, 2018**

**LEADERSHIP IN THE PUBLIC SECTOR  
(4 Credits)**

**Teaching Team**

Instructor: Nguyễn Xuân Thành Email: [thanh.nguyen@fuv.edu.vn](mailto:thanh.nguyen@fuv.edu.vn)  
Tutor: Trần Hương Giang Email: [giang.river83@gmail.com](mailto:giang.river83@gmail.com)

**Class hours**

Tuesday 08:30 – 10:00  
Thursday 08:30 – 10:00

**Office hours**

	Monday	Tuesday	Wednesday	Thursday	Friday
Nguyễn Xuân Thành			15:30-17:30		15:30-17:30
Trần Hương Giang		13:30-15:00		13:30-15:00	

**Course Objectives and Learning Outcomes**

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 with public service perspective
- 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: 20%
- Teamwork: 10%
- Reading reflection: 20%
- Mid-term paper: 20%
- Final-term paper: 30%

## Schedule

---

### WEEK 1

**Lecture** Tuesday, 19 June

**Topic** Overview of Leadership

- Readings**
- Heifetz, R., (1994). Introduction and Chapter 1
  - Williams, D. (2005). Introduction and Chapter 1

**Lecture** Thursday, 21 June

**Topic** Adaptive Work

- Readings**
- Heifetz, R., (1994). Chapter 2
  - Williams, D. (2005). Chapter 2

**Film** Thursday, 21 June, 13:30-16:30

The Vietnam War: A film by Ken Burns & Lynn Novick, Episodes 1 & 2

**Film** Friday, 22 June, 13:30-15:30

The Vietnam War: A film by Ken Burns & Lynn Novick, Episode 3

---

### WEEK 2

**Discussion** Tuesday, 26 June

**Topic** Vietnamese and American Leaders in the Vietnam War

**Lecture** Thursday, 28 June

**Topic** Leadership, Authority, and Power

- Readings**
- Heifetz, R., (1994). Chapter 3.
  - Barnard, *The Functions of the Executive*, pp. 215-234.
  - Milgram, S. (1974). *The Dilemma of Obedience in Obedience to Authority: An Experimental View*, pp.1-12.
  - Case: The 500KV Line (Video and Newspaper Articles)
-

---

### WEEK 3

**Guest Lecture** Tuesday, 03 July  
**Topic** Enterprise Law 1999

**Lê Đăng Doanh**

**Lecture** Thursday, 05 July  
**Topic** Leading Change/Case Debrief: Enterprise Law 1999

**Readings**

- Ostroff, F. (2006) “Change Management in Government”, *Harvard Business Review*, May, pp. 141-146.
  - Heifetz, R., (1994). Chapter 6 & Chapter 7
  - Vaill, (2002) “Lading by vision”, in Allan R. Cohen (Ed.), *The Portable MBA in Management*, pp. 12-37.
  - Rogers and Roethlisberger (1991), “Barriers and Gateways to Communication”, *Harvard Business Review*, Nov-Dec., pp. 105-111.
- 

### WEEK 4

**Lecture** Tuesday, 10 July  
**Topic** Organizational Culture, Vision and Strategy

**Readings**

- Schein, E., (2004). Organizational Culture and Leadership, pp. 1-23.
- Williams, D. (2005). Chapters 3 & 6.

**Case** Thursday, 12 July  
**Topic** Paul O’Neill at ALCOA and OMB. HKS case C16-92-1134.0

---

---

**WEEK 5**

**Lecture** Tuesday, 17 July

**Topic** Inspirational Leadership

- Readings**
- Berlew, E. D. (1995) “Inspiring other people: Inspiring everyone to general purposes” in Kouzes Posner, *The Leadership Challenge*, Jossey-Bass Publisher, San Francisco, pp. 121-150.
  - Principles of Effective Persuasion, HBS note 9-497-059.
  - Heifetz, R., (1994). Chapters 8 & 10.

**Case** Thursday, 19 July

**Topic** Winning Hearts and Minds: *Reforming the Providence School District*, HKS Case C15-03-1690.0. (Video and Written Case.)

---

---

**WEEK 6**

Reading week

---

---

**WEEK 7**

Mid-term paper due, 8:20 am, Tuesday, 31 July 2018

---

---

## WEEK 8

<b>Film</b>	Monday, 06 August, 13:30-16:00 NASA Timeline; Apollo 13
<b>Lecture</b>	Tuesday, 07 August
Topic	Decision Making
Readings	<ul style="list-style-type: none"><li>• Davenport, H. T. (2009) “Make Better Decisions”, <i>Harvard Business Review</i>, Nov., pp 117-123.</li><li>• Hammond, Keeney, and Raiffa (2006) “The Hidden Traps in Decision Making”, <i>Harvard Business Review</i>, Jan., pp. 118-126.</li><li>• Charan, R. (2006). “Conquering a Culture of Indecision”, <i>Harvard Business Review</i>, Jan., pp 108-117.</li><li>• Jonah Lehrer, <i>How We decide</i>, Houghton Mifflin Harcourt, 2009, pp 1-27.</li><li>• Zimmerman and Lerner, <i>Decisions, Decisions</i>, Government Executive Magazine, 29 September 2010.</li></ul>
<b>Case</b>	Wednesday, 08 August
Topic	Columbia’s Last Mission: Multimedia Case Simulation 13:30-15:00: Group work 15:15-16:30: Meeting Re-enactment and Discussion
<b>Case</b>	Thursday, 09 August
Topic	Case Debrief and Discussion: Columbia’s Last Mission

---

## WEEK 9

<b>Guest Lecture</b>	Tuesday, 14 August	<i>Nguyễn Trung</i>
Topic	The Leadership of Võ Văn Kiệt	
Readings	Nguyen Trung’s Memoir ( <i>draft</i> )	
<b>Discussion</b>	Thursday, 16 August	
Topic	Debrief: The Leadership of Võ Văn Kiệt	

---

---

### WEEK 10

<b>Guest Lecture</b>	Tuesday, 21 August	<b>Phan Chánh Dưỡng</b>
Topic	Leading Economic Development in Ho Chi Minh City during 1990s	
Readings	Martin Gainsborough, <i>Changing Political Economy of Vietnam: The Case of Ho Chi Minh City</i> , RoutledgeCurzon, 2003, Chapter 3.	
<b>Discussion</b>	Thursday, 23 August	
Topic	Debrief: Leading Economic Development in Ho Chi Minh City	

---

### WEEK 11

<b>Lecture</b>	Tuesday, 28 August	
Topic	Leadership in Crisis	
Readings	<ul style="list-style-type: none"><li>• Day and Schoemaker, (2004) “Driving through the fog: managing at the edge”. <i>Long Range Planning</i> 37, pp. 127–142.</li><li>• 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.</li></ul>	
<b>Case</b>	Thursday, 30 August	
Topic	Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the “Endurance”, HBS Case 9-803-127	
Readings	<ul style="list-style-type: none"><li>• Notes from IMAX, Shackleton's Antarctic Adventure</li></ul>	

---

---

**WEEK 12**

**Guest Lecture**      Tuesday, 04 September      *Trịnh Hoài Giang*

Topic      Leading in the Private Sector in Vietnam

Readings      Ho Chi Minh Securities Corporation: Seeking Competitive Advantage in Vietnam's Evolving Financial Sector, University of Hong Kong Case

**Discussion**      Thursday, 06/09

Topic      Case Debrief: Leading in the Private Sector in Vietnam

**Guest lecturer**      Friday, 07/9, 10:15-11:45

*Phan Chanh Duong*

Chủ đề      The Development of Saigon South New Urban Area

---

---

**WEEK 13**

Reading week

---

---

**WEEK 14**

Final-term paper due, 8:20 am, Tuesday, 18/09/2018

---