

**Fulbright School of Public Policy and Management  
MPP2021, 2020-2021 Academic Year  
Fall Semester**

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

**Teaching Team**

Instructor: Nguyễn Xuân Thành      Email: [thanh.nguyen@fulbright.edu.vn](mailto:thanh.nguyen@fulbright.edu.vn)  
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**Class Time**

26 Sep – 03 Oct  
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	
Vũ Ngọc Bảo		17:00-18:30			17:00-18:30

**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 on the Covid-19 leadership challenge, and write reflection papers. Students will also have to complete a final paper.

Grading structure:

- Class discussion: 25%
- Reading reflection 1: 20%
- Reading reflection 2: 20%
- Teamwork: 35%

## Schedule

<b>DAY 1 INTRODUCTION</b>	
<b>Class 1</b>	Saturday, 26 Sep, 13:30 – 15:00
Topic	On Leadership
Readings	<ul style="list-style-type: none"> <li>• Kotter, John (2001), What Leaders Really Do, Harvard Business Review (Vietnamese version: Nhiệm vụ của nhà lãnh đạo)</li> <li>• Heifetz, R., (1994). Introduction &amp; Chapter 1</li> <li>• Williams, D. (2005). Introduction &amp; Chapter 1</li> </ul>
<b>Class 2</b>	Saturday, 26 Sep, 15:15 – 16:45
Topic	Adaptive Work
Readings	<ul style="list-style-type: none"> <li>• Heifetz, R., (1994). Chapters 2-4</li> <li>• Williams, D. (2005). Chapter 2</li> <li>• Ted Osius, Secretary General Nguyen Phu Trong's Trip to the US in 2015</li> </ul>
<b>Teamwork</b>	Vietnam Responding to the Covid-19 Pandemic Team Assignment
<b>DAY 2 TEAM</b>	
<b>Class 3</b>	Sunday, 27 Sep, 13:30 – 15:00
Topic	Cognitive Biases, Psychological Safety, and Complex Systems
Case	Mount Everest 1996 (HBS Case 9-303-061, 2003)
Film	Everest (2015)
<b>Class 4</b>	Sunday, 27 Sep, 15:15 – 16:45
Topic	Leading a Team
Readings	Han June, Triết lý lãnh đạo của Park Hang Seo (The Leadership Philosophy of Park Hang Seo).
<b>DAY 3 LEADING WITH AUTHORITY</b>	
<b>Class 5</b>	Monday, 28 Sep, 13:30 – 15:00
Topic	The Holding Environment
Readings	<ul style="list-style-type: none"> <li>• Heifetz, R., (1994). Chapter 5</li> </ul>
<b>Class 6</b>	Monday, 28 Sep, 15:15 – 16:45
Topic	Leadership, Authority, and Power
Readings	<ul style="list-style-type: none"> <li>• Heifetz, R., (1994). Chapters 6-7</li> <li>• Huy Duc, Quyen Binh, Chapters 18 &amp; 19</li> </ul>
Case	The 500KV Line (Video and Newspaper Articles)

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**DAY 4      ACTIVIST, DEVELOPMENT, AND TRANSITION CHALLENGES**

<b>Class 7</b>	Tuesday, 29 Sep, 13:30 – 15:00
Topic	Activist, Development, and Transition Challenges to Leadership
Readings	<ul style="list-style-type: none"><li>Williams, D. (2005). Chapters 3-5.</li></ul>
<b>Class 8</b>	Tuesday, 29 Sep, 15:15 – 16:45
Topic	Organizational Culture, Vision and Strategy
Case	Paul O’Neill at ALCOA and OMB (HKS case C16-92-1134.0)

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**DAY 5      LEADERSHIP WITHOUT AUTHORITY**

<b>Class 9</b>	Wednesday, 30 Sep, 13:30 – 15:00
Topic	Leadership Without Authority
Readings	<ul style="list-style-type: none"><li>Heifetz, R., (1994). Chapters 8-10.</li><li>Phan Chanh Duong, Nuoc Xuoi, Gio Nguoc (Favourable Water, Adverse Wind), 2015.</li><li>Huy Duc, <i>Quyên Binh</i>, Chapter 21.</li></ul>
Case	Phan Chanh Duong (Video)
<b>Class 10</b>	Wednesday, 30 Sep, 15:15 – 16:45
Topic	Inspirational Leadership
Case	Winning Hearts and Minds: <i>Reforming the Providence School District</i> (HKS Video and Written Case)
<b>Simulation</b>	Wednesday, 30 Sep, 17:00 – 18:30
Topic	Columbia’s Last Mission
	<ul style="list-style-type: none"><li>Team Meetings (Multimedia Case Simulation)</li></ul>

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**DAY 6      DECISION MAKING**

<b>Class 11</b>	Thursday, 01 Oct, 13:30 – 15:00
Topic	Columbia’s Last Mission
	<ul style="list-style-type: none"><li>Meeting Re-enactment</li></ul>
<b>Class 12</b>	Thursday, 01 Oct, 15:15 – 16:45
Topic	Columbia’s Last Mission
	<ul style="list-style-type: none"><li>Case Debrief and Discussion</li></ul>

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**DAY 7                      MAINTENANCE, CREATIVE, AND CRISIS CHALLENGES**

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**Class 13**                      Friday, 02 Oct, 13:30 – 15:00  
Topic                              Maintenance and Creative Challenges to Leadership  
Readings                        • Williams, D. (2005). Chapters 6 & 7  
Case                                Case: Hoi An Cultural Heritage

**Class 14**                      Friday, 02 Oct, 15:15 – 16:45  
Topic                              Leading through Crises  
Readings                        • Leonard, Herman B. and Arnold Howitt. 2009. “Adapting to Novelty.”  
   In *Managing Crises: Responses to Large-Scale Emergencies*, Arnold M.  
   Howitt and Herman B. Leonard. Washington, D.C.: CQ Press. 275-281.  
   • Williams, D. (2005). Chapter 8  
Case                                • Ernest Shackleton and the Epic Voyage of the “Endurance”  
   (HBS Case 9-803-127)  
Film                                 • Shackleton’s Antarctic Adventure (2001)

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**DAY 8                      TEAM PRESENTATION AND COURSE WRAP-UP**

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**Class 15**                      Saturday, 03 Oct, 13:30 – 16:00  
Topic                              Leading through the Covid-19 Pandemic: The Experience of Vietnam  
   • Team Presentation

**Class 16**                      Saturday, 03 Oct, 16:15 – 16:45  
Topic                              Course Wrap-Up

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