

Short Course on Leadership from Public Management Perspective

Naomi AOKI (LKY School of Public Policy, National University of Singapore)

JULY 21 - 13:15 – 17:00 at SMBC Hall

This session will be divided into two parts. The first part will survey various types of leadership models and various theories of how to motivate and lead people in your team or organization. The second part of the session will focus on the nature of decisions and on decision-making techniques.

LEADERSHIP I: MANAGING AND LEADING PEOPLE

REQUIRED:

- Fairholm, M. R. (2004). Different perspectives on the practice of leadership. *Public Administration Review*, 64(5), 577-590.
- George, J. M., & Jones, G. R. (2012). The nature of work motivation & Creating a motivating work setting. In *Understanding and managing organizational behavior, international edition (6th ed.)* (pp. 180-232). New Jersey: Pearson Education, Inc.

RECOMMENDED:

- O'Leary, R. (2010). Guerrilla employees: Should managers nurture, tolerate, or terminate them? *Public Administration Review*, 70(1), 8-19.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 363-373.
- Westwood, R. I. (1997). Harmony and patriarchy: The cultural basis for "paternalistic headship" among the overseas Chinese. *Organization Studies*, 18, 445-480.

LEADERSHIP II: LEADING DECISION-MAKING AND NEGOTIATION

REQUIRED:

- Lindblom, C. E. (1959). The science of "muddling through." *Public Administration Review*, 19(2), 79-88.
- Simon, H. (1986). Rationality in psychology and economics. *The Journal of Business*, 59(4), S209-S224.
- Before coming to class, familiarize yourself with the historical event of the Cuban Missile Crisis. You may want to visit the website of the John F. Kennedy Presidential Library and Museum, available at <<http://www.jfklibrary.org/JFK/JFK-in-History/Cuban-Missile-Crisis.aspx>>.

RECOMMENDED:

- Allison, G. T. (1969). Conceptual models and the Cuban Missile Crisis. *The American Political Science Review*, 63(3), 689-718.
- Bowornwathana, B., & Poocharoen, O. O. (2010). Bureaucratic politics and administrative reform: Why politics matters. *Public Organization Review*, 10(4), 303-321.