Welcome to Fundamentals of Leadership and Management

This course is designed to examine leadership and management issues regularly faced by public sector professionals. This course will focus on topics of motivation, decision making, communication, conflict management, group dynamics, and organizational change, with more attention being paid as to how these issues relate. Such discussions of theory with practical application are intended to improve the effectiveness of an organization when considering the professional.

Course Objectives:
Upon successful completion of this course, participants will be able to:

• Describe the evolution of the Public Procurement Function.
• Identify the application of specific organizational theories to workplace situations.
• Differentiate the concepts of leadership and management in public organizations and how each contributes to the success of goals and objectives within the organization.
• Assess ethical responses to specific situations.
• Evaluate procurement relationships with Finance, Human Resources, Budget, Information Technology, and Legal functions.
• Describe opportunities to improve performance of the procurement organization.

Textbooks and Materials:
Fundamentals of Leadership and Management in Public Procurement by Clifford McCue, Ph.D. and Jack T. Pitzer, Ph.D., CPPO. Participants receive this eBook when they register. Additional readings will be provided as the course progresses.

Course Activities
You will be assigned to a group and work with your group members on weekly assignments. You will be responsible for contributing fully to your group’s outputs. Assignment and discussion due dates will be posted.

The course is organized by week. Each week contains:

• Assigned reading from the textbook and other provided sources
• Discussion and questions
• Individual and/or group assignments
• A self-assessment

The weekly self-assessment, based on terminology and concepts directly from the reading assignments, is a tool for you to gauge how much you have learned and is
You must pass each self-assessment with at least 70%. You can take the self-assessments as many times as you like.

You should complete the reading assignments first each week, and you may read ahead.

You will participate in full class discussions every week. You will respond to the instructor’s questions with a well thought out paragraph at minimum and make a substantial comment on two other response on the discussion board. See the threaded discussion email for more information on threaded discussion scoring.

You must complete all the weekly assignments before taking the final assessment. It is expected that the final assessment will be completed in the final week of the course. If you require assistance with the timing of your final assessment, please contact your instructor and NIGP (distancelearning@nigp.org) to make arrangements.

**Basis for Student Grading**

You will receive a grade of pass or fail. In order to pass, you must:

1. Achieve a score of 80% on threaded discussion participation
2. Work with your small group to complete the assignments
3. Achieve a score of 70% on the final exam
4. Achieve a score of 70% on all weekly self-assessments
5. Submit a course evaluation.

**Attendance Policy**

NIGP requires that all participants attend to all aspects of an eLearning course. This means that attendees collaborate with groups on all group assignments within the time frame of the course. All participants must also answer instructor-posed discussion questions within the time frame of the course. If a participant fails to show participation within the first week and has not responded to inquiries from the instructor and course moderators, it is assumed the participant has dropped the course. If you have any questions about your attendance or require assistance due to extenuating circumstances, please contact the instructor and NIGP (distancelearning@nigp.org) to discuss.

**Course Schedule**

Compare this course schedule to your personal and professional schedules to identify weeks with heavy workloads. While you cannot complete group work ahead of time, you may want to read ahead. This schedule may be changed with prior notice at any time during the course.

**Week 1: Introduction Week**

- Read and print this syllabus
- Review the Course Rules
• Participate in the whole class discussion via the FLM Main Discussion forum by selecting Reply. Introduce yourself with the requested information. Respond to questions about communicating virtually.

Week 2: Public Procurement Functions

Focus: The activities this week will examine the history and environment of public procurement and the role of leadership. The week will also examine the organization of the procurement function.

Reading:
• Text, chapter 1: Description of the Public Procurement Function
• Articles
  • “SWOT Analysis”
  • “Mintzberg’s Ten Management Roles”
• Guest Presentations (recorded): “Organizing the Procurement Function” by Beth Fleming, CPPO, CPSM, C.P.M.
• Total reading: 27 pages

Activities:
• Complete the SWOT Analysis individual exercise
• Complete the Week 2 Self-Assessment
• Complete the Group Roles Assignment. You have been added to a Fundamentals of Leadership group discussion community (FLM Group 1, FLM Group 2, etc.). Collectively determine via discussion postings who will take the Project Leader roles for each week and when the individual contributions for each group assignment should be added to the FLM group discussion. (Select a day and time earlier than the expected due date of the assignments so the Project Leader has ample time to compile everyone’s input and upload the completed assignment to the course for the group)
• Respond to the FLM Week 1 Discussion question posted by the instructor and make at least one substantial comment to another student’s post.

Week 3: Management Concepts, Organizational Theory and Organizational Behavior

Focus: This week will explore actual management practices and how they relate to theories and concepts. Students will also examine performance measurement and organizational evaluation.

Reading:
• Text, chapter 2: Survey of Management Concepts, Organizational Theory, and Organizational Behavior
• Articles
  • “Overcoming Challenges to Performance Measurement and Evaluation”
  • “Leaders Who Lead Leaders”
• “Leadership Logic Replaces Technical Knowledge in Best Value Structure Process”
• Guest Presentations (recorded): “CPPB and Performance Measurement & Organizational Evaluation: Linking It All Together” by Cathy Muse, CPPO.
• Total reading: 38 pages

Activities:
• Complete the Week 3 Self-Assessment
• Work with your Group to complete the Key Performance Indicators exercise
• Respond to the FLM Week 2 Discussion question posted by the instructor and make at least one substantial comment to another student’s post
• Optional Reading
  • “Organization Theory for Leaders”

Week 4: Leadership and Management

Focus: This week focuses on leadership vs. management, the roles of each, and which situations require leadership. Students will examine a change management case and the leadership qualities required to implement change.

Reading:
• Text, chapter 3: Leadership and Management in Public Procurement
• Articles
  • “Workforce Challenges and Opportunities for Federal Managers”
  • “Manager vs Leader Case Study”
• Guest Presentation (recorded): “Change Management in Procurement: An Essential Process for Excellence” by Lula Banks, Ed.D., CPPO, CPPB
• Total reading: 32 pages

Activities:
• Complete the Week 4 Self-Assessment
• Work with your Group to complete the Plan to Engage Staff in a Major Restructuring Project
• Respond to the FLM Week 3 Discussion question posted by the instructor and make at least one substantial comment to another student’s post

Week 5: Ethics

Focus: This week focuses on the ever-important topic of ethics and how management and leadership can establish a culture of ethics in an organization. Students will examine the gray areas where managers must take a leadership role.

Reading:
• Text, chapter 4: Ethics and Integrity in Public Procurement
• Appendix A of the text: NIGP Code of Ethics
• Articles
  • “Six Steps to Creating an Ethical Culture”
  • “Creating a Culture of Ethics in the Public Sector”
  • “Principles and Practices of Public Procurement: Ethical Procurement”
• Guest Presentation (recorded): “Ethics – Raising the Bar” by Norma Hall, CPPO, CPPB, CPM
• Total reading: 41 pages

Activities:
• Complete the Week 5 Self-Assessment
• Work as with your Group to develop a plan to strengthen the ethical culture of an agency
• Respond to the FLM Week 4 Discussion question posted by the instructor and make at least one substantial comment to another student’s post

Week 6: Relationships of Procurement to Finance, Human Resources, Budget, Information Technology, and Legal Functions

Focus: This week students examine the relations between procurement and the other common service providers of government entities. Leaders and managers must establish productive and efficient relationships with all the support functions, continually seeking opportunities for innovation and breakthrough efficiencies.

Reading:
• Text, chapter 5: Relationship of Public Procurement to the Finance, Human Resources, Budget, Information Technology, and Legal Functions
• Articles
  • “Project Management: Partnering with Procurement”
  • “The Changing Employer-Employee Relationships”
  • “Employee Abuse in the Work Place”
• Guest Presentation (recorded): “Procurement’s Relationship with Other Enterprise-Wide Divisions” by Barb Johnson, MPA, CPPO, CPPB
• Total reading: 25 pages

Activities:
• Complete the Week 6 Self-Assessment
• Work with your Group and complete the Abuse in the Workplace exercise
• Respond to the FLM Week 5 Discussion question posted by the instructor and make at least one substantial comment to another student’s post
• Complete the Individual Listening Skills Assessment

Week 7: Building High-Performance Procurement Organizations through Continuous Improvement
Focus: In order to achieve efficiency and flexibility, managers and leaders must break old organizational molds to meet the increasing demands made on governmental organizations. This week examines how best to organize to achieve value through an empowered workforce.

Week 8: Wrap-up Week

- Check your course status in the Activity Overview area to ensure you are up to date in all course activities; group work, individual assignments, and discussion responses. Acknowledge that you have completed all course work up to this point. This will require verification from your instructor to be able to continue to the Final Assessment.
- Review the course and then complete the Final Assessment. One of the requirements for passing the course is a score of 70% on the final exam. You will have two tries online. If you do not achieve a passing score after your first try, contact your instructor and schedule a phone call to ensure that you have learned the key concepts of the course.
- Once you have achieved a passing grade, complete the online course evaluation. Completion of the course evaluation enables you to print your certificate of completion.
Reading:
- Text, chapter 6: Building High-Performance Procurement Organizations Through Continuous Improvement
- Text: chapter 7: Conclusion
- Articles
  - “Building-and Leading High Performance Teams”
  - “10 Leadership Techniques for Building High Performing Teams”
- Guest Presentation (recorded): “Building a High Performing Team” by John Adler, CPPO
- Optional Reading
  - “Coaching - The New Word in Management”
- Total reading: 36 pages

Activities:
- Complete the Leadership Assessment Survey
- Complete the Public Procurement Profiler
- Respond to the FLM Week 6 Discussion question posted by the instructor and make at least one substantial comment to another student’s post

Course Wrap-up
- Review the entire course and then complete the Final Assessment. One of the requirements for passing the course is a score of at least 70% on the final exam. You will have three attempts online. If you do not achieve a passing score after your first attempt, we recommend you review your results before taking the assessment again.
- Once you have achieved a passing grade on the final assessment, complete the course evaluation online, which will allow you to receive and print your certificate of completion.