



Department of Public Management
524 West 59th Street
New York, NY 10019

Leadership, Supervision, and Performance (PAD 314-98)
Leadership Paper

The Leadership Paper is due on Saturday, April 10, 2021, Week Ten – 20 points

- **Objective:** Public administrators need to ensure high levels of productivity from the people who work for them. To do this well, they must be good leaders to influence positive change in difficult situations.

Stage I - by or before Saturday, February 20, 2021, at 11:59 PM EST

- Choose a leader from a public agency for the paper
- **Do NOT** choose a politician, but rather a public manager
 - Each student **MUST** pick a different leader. If your selected leader is chosen, you must select another leader (see Blackboard “Term Paper” Menu “Approved Leaders”)
- Describe the agency that the public manager is in charge of
- Provide background and history of the leader you are studying
- Clear your choice with Professor Duffy – by or before Saturday, February 20, 2021

Stage II - before or by Saturday, March 6, 2021, at 11:59 PM EST

- Choose and focus on a specific crisis or problem for the leader you selected
- Describe the issue/problem you have chosen facing the leader and agency
- Discuss how the leader handled the problem
- Explain the type of leadership you think the leader displayed using concepts from Northouse (2018)
 - You can include more than one type of leadership approach to carry out your analysis
- Explain the strengths and weaknesses of his/her approach to leadership
- Discuss how does the person’s leadership approach account for success or failure in handling the crisis
- Clear your crisis/problem with Professor Duffy – by or before Saturday, March 6, 2021

Stage III – The Final Paper is due on Saturday, April 10, 2021, at 11:59 PM EST

The Final Paper

Checklist - your paper must include:

- A Cover/Title page
- An abstract page
 - (150-250 words)
 - Keywords: (italicized)
- Body
 - Sub-headers (i.e., Introduction, Body paragraphs, Conclusion)
 - Introduction (Hook sentence, background, thesis statement)
 - Body paragraphs (Discussion)
- Times New Roman size 12 font

- Minimum of ten (10) pages not to exceed 12 pages in [APA format \(double-spaced\)](#) and 1-inch margins
- A reference page and a **minimum of five (5) additional references** from scholarly sources

Requirements (See Leadership Paper Grading Rubric)

The paper must,

- **MUST** rely heavily on Northouse (2019) to guide your analysis.
- A minimum of **ten (10) pages** and not exceed 12 pages in APA format.
- APA format appropriately cited throughout
 - o Double-spaced, and words should appear in 12 point Times New Roman font.
- Pay close attention to grammar, spelling, and usage.

For students who are uncertain about the APA format, there are several resources available to you.

- Online resources at [Lloyd Sealy Library](#) and [Purdue Online Writing Lab](#)
- Schedule an appointment at the Alan Siegel Writing Center, Room 01.68 NB
- Attend a workshop, or visit the library
- Additional resources are placed in the ‘Term Paper’ tab on BB that will facilitate and reduce the anxiety that may accompany completing the paper

Scholarly Sources - <https://www.library.illinois.edu/ugl/howdoi/scholarly/>

Scholarly sources (also referred to as academic, peer-reviewed, or refereed sources) are written by experts in a particular field and serve to keep others interested in that field up to date on the most recent research, findings, and news. These resources will provide vital information for your research and papers. As a result, you will need to locate other scholarly sources for your research paper.

- **Scholarly sources include (but not limited to the following):**
 - o Books
 - o Periodicals
 - o Online resources
 - o APA format consult - <http://guides.lib.jjay.cuny.edu/c.php?g=288322&p=1922429>
 - You can use these sources: online journals, newspaper articles, journal articles, pamphlets, or books.

Leadership Paper Timeline

Assignments	Due Dates	Format
Public Administration Leader Selected	Week 3 – by or before Saturday, February 20, 2021, 11:59 PM	APA format
Crisis or Problem for the Leader Selected	Week 5 – by or before Saturday, March 6, 2021, 11:59 PM	APA format
Leadership Paper	Week 10 – Saturday, April 10, 2021, 11:59 PM	APA format

If you are uncertain about any of the stages, please email me at cduffy@jjay.cuny in advance, not the day the assignment is due. As a gentle reminder, emails are generally returned within 24-48 hours.