

Rutgers, The State University of New Jersey
School of Public Affairs and Administration
20:834:507: Leadership and Diversity
Fall Session 2014
Monday 5:30 - 8:10 pm
Room Location - CPS – 104 (Center for Urban and Public Service)

Instructor: Ms. Baraka Sele
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Office Hours: by appointment

I. COURSE GOAL

Leadership and Diversity is an interactive course that broadly examines leadership theory and praxis. The course will focus on a range of topics including, but not limited to leadership and management; characteristics and qualities of effective leadership; conflict management and team building; leadership tasks--including visioning, agenda setting, and resource mobilization; leadership in organizational and political settings; role of followership; and impact of diversity upon leaders and leadership. During the first segment of the course, students will be asked to think critically about leadership theories and the ways they are shaped by age, culture, gender, race and class understandings. The second half of the course is organized around discussions that will focus on leadership praxis designed to help students move from theory to practice.

II. COURSE OBJECTIVES

At the conclusion of the course students will be able to:

- a) identify their particular leadership style and consider how their approaches to management are shaped by their leadership styles;
- b) describe the extent to which diversity, or lack thereof, positively or negatively impacts organizational cultures, leadership theory and leadership praxis;
- c) identify the central themes on leadership practices and diversity as presented in the course readings and as illuminated during in-class discussions.

III. COURSE EXPECTATIONS

- a) arrive on time
- b) attendance is mandatory
- c) active listening / critical thinking
- d) be prepared (read / prepare assignments prior to class)
- e) contribute / participate in class discussions / group learning
- f) cell phones off during class time

NOTE: Laptop computers are permissible for the purpose of note-taking only. Laptops may not be used for Facebook, Twitter or other social media functions other than researching course-related materials. The instructor reserves the right to retract the use of laptop computers at any time without notice. This policy will be strictly enforced.

NOTE: The instructor accepts assignments that are the original work of students only. A high level of academic honesty and responsibility is required. The value of the academic degree depends upon the integrity of the work done by the student. Students are expected to demonstrate a high standard of individual honor. University policy will be enforced against cheating, plagiarism, or any practice employed to give a student unfair advantage. This policy will be strictly enforced.

IV. COURSE ASSIGNMENTS / GRADING

a) **Attendance / Class Participation . . . 20%**

In order to be an active participant in class, attendance is mandatory. The student is expected to come prepared with assignments completed prior to class. Active listening and critical thinking are important contributions to collective learning. Your thoughtful comments and questions based on these contributions will be noted and will be taken into consideration in evaluating your performance.

b) **Critical Reflections / Written Assignments . . . 20%**

Students will be required to write four (4) one-page critical reflections in response to any of the discussions and / or readings during the course. Reflections should analyze questions of critical importance, illuminate new learning, raise arguments and / or place readings in context with class discussions and lectures. The reflections should be one (1) page, double-spaced, typed, 1 - 3 paragraphs.

c) **Mid-Term Project: Oral Presentation / Written Assignment . . . 20%**

Students will select a 21st century leader to profile and to create an oral presentation to be shared in class. The oral presentation will be accompanied by a detailed outline of the subject matter / topic. The minimum three (3) page or maximum five (5) page double-spaced, typed outline is to be submitted to the instructor on Monday, October 27.

d) **Final Project: Research Assignment / Oral Presentation . . . 30% / 10%**

Students will choose from one of the following research topics to prepare a written assignment and an oral presentation to be shared in class. The written assignment will be a minimum twelve (12) pages and a maximum fourteen (14) pages (not counting title page and bibliography / resource pages). A two (2) page written outline of the topic is required / due by Monday, November 24. All research assignments / written papers are due Monday, December 14.

List of topics:

- i. 12 - 14 page paper examining leadership theories / practices / styles and age;
- ii. 12 - 14 page paper examining leadership theories / practices / styles and race;
- iii. 12 - 14 page paper examining leadership theories / practices / styles and gender;
- iv. 12 - 14 page paper examining leadership theories / practices / styles and sexual orientation
- v. 12 - 14 page paper examining leadership theories / practices / styles and physical abilities
- vi. 12 - 14 page paper examining leadership theories / practices / styles employed in a particular business / organization / sector.

NOTE: *Students may choose from the above listed topics or discuss with / request approval from the instructor regarding the choice of another topic.*

NOTE: *The required oral presentation will be based on your research paper. The oral presentation should be a minimum 12 and a maximum of 15 minutes. You will be assessed on your performance of oral communication.*

NOTE: *Students are expected to complete assignments by their deadlines. With the exception of medical emergencies or death in a family, the instructor does not accept late assignments. The instructor may be*

petitioned in writing to accept a late assignment for extenuating or significant intervening circumstances with appropriate / legitimate documentation.

V. COURSE GRADING SCALE / SPECTRUM

- A 90 - 100
- B+ 87 - 89
- B 80 - 86
- C+ 77 - 79
- C 70 - 76
- F any score below 70

VI. COURSE REQUIRED TEXT:

Box, Kim (2011). *Woven Leadership: The Power of Diversity to Transform Your Organization for Success*. Authority Publishing. ISBN: 978-1-935953-10-4 (NOTE: all other required readings may be accessed online or will be distributed in class)

VII. COURSE SESSIONS / TOPICS

- a) **Week One (Mon / Sep 8)**
 - i) Introductions
 - ii) Syllabus Review
 - iii) Class Discussion: What is leadership? What is diversity?
- b) **Week Two (Mon / Sep 15)**
 - i) **Woven Leadership:** Introduction / Chapter One . . . Building in Diversity
- c) **Week Three (Mon / Sep 22)**
 - i) **Woven Leadership:** Chapter Two . . . Trust and Integrity at the Center
- d) **Week Four (Mon / Sep 29)**
 - i) **Woven Leadership:** Chapter Three . . . Accountability is Key
- e) **Week Five (Mon / Oct 6)**
 - i) **Woven Leadership:** Chapter Four . . . Creativity Runs Through It
- f) **Week Six (Mon / Oct 13)**
 - i) **Woven Leadership:** Chapter Five . . . The Adaptable Team
- g) **Week Seven (Mon / Oct 20)**
 - i) **Woven Leadership:** Chapter Six. . . The Authentic Leader
 - ii) **Woven Leadership:** Chapter Seven / Afterword . . . Leading with Purpose
- h) **Week Eight (Mon / Oct 27)**
 - i) Mid-Term Oral Presentations
 - ii) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Corporate Leadership Inside Apple From Steve Jobs to the Janitor**
<http://tech.fortune.cnn.com/2011/08/25/how-apple-works-inside-the-worlds-biggest-startup/>
- i) **Week Nine (Mon / Nov 3)**
 - i) Mid-Term Oral Presentations
 - ii) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Cultural Leadership**
 - iii) **The Epic Ups and Downs of Peter Gelb** (Metropolitan Opera)
<http://www.nytimes.com/2013/03/24/magazine/the-epic-ups>
United States Department of Art and Culture (USDAC) <http://usdac.us/>

- j) **Week Ten (Mon / Nov 10)**
- i) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Community Leadership**
 - ii) ***Can Coffee Kick-Start An Economy?***
<http://www.nytimes.com/2012/04/08/magazine/can-coffee-kick-start-an-economy.html?pagewanted=all>
 - iii) ***Outside the Citadel, Art That Nurtures***
<http://www.nytimes.com/2013/03/24/arts/design/outside-the-citadel-social-practice-art-is-intended-to-nurture.html?pagewanted=all>
- k) **Week Eleven (Mon / Nov 17)**
- i) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Education Leadership**
 - ii) ***Corner Office: Geoffrey Canada***
www.nytimes.com/2011/12/18/business/geoffrey-canada-of-harlem-childrens-zone-on-remembering-basics.html
 - iii) ***The Daring Dozen 2006 - Twelve Who are Reshaping the Future of Education***
<http://www.bigpicture.org/2006/03/daring-dozen-2006/>
<http://www.bigpicture.org/schools/>
- l) **Week Twelve (Mon / Nov 24)**
- i) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Philanthropic / Social Responsibility Leadership**
 - ii) ***Rebooting Philanthropy and Silicon Valley***
<http://www.nytimes.com/2011/12/18/business/a-philanthropy-reboot-in-silicon-valley.html?pagewanted=all>
 - iii) ***The D.I.Y. Foreign Aid Revolution***
<http://www.nytimes.com/2010/10/24/magazine/24volunteerism-t.html?pagewanted=all>
- m) **Week Thirteen (Mon / Dec 1)**
- i) Diversity in Leadership: Sectors, Styles, Practice, Theory . . . **Political Leadership**
 - ii) ***The Global Elite's Favorite Strongman***
<http://www.nytimes.com/2013/09/08/magazine/paul-kagame-rwanda.html?pagewanted=all>
 - iii) ***The Legend of Wendy Davis***
<http://www.nytimes.com/2014/02/16/magazine/wendy-davis.html>
- n) **Week Fourteen (Mon / Dec 8)**
- i) ALL FINAL PAPERS DUE
 - ii) Final Presentations Begin
- o) **Week Fifteen (Mon / Dec 15)**
- i) Final Presentations End

NOTE: COURSE ASSIGNMENTS / READINGS / SCHEDULE / SYLLABUS MAY BE SUBJECT TO CHANGE.