Rutgers, The State University of New Jersey  
School of Public Affairs and Administration  
20:834:507: Leadership & Diversity  
Summer Session II: 2013  
6:00-9:45 pm  
Location – Room 215

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Office Hours: By appointment

All required readings can be accessed online or will be distributed in class.

Course Goal

*Leadership and Diversity* is an interactive course that broadly examines leadership theory and praxis. The course will focus on a range of specific topics including, but not limited to, leadership and management; qualities and characteristics 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, we will think critically about leadership theories and the ways that they are shaped by way of race, gender, and class understandings. The second half of the course is organized around seminars that will focus on leadership praxis designed to help students move from theory to practice.

Course Objectives

At the conclusion of this course students will be able to:
- Identify their particular leadership styles and consider how their approaches to management are shaped by their leadership styles.
- Describe the extent to which diversity, or the lack thereof, positively or negatively impacts organizational cultures, leadership theory, and leadership praxis.
- Identify the central themes on leadership practices and diversity as presented in the course readings and as illuminated during in-class discussions.

Expectations

- Arrive on time
- Attend all classes
- Be prepared (read assigned materials prior to class)
- Contribute in class and in group learning
- Actively listen
- Critically think
- Ask questions
- Complete all assignments on time
• Keep cell phones off or on a quiet vibrate

**Grading**

• Critical Reflections (5 @ 5%) – 25%
• Midterm Project: Leadership Profiles – 30%
• Final Project – 30%
• Attendance & Participation – 15%

**Class Schedule and Reading Assignments**

➢ **Tuesday, July 9th** – Introductions | Review of Syllabus | Mapping our identities & Power, Privilege, and Oppression

➢ **Thursday, July 11th – Part I:** Locating the “I” in Leadership: Leadership Style Assessment | **Part II:** Gendered Leadership Theories

   **Readings:**


➢ **Tuesday, July 16th – Part I:** Leadership Theories and Styles | **Part II:** Constructing “Real” Leaders: Race, Sex, Class, and Power

   **Readings:**

   “The Social Sciences and The Other,” in Kyle Farmbry’s *Administration and The Other: Explorations of Diversity and Marginalization in the Political Administrative State* (Lexington Books: 2009).

➢ **Thursday, July 18th – Part I:** Representations of Leadership in “Game Change” by Jay Roach | **Part II:** Invited Guest (Topic: Women in Leadership)

➢ **Tuesday, July 23rd – Part I:** Leadership and Power | **Part II:** Deconstructing Power

   **Readings:**
Thursday July 25th – Mid-term Project: 21st Century Leaders Presentations

Tuesday July 30th – Practicing Leadership: Leadership and Management

Thursday August 1st – Practicing Leadership: Conflict Management and Team Building

Tuesday August 6th – Practicing Leadership: Servant Leadership

Thursday August 8th – Practicing Leadership: Leading in the Public Sphere

Tuesday August 13th – Presentations

Grading

I. Critical Reflection Papers

Students will write 5 one-page critical reflections that should be written in response to any of the readings and/or discussions during the course. Reflections should raise questions of importance, illuminate new learnings, complicate arguments and/or place readings in conversation with class discussions and lectures. The reflections should be double spaced, 1-3 paragraphs.

II. Midterm Project: 21st Century Leaders Presentations

Students will select a leader to profile from a pre-established list of potential leaders. Students will create multimedia presentations that will be shared in class. Detailed information regarding the presentations will be provided in class.

III. Final Project:

Students will select one of the following to complete:

- Create a 1-hour leadership and diversity training module that can be used within a range of organizations within the public sphere.
- Write a 15-page paper examining leadership theories and race, leadership styles and gender, or expanding/critiquing an established theory of leadership.
- Students will work in groups to complete a case study that analyzes the leadership and diversity practices employed within an organization.

IV. Attendance and Participation

In order to be an active participant in class you need to attend the full class and come prepared by completing the assignments prior to class. Active listening and critical thinking are important contributions to our collective learning. Your
thoughtful comments and questions based on these contributions will be noted and will be taken into consideration in evaluating your performance.