



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

## **CORE-GP 1020.006**

### **Management and Leadership (M&L)**

**Fall 2023**

#### **Instructor Information**

Professor Laura Gale

Email: [laura.gale@nyu.edu](mailto:laura.gale@nyu.edu)

Office hours: Thursday 5-6pm, by appointment

#### **Course Assistant Information**

Name Dereck Deblois (Wagner) Email: [dad10018@nyu.edu](mailto:dad10018@nyu.edu)

Zoom Office Hours: Tuesdays 2-4pm by appointment [via Calendly](#).

#### **Course Information (Section 006)**

Time: Thursdays, 6:45 – 8:25pm

Location: Global Center for Academic and Spiritual Life at 238 Thompson St (Washington Square campus), Room 265

#### **Course Description**

Management and Leadership is designed to empower you with the skills you will need to make meaningful change in the world—whether you care about bike lanes, criminal justice, prenatal care, community development, urban planning, social investment, or something else. Whatever your passion, you can have an impact by leading and managing. In this course, you will enhance the technical, interpersonal, conceptual, and political skills needed to run effective and efficient organizations embedded in diverse communities, policy arenas, sectors, and industries. In class, we will engage in a collective analysis of specific problems that leaders and managers face—first, diagnosing them and then, identifying solutions—to explore how organizations can meet and exceed their performance objectives. As part of that process, you will encounter a variety of practical and essential topics and tools, including mission, strategy, goals, structure, teams, diversity and inclusion, motivation, and negotiation.

## Course Design & Pedagogy

The course combines conceptual and experiential approaches to management and leadership and therefore is divided into three domains of learning and practice: (1) SELF: Managing Yourself; (2) TEAMS: Managing People & Leading Teams; (3) ORGANIZATION: Managing Organizations.

Readings will introduce key concepts and useful ways of thinking about common situations in complex organizations. Case studies, exercises, and class discussions provide opportunities to apply theories, concepts, and research findings to particular situations to hone your managerial and leadership skills. The written assignments require you to consolidate your insight and practice your analytical and communication skills.

## Learning Objectives and Skill Development

There are three learning objectives that cut across each class:

- 1. Thinking analytically:** Identify, analyze, and address underlying problems and opportunities and reframe the way you approach people and situations
- 2. Leveraging Diversity:** Identify, understand, and use different types of diversity and develop skills to address the challenges and opportunities of diversity
- 3. Communicating Effectively:** Prepare effective, clear, organized written reports and presentations and conduct effective meetings and facilitate group/team discussions

## Course Material

- Brightspace Page: <https://brightspace.nyu.edu/d2l/home/304939>.
  - You will find the course syllabus, assignments, exercises, and links to readings through the NYU library, surveys, and slides here.
- Readings and materials:
  - Required text: [Management in a Changing World](#) by Jakada Imani, Monna Wong and Bex Ahuja - available online through NYU Library or on [Amazon.com](https://www.amazon.com) (\$32.00) if you prefer to purchase a physical copy
  - To keep costs down, I am providing you with most of the readings and case studies that copyright allows me to post in NYU Classes. You only need to purchase materials for the [Wildfire Simulation](#) (cost: \$25.00). Purchase by 9/26.

**Acknowledgements:** Thank you to Professor Judy Pryor-Ramirez, Professor Martha Stark and Dr. Jamie Levine Daniel for sharing resources and insights that informed the development of this syllabus. Much appreciation for their generosity, labor and guidance.

## Course Schedule

Class Date	Topic	Texts & Assignments Due
9/7	Intro to Management & Leadership	<p>Texts:</p> <ul style="list-style-type: none"> <li>Chapter 1 &amp; 2 in Management in a Changing World</li> <li><a href="#">The Messy Link Between Slave Owners and Modern Management</a></li> <li><a href="#">Management is Still Not Leadership</a></li> </ul> <p>Assignment due: <a href="#">Upload introduction slides</a> by noon on 9/7</p>
<b>Unit 1: The Self</b>		
9/14	Your Personal Toolkit: Part 1 Values, Purpose & Leadership Styles	<p>Texts:</p> <ul style="list-style-type: none"> <li>Chapter 4 in Management in a Changing World</li> <li><a href="#">Armored leadership</a> - Dare to Lead Podcast with Brené Brown</li> <li>Chapters 3 and 7 in The Color of Emotional Intelligence</li> </ul> <p>Assignment: Complete personal assessments – (see Brightspace) then use this <a href="#">worksheet</a> to help you reflect on your learnings. Bring your completed worksheet with you to class.</p>
9/21	Your Personal Toolkit: Part 2 Management Skills & Frameworks	<p>Texts:</p> <ul style="list-style-type: none"> <li><a href="#">Becoming the Boss</a> (2007) in HBR</li> <li>Chapters 3, 7, 8 and 10 in Management in a Changing World</li> <li>Chapter 9 in <a href="#">The Making of a Manager</a></li> <li><a href="#">Coaching Real Leaders</a> podcast (select one)</li> </ul> <p>Assignment due: Write a journal entry using the SWOT model to help you analyze your current toolkit and personal learning goals.</p>
<b>Unit 2: People &amp; Teams</b>		
9/28	Teams Part 1: Building High Performing Diverse Teams	<p>Texts:</p> <ul style="list-style-type: none"> <li><a href="#">How to Read and Write a Case Study</a></li> <li><a href="#">Chapter 11</a> in Becoming a Manager</li> <li>Pages 1-28 in <a href="#">From Intention to Action:</a></li> </ul>

		<p><a href="#">Building Diverse, Inclusive Teams in Education to Deepen Impact</a> by Koya Partners &amp; Education Pioneers</p> <ul style="list-style-type: none"> <li>● <a href="#">What is Psychological Safety?</a></li> <li>● Optional: <ul style="list-style-type: none"> <li>○ <a href="#">Liberatory Design Mindsets</a>, co-created by Anaissie, Cary, Clifford, Malarkey &amp; Wise (see liberatorydesign.com)</li> <li>○ <a href="#">How to Build High Performing Teams</a> by NOBL</li> </ul> </li> </ul>
10/5	Wildfire Simulation Day!	<p>Texts:</p> <ul style="list-style-type: none"> <li>● Read preparatory materials for the <a href="#">Wildfire Simulation</a></li> </ul> <p>Assignment due: <a href="#">Complete Team Launch Doc</a></p>
10/12	<p>Teams Part 2: Group Process &amp; Effectiveness</p> <p><b>**Debrief Simulation**</b></p>	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">Secrets of Teamwork</a> by Haas and Mortensen</li> <li>● <a href="#">Putting People First: How Nonprofits that Value their Employees Reap the Benefits in Service Quality, Morale, and Funding</a> in Stanford Social Innovation Review</li> <li>● <a href="#">Chapter 8</a> in The Making of A Manager</li> <li>● Optional: <a href="#">Cadence: The Heartbeat Of Your Team</a> on the Emergent Agenda podcast</li> </ul> <p>Assignment due: Journal entry on Simulation</p>
10/19	<p>Power, Persuasion &amp; Influence</p> <p><b>**In-Class Case Study**</b> (Read case and prepare with a partner)</p>	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">A new prescription for power</a> by Longo and McGinn</li> <li>● <a href="#">The power of persuasion</a> by Robert Cialdini</li> <li>● <a href="#">Questions to Help You Develop an Equity Mindset</a></li> <li>● <a href="#">Power Analysis for Social Change: Participatory Learning and Action</a> by Jethro Pettit (read pages 1-8)</li> <li>● <a href="#">The Congruence Model</a> by Mercer Delta</li> <li>● Reference: <a href="#">How to Read and Write a Case Study</a></li> <li>● Optional: <ul style="list-style-type: none"> <li>○ <a href="#">When We Get Power</a> by Karla Monterroso</li> </ul> </li> </ul>

10/26	Decision-making, Problem Solving & Communications	<p>Texts:</p> <ul style="list-style-type: none"> <li>● Chapter 5 in Management in a Changing World</li> <li>● <a href="#">Kansas Leadership Center Handbook</a> on Adaptive Leadership, Chapter 1</li> <li>● <a href="#">Leaders, Stop Avoiding Hard Decisions</a> by Ron Carucci</li> <li>● <a href="#">The Back of the Envelope Guide to Communications Strategy</a></li> <li>● <a href="#">Managerial Problem-Solving: A Congruence Approach</a></li> <li>● Optional: <a href="#">The Great Decision-Making Disconnect</a>, Brave New Work podcast</li> </ul>
11/2	Conflict & Negotiation	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">Intro &amp; Chapter 5</a> in Resolving Conflicts at Work</li> <li>● <a href="#">4 Ways to Deal with Conflict</a> by Marisa Tirona</li> <li>● <a href="#">Strategies for Negotiation</a> by Harvard Law School</li> <li>● Reference: <a href="#">How to Read and Write a Case Study</a></li> <li>● Optional: <a href="#">Negotiation Videos</a></li> </ul> <p>Assignment due: Group Case Study Memo</p>
<b>Unit 3: Organizations</b>		
11/9	Organizational Strategy & Alignment	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">The Secrets to Successful Strategy Execution</a> by Nielson, Martin and Powers</li> <li>● <a href="#">Strategic Management in Public Administration</a> by Byrson and George</li> <li>● <a href="#">Grand Street Settlement: From Strategy to Success</a></li> </ul>
11/16	Organizational Design & Structures	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">Understanding Organizational Structures</a> by SHRM</li> <li>● <a href="#">7 Organizational Structure Types</a> by Christine Organ in Forbes</li> <li>● Optional: <ul style="list-style-type: none"> <li>○ <a href="#">Primer on Org Design</a> and <a href="#">The Role of Reorgs in Organizational Change</a> by NOBL</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ <a href="#">How To Design An Organization That You're Proud Of, From The Ground Up</a>, on Nonprofit Mastermind Podcast</li> <li>○ <a href="#">Continuous Participatory Reorganization</a> by August (pg. 7-17)</li> </ul> <p>Assignment due: Individual Case Study Memo</p> <p>Assignment due on Monday 11/20 by 1pm: submit your OrgD Team Gaps and Root Cause Statement on Brightspace.</p>
11/23	NO CLASS - THANKSGIVING	
11/30	<p>Organizational Culture</p> <p><b>**Peer Feedback Loop Activity**</b></p>	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">Organizational Culture and Leadership</a> by Edgar Shein</li> <li>● <a href="#">Awake to Woke report</a> by Equity in the Center</li> <li>● <a href="#">The Bias of 'Professionalism' Standards</a> by Aysa Gray</li> <li>● <a href="#">Don't Demonize Employees Who Raise Problems</a></li> </ul> <p>*There will be a virtual peer feedback loop on the OrgD Team Gaps and Root Cause Statements</p>
12/7	Leading Change & Managing Resistance	<p>Texts:</p> <ul style="list-style-type: none"> <li>● <a href="#">Leading Change</a> by Kotter (HBR)</li> <li>● Chapter 3 in <a href="#">Managing Transition</a> by William Bridges and <a href="#">The Three Questions</a></li> <li>● Chapter 7 in <a href="#">DEI Deconstructed</a> by Lily Zheng</li> <li>● Optional <ul style="list-style-type: none"> <li>○ <a href="#">Women at Work</a> Podcast with Lily Zheng - How to Push for Policy Change at Your Company</li> <li>○ <a href="#">Congruence Model Summary</a></li> <li>○ <a href="#">Spectrum of Community Engagement</a> by Gonzalez (Facilitating Power)</li> <li>○ <a href="#">Leading Change</a> Podcast Episode by Rhea Wong</li> </ul> </li> </ul>

12/14	OrgD Team Presentations	No assigned readings.  Assignment due: OrgD Presentation Deck & Report due to Brightspace by 3:00pm.
12/21	Finals Week	Final journal entry (closing reflection) due on Monday, 12/18 by 6:30pm EST  Final Exam due to Brightspace by Friday, 12/22 11pm EST

### Major Assignments and Deadlines

There are four kinds of major assignments in this course: Case Study Memos, Journal Entries, Final Team Project, and the Final Exam. All readings, assignments, case studies, and preparation for class must be completed before the start of class as noted in the above schedule. Below you will find descriptions of the major kinds of assignments and their deadlines. Further detail about these assignments can be found on Brightspace in the Assignments Tab.

### Course Journal (More details about submitting journal entries will be shared in Brightspace)

You will be required to keep a journal throughout the semester, where you will capture your reflections and analysis throughout the semester. You'll write several journal entries in response to assigned prompts; for others, you'll create the prompt yourself. Your final journal entry will come at the end of the semester, when you'll be asked to draw conclusions about what you will take with you from this course as you move forward in your academic and professional career.

### Case Study Memos (Due dates above, more assignment details will be shared in Brightspace)

- **In-Class Case Studies:** We will complete 2-3 case studies as a class to develop your competency for completing these analytical memos with success.
- **Team Case Study Memo & Presentation:** You will write one case study memo this semester that will be completed by your teams. Details about the team case study writing process will be provided on Brightspace.
- **Individual Case Study Memos:** You will write one case study memo independently. Details about the individual case study writing process will be provided on Brightspace.

### OrgD Final Project (Due Date: 12/14/23 by 3:00 pm on Brightspace)

You and your team will select an organization of your choice, and you will conduct an organizational diagnosis ("OrgD") using the congruence model. Your OrgD report must provide background information on the organization/entity, conduct a congruence model analysis and make final recommendations. Your team must submit a 3-page OrgD report and slide deck due on the last day of class. Your team will present their OrgD Project using their slide deck. Additional details about this assignment will be provided on Brightspace.

### **Final Exam (Due Date: 12/22/23 by 11:00 pm on Brightspace)**

The final exam will be “take-home” which means you will complete it on your own at home, not in class. The final exam will be made available on Brightspace on December 14 after 8:25 pm, and will be due no later than December 22 at 11:00 pm. The final exam will cover topics from the lecture, readings, course discussions, and your teamwork. If you come to class, do all the readings, engage in class discussions, and reflect on the material we covered, you will be well prepared. NOTE: Each M&L faculty member grades one question using a rubric agreed upon by all M&L instructors. I may or may not grade your final exam.

<b>Graded Course Elements</b>	<b>Percent of Final Grade</b>
Engagement (Individual)	15%
Course Journal (Individual)	15%
Case Study Memo #1 (Team)	15%
Case Study Memo #2 (Individual)	15%
OrgD Final Project + Launch Doc (Team)	20%
Final Exam (Individual)	20%

### **Course Engagement**

Each of us brings different and relevant experiences to the classroom, so we will be learning from each other, challenging our assumptions, and building on our collective knowledge and experience. Engagement in this course includes participation in class activities, contributions to class discussions and sharing in the various digital formats we’ll utilize. It is expected that you come prepared to class having read cases and articles carefully and having completed assigned exercises and reflections.

### **Class Teams**

You will work with an assigned team on a Case Study Memo and your OrgD Final Project. To kick off your work, your group will complete a Team Launch document, due on 10/5.

### **Statement of Academic Integrity**

All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If you are unsure about what is expected and how to abide by the academic code, you should consult with me.

### **ChatGPT Guidance**

The [policies of Wagner](#) require that you complete and submit your own work. If you use ChatGPT, Bard, and other generative AI tools in your work, you must cite them. If you don’t, this violates the school’s norms, and you will be held to the guidance outlined in [Wagner’s Academic Integrity Policy](#).



## Professor Gale's Classroom Policies

- Syllabus changes: **This syllabus is subject to change.** There may be adjustments along the way or elements added to enhance learning. If this is the case, I will update the assignments or make adjustments on Brightspace. My goal is to notify you with plenty of time for anything that might affect your schedule and workload.
- Attendance and Punctuality: You are expected to attend all class sessions and to arrive on time. Please email me if you will miss class. It is the student's responsibility to make up work if absent from class. Multiple unexcused absences will affect your participation grade. If you anticipate a prolonged absence, notify me and your academic advisor.
- Late assignments: It is your responsibility to be proactive in communicating if you expect an assignment to be late. You may request permission for an extension in writing with a proposed alternative due date/time, as long as the proposed date falls before the due date for the next assignment in the course. Late assignments without prior notification will be docked one half grade (A to an A-) for each day they are late. If more than three or more assignments are late over the course of the semester, your final grade will be negatively affected.
- Eating & Drinking: Eating and drinking are permitted as long as your meal does not interfere with teaching and learning. Please be respectful of others and mindful to limit noise, etc.
- Tech in Class: Cell phones, tablets, and laptops should not be used during class unless otherwise specified. Please approach me with any questions or concerns.
- Zoom: This is an in-person class, and as such, we won't be using Zoom during class sessions. If you are sick, please stay home. You will not be able to join remotely. Students who miss a class will be responsible for catching up on any notes and activities. If for any reason we should need to meet virtually as a full class, you will be notified in advance.

Grading Scale	
A+	97-100
A	93-96.9
A-	90-92.9
B+	87-89.9
B	83-86.9
B-	80-82.9
C+	77-79.9
C	73-76.9
C-	70-72.9
D+	67-69.9
D	63-66.9
D-	60-62
E	≤ 59.9

## **NYU's Calendar Policy on Religious Holidays**

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please email me at least one week prior to the next class if you should be absent for a religious holiday.

## **NYU Writing Center & The Wagner Writing Center**

The [Wagner Writing Center](#) offers writing support through tutors, workshops, and a writing series.

Additionally, [NYU's general writing support center](#) is a place where one-on-one teaching and learning occurs, and where the work always focuses on writing. Experienced consultants assist NYU students, faculty, and staff with their work at any stage in the writing process. They work with individuals on essays, lab reports, personal statements, poems, stories, and other written texts. Writers may schedule one appointment per week, up to two weeks ahead of time, using their online scheduling system. Appointments normally are 45 minutes in length. The Writing Center is located at 411 Lafayette, 3rd floor. For more information or to schedule an appointment, please go to [NYU Writing Center's website](#).

## **Library Resources**

There are comprehensive resources to complete assignments on the NYU Libraries website. Visit the [public and nonprofit management research guide](#). If you are unclear about how to properly attribute research or ideas you are using in your work, please consult the [NYU Libraries Citation Style Guide](#) or [Ask a librarian](#). For this class, any citation style is acceptable as long as you are consistent. As an example, Harvard Business School has a comprehensive [guide to Chicago Style](#). Also commonly used in the public service field is the [APA style](#).

## **Henry and Lucy Moses Center for Students with Disabilities at NYU**

I want everyone to do their best work in this course and reach their goals. If you need formal accommodations, please visit the [Moses Center for Students with Disabilities \(CSD\) website](#), call 212- 998-4980, or email [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu) for information. If you do not need formal accommodations but have learning needs I should know about, please let me know.

## **Equity Statement & Land Acknowledgement**

In this class, we seek to materialize our commitment to justice, equity, diversity and inclusion through dialogue and rigorous study. We strive to create a learning environment that upholds values that meaningfully include the voices, works, and ideas of communities and cultures historically and systematically excluded from higher education. We seek to create an environment that is inclusive and affirming of people of all identities.

In the spirit of truth and equity, it is with gratitude and humility that we acknowledge that we are gathered on the sacred homelands of the Lenape people, who are the original stewards of this land. (Adapted from Bard College)