

# Leadership in Work Organizations

Mondays, 2:00 to 5:00 pm, Beck Hall Room 101

## Instructor

Professor Tracy F. H. Chang, M.B.A., Ph.D.

Email - tracy.chang@rutgers.edu

Office Hours: By appointment

## Course Description

We live in a world of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). The COVID-19 pandemic is a living example. This world of VUCA brings disruptions that require us fundamentally rethink the ways we live, learn, work and treat our planet earth. What does it mean to be leaders in organizations in this VUCA world? This course introduces concepts and practices of leadership as well as equips students with tools for enhancing their competencies (knowledge, skills, and behaviors) for conscious and inclusive leadership. The course incorporates the Reacting to the Past immersive role-play game pedagogy and is student-centered and highly participatory and experiential.

## Learning Objectives

*School of Management and Labor Relations:*

- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).
  - Develop effective presentation skills appropriate for different settings and audiences
  - Develop capabilities to work and lead in a multicultural and diverse environment
  - Develop cultural agility competencies
  - Demonstrate lifelong personal and professional development skills

*Labor Studies and Employment Relations Department:*

- Work productively in teams, in social networks, and on an individual basis (Goal 13).

*Course:*

- Develop competencies (knowledge, skills, and behaviors) toward conscious and inclusive leadership.

## Course Materials

- Peter G. Northouse (2021). Introduction to Leadership: Concepts and Practice, 5th Edition. Online assignments will be done through Sage Vantage.
- Defining A Nation: India on the Eve of Independence, University of North Carolina Press.
- Other materials as assigned.

## Learning Components

Students will create a Leadership Journey Portfolio that consists of the following components:

### Sage Vantage (Northouse, 2021)

Complete Video Questions, Chapter Tests, Knowledge Checks, and Leadership Questionnaires **before noon** on Mondays. Past due assignments will not be accepted but one chapter with lowest score will be dropped to accommodate personal situations (e.g., technology, illness, and COVID-related situations etc.).

### Attendance, Engagement, and Contribution to Learning

Attend classes on time and in their entirety; pay undivided attention and participate fully in class activities and discussions (stow away electronic devices); prepare for and engage in the RTTP Game; provide helpful feedback and contribute to peer's learning and growth.

### Reaction to the Past (RTTP) Game - Defining A Nation

Give at least two formal speeches; contribute to teamwork outside of classes; keep a detailed journal; provide feedback and conduct self-assessment on learning and growth.

### Team Presentation and Paper

Present and write papers as a team on leadership lessons learned from the RTTP; Write a feedback letter to another team; contribute to team projects and peer's learning and growth; engage in team and individual assessments on teamwork and leadership.

### Individual Assignments

Write a blog post on leadership that describe what you learn from the course; peer-assessment on the blog; write a "Process Letter" that proposes your final grade based on your Leadership Journey portfolio.

### Bonus - Yoga for Inclusive and Conscious Leadership

## Assessments

We will use a combination of quantitative and qualitative assessments on your learning and growth. While you will receive a final grade at the end of the semester, assignments will be not be graded. Instead, the instructor will ask questions and provide feedback that aim to facilitate learning and growth rather than simply evaluate the assignments. Students will reflect deeply and honestly on their own work and the work of their peers. The intention here is to help you focus on learning and growing in a more organic way rather than doing "busy work" in a mechanical way. This process, called "upgrading," simulates a VUCA world that we live in and is itself a tool for learning how to navigate in this VUCA world. If this stirs up some emotions, see me at any point to confer about how best to bring progress in the course. Instead of being worried about your grade, your best strategy would be

shifting your focus toward doing the reading, completing the assignments, and engaging in the role-play and discussions. If an assignment does not feel productive, we can find ways to modify, remix, or repurpose the instructions. Your final letter grade will be co-determined by the student and the instructor based on the guidelines below.

### Final Grade Guidelines:

|   |   |
|---|---|
| <p>A<br/>Leading the way</p>                    | <ul style="list-style-type: none"> <li>• Attended 12 or more classes (no late arrival or early departure)</li> <li>• Stow away electrical devices (e.g., phone, laptop) and engage fully (<math>\leq 3</math> reminders)</li> <li>• Achieved 90% or higher on Sage Vantage Assignments</li> <li>• Assemble an exceptional Leadership Journey portfolio</li> <li>• Demonstrate a high level of growth and development</li> </ul>   |
| <p>B+ or B<br/>On target</p>                    | <ul style="list-style-type: none"> <li>• Attended 11 or more full classes (no late arrival or early departure)</li> <li>• Stow away electrical devices (e.g., phone, laptop) and engage fully (<math>\leq 5</math> reminders)</li> <li>• Achieved 80% or higher on Sage Vantage Assignments</li> <li>• Assemble a good Leadership Journey portfolio</li> <li>• Demonstrate a moderate level of growth and development</li> </ul>  |
| <p>C or C+<br/>Potential yet to be realized</p> | <ul style="list-style-type: none"> <li>• Attended 10 or more full classes (no late arrival or early departure)</li> <li>• Stow away electrical devices (e.g., phone, laptop) and engage fully (<math>\leq 7</math> reminders)</li> <li>• Achieved 70% or higher on Sage Vantage Assignments</li> <li>• Assemble a fair Leadership Journey portfolio</li> <li>• Demonstrate a low level of growth and development</li> </ul>       |
| <p>D<br/>Diverse talents</p>                    | <ul style="list-style-type: none"> <li>• Attended 9 or more full classes (no late arrival or early departure)</li> <li>• Stow away electrical devices (e.g., phone, laptop) and engage fully (<math>\leq 9</math> reminders)</li> <li>• Achieved 60% or higher on Sage Vantage Assignments</li> <li>• Assemble a deficient Leadership Journey portfolio</li> <li>• Demonstrate minimal or no growth and development</li> </ul>    |
| <p>F<br/>Missed the opportunity</p>             | <ul style="list-style-type: none"> <li>• Attended less than 9 full classes (no late arrival or early departure)</li> <li>• Stow away electrical devices (e.g., phone, laptop) and engage fully (<math>\geq 10</math> reminders)</li> <li>• Achieved less than 60% on Sage Vantage Assignments</li> <li>• Assemble a deficient Leadership Journey portfolio</li> <li>• Demonstrate minimal or no growth and development</li> </ul> |

### Course Schedule (Subject to Change)

| Dates          |              | Topics  | Readings & Assignments   |
|----------------|--------------|---|--|
| <b>Class 1</b> | <b>9/12</b>  | <ul style="list-style-type: none"> <li>Introduction to the course</li> </ul>  | <ul style="list-style-type: none"> <li>How to ungrade by Jesse Stommel</li> </ul>  |
| <b>Class 2</b> | <b>9/19</b>  | <ul style="list-style-type: none"> <li>What is leadership?</li> <li>Leadership Models</li> <li>Learning Outcomes Draft 1</li> </ul>   | <ul style="list-style-type: none"> <li>Complete Vantage Assignments: Chapters 1 &amp; 2 by noon</li> <li>Complete Questionnaires: 2.3 Traits</li> </ul>  |
| <b>Class 3</b> | <b>9/26</b>  | <ul style="list-style-type: none"> <li>Creating and Communicating a Vision</li> <li>Learning Outcomes Draft 2</li> <li>Introduction to the Reacting to the Past (RTTP) Game - Defining a Nation</li> <li>Mini-speeches</li> </ul> | <ul style="list-style-type: none"> <li>Vantage: Chapters 3 &amp; 4,</li> <li>Questionnaires: 3.3 Style, 4.3 Task &amp; Relationship, RTTP - Read "The Train to Simla, June 1945" and be prepared to discuss Appendix A: Hinduism and the Bhagavad Gita and Appendix B: Muhammad and the Qur'an.</li> </ul> |
| <b>Class 4</b> | <b>10/3</b>  | <ul style="list-style-type: none"> <li>Executing with integrity</li> <li>Discuss the historical context of the game</li> <li>Assign roles for the game</li> </ul>   | <ul style="list-style-type: none"> <li>Vantage: Chapters 5 &amp; 6</li> <li>Questionnaire: 5.3 Skills, 6.3 Strengths,</li> <li>Read Defining A Nation and be prepared to discuss "Unfinished Journey: From the Mughals to the British Raj and Beyond" (pp. 13-30) , Appendix C</li> </ul>                  |
| <b>Class 5</b> | <b>10/10</b> | <ul style="list-style-type: none"> <li>Knowledge checks (quiz) for the game</li> <li>Meet with factions and individual players</li> </ul>   | <ul style="list-style-type: none"> <li>Vantage: Chapters 7 &amp; 8</li> <li>Chapters 8.3 Organizational Climate</li> <li>Read materials pertaining to your role</li> <li>See Canvas for additional readings</li> </ul>   |
| <b>Class 6</b> | <b>10/17</b> | <ul style="list-style-type: none"> <li>Official welcome from Governors General</li> <li>Game Sessions 1 &amp; 2 - Speech 1</li> </ul>   | <ul style="list-style-type: none"> <li>Vantage: Chapter 9</li> <li>See Canvas for additional readings</li> </ul>   |
| <b>Class 7</b> | <b>10/24</b> | <ul style="list-style-type: none"> <li>Game Sessions 3 &amp; 4 - Governor(s) General issue draft recommendations, followed by open discussion &amp; replies by various parties - Speech 2</li> </ul>                              | <ul style="list-style-type: none"> <li>Vantage Chapter 10</li> <li>Questionnaire: 10 Building Community</li> <li>See Canvas for additional readings</li> </ul>   |
| <b>Class 8</b> | <b>10/31</b> | <ul style="list-style-type: none"> <li>Game Sessions 5 &amp; 6 - Governor(s) present revised plan followed by discussions &amp; replies</li> </ul>  | <ul style="list-style-type: none"> <li>Vantage Chapter 11</li> <li>Questionnaire: 11.3 Conflict Style</li> <li>Worksheet: 11.5</li> <li>See Canvas for additional readings</li> </ul>  |

| Dates           |              | Topics  | Readings & Assignments   |
|-----------------|--------------|---|--|
| <b>Class 9</b>  | <b>11/7</b>  | <ul style="list-style-type: none"> <li>• Postmortem Discussion</li> <li>• Team Presentations &amp; Conferences</li> </ul> | <ul style="list-style-type: none"> <li>• Vantage: Chapters 12 &amp; 13</li> <li>• Questionnaire:13.3 Path-goal Style</li> <li>• Worksheet:12.3, 12.4</li> </ul>    |
| <b>Class 10</b> | <b>11/14</b> | <ul style="list-style-type: none"> <li>• Team Presentations &amp; Conferences</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Vantage: Chapter 14</li> <li>• Questionnaire:14.3 Abusive Leadership</li> <li>• <b>Team paper due by noon.</b></li> </ul> |
| <b>Class 11</b> | <b>11/21</b> | <ul style="list-style-type: none"> <li>• Virtual Individual Conferences</li> </ul>  |  |
| <b>Class 12</b> | <b>11/28</b> | <ul style="list-style-type: none"> <li>• Individual Talks (Group 1) - Leadership Journey</li> </ul>                       | <ul style="list-style-type: none"> <li>• Leadership Journey Blog due</li> </ul>  |
| <b>Class 13</b> | <b>12/5</b>  | <ul style="list-style-type: none"> <li>• Individual Talks (Group 2) - Leadership Journey</li> </ul>                       | <ul style="list-style-type: none"> <li>• Leadership Journey Portfolio &amp; Individual Process Letter (Group 1) due</li> </ul>                                     |
| <b>Class 14</b> | <b>12/12</b> | <ul style="list-style-type: none"> <li>• Final Reflections</li> </ul>   | <ul style="list-style-type: none"> <li>• Leadership Journey Portfolio &amp; Individual Process Letter (Group 2) due</li> </ul>                                     |

## Other Considerations

- Disability Services

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at:

<https://ods.rutgers.edu/students/registration-form>.

- Academic Integrity

Plagiarism is a major offense at Rutgers University. You are responsible for understanding the academic integrity policy and following these principles. Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. The complete academic integrity policy can be found here: <http://academicintegrity.rutgers.edu>

- Resources on (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>
- SMLR Scholarships offerings: <https://smlr.rutgers.edu/academic-programs/scholarships>