# LEADERSHIP IN WORK ORGANIZATIONS

(Course Number 37:575:480)

Department of Labor Studies and Employment Relations School of Management and Labor Relations Rutgers, The State University of New Jersey

Fall 2012

Class Times: 12:35-3:35

Class Location: 137 Labor Education Center

Instructors: Sue Schurman and Rebecca Givan

Sue Schurman

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# **COURSE OVERVIEW**

This course offers an in-depth examination of *leadership* — what it is, where it comes from, how people develop and exercise it, how it becomes manifested in various forms, how employees and managers become effective at it, and how it impacts individuals, teams, and organizations. While leadership is an extremely broad topic that can be studied within numerous contexts and applied to a wide range of situations and organizations (military leadership, political leadership, etc.), the practical applications and examples used in this course will primarily focus on leadership within work organizations, including labor unions which represent workers in the workplace. Semester readings, activities, and class assignments are designed to familiarize students *both* with the theoretical bases for leadership, as well as the practical, work-related applications and outcomes of leadership.

#### **GRADING RUBRIC**

Your course grades will be calculated as such:

Course Component	Raw Points Possible	% of Final Course Grade
Attendance &Class Participation (including virtual class assignments)	500	50%
Quizzes	100	10%
Small Group Case Analysis Presentation	100	10%
Exam 1	150	15%
Exam 2	150	15%
Total	1000	100%

You must complete all assignments to receive credit for this course. In terms of the Rutgers University letter grade and grade point system, your final grade will be calculated as follows:

Total Raw Points	RU Letter Grade
920-1000	A
840-919	B+
780-839	В
720-779	C+
640-719	С
560-639	D
below560	F

## **COURSE COMPONENTS**

#### Attendance and Class Participation (500 points, 50% of final grade)

This course is a "quasi' hybrid. Several weeks will involve fully on-line activities and other weeks may be a combination, in which case the actual face-to-face class may be shorten. The course will emphasize activities and discussion both in face-to-face classes and in virtual classes. This means that your class participation grade will count for 50% of your total grade in the course. Your participation grade is a combination of (1) your participation during class activities and discussions — both full-class and small group discussions, and (2) your regular attendance and observation of classroom policies. The first item, participation, refers to the level and insightfulness of your in-class and in-group activities. You are fully expected to come to class having carefully read ALL assigned materials. This careful attention to the readings will inform your comments during class, and will help to facilitate insightful class discussions and maximum learning. A more detailed grading rubric for how participation will be measured will be provided during the first two classes. Your overall participation grade will include the instructors' assessment, your own self-assessment and your team members' assessments of your performance.

The second item that comprises your overall class participation grade is attendance and observation of classroom policies. Attendance at every meeting is expected; however, sometimes emergencies occur. If you must miss a class session, please SEND AN EMAIL BEFORE CLASS IN ADDITION TO REPORTING YOUR ABSENCE ON THE RUTGERS ABSENCE REPORTING SYSTEM. For each class session, it is important that you arrive ON TIME, prepared to completely participate in the session until the mid-session break. Walking in and out of a session during a lecture, group activity, or class discussion is extremely distracting, and is thereby strongly discouraged. Again, things do come up, but please exercise both courtesy and common sense.

Additionally, cell phones should be turned to vibrate (no audible ringtone), and electronic devices are only permitted for class-related purposes. Texting on your cell phones during class is prohibited. Laptop use is allowed for note-taking, but should not be used for any other purposes (surfing the web, email, etc) that would distract you or those sitting near you from the lecture and/or class and group discussion. Finally, students are expected to remain in class for the entire duration of the class session.

For each unexcused absence xxx points will be deducted from your participation grade. Unexcused late arrivals or early departures will result in xxxpoints deducted from your total participation grade.

#### Quizzes (100 points, 10% of final grade)

For each week's required readings, the instructors will prepare a short quiz which will be given either at the start of class or, in some cases, on-line before class. These quizzes are to ensure us that you have done the reading and to help us learn where we may need to provide additional attention to the material. You will be unable to participate in the class activities if you have not prepared. Failing the quiz may result in you being considered absent from class on that day.

# Team Case Analysis Presentation & Paper (100 points, 25% of final grade)

At the beginning of the semester, students will be clustered into teams of 6-7 on a random assignment basis. Teams will form the basis of weekly in-class group discussions, as well as Case Analysis. Each team will be responsible for leading the discussion on ONE case during the course of the semester. On the assigned topic, the teams will present a 15 to 20 minute presentation covering the case in the textbook. The presentation should outline the specifics of the case, the key questions and your proposed answers to these questions. You should conclude your presentation with two questions for class discussion.

## Examination 1(150 points, 15% of final grade)

A in-class exam will be administered near the middle of the course covering the material from the first half of the course. This exam is designed to help you retain, integrate, and deepen your understanding of the ideas we will have explored up to that point in the semester. Exam format will be discussed during the first few weeks of the course. Make-up examinations are only allowed in the case of documented family, work, and medical emergencies.

#### Exam 2, 150 points 15% of final grade)

Exam 2 will take place during the final class and will cover material from the second half of the course. It will not be cumulative.

## COURSE TEXTBOOK & SAKAI

Required Text (the paperback costs about \$50-70 brand new):

# Peter G. Northouse. <u>Leadership: Theory and Practice.</u> 5th Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-4129-748

The Northhouse text will be supplemented each week with additional readings and videos on the topics being examined. You should expect to read 30-50 pages per week.

The ecollege course management system will be used heavily for the administration of this course. Homework memos, group case analysis briefings and presentations, and the final paper must be submitted via ecollege, and grades will be returned via ecollege.

We will rely on ecollege and on class parrot to make general class announcements and to send emails to students as necessary. Ecollege is linked to your rutgers edu email account. Therefore, it is

absolutely imperative that you monitor your rutgers.edu email account, or set it up to forward messages to your personal email account. I will not be responsible for announcements and email messages sent via ecollege that you miss as a result of your not regularly monitoring your rutgers.edu email account.

# ACADEMIC INTEGRITY

Violations of academic integrity are not tolerated in this course or in any course that you take at Rutgers (or any institution of higher learning). Academic dishonesty, committed intentionally or unintentionally, has serious consequences. Please visit Rutgers University's Academic Integrity website at: <a href="http://academicintegrity.rutgers.edu/">http://academicintegrity.rutgers.edu/</a> to learn how you can steer clear of academic integrity violations. The Resources for Students link on the left menu of the homepage is an especially-useful tool for current students.

## **CLASS SCHEDULE**

Week	Date	Topic	Assigned Readings and Class Activities
1	Sept 10	Course Introduction Leadership Defined and Described	
2	Sept 17	Trait Theories of Leadership	Northouse – Chapter1- 2
3	Sept 24	Psychodynamic Theories of Leadership	Northouse – Chapter 12
4	Oct 1	Skills and Style Theories of Leadership	Northouse – Chapter 3, 4 Team 1 Case Analysis:
5	Oct 8 Virtual	Situational and Contingency Theories of Leadership	Northouse – Chapter 5 and 6
6	Oct 15	Path-Goal Theories of Leadership	Northouse – Chapter 7 Teams 2 and 3 Case Analysis: Exam 1 In-Class Review
7	October 22	Leader-Member Exchange Theory and Exam 1	Northouse – Chapter 8 Team 4 Case Analysis:
8	Oct 29	Transformational and Authentic Leadership Theories	Northouse – Chapter 9, 10 Team 6 Case Analysis:
9	Nov 5	Leadership and Teams: Including multiple sources of diversity	Northouse – Chapter 11 Team 7 Case Analysis:
10	Nov 12	Leadership and Ethics	Northouse – Chapter 15 Team 8 Case Analysis:
11	Nov 19	Gender, Race and Ethnicity issues in Leadership	Northouse – Chapter 13, 14

12	November 26 Virtual	Leading Virtual Teams	TBA
13	Dec 3	Leadership in Labor Organizations	TBA
14	Dec 10	Course Wrap Up and Exam 2	