

**LEADERSHIP IN WORK ORGANIZATIONS**  
(Course Number 38:578:504)

Department of Labor Studies and Employment Relations  
School of Management and Labor Relations  
Rutgers - the State University of New Jersey

Fall 2019  
Class Times: on-line

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### **COURSE OVERVIEW**

This course offers an in-depth examination of *leadership* in work 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 not only to familiarize students with the theoretical bases for leadership, but also to provide opportunities to apply and practice leadership behaviors.

### **GRADING POLICY**

Leadership is a multifaceted concept with many dimensions. This class is designed to assess your performance on many of these dimensions rather than simply on how well you can master the theoretical content contained in the readings. The assessment and grading system is designed to assess a variety of competencies related to leadership but is weighted toward class discussions and interaction because leadership is something you *do* in relationships with other people. Academic knowledge of the theories is important but putting them into practice in real time is the real test. Your performance in class will be evaluated using a point system. The points for each element of the course as listed below:

Course Component	Raw Points Possible	% of Final Course Grade
On-line discussions	300	30%
Journal Entries	200	20%
Team Case Analysis Presentation	100	10%
Overall contribution to class learning	100	10%
Exam 1	150	15%
Exam 2	150	15%
<b>Total</b>	<b>1000</b>	<b>100%</b>

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

%	RU Letter Grade
90-100	A
85-89	B+
80-84	B
75-79	C+
70-74	C
60-69	D
Below 60	F

## **COURSE COMPONENTS**

### Class discussions (300 points, 30% of final grade)

The course will emphasize activities and discussion. This means that your class participation grade will count for 30% of your total grade in the course. Your participation grade is a combination of (1) your participation during activities and discussions – both full-class and small group discussions, and (2) your observance of deadlines and policies. The first item, participation, refers to the level and insightfulness of your contributions to discussions and activities. You are expected to fully prepare by carefully reading ALL assigned materials. This attention to the readings will inform your comments and will help to facilitate insightful class discussions and maximum learning.

The second item that comprises your overall class discussion grade is compliance with deadlines and observation of policies. However, sometimes emergencies happen. If you must miss a deadline please send an email to me letting me know you're having a problem. If you follow this policy you will not have points deducted for late submissions.

Journal Entries (200 points, 20% of final grade)

You will be asked to keep a journal during the course. Journal assignments will ask you to reflect on what you learned from a number of different experiences during the class as well as how you might use the knowledge or insight you gained.

Team Case Competition (100 points, 10% of final grade)

Toward the end of the semester we will hold a case competition. Approximately two weeks in advance each student will be assigned to a team to prepare a presentation analyzing a case using selected leadership theories from the course.

On-line Discussions. 100 points, 10% of final grade

There will be two on-line forums during the semester worth 50 points each.

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

An 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. Make-up examinations are only allowed in the case of documented family, work, and medical emergencies.

Exam 2, 150 points, 15% of the final grade, 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**

Required Text (the paperback costs about \$50-80 brand new): You should be able to find used copies for much less. I will be supplementing with at least one chapter from the 8<sup>th</sup> edition which is not yet available for a reasonable price. You're welcome to purchase it if you want to – probably directly from Sage. There is an 8<sup>th</sup> edition forthcoming but it is not widely available and hence there are not used copies.

**Peter G. Northouse. Leadership: Theory and Practice. 8th Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-4129-748**

The Northouse text will be supplemented in some weeks with additional readings and videos on the topics being examined. You can purchase the 7<sup>th</sup> edition which might be cheaper but must remember that the chapter structure is a little different and there are

some new chapters in the 8<sup>th</sup> edition. I will provide pdf copies of the new chapters if you need them.

The Canvas course management system will be used for the administration of this course.

I will rely on Canvas to make general class announcements and to send emails to students as necessary. Therefore, **it is absolutely imperative that you monitor your Canvas mail or arrange to have it forwarded to your personal email account.** I will not be responsible for announcements and email messages that you miss as a result of your not regularly monitoring course email.

## **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: <http://academicintegrity.rutgers.edu/> 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.

## **RUTGERS DISABILITY POLICY**

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>.

## **CLASS SCHEDULE (a more detailed description of assignments is found on the course site)**

Week	Topic	Assignments
1	Introduction and Course Overview	❖ Northhouse 1 ❖ Voicethread Introductions
2	Trait and Skill Theories	❖ Northhouse 2 & 3; ❖ Journal:

		❖ Leadership Trait and Skills Inventory assesment and MBTI
3	Team Leadership Theories	❖ Northouse 14; ❖ Team Excellence and Collaborative Team Leader Questionnaire; ❖ Team Discussion: Case Study
4	Behavioral and Situational Theories	❖ Northouse 4&5 ❖ Journal; ❖ Leadership Behavior & Situational Leadership Questionnaires
5	Path-Goal & Leader-Member Exchange Theory	❖ Northouse 6&7 ❖ Team Discussion ❖ Path-Goal Questionnaire ❖ LMX7 Questionnaire
6	Leadership Ethics	❖ Northouse 13 ❖ Journal ❖ Ethical Leadership Style Q.
7	Adaptive Leadership	❖ Northouse 11 ❖ Team Discussion ❖ Adaptive Leadership Q.
8	Followership	❖ Northouse (chapter 12 from 8 <sup>th</sup> edition in course file) ❖ Exam I ❖ Journal ❖ Followership Q.
9	Transformational Leadership	❖ Northouse 8 ❖ Team Discussion ❖ Multifactor Leadership Q.
10	Authentic & Servant Leadership Theories	❖ Northouse 9&10 ❖ Journal ❖ Authentic Leadership Self Assessment ❖ Servant Leadership Q.
11	Race, Gender & Culture Theories	❖ Northouse 15&16 ❖ Team Discussion: Preparing case competition ❖ Dimensions of Culture Q.
12	Case Competition	

		❖ Voicethread team case presentations
13	Thanksgiving	❖ TBA
14	Course Wrap up	❖ Exam II ❖ Final Journal and class feedback discussion