LEADERSHIP IN WORK ORGANIZATIONS

(Course Number 38:578:504: 90; 37:575:318:90)

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

Class Times: on-line

Instructors: Susan J. Schurman, Distinguished Professor

Office: Janice Levin Building
Office Hours: Virtually by arrangement
Phone: (848)445-5996
Email: sschurma@smlr.rutgers.edu

COURSE OVERVIEW

This course offers an in-depth examination of the major theories of *leadership* and their *practical* applications in various types of organization. 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. We will also examine leadership in social movement organizations. Because there is no leadership without followers we will also study followers and followership. 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.

Over the course of this semester, we will examine most of the major theories of leadership and discuss the strengths and limitations of each theory. Students will assess your own leadership competencies and styles based on each of the theories. Each student will undertake a "leadership initiative" in which you practice applying some new skills. The basic goal of the course is for students to develop the most effective leadership approach for themselves.

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. 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. You will notice that the elements of the course are distributed across a variety of performance measures so that exams are not the determining factor of grades. Completing all the assignments is very important in this system as missing one assignment can have a significant negative effect on the final grade. The points for each element of the course are listed below:

Course Component	Points per Assignment	@% of Final Course Grade
Team discussions	10	20
Journal Entries	10	20
Leadership Initiative	10x3	20
Overall contribution to class	10	10
Exam 1	20	20
Exam 2*	10	10
Total	**100**	**100%**

*Exam 2 will be optional. If you are happy with your grade by week 13 you may elect to skip it.

These points are preliminary and may change slightly if assignments change during the semester.

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

Team discussions (20% of final grade)

You will be assigned to a Team of 4-6 people. Your contributions to team discussions is a key performance indicator of your leadership abilities as well as your academic skills. In order to participate effectively you will need to read all assignments and be prepared to contribute according to the instructions provided including meeting all deadlines.

Journal Entries (20% of final grade)

You will be asked to make a series of journal entries during the course. Journal assignments will ask you to reflect on what you learned from the course material and experiences as well as how you might use the knowledge or insight you gained.

Leadership Initiative (20% of final grade)
During the second half of the semester you will be expected to practice your leadership competencies in an actual setting. This can be at your workplace, union, or some other setting like a volunteer or community organization, your church. Your team will act as your support group and consultants.

Examination I (20% 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, (10% of the final grade)

This exam will take place during the final class week and will cover material from the second half of the course. This exam is optional. If you are happy with your grade at Week 13 you can opt out. Exam 2 will *not* be cumulative.

Overall contribution to the Class.
10% of the final grade will be awarded based on your overall performance and contribution: meeting deadlines, effort put forth in journals and team discussions, contributions to your team's discussions and case analysis.

COURSE TEXTBOOK

Peter G. Northouse. Leadership: Theory and Practice. 9th or 10th Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-5063-6231-1

I selected the Northouse book as the primary text for this course because it contains the

most thorough review of all the major theories of leadership as well as a critical review of the evidence of whether there is empirical support for the theory's prescribed behavior. You will quickly discover that in fact there is only limited evidence for most of the theories. However, many if not most of them do contain some useful elements that are worth learning and mastering. I will have much more to say on this subject as we move through the modules.

Unfortunately, Sage dramatically raised the price for the latest edition of the book – without a great deal of justification in my view, although the new chapter on "social identity" leadership is a useful addition. However, you should feel free to buy the 9th edition or even the 8th edition. I'll supply any missing chapters. I do think the book is very useful resource to have on your shelf to refer to. I know that I do. Sage also offers pretty good e-text if you prefer an on-line option.

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	❖ Northouse Chapter 1 ❖ Introductions
2	Trait and Skill Theories	❖ Northouse 2 & 3; ❖ Week 2 journal ❖ Leadership Trait and Skills Inventory assessment
3	Behavioral and Situational Theories	❖ Northouse 4&5 ❖ Week 3 Team Discussion ❖ Leadership Behavior & Situational Leadership Questionnaires
4	Path-Goal & Leader-Member Exchange Theory	❖ Northouse 6&7 ❖ Path-Goal Questionnaire ❖ LMX7 Questionnaire ❖ Week 4 Journal
5	Transformational Leadership and Social Movement Leadership	❖ Northouse 8 ❖ TBA ❖ Week 5 Team Discussion
6	Leadership Ethics and psychodynamic theory	❖ Northouse 16 (10th ed) ❖ TBA ❖ Team Discussion: feedback on leadership project proposals ❖ Ethical Leadership Style assessment ❖ MBTI and Big 5 assessments
7	Followership	❖ Northouse chapter 13 ❖ Leadership Project proposal ❖ Followership Q.
8	Adaptive Leadership Exam I	❖ Northouse 11 ❖ Adaptive Leadership Q. ❖ Exam I
9	Team and Inclusive	❖ Northouse 12 and 15 ❖ Team Discussion –

	Leadership Theories	❖ Team leader assessment ❖
10	Bad Leadership	❖ Barbara Kellerman ❖ TBA ❖ Draft Leadership project paper
11	Authentic, Servant Leadership	❖ Northouse 9,10 ❖ Authentic Leadership Self-Assessment ❖ Servant Leader assessment ❖ Team Discussion: feedback on leadership project papers
12	Social Identity Leadership	❖ Northouse 14 ❖ Prepare Individual video presentations of your leadership initiative ❖ TBA
13	Thanksgiving	❖ Feedback on Leadership initiatives ❖
14	Course Wrap up	❖ Exam II ❖ Final Journal and class feedback discussion