

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

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

Spring 2020
Class Times: Online

Instructor: Tania (Tani) Castañeda, Associate Vice Chancellor, Professor
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COURSE OVERVIEW

This course offers an in-depth examination of *leadership* in 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 (corporate leadership, military leadership, political leadership, etc.), the practical examples used in this course will primarily focus on leadership within work organizations. 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 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 are listed below:

Course Component	Raw Points Possible	% of Final Course Grade
Online Class 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%
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 average system, your final grade will be calculated as follows:

%	Rutgers 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

Online 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 responsiveness 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. (It is understood that sometimes emergencies happen. If you must miss a deadline, please send an email to the instructor in anticipation of this. If you follow this policy, you will have an opportunity to recover points 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 have 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 Analysis and Presentation (100 points, 10% of final grade)

Toward the end of the semester, you will participate in a team project to analyze and present on a case applying leadership theory and approaches you have learned. In the second half of the semester, each student will be assigned to a team and can begin working with their group on the case project. Each team will develop a presentation, as well as observe and reflect on other teams' presentations.

Exam 1 (150 points, 15% of final grade) and Exam 2 (150 points, 15% of final grade)

Exam 1 will be administered near the middle of the course covering the material from the first half of the class. This exam is designed to help you retain, integrate, and deepen your understanding of the ideas explored up to that point in the semester. Exam 2 will be administered towards the end of the course and cover material from the second half of the class. It will not be cumulative. (Make-up examinations are only allowed in the case of documented family, work, and medical emergencies.)

COURSE TEXTBOOK & CLASS ADMINISTRATION

Required Text. Please ensure you obtain the 8th Edition of the book below. Northouse (2019) will be supplemented with additional readings and videos on the topics under examination for the week. (During the first couple of weeks of the course, the instructor will provide scanned PDF copies of the assignments for convenience.)

Peter G. Northouse. (2019). Leadership: Theory and Practice. 8th Edition.

Thousand Oaks: Sage Publications. ISBN: 978-1-4129-748

Canvas. The Canvas course management system will be used for the administration of this course. The instructor will use 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.** The instructor is not responsible for announcements and email messages that you miss as a result of 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 to 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' 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

Please rely on Canvas for more detailed week to week assignments and expectations.

Week	Dates	Topic/Module	Assignments
1	1/22 – 1/28	Introduction and Course Overview	<ul style="list-style-type: none"> ❖ Northouse Chapter 1 ❖ Student Introductions
2	1/29 – 2/4	Trait and Skill Theories	<ul style="list-style-type: none"> ❖ Northouse Chapters 2 & 3 ❖ Leadership Trait and Skills Inventories ❖ Journal Entry
3	2/5 – 2/11	Team Leadership Theories	<ul style="list-style-type: none"> ❖ Northouse Chapter 14 ❖ Team Excellence and Collaborative Team Leader Questionnaires ❖ Class Discussion
4	2/12 – 2/18	Behavioral and Situational Theories	<ul style="list-style-type: none"> ❖ Northouse Chapters 4 & 5 ❖ Leadership Behavior & Situational Leadership Questionnaires ❖ Journal Entry
5	2/19 – 2/25	Path-Goal and Leader-Member Exchange Theories	<ul style="list-style-type: none"> ❖ Northouse Chapters 6 & 7 ❖ Path-Goal Questionnaire ❖ LMX7 Questionnaire ❖ Class Discussion
6	2/26 – 3/3	Adaptive Leadership and Followership	<ul style="list-style-type: none"> ❖ Northouse Chapters 11 & 12 ❖ Adaptive Leadership & Followership Questionnaires ❖ Class Discussion
7	3/4 – 3/10	Exam 1	<ul style="list-style-type: none"> ❖ Exam 1
8	3/11– 3/24	Leadership Ethics and Psychodynamic Theory SPRING BREAK	<ul style="list-style-type: none"> ❖ Northouse Chapter 13 and Psychodynamic readings ❖ Journal Entry (Due 3/24)
9	3/25 – 3/31	Transformational Leadership	<ul style="list-style-type: none"> ❖ Northouse Chapter 8 ❖ Multifactor Leadership Questionnaire ❖ Team Discussions
10	4/1 – 4/7	Authentic and Servant Leadership Theories	<ul style="list-style-type: none"> ❖ Northouse Chapters 9 & 10 ❖ Authentic Leadership Self-Assessment ❖ Servant Leadership Questionnaire ❖ Journal Entry
11	4/8 – 4/14	Race, Gender and Culture in Leadership Approaches	<ul style="list-style-type: none"> ❖ Northouse Chapters 15 & 16 ❖ Dimensions of Culture Questionnaire ❖ Team Discussions: Prepping for Case Analysis & Presentation

12	4/15 – 4/21	Case Presentation	❖ Team Case Presentations (Presentations due and posted by 4/21/20)
13	4/22 – 4/28	Presentation Reflections	❖ Case Presentations Discussion (Individual reflections on case presentations due by 4/28)
14	4/29 – 5/5	Course Wrap Up	❖ Final Journal Entry ❖ Exam II
	4/13	Exam Period Ends	❖ Exam II Due