RUTGERS
School of Management
and Labor Relations

Syllabus
Professional Development Strategies
Fall 2021 - 37:575:368

Professor: Pamela Temple
To Interact: Send a message via the Canvas messaging tool.

Objectives and Competencies
Objectives
Students will have the opportunity to learn, share, and make meaning of course material. Within learning communities and through individual reflection on course topics and assessment results students will:

- recognize the mandate for particular employee skills given contemporary and future work and workplaces.

- learn key concepts regarding personal and interpersonal skills of most interest to employers.

- explore competencies that support long term personal and professional success.

Competencies
At the conclusion of the course it is expected that students will demonstrate knowledge and skills in several core areas. Specifically, students should be able to:
- apply critical and creative thinking skills, including ability to synthesize information from various sources.
- apply competencies to address long term professional development needs: values clarification, problem solving, and decision making.
- establish a plan to utilize knowledge and skills gained through course content.

Course objectives and competencies above relate to the following overall LSER learning outcome goals:
- Apply employment relations concepts, and substantive institutional knowledge, to understanding contemporary developments related to work. (Goal 2)
- Work productively in teams, in social networks, and on an individual basis. (Goal 13)

Access the Course
This course is taught asynchronously 100% online using the **Canvas** LMS.

Canvas login:
https://canvas.rutgers.edu/
Once the login page opens, click "NetID Login" and enter your NetID and password. You will gain access to the course.

Get Help
Need Assistance with a technical question?

It is the student's responsibility to be able to perform technically in the course. Contact the helpdesk staff if you need assistance using the **Canvas** LMS. *Your instructor cannot assist you with technical issues – but the helpdesk staff can!*

Helpdesk: Rutgers Office of Information and Technology
Email: https://it.rutgers.edu/help-support
Call: 833-OIT-HELP

School of Management and Labor Relations learning goals:
> • Demonstrate an understanding of how to apply knowledge necessary for effective work performance. (Goal VI)
>
> • Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. (Goal VII)

Course Requirements

NOTE: This course requires significant effort within a virtual team formed around a common interest in a chosen professional development related topic. The virtual team works together for half of the semester. The team produces a course project worth 20% of one's final grade. Teamwork involves face-to-face synchronous meetings online and ongoing interaction/collaboration.

If you are willing to engage in experiential learning, you'll gain experience and learn skills that can be applied in the workplace and future online course team assignments.

. **Reading, AudReading, Audio and Video**

> Required Text:
> This text can be purchased in ebook format or in paperback form. Either form is acceptable.
>
> **Virtual Teams: Mastering Communication and Collaboration in the Digital Age**
> **Author:** Terri R. Kurtzberg
> **Published:** 2014
> **Publisher:** Praeger
> ebook - $31.00; hardcover- $41.00 new, reduced price if used
>
> **Link in Amazon:** https://www.amazon.com/Virtual-Teams-Mastering-Communication-Collaboration-ebook/dp/B00KSKUCIW/ref=mt_kindle?_encoding=UTF8&me=
> Also available through Barns and Noble – RU Bookstore
>
> All other reading/audio/video assignments are linked the online course shell.

Assignments

- **Social Learning**
  Learning Community Discussions (Forums)
  Worth 300 Points – 30% of Final Grade

  A minimum of 3 comments are required. One comment must be an original comment – one that starts a discussion thread in the forum. A minimum of 2 comments must be made after reflecting on content of learning community member's thoughts/ideas.

Students are encouraged to offer more than the minimum 3 comments. Original comment and the two best comments made in a forum are graded.

High Academic Engagement Requirement
- The original comment must be significant: Between 400 – 500 words.
- Synthesis of information from multiple sources is required in original comments.
- All comments – original and both replies – must specifically note the content on which the student is reflecting. An "all personal opinion" reply without a notation to material from inside or outside of the course will earn students few points.

Students are responsible for meeting first comment and forum close deadlines and reviewing the forum grading rubric.

Forums open 12:01am Thursday mornings and close 11:59pm Tuesday nights. First comment deadlines are 11:59pm, Saturday evenings. *There is no 1st comment deadline for the 1st forum.*

A total of 6 discussions are held.

Two discussions are <u>mandatory</u>: #3 and 7. If a student doesn't participate, a zero will be noted in gradebook.

Of the five remaining discussions, students must participate in four: #1, 2, 4, 5, 6. If choosing to engage in all five remaining discussions, the lowest score will be dropped. If choosing to only participate in four discussions, the zero associated with the skipped discussion will be dropped.

Forum Number	Title	Week
1	Contemporary Work Issues	1
2	Skills, Learning and the Future of Work	3
3	Organizing and Completing a Virtual Team Assignment - **MANDATORY**	4
4	Critical Reflection on Change and Life Transitions	7
5	Critical Reflection on Mindfulness	10
6	Critical Reflection on the Five Minds	12
7	Critical Reflection on Essential Skills: Top Course Projects - **MANDATORY**	13

- **Team Based Assignments**

    Two integrated types of assignments are involved in team-based assignments. Established teams of students <u>collaborate</u> (not simply cooperate) on a course project using best practices in virtual team behavior to produce a course project. Teams work together for <u>seven weeks.</u>

    Students are graded on use of best practices in virtual team operations (15% of final grade) as well as graded on the final product of virtual team efforts – the course project (20% of final grade.)

Virtual Team Course Project

Worth 200 Points - 20% of Final Grade; *Grade is team based.*
Virtual Team Course Project Due Week 11

Specific instructions, a template for each assignment and grading rubrics for the assignment are available. Students are responsible for reviewing and comprehending the instructions and grading rubrics as well as using the assignment template.

Part I Importance of Topic	
Involves an argument of the importance of the topic:	
A	as it relates to the trends and issues shaping 21st century employment, careers, workplaces, and the nature of work.
B	as it relates to any of the following: meeting an individual's career needs, professional development, career readiness, career advancement.

Part II Introduction to Topic and Subtopics Complexity of Topic	
Involves explanation of facts, theories, results, events, and professional opinions.	
A	Mini literature review focused on overarching topic.
B	Association between overarching topic and multiple subtopics, including more than just a mention of the subtopics highlighted in Part III.

Part III Subtopics	
*Involves selection of and research on **three** "subtopics" associated with the topic; presentation of facts, theories, results, events, and professional opinions associated with the subtopic. For EACH subtopic:*	
A	Mini literature review on each subtopic, including more involved or complex issues.
B	Identification of connection between subtopics presented in the project.

Part IV Topic Reflection	
Involves reflection on material in Parts I, II and III. Sharing of opinion statements, experiences, or stories (case studies) directly associated with the topic.	
A	EACH team member provides their personal reflection on the topic, a subtopic, or concept presented within the project.

Part V Suggested Discussion Questions for Learning Community
Involves the development of 2 – 3 "critical thinking" questions that require learning community members to:
• understand project content. • synthesize information from within the project. • engage in meaningful reflection and discussion about more involved/complex elements of the topic, subtopics or concepts presented in the project.

Virtual Team Experience Assignments
Worth 180 Points – 18% of Final Grade

Specific instructions, a template for each assignment and grading rubrics for the assignment are available. Students are responsible for reviewing and comprehending the instructions and grading rubrics as well as using the assignment template.

Assignment	Graded	Due Week
Contact & Competency Sheet *Contact Information; Explanation of Best Times to Meet; Description of Roles and Abilities*	Individual Points	4 20 points
Virtual Team 1st Deliverable *Team Project Charter; Icebreaker Exercise Reflection; Communication Tools Used, Strategies Used in Meeting Objectives/Goals; Video Conference Feedback*	Team Points	6 60 points
Virtual Team Deliverable #2 *Preliminary Draft Outline of Project; Collaboration Activities; Opportunities and Challenges*	Team Points	8 50 points
Team Evaluation and Learning Points *Rating of Self and Others* (50 points)	Individual Points	12 50 points

- **Professional Development Journal**
  Worth 300 Points – 30% of Final Grade

  Specific instructions, a journal template and grading rubrics for the assignment are available. Students are responsible for reviewing and comprehending the instructions and grading rubrics as well as using the assignment template.

Part	Topics of Journal	Complete Week	Submit Week
1	Employment Experience: Desires, Expectations, Impact of the Future of Work	2	3 60 points
2	Learning; Essential Skills	3	
3	Self-Awareness Key Concepts to Apply	6	7 90 points
4	Definition of Success; Reflections on Your Completed Johari Window	6	
5	Core Values	7	
6	Crafting Your Life (Harvard Business Review Simulation Reflection)	9	10 70 points
7	Using Mindfulness	10	
8	Personal Strengths	13	14 80 points
9	Professional Development Essay	14	

Grading

Each assignment is worth a certain number of points; see chart below. Highest number of points a student can earn is 1,000. Points accumulate to determine final percentage grade (percent of 1,000 points.)

Outstanding	Very Good	Good	Satisfactory	Poor
100 – 90% = A	89 – 87% = B+	86 – 80% = B	79 – 77 Points = C+	66 – 60 = D
				59% and below = F

% of Grade	Assignment and Points
Team Based Assignments 38%	**Team Development & Competency Assignments** Worth 180 points 4 assignments associated with team activities & individual team member evaluation. Point worth varies by assignment **Virtual Team Project** Worth 200 points Collaborative assignment accomplished in virtual team
Learning Community Discussions 30%	Worth 300 points 6 Forums 50 points each Forums 3 and 7 are mandatory Forums 1,2,4,5,6 – 4 out of 5 required
Professional Development Journal 30%	**Professional Development Journal** Worth 300 points Journal is submitted in four sections. Total of 9 journal parts. Each journal part is worth a different number of points.
Task Completion 2%	**Team Project Student Contract** Worth 10 points **Updating of Account Information in Canvas** Worth 10 points Students upload photo, offer profile, review email address for notifications and check notification settings
100%	**Total** Assignment and Assessment Worth - 1000 points

Policies and Procedures

❖ **Class Sessions**

This is an asynchronous course. The course week begins on Wednesdays.

Check course calendar. The course week begins on **Wednesdays** and ends 11:59 pm, **Tuesday** nights.

Students are expected to enter the course for the first time the first day of the semester, September 1, to get acclimated to the learning venue. The last day students

are expected to log into the course prior to final grades being posted is Friday, December 10.

A weekly message reminding students of the topic(s) for the week and the week's assignment is uploaded into the announcements area of the course by 10am each Wednesday.

❖ **Due Dates**

> Check the course calendar for due dates. A calendar is available through the navigation bar (red) in the course shell. One that can be downloaded as well as seen is available within the Course Essentials module. Due date for each assignment is also clearly noted on the course calendar.
>
> **Assignments <u>must</u> be completed by 11:59 pm Eastern Time** if the student desires to be in the position to earn the highest number of points for an assignment.
>
> **Late Submission Penalties**
> Journal Sections and Virtual Team Course Projects are accepted up to <u>24 hours</u> late (12 midnight Tuesday – 11:59 pm Wednesday) for a deduction of 10% of points (1 letter grade deduction.)
>
> 5% of points will be deducted for late Virtual Team assignments.
>
> 1. **No Late Submissions for Forums**
> Forums lock at midnight of the close date. Students cannot make up points lost due to lack of participation in forums before the close dates.

> *Things happen.* When you don't have to attend a class session in person, it's easy to allow a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use – the computer or Internet connection will act up at the most critical time.
>
> Because "things happen" it's a best practice <u>*not to wait until the last minute*</u> to participate in a forum, submit an assignment.

❖ **Message Checking Policy**

Messages Sent to Professor's Canvas Inbox
Unless students receive advance notification, the instructor will check her Canvas Inbox by 10:00am ET on regular workdays. (This excludes Sundays and Thanksgiving break.) If a student sends a comment or question, the professor will address the contents of the message within 24 hours.

Messages Sent to Student Canvas Inbox
It is the responsibility of the student to regularly check for incoming messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

❖ **Extra Credit**

The extra credit option is available to all students. *No other extra credit is available at any other time – or - for individual students.*

Students who desire to earn extra credit can take advantage of an additional writing assignment associated with a specific essential skill. Writing assignment is available week 12. Extra credit writing assignment is due the end of week 13. Worth up to 50 extra credit points.

❖ **Academic Integrity**

Academic Integrity at Rutgers: http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/

Plagiarism

One form of an academic integrity violation is plagiarism. Students must understand the forms of plagiarism. Students are provided material titled *Plagiarism: Identifying & Avoiding* as a link under the Course Home tab and are responsible for the contents of the document. Some facts are assessed as part of the Course Orientation quiz.

Plagiarism is not tolerated. All material taken from another source must offer proper attribution. No component of a student's writing assignment should originate from a past submitted assignment or material downloaded or purchased.

Impact of plagiarism in this course ranges from rewriting the assignment - to – earning no points for the assignment. Depending on the extent and form of plagiarism, the situation will be reported to Rutgers University.

❖ **Students with Disabilities**

To receive consideration for reasonable accommodations, students with a disability must send their letter of accommodation to me and discuss the needed accommodation(s) as early in the semester as possible. For more information: https://ods.rutgers.edu/students/documentation-guidelines. https://ods.rutgers.edu/students/registration-form.

Course Expectations

❖ **Self-Empowerment**

Use of Technical Tools & Problem Solving

It is each student's responsibility to learn to maneuver around the course and use course tools. Each student has a wealth of information and support to achieve this goal.

Student Resources

Use a "can do" attitude when getting acclimated to the online learning venue. Attitude about achieving success or solving problems is a key resource.

Resources available in course:

Using Course Tools; Canvas Guides for Students; Help tab in the (red) navigation bar all provide a link to instructions that address technical questions.

Resources available outside the course:

Contact Rutgers helpdesk with technical questions. All assistance contact information is available on page 1 of this syllabus and by clicking on the Syllabus tab in the course essentials module and on the home page of the course.

Do not contact your instructor expecting her to solve computer or technical problems. She cannot solve your technical problems!

❖ **Recognize Best Practices and Use Them to Achieve Success**

Students are offered specific directions on how to complete each assignment within the course shell. In addition, specific grading rubrics are published so that students understand <u>exactly</u> how each assignment will be graded. It is expected that students will be attentive to directions and the grading criteria for assignments.

Course Topics & Assignments by Week

Materials used for this course, with the exception of the required Virtual Teams text, are chosen from the most recent research, surveys, organizational information, news articles, videos, and op-eds. Content changes frequently. Go to week pages in course shell for a complete listing for reading/listening and video assignments.

Week 1 & 2: Course Overview & Orientation
Can be completed any time before the Friday of week 2.

Topic: Course Orientation & Introduction

> <u>Assignments</u>
> 1.   Required Reading and Audio/Video for Course Orientation
> 2.   Attending to Account Information
> 3.   Topic of Interest for Team Course Project
> 4.   Team Project Student Contract

Unit I
21st Century Employment & Development Issues

Week 1: Part I: Trends and Issues Shaping 21st Century Employment
Contemporary Work Issues
Topic: Today's Workplace: A Pandemic Perspective

- Workplace disruption and response to Covid-19 pandemic. Perspectives on several realities of employment today
- Employee needs/organizational and governmental response

Topic: Racial Reckoning

- Experience of racial minorities; initial organizational responses

<u>Assignments</u>
Discussion - Forum 1: Impact of a Pandemic and a Racial Reckoning on Employees and Organizational Response
(Only for this forum, there is no 1st comment deadline)

Week 2: Part II: Trends and Issues Shaping 21st Century Employment

Topic: **The Future of Work Visioning**

- Changes in the workforce, workplace, and nature of work.

Topic: **Workforce Archetypes, Stereotypes Research and Surveys and You**
- Gen Z (Post Millennials) and Millennial Research; Surveys and Opinions

   Assignments
   Journal Assignment Part 1
   What You Desire and Expect from Your Employment Experience
   Impact of the Future of Work on You
   (Part 1 due week 3)

Week 3: Part III: Trends and Issues Shaping 21st Century Employment

Topic: **21st Century Learning**
- University learning as a professional development opportunity; formal workplace as well as self-directed, lifelong, social learning

Topic: **Essential Skills**
- Emerging perspective that focuses upon how essential "soft" skills are when considering the future of work. Essential (soft) skills employers desire are presented.

   Assignments
   Discussion: Forum 2: Skills, Learning and the Future of Work

   Journal Assignment Part 2
   Professional Development and Learning
   Your Perspective on and Strengths Associated with "Essential Skills"

   Journal Parts 1 and 2 are due

Unit II
Skills for Virtual Teamwork

Week 4: Virtual Teamwork Part I
Must have textbook by this week.

Topic: **Virtual Teams: Issues and Best Practices**
- Strategies for addressing the forming and functioning of virtual teams. Topics: team building, networking, building trust and cooperation, and effective decision making
- Overview of behaviors effective team members exhibit: co-located or virtual

   Assignments
   Discussion - Forum 3: Organizing and Completing a Virtual Team Assignment
   MANDATORY forum. *Cannot skip this discussion.*

   Virtual Team Assignments
   o   Submit Team Information: Contact & Competency Sheet
       Submit through Team Information: Contact & Competency assignment page – AND – share

this sheet with virtual team members.

- o Negotiate date for 1st meeting with virtual team
  In order to set 1st meeting date, one member of the team will need to take the initiative to send a message to all team members. All team members will need to respond.
- <mark>Note:</mark> Virtual teams are announced at the beginning of the week.

Week 5: Virtual Teamwork Part II
Topic: Communicating with Team Members
- Issues and best practices involved in virtual team organization, norm development, communication and productivity.

Assignments
Virtual Team Assignments
- o Hold 1st in-person virtual meeting
- o Complete icebreaker exercise with team
- o Develop team charter material

Virtual Team Deliverable #1
Deliverable #1 Due Week 6

<mark>Unit III</mark>
Self-Development for Personal and Professional Success

Week 6: Personal Development Basics; Defining and Achieving Success

Topic: Self Awareness
- Self-awareness as the meta skill of the 21st century: a foundational skill for development and success
- Engaging in mindful self-awareness
- Feedback to ascertain how one is perceived as a critical self-awareness function
- Applying the Johari window model for self-awareness and interpersonal understanding

Topic: Defining & Achieving Success
- Perspectives on the meaning of success
- Strategies for achieving success

Assignments
Journal Assignment Part 3
Self-Awareness Key Concepts
Reflections on Your Completed Johari Window

Journal Assignment Part 4
Definition of Success; Core developmental Strategies for Success
Journal assignments due week 7

Week 7: Core Values; Choices and Transitions
Topic: Core Values

- Identifying core life values and intentionally making professional/personal choices in accordance with values

Topic: **Life Transitions & Change**
- Navigating career and life ambiguities and transitions
- Addressing unwanted and driving desired changes

  Assignments
  Discussion - Forum 4: Critical Reflection on Change and Life Transitions

  Journal Assignment 5
  Your Core Values
  Journal Assignment 3, 4, 5 Due

Week 8: Virtual Team Development and Project Work Week
- This is one of two work weeks planned for independent study and virtual team course project development. Team must <u>work together</u> this week to create a project outline and an interim report.

  Assignment
  Virtual Team Deliverable #2 Due
  Team Project Interim Report: Preliminary Draft of Project Outline, Collaboration Activities; Opportunities and Challenges

Week 9: Wellness & Balance Part I

Topic: **Work – Life Integration and Career Decision Making**
- Perspectives on creating an allied relationship between work and personal life
- Decision making in managing work-life tensions and tradeoffs

  Assignments
  Complete Harvard Business School Personal and Professional Choices Simulation (Drafting Your Life)

  Journal Assignment 6
  15 Years of Crafting Your Life
  Due week 10

Week 10: Wellness & Balance Part I!
Topic: Wellness in the Workplace
- Dimensions of employee wellness in the workplace
- Strategies for addressing emotionally charged situations: conflict, anger, criticism, and dealing with difficult people
- Personal resilience and the workplace: managing stress, anxiety, change, uncertainty; experiencing work satisfaction

Topic: Mindfulness and Its Benefits

- Understanding core concepts and benefits to using mindfulness techniques to address professional and workplace issues.
- Learn mindfulness breathing techniques to apply in the workplace

<u>Assignments</u>
Journal Assignment 7
Using Mindfulness
Journal Assignment 6 and 7 Due

Week 11: Team Development and Course Project Work Week
<u>Assignment</u>
Complete/Submit Virtual Team Course Project

<mark>Unit IV</mark>
Skills for Employment Success

Week 12: Skills for the Future
Topic: Gardner's Five Minds for the Future
- Core principles of each mind to utilize in professional endeavors: Disciplined Mind, Synthesizing Mind, Creating Mind, Respectful Mind, Ethical Mind

Topic: Personal Strengths
- Theory and benefit of focusing on and leveraging personal strengths for professional success
- Identification and learning about of top 5 personal strengths

<u>Assignments</u>
Discussion - Forum #6: Critical Reflection on the Five Minds

Complete Personal Strengths Online Assessment

Journal Assignment 8
Personal Strengths
Due week 14

Virtual Team Evaluation

Week 13: Employment Skills Discussion
Topic: Essential Skills: Peer Review and Discussion of Course Projects
- Learning community members review course project contents, engage in discussion of project contents

<u>Assignments</u>
Review Virtual Team Projects
Discussion - Forum 7: Critical Reflection on Essential Skills: Top Course Projects

Week 14: Course Wrap-Up
<u>Assignments</u>
Journal Assignment 9
Professional Development Essay

Journal Assignment 8 and 9 Due