

**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

Fall 2021

Class Times: on-line

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## **COURSE OVERVIEW**

This course offers an in-depth examination of *leadership* in work and worker 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. We will also examine leadership in social movement organizations. Because leadership also involves followership we will also study followers. 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.

This Fall 2020 semester takes place in a historic context in which the topic of leadership is particularly salient. We are still dealing with the COVID-19 pandemic and the subsequent economic consequences combined with the dramatic death of George Floyd has raised the nation's awareness of the legacy of racism and inequality in general. Seldom has there been more attention on the role of leaders and leadership in so many different arenas. These circumstances provide a compelling reason to focus on our own leadership competencies as well as to think about those whom we serve, elect or hire. 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 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. Class discussions and journal exercises are the 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 of 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 as listed below:

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

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

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 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 Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-5063-6231-1**

Required Text (the paperback costs about \$50-80 brand new): Northouse made some important changes in this latest edition – especially the chapter on “inclusive” leadership. Previous editions had not dealt directly with issue of race. Most of the other material is similar to the 8<sup>th</sup> edition so you may be able to find used copies for much less. I will provide a copy of the chapter on inclusive leadership for those of you who elect that option. Sage also offers a 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	❖ Northhouse 1 ❖ Introductions
2	Inclusive Leadership	❖ Northhouse 12 ❖ Week 2 Journal
3	Trait and Skill Theories	❖ Northhouse 2 & 3; ❖ Week 3 Team Discussion ❖ Leadership Trait and Skills Inventory assessment
4	Behavioral and Situational Theories	❖ Northhouse 4&5 ❖ Week 4 Journal; ❖ Leadership Behavior & Situational Leadership Questionnaires
5	Team Leadership Theories	❖ Northhouse 16; ❖ Team Excellence and Collaborative Team Leader Questionnaires; ❖ Team Discussion: Case Study
6	Path-Goal & Leader-Member Exchange Theory	❖ Northhouse 6&7 ❖ Week 6 Journal ❖ Path-Goal Questionnaire ❖ LMX7 Questionnaire
7	Leadership Ethics and psychodynamic theory	❖ Northhouse 15 ❖ Team Discussion ❖ Ethical Leadership Style and psychodynamic theory
8	Adaptive Leadership	❖ Northhouse 11 ❖ Week 8 Journal ❖ Adaptive Leadership Q. ❖ Exam I
9	Followership	❖ Northhouse chapter 13 ❖ Team Discussion ❖ Followership Q.
10	Transformational Leadership Social Movement Leadership	❖ Northhouse 8 ❖ Week 10 Journal ❖ Multifactor Leadership Q.

11	Authentic & Servant Leadership Theories	<ul style="list-style-type: none"> <li>❖ Northouse 9&amp;10</li> <li>❖ Team Discussion</li> <li>❖ Authentic Leadership Self-Assessment</li> <li>❖ Servant Leadership Q.</li> </ul>
12	Leadership Initiatives. More on Race, Gender & Culture	<ul style="list-style-type: none"> <li>❖ Individual presentations of your initiative</li> <li>❖ Northouse 14</li> <li>❖ TBA</li> <li>❖ .Week 12 journal</li> </ul>
13	Thanksgiving	❖ TBA
14	Course Wrap up	<ul style="list-style-type: none"> <li>❖ Exam II</li> <li>❖ Final Journal and class feedback discussion</li> </ul>