

Leadership in Organizations

Mondays, 2 to 5 pm, TIL 209

Instructor

Dr. Tracy F. H. Chang, M.B.A., Ph.D.

Email - Use Canvas email to communicate course-related matters, including scheduling appointments.

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Office Hours: Mondays, 12 to 1:30 pm or by appointment

Course Description

We are navigating a world shaped by VUCA — Volatility, Uncertainty, Complexity, and Ambiguity. The COVID-19 pandemic is a powerful reminder of how quickly the world can shift. With rapid advancements in artificial intelligence and mounting ecological disruptions, the pace of change continues to accelerate, challenging conventional paradigms of living, learning, working, and leading. What does it mean to learn and lead effectively in this VUCA world? What knowledge, skills, behaviors, and competencies must leaders possess to meet the evolving challenges of the 21st century?

This course explores what it means to lead effectively in a VUCA world by integrating Western theories and Eastern wisdom. It invites students into a co-creative learning journey that weaves together these diverse perspectives. Through innovative pedagogies, the course aims to cultivate the competencies needed to lead both self and others toward *inclusive well-being*—leadership that uplifts and transforms individuals, teams, organizations, and society. The learning experience is student-centered, experiential, and highly participatory. Active attendance and engagement are essential for success in this course.

Learning Goals

School of Management and Labor Relations:

- Demonstrate an ability to interact with and influence others professionally and effectively present ideas and recommendations (Goal VII).
 - Develop practical presentation skills appropriate for different settings and audiences.
 - Develop capabilities to work and lead in a multicultural and diverse environment.
 - Work productively in teams, in social networks, and on an individual basis
 - Develop cultural agility competencies
 - Demonstrate lifelong personal and professional development skills

Labor Studies and Employment Relations Department:

- Work productively in teams, social networks, and individually (Goal 13).

Course:

- Explain key leadership theories.

- Demonstrate leadership competencies (knowledge, skills, and behaviors) - self-knowledge, self-mastery of body, mind, emotion, and energies, communication, creative thinking and problem solving, teamwork, ethical reasoning, intercultural knowledge and competencies. Student:

Course Materials

- Peter Guy Northouse (2022). Leadership: Theory and Practice. (Purchase 6th or 7th Edition)
- Sadhguru Jaggi Vasudev (2016). Inner Engineering. (Purchase your own copy or an online copy available via Rutgers Library)
- The Everest Leadership Simulation, Harvard Business Review. ([Purchase via this link](#))
- The Challenger Space Shuttle Launch game. (Available from instructor).
- Other materials as assigned.

Pedagogical Frameworks

Figure 1. The Sweet Spot of Knowing, Doing, and Being

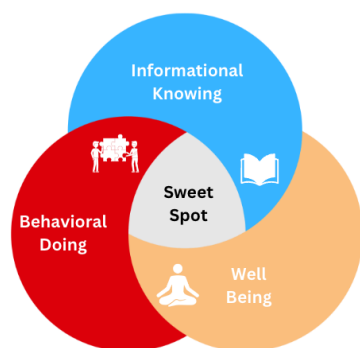
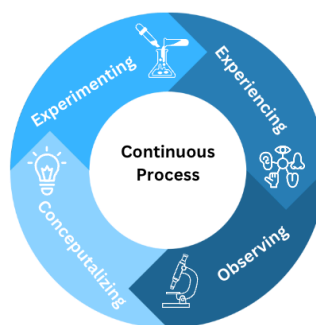


Figure 2. Kolb's Experiential Learning Cycle



Authentic or Performance Assessment

Authentic assessment evaluates how well students apply their knowledge and skills to real-world, complex tasks and situations, rather than just recalling facts. Authentic assessment asks students to “do” the subject. This course's authentic assessment involves “Inner Engineering” practices, applied improv, simulations, role-play, and Reacting to the Past (RTTP) games. We will use multiple sources of assessment: self, peer, and the instructor.

Requirements	Percent	Expectations
Full Attendance and Attention (Self-mastery, Teamwork)	10%	Attend classes on time and in their entirety. One lowest score will be dropped to accommodate any life situations (e.g., work, travel, transportation issues, family responsibilities, sickness, etc.)

Requirements	Percent	Expectations
Active Engagement, and Meaningful Contribution to Learning (Oral Communication, Life-long Learning, Creative Thinking, Teamwork)	15%	Complete pre-class preparation Assignment. Attend classes on time and in their entirety; focus and participate fully in class activities and discussions (stow away electronic devices); actively listen and contribute to collective learning and growth.
Inner Engineering practices - 21-Day Challenge (Self-knowledge and mastery, Life-Long Learning)	10%	Understand the Inner Engineering insights through practices; complete the 21-Day Challenge and experiential activities.
Applied Improv (Communication, Teamwork, Creative Thinking)	10%	Actively and constructively participate in activities and derive lessons learned.
Everest Leadership Simulation, analysis and team presentation (Teamwork, Problem-Solving)	15%	% individual and team objective achieved; quality of group dynamic analysis and team presentation.
Leadership Theater - Role Play Competitions & Quizzes (Teamwork, Creative Thinking, Problem Solving)	15%	Average quiz score and number of competitions won.
RTTP - The Challenger's Game & Quiz & Presentation (Oral Communication, Problem-Solving, Ethical Reasoning)	15%	Quiz score, achievement of personal and faction objectives, quality of reflection, and application of the ethical decision-making framework.
LEADX Talk (Oral Communication, Creative Thinking)	10%	Demonstrate improvement in communication and creative thinking
Total	100%	

Final Grade Guidelines:

A	89.5-100	D	59.5 - 69.49
B+	84.5 - 89.49	F	0 - 59.49
B+	79.5 - 84.49		
C+	74.5 - 79.49		
C	69.5 - 74.49		

Planned Course Schedule (Check Canvas for Changes)

Dates		Topics	Readings & Assignments
Class 1	9/8	• Introduction	
Class 2	9/15	Section I: The Dynamics and Evolution of Leadership • Leadership Models • Why do leaders need Improv?	• Northouse, Chapters 1 & 2 • Three quantities that make a great leader - Sadhguru • Waisanen (2022), Improv for Democracy, pp. 7-28. • Inner Engineering - "The Way Out is In" Chapter. • See Canvas Assignment
Class 3	9/22	Section II: Leading the self - West and East • Self-Leadership • Inner Engineering	• Neck, C. P., & Houghton, J. D. (2006). "Two Decades of Self-Leadership Theory and Research: Past Developments, Present Trends, and Future Possibilities." • Inner Engineering - "Design Your Destiny" and "No Boundary, No Burden" Chapters • See Canvas Assignment
Class 4	9/29	• Manage your mind	• Optimize yourself for leadership (2022). • "And Now Yoga" • Inner Engineering - the Mind Chapter until "Knowing with thought" • See Canvas Assignment
Class 5	10/6	• Manage your energy	• Inner Engineering - The rest of the Mind Chapter and the Energy Chapter • See Canvas Assignment
Class 6	10/13	• Manage your body	• Inner Engineering - the Body Chapter • See Canvas Assignment
Class 7	10/20	Section III: Leading Teams • Everest Leadership Simulation	• Northouse, Chapter 14 Team Leadership. • Tuckman (1965/1977), Team Development Model. the Fellowship of the Ring • Understand Team Effectiveness - Google's Aristotle Project • How Google Builds the Perfect Team • See Canvas Assignment
Class 8	10/27	• Everest Simulation Lessons Learned - Team Presentations	• See Canvas Assignment

Dates		Topics	Readings & Assignments
Class 9	11/3	Section IV: Leading Organizations - Behavioral Approach - Situational Approach - Path-Goal Theory - Leader-Member Exchange Theory	- Northouse, Chapters 3, 4, 5, and 6 Quiz - Role-play competition
Class 10	11/10	Leading Organizations - Transformational Leadership - Authentic Leadership - Servant Leadership - Adaptive Leadership	- Northouse, Chapter 8, 9, 10, 11 Quiz - Role-play competition
Class 11	11/17	Section V: Leading Society and Beyond - Conscious - Quantum Leadership	Living a life of conscious leadership - See Canvas for Other Materials and Assignment
Class 12	11/24	Section VI: Leadership Ethics Launch Game - Sessions 1 & 2	- The Challenger Space Shuttle Launch Game Book Quiz - Individual Role-Sheet
Class 13	12/1	The Challenger Space Shuttle Launch Game - Sessions 3 & 4	Ethical Decision-Making Framework
Class 14	12/8	The Challenger Space Shuttle Launch Game - Session 5 Debrief - Team Presentations	Northouse, Chapter 13 Leadership Ethics
		Section VII: Creative Integration of Learning LEADx Talk	

Other Considerations

- **Faculty-Led Study Abroad in Taiwan:** Global Perspective on Leadership - Leading with Wisdom in the Age of AI, 1-credit embedded in Spring 2026. Abroad dates: May 22 - 29 in Taiwan. Check SMLR Study Abroad website for updates: <https://smlr.rutgers.edu/study-abroad>
- **Disability Services** - Rutgers University welcomes students with disabilities to all of the university's educational programs. To receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where they 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 Accommodation. 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 website at <https://ods.rutgers.edu/students/registration-form>.

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- SMLR Scholarships offerings: <https://smlr.rutgers.edu/academic-programs/scholarships>