

Leadership in the Workplace

Thursdays, 2 to 5pm, Tillet Room 103B

Instructor

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

Email - Please email through Canvas. Response will generally be within 24 hours between 10am to 6pm Mondays through Fridays, except for Thursdays when I teach all day.

Office - Labor Education Center Room 146

Virtual Office Hours: Mondays 1-2pm (<https://rutgers.zoom.us/j/98256535858?pwd=MFFlpYZvbEJlVDZKYU15Y0dVRnd3dz09>)

Course Description

We live in an era of rapid disruptions from technological innovations to the COVID-19 global pandemic. These disruptions are fundamentally changing the way we work and live globally and the way our planet is functioning. What does it mean to be a leader in an organization in this era characterized as VUCA (*volatility, uncertainty, complexity, ambiguity*)? We will learn theories and concepts of leadership and build the skills and competencies that enable leaders to meet the challenges of the 21st century. This course adopts a “flipped classroom” format. Students are required to complete the assigned readings and homework prior to attending classes. The class meetings are highly participatory and experiential.

Learning Objectives

School of Management and Labor Relations:

- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Labor Studies and Employment Relations Department:

- Work productively in teams, in social networks, and on an individual basis (Goal 13).

Course:

- Develop self-leadership capabilities and skills.

Course Materials

- Peter G. Northouse (2022). Leadership: Theory and Practice, 9th Edition. Sage Vantage. See Canvas “Modules” - “Week 0 Introduction to the Course” - “Textbook Information” - “Click here to register and access your textbook.”
- Tools for creating a podcast.
- Other materials as assigned.

Course Requirements

1. Sage Vantage chapter tests and video questions (40%).

Students are required to complete chapter tests (20%) and video questions (20%) prior to attending classes. These assignments are due **before 12:00pm Thursdays. No late assignments will be accepted, nor can assignments be re-opened.** However, the chapter with lowest scores in each category will be dropped from final grade calculation to accommodate any personal situations (e.g., technical issues, illness, work, family responsibilities, travel, culture-based holidays, and COVID-related situations etc.). There will only one attempt with no time limit for each answer.

2. Attendance, Attention, Engagement, and Contribution to Learning (35%).

Attendance & Attention (10%). Students are required to (1) attend all classes on time (punctuality) and in their entirety; (2) pay undivided attention to and engage fully in class discussions and activities (turn off and stow away all electronic devices). Late arrival and early departure from a class or use of electronic devices in class will result in partial credits for attendance. When one is absent from a class, he/she will also receive 0 points for class discussions and activities. One class absence, class activity, and discussion will be dropped from final grade calculation to accommodate any personal situations (e.g., technical issues, illness, work, family responsibilities, travel, culture-based holidays, and COVID-related situations etc.).

Engagement and Contribution to Learning (Oneself and Peers) - Chapter Case Respondent, Discussant, and Participant. Each student will contribute to their own as well as their peers' learning by being a respondent (5%) for an assigned chapter case and a discussant for another chapter (5%). Assignment of chapters and dates will be posted on Canvas. Absence on the assigned date will result in 0 point for the requirement. See *Guidelines for Case Discussion and Rubric* for more details.

Students are required to participate in class discussions and activities (15%). See *Class Participation Rubric* on how to participate in class discussions and receive points. Students will also engage in experiential activity in class and submit required documents before the class ends. These experiential activities must be completed during the class period and can not be done outside class period. Some experiential activities may require preparatory homework; without completion of the homework, students may not be permitted to participate in the in-class experiential activity and therefore may not receive credits for the activity even they are present in-class.

3. Team Podcast Project (25%).

A team of students will create a podcast (25 minutes) by interviewing a real world leader in an organization. There will be five mini scaffolding projects (10%) to support the quality of the final podcast (15%). See *Team Podcast Project Guidelines* posted on Canvas- "Modules" - "Week 0 Introduction to the Course" for the requirements and rubric for each mini scaffolding project. Your team will design a rubric for your podcast and submit it for approval. Once it is approved, your peers will use your rubric to provide feedback for your podcast.

4. Bonus (2%).

Self-Leadership skills. Details will be announced in class.

Summary of Course Requirements:

Sage Vantage (Northouse)	40%
Chapter Tests	20%
Video Questions	20%
Class Activities and Discussions	35%
Attendance (Punctuality & Entirety)	10%
Case Respondent & Discussant	10%
Class Discussions & Activities	15%
Team Projects - Podcast	25%
Scaffolding Milestones	10%
Final Podcast	15%
Grand Total	100%
Bonus - Self-Leadership Skills	2%

The final course grade follows Rutgers Grade Scale:

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

Course Schedule (Subject to Change)

Dates		Topics	Readings & Assignments
Week 1	1/20	Introduction to the course	
Week 2	1/27	<ul style="list-style-type: none"> Ch. 1 Introduction Self-Leadership 	Sage Vantage Assignments due 12:00pm Thursdays
Week 3	2/3	Ch. 2 Trait Approach	Case 2.3 Elon Musk
Week 4	2/10	Ch. 3 Skills Approach	<ul style="list-style-type: none"> Case 3.2 Andy's Recipe Team Podcast Scaffolding Project 1
Week 5	2/17	Ch. 4 Behavioral Approach	<ul style="list-style-type: none"> Case 4.1 A Drill Sergeant at First Team Podcast Scaffolding Project 2
Week 6	2/24	Ch. 5 Situational Approach	Case 5.3 Philosophies of Chinese Leadership
Week 7	3/3	Ch. 6 Path-Goal Theory	Case 6.1 Three Shifts, Three Supervisor
Week 8	3/10	Ch. 7 Leader-Member Exchange Theory	<ul style="list-style-type: none"> Case 7.3 Pixar: Creating Space for Success Team Podcast Scaffolding Project 3
Week 9	3/17	Spring Break	
Week 10	3/24	Ch. 8 Transformational Leadership	Case 8.1 The Vision Failed
Week 11	3/31	Ch. 9 Authentic Leadership	Case 9.2 Kassy's Story
Week 12	4/7	Ch. 10 Servant Leadership	<ul style="list-style-type: none"> Case 10.2 Servant Leadership Takes Flight Team Podcast Scaffolding Project 4 - Podcast due by 12:00pm
Week 13	4/14	Ch. 11 Adaptive Leadership	Case 11.3 Agonizing Options for Marlboro College
Week 14	4/21	Ch. 12 Inclusive Leadership	<ul style="list-style-type: none"> Case 12.2 The Extraversion Advantage Team Podcast Scaffolding Project 5
Week 15	4/28	Conscious Leadership Learning from Podcasts	Materials to be assigned

Other Considerations

- Disability Services

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>.

- Academic Integrity

Plagiarism is a major offense at Rutgers University. You are responsible for understanding the academic integrity policy and following these principles. Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. The complete academic integrity policy can be found here: <http://academicintegrity.rutgers.edu>