

Leadership in the Workplace

Asynchronous Online

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=MFJpYVZvbEJlVDZKYU15Y0dVRnd3dz09>)

Course Description

We live in an era of rapid disruptions from technological innovation 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 practices of leadership and build the knowledge, skills, and competencies that enable leaders to meet the challenges of the 21st century. Although this is an asynchronous online course, the course aims to be 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 (20%), video questions (20%), and knowledge check (10%).**

Complete chapter tests, video questions, and knowledge checks before **12:00pm Thursdays**. For example, Chapter 1 assignments are due before 12:00pm Thursday 1/27/2022. From then on, one chapter's assignments are due before 12:00pm every Thursday. **No late assignments will be accepted, nor can assignments be re-opened.** However, one chapter's assignments with lowest scores in each category will be dropped from final grade calculation in order to accommodate any personal situations (e.g., technical issues, illness, work, family responsibilities, travel, holidays, COVID-related situations etc.). There will only one attempt with no time limit for each answer.

2. **Participation in Discussion Forums (20%).** There will be a total of five discussion forums. The forum will be open at 12:00pm Thursday a week before the due time, the initial post is due by **12:00pm Sunday**, and two responsive posts are due by **12:00pm** the following **Thursday**. See Canvas Assignments or Course Schedule below for the due dates of the discussion forums. The *Discussion Post Rubric* is posted on Canvas- "Modules" - "Week 0 Introduction to the Course."

3. **Team Podcast Project (30%).** 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 (15%) 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.

Summary of Course Requirements:

Sage Vantage (Northouse)	50%
Chapter Tests	20%
Video Questions	20%
Knowledge Check	10%
Discussion Forums	20%
Podcast	30%
Scaffolding Milestones	15%
Final Podcast	15%
Grand Total	100%

The course 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	64.5 - 69.49
F	0 - 59.49

Course Schedule (Subject to Change)

Dates		Topics	Readings & Assignments
Week 0	1/20	Introduction to the course	
Week 1	1/27	Ch. 1 Introduction	Sage Vantage Assignments due before 12:00pm Thursdays
Week 2	2/3	Ch. 2 Trait Approach	Discussion 1: Meeting Your Learning Community due before 12:00pm on 2/3
Week 3	2/10	Ch. 3 Skills Approach	Team Podcast Scaffolding Project 1
Week 4	2/17	Ch. 4 Behavioral Approach	Team Podcast Scaffolding Project 2
Week 5	2/24	Ch. 5 Situational Approach	Discussion 2 - Case 5.3 Philosophies of Chinese Leadership
Week 6	3/3	Ch. 6 Path-Goal Theory	
Week 7	3/10	Ch. 7 Leader-Member Exchange Theory	Team Podcast Scaffolding Project 3
Week 8	3/17	Spring Break	
Week 9	3/24	Ch. 8 Transformational Leadership	Discussion 3 - Case 8.1 The Vision Failed
Week 10	3/31	Ch. 9 Authentic Leadership	
Week 11	4/7	Ch. 10 Servant Leadership	Team Podcast Scaffolding Project 4 - Podcast due by 12:00pm
Week 12	4/14	Ch. 11 Adaptive Leadership	Discussion 4 - Case 11.3 Agonizing Options for Marlboro College
Week 13	4/21	Ch. 12 Inclusive Leadership	Team Podcast Scaffolding Project 5
Week 14	4/28	Conscious Leadership	Discussion 5 - Podcasts

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

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