

LEADERSHIP IN WORK ORGANIZATIONS

(Course Number 37:575:318:01 Spring 2015)

Preliminary Syllabus – may be amended.

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COURSE OVERVIEW

This course offers an in-depth examination of *leadership* – what it is, where it comes from, how people develop and exercise it, how it becomes manifested in various forms, how employees and managers become effective at it, and how it impacts individuals, teams, and 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. Semester readings, activities, and class assignments are designed to familiarize students *both* with the theoretical bases for leadership, as well as the practical, work-related applications and outcomes of leadership.

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. The assessment and grading system is designed to assess a variety of competencies related to leadership but is weighted toward class participation because leadership is something you *do*. 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. The points for each element of the course as listed below:

Course Component	Raw Points Possible	% of Final Course Grade
Attendance & Class Participation (including virtual class assignments)	300	30%
Journal Entries	200	20%
Quizzes	100	10%
Team Case Analysis Presentation	100	10%
Exam 1	150	15%
Exam 2	150	15%
Total	1000	100%

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

Attendance and Class Participation (300 points, 30% of final grade)

This course is a “quasi” hybrid. Leadership in today’s world involves both face-to-face as well as on-line activity. Several weeks will involve fully on-line activities and other weeks may be a combination, in which case the actual face-to-face class may be shortened. The course will emphasize activities and discussion both in face-to-face classes and in virtual classes. This means that your class participation grade will count for 30% of your total grade in the course. Your participation grade is a combination of (1) your participation during class activities and discussions – both full-class and small group discussions, and (2) your regular attendance and observation of classroom policies. The first item, participation, refers to the level and insightfulness of your in-class and in-group activities. You are fully expected to come to class having carefully read ALL assigned materials. This careful attention to the readings will inform your comments and actions during class, and will help to facilitate insightful class discussions and maximum learning. A more detailed grading rubric for how participation will be measured will be provided during the first two classes. Your overall participation grade will include the instructors’ assessment, your own self-assessment and your team members’ assessments of your performance.

The second item that comprises your overall class participation grade is attendance and observation of classroom policies. Attendance at every meeting is expected; however, sometimes emergencies occur. . If you must miss a class session, please **SEND AN EMAIL BEFORE CLASS IN ADDITION TO REPORTING YOUR ABSENCE ON THE RUTGERS ABSENCE REPORTING SYSTEM**. For each class session, it is important that you arrive **ON TIME**, prepared to completely participate in the session. Walking in and out of a session during a lecture, group activity, or class discussion is extremely distracting, and is thereby strongly discouraged. Again, things do come up, but please exercise both courtesy and common sense. There will be a break approximately in the middle of each class session.

Additionally, cell phones should be turned to vibrate (no audible ringtone), and electronic devices are only permitted for class-related purposes. Laptop use is allowed for class related purposes but should not be used in any manner that would distract you or those sitting near you from class-related activity.

Students who disrupt others learning will be excused from class. Finally, students are expected to remain in class for the entire duration of the class session.

For each unexcused absence points will be deducted from your participation grade. Unexcused late arrivals or early departures will result in points deducted from your total participation grade.

Journal Entries (200 points, 20% of final grade)

You will be asked to keep a journal during the course using the Journal function in e-college. Journal assignments will ask you to reflect on what you learned from a number of different experiences during the class as well as how you might use the knowledge or insight you gained. Journal entries are due **before class** and should be submitted through eCollege no later than 9am on the day of class.

Quizzes (100 points, 10% of final grade)

For some week's required readings, the instructor will prepare a short quiz that will be given either at the start of class or, in some cases, on-line. These quizzes are to ensure us that you have done the reading and to help us learn where we may need to provide additional attention to the material. You will be unable to participate in the class activities if you have not prepared. Failing the quiz may result in you being considered absent from class on that day.

Team Case Analysis Presentation & Paper (100 points, 10% of final grade)

Near the beginning of the semester, students will be clustered into teams of 6-7 on a random assignment basis. You will remain in these teams throughout the semester. Your team will form the basis of weekly in-class group discussions, as well as Case Analyses. Each team will be responsible for leading the discussion on ONE case during the course of the semester. On the assigned topic, the teams will give a 15 to 20 minute presentation covering the case in the textbook. The presentation should outline the specifics of the case, the key questions and your proposed answers to these questions. You should conclude your presentation with two questions for class discussion.

Examination 1(150 points, 15% of final grade)

An in-class 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. Exam format will be discussed during the first few weeks of the course. Make-up examinations are only allowed in the case of documented family, work, and medical emergencies.

Exam 2, 150 points 15%of final grade)

Exam 2 will take place during the final class and will cover material from the second half of the course. It will *not* be cumulative.

You must complete all assignments in order to pass the class.

COURSE TEXTBOOK & e-college

Required Text (the paperback costs about \$50-70 brand new):

Peter G. Northouse. Leadership: Theory and Practice. 5th Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-4129-748

The Northhouse text will be supplemented each week with additional readings and videos on the topics being examined. You should expect to read 30-50 pages per week.

The ecollege course management system will be used heavily for the administration of this course.

We will rely on ecollege to make general class announcements and to send emails to students as necessary. Ecollege is linked to your rutgers.edu email account. Therefore, **it is absolutely imperative that you monitor your rutgers.edu email account**, or set it up to forward messages to your personal email account. I will not be responsible for announcements and email messages sent via ecollege that you miss as a result of your not regularly monitoring your rutgers.edu email account.

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.

CLASS SCHEDULE (a more detailed description of assignments is found on the course site)

Week	Date	Topic	Assigned Readings and Class Activities
1	Jan 22	Course Introduction Leadership Defined and Described	
2	Jan 29	Trait Theories of Leadership	Read: Northouse – Chapters 1- 2
3	February 5	Psychodynamic Theories of Leadership	Read: Northouse – Chapter 12
4	Feb 12	Skills and Style Theories of Leadership	Northouse – Chapter 3, 4
5	Feb 19	Situational and Contingency Theories of Leadership	Northouse – Chapter 5 and 6 ONLINE
6	Feb 26	Path-Goal Theories of Leadership	Northouse – Chapter 7 Exam 1 In-Class Review
7	March 6	Leader-Member Exchange Theory and Exam 1	Northouse – Chapter 8
8	March 12	Transformational and Authentic Leadership Theories	Northouse – Chapter 9, 10
9	March 26	Leadership and Teams: Including multiple sources of diversity	Northouse – Chapter 11

10	April 2	Leadership and Ethics	Northouse – Chapter 15
11	April 9	Gender, Race and Ethnicity issues in Leadership	Northouse – Chapter 13, 14 Class meets online
12	April 16	Leadership in Labor Organizations	TBA
13	April 23	Case competition	TBA
14	April 30	Course Wrap Up and Exam 2	