

**LEADERSHIP IN WORK ORGANIZATIONS**  
(Course Number 38:578:504)

Department of Labor Studies and Employment Relations  
School of Management and Labor Relations  
Rutgers - the State University of New Jersey

Fall 2020  
Class Times: on-line

Instructors: Susan J. Schurman, Distinguished Professor

Office: Janice Levin Building  
Office Hours: Virtually by arrangement  
Phone: (848)445-5996  
Email: [sschurma@smlr.rutgers.edu](mailto:sschurma@smlr.rutgers.edu)

## **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. 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. All the more 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. 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
Team Case Analysis Presentation	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 a number of different experiences during the class as well as how you might use the knowledge or insight you gained.

### Team Case Presentation (20% of final grade)

Toward the end of the semester your team will be required to prepare a presentation in which you analyze a case using selected leadership theories from the course. This exercise will require you to demonstrate your leadership, teamwork and analytic skills.

### 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**

Required Text (the paperback costs about \$50-80 brand new): You should be able to find used copies for much less. I will be supplementing with at least one chapter from the 8<sup>th</sup> edition which is not yet available for a reasonable price. You're welcome to purchase it if you want to – probably directly from Sage. There is an 8<sup>th</sup> edition forthcoming but it is not widely available and hence there are not used copies.

**Peter G. Northouse. Leadership: Theory and Practice. 8th Edition. Thousand Oaks: Sage Publications. ISBN: 978-1-5063-6231-1**

The Northhouse text will be supplemented in some weeks with additional readings and videos on the topics being examined. You can purchase the 7<sup>th</sup> edition which might be cheaper but must remember that the chapter structure is a little different and there are some new chapters in the 8<sup>th</sup> edition. I will provide pdf copies of the new chapters if you need them.

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
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1	Introduction and Course Overview	<ul style="list-style-type: none"> <li>❖ Northhouse 1</li> <li>❖ Introductions</li> </ul>
2	Race, Gender & Culture Theories	<ul style="list-style-type: none"> <li>❖ Northhouse 15&amp;16</li> <li>❖ Dimensions of Culture Q.</li> <li>❖ Week 2 Journal</li> </ul>
3	Trait and Skill Theories	<ul style="list-style-type: none"> <li>❖ Northhouse 2 &amp; 3;</li> <li>❖ Week 3 Team Discussion</li> <li>❖ Leadership Trait and Skills Inventory assesment</li> </ul>
4	Behavioral and Situational Theories	<ul style="list-style-type: none"> <li>❖ Northhouse 4&amp;5</li> <li>❖ Journal;</li> <li>❖ Leadership Behavior &amp; Situational Leadership Questionnaires</li> </ul>
5	Team Leadership Theories	<ul style="list-style-type: none"> <li>❖ Northhouse 14;</li> <li>❖ Team Excellence and Collaborative Team Leader Questionnaire;</li> <li>❖ Team Discussion: Case Study</li> </ul>
6	Path-Goal & Leader-Member Exchange Theory	<ul style="list-style-type: none"> <li>❖ Northhouse 6&amp;7</li> <li>❖ Team Discussion</li> <li>❖ Path-Goal Questionnaire</li> <li>❖ LMX7 Questionnaire</li> </ul>
7	Leadership Ethics and psychodynamic theory	<ul style="list-style-type: none"> <li>❖ Northhouse 13</li> <li>❖ Journal</li> <li>❖ Ethical Leadership Style and psychodyamic theory</li> </ul>
8	Adaptive Leadership	<ul style="list-style-type: none"> <li>❖ Northhouse 11</li> <li>❖ Journal</li> <li>❖ Adaptive Leadership Q.</li> <li>❖ Exam I</li> </ul>
9	Followership	<ul style="list-style-type: none"> <li>❖ Northhouse chapter 12</li> <li>❖ Team Discussion</li> <li>❖ Followership Q.</li> </ul>
10	Transformational Leadership	<ul style="list-style-type: none"> <li>❖ Northhouse 8</li> <li>❖ Journal</li> <li>❖ Multifactor Leadership Q.</li> </ul>
11	Authentic & Servant Leadership Theories	<ul style="list-style-type: none"> <li>❖ Northhouse 9&amp;10</li> <li>❖ Team Discussion Case Presentation</li> <li>❖ Authentic Leadership Self Assessment</li> </ul>

		❖ Servant Leadership Q.
12	Case Presentations	❖ Team case presentations
13	Thanksgiving	❖ Watch Team presentations
14	Course Wrap up	❖ Exam II ❖ Final Journal and class feedback discussion