

Leadership in the Workplace

37:575:318 and 37:624:348
Summer 2023

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Office hours by Appointment

Course Description.

This course provides the knowledge and skills to effectively lead individuals and teams in the workplace. Students will increase their ability to:

- Assess and increase their tactical self-awareness,
- Understand and leverage individual differences,
- Communicate supportively,
- Building effective teams and teamwork,
- Identify and solve workplace problems,
- Plan and set goals,
- Motivate others,
- Conduct effective meetings.
- Manage conflict,
- Gain power and influence, and
- Manage stress and time.

Course Text.

Phillip Hunsaker and Tony Alessandra, **The New Art of Managing People**. New York: Free Press, 2008. This book is available as a paperback and as an eBook from Amazon and other sources. Please order as soon as possible. The text will be supplemented with additional readings posted on Canvas.

Course Schedule: The course week begins on Monday and ends at 11:59 pm on the following Sunday.

Office Hours. Please feel free to email me if you have any questions. If you feel a telephone conversation would be helpful, send me your telephone number and when it would be convenient to talk. Note I am in the eastern time zone. Also note the section on Canvas where you can post questions and comments. Often other students will have the same question. Just as often another student will have the answer.

Assignments and Exam Questions. Assignments and answers to exams should be well researched, well organized, and well written. You should outline your answer before writing it. Attach your outline of the assignment or exam. The quality of writing, as at work, will affect your grade.

Class PowerPoints. Class PPTs will be posted on Canvas. Email me if you have any questions.

Plagiarism Policy. Please review the University's policy on plagiarism. Note that while you are encouraged to discuss assignments and exam questions with your fellow students, your answers must be in your own words. Nor should you simply cut and paste answers from the text, Wikipedia, or other online resources. See http://studentconduct.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf

Accommodation Policy. If you feel that you may need an accommodation based on the impact of a disability, please contact me to discuss your specific needs. Additionally, Student Disability Services coordinates accommodation for students. See <https://ods.rutgers.edu/students/documentation-guidelines>.

Course Requirements:

	Points	
• Leadership Film Analysis	90	900 to 1000 points = A
• Quizzes	100	800 to 899 points = B
• Video Summaries	100	700 to 799 points = C
• Course Assignments	125	600 to 699 points = D
• Personal Assessments	100	599 or less = F
• Leader Profile	25	
• Course Project	100	
• Journal	110	
• Discussion Forums (4)	100	
• Midterm exam	75	
• Final exam	75	

Journal. The journal is not a summary of the readings or the class sessions. It is intended to help students integrate the learning from the readings and exercises and apply that learning to their development as leaders. The journal should include reflection on experiences in and out of class. It should include personal learnings and insights, analyses of application assignments, diagnoses of personal competencies, and action plans for personal improvement. Record significant discoveries, insights, learnings, and personal reflections, not daily activities. Note that reflective observation is a key learning strategy.

The course requires sustained engagement with the course materials. During the semester, you should be constantly looking for situations where you can test your understanding or practice skills. You are required to make at least one journal entry each week. Please use the Journal section of Canvas to make your entries.

Discussion Forums. Forums are topical discussions on issues raised in the course. For each discussion question, you should post one original entry and respond to at least two fellow student posts. Your original response to discussion questions is due by 11:59 on Thursday, and your responses to your classmates are due by Sunday at 11:59. Your responses to your fellow students should be substantial, more than “good job” or “I agree with you.”

Quizzes. Quizzes will be posted on Canvas the Monday prior to their due date on Sunday. To be counted, quizzes must be posted by Sunday at 11:59 p.m.

Leadership Film Analysis. The Leadership Film Analysis requires you to use the four-factor model of leadership developed in the course to identify and analyze the leadership behaviors of characters in the film. These include the films listed below as well as those on the Leadership Film Analysis Assignment:

- “Long Walk to Freedom,” Nelson Mandela (2013)
- “Invictus,” Nelson Mandela (2009)
- “Gandhi,” Mahatma Gandhi (1982)
- “Selma,” Martin Luther King (2014)
- “Lincoln,” Abraham Lincoln (2013)
- “Elizabeth I,” Queen Elizabeth (1998)

For the film you have selected discuss specific scenes where the task and relationship **behaviors** of leadership are demonstrated by the character(s) in the film. Also identify specific skills exhibited by the leader. Be sure to identify examples of transactional and transformational leadership. In viewing your film consider those behaviors and skills you would like to develop in yourself.

Exams. The midterm and final exams will be comprehensive and application oriented. You may, for example, be asked to analyze a case and report on what you would do to resolve the problem. Responses must demonstrate comprehension of the course material as well as ability to integrate and apply it.

Leader Profile. Select someone you see as a leader. It may be a historical person such as Martin Luther King, a national leader like Volodymyr Zelensky of Ukraine, a manager or colleague you work with, a community leader, or someone in your life like a teacher or coach. Using what you have learned about leadership, explain why you see that person as a leader. What leadership behaviors and skills do they exhibit?

Course Project. Each student will develop a strategic plan for achieving their career goals. Plans should integrate the learnings from the course materials and insights gained from their personal assessments, and include the following:

- What is your mission? Who are you? What are your values and beliefs? How do you create value as an employee?
- What are your strengths and weaknesses as an employee? What are your skills and core competencies? What areas are you working to develop or strengthen?
- What external opportunities and threats do you anticipate?
- What is your vision? Where would you like your career to be in 5 to 10 years?
- What goals do you need to accomplish to achieve your vision? What added education, training or experience might you need?
- What objectives are needed to achieve your goals?
- How and when will you evaluate your progress?

Now is the time to consider what competencies you would like to develop in this course.

Personal Development Inventory. The Personal Development Inventory will help keep track of your personal assessment results and assist you in completing the Course Project. You will post with your Course Project.

Course Schedule

Class 1. Welcome and Overview, Week of May 29

- Welcome and Introduction
- Review Course Objectives and Syllabus
- Introduction Assignment
- Understanding Leadership
- Personal Assessment of Management Skills (PAMS)
- Understanding Your Learning Style
- Personal Development Inventory
- Assignments for Next Week

Assignment for Class 1:

Read Hunsaker and Alessandra, Chapters 6

Read “These are the Skills You Need if you Want to be Headhunted”

Complete and post Leadership Exercise by Sunday.

Complete PAMS and post PAMS Scoring Key to Canvas by Sunday

Complete **Learning Style Inventory** and use results to complete Learning Style Inventory **Scoring Key**. Post scoring key on Canvas. Also print Kolb Learning

Style Profile **Scoring Kite** and map your scores. In your journal reflect on your learning style. What do you see as your strengths and weaknesses?

Begin development of Personal Development Inventory

Review Course Project, due on July 30

Review Leader Profile assignment, due on July 16

View and summarize “Kolb’s Learning Style Explained,” 11 minutes, by Sunday (after you have completed your Learning Style Profile)

Complete and post Quiz 1 on Canvas by Sunday

Optional Readings:

“The Most Effective Way to Retain What You Read”

“The Top 3 Most Effective Ways to Take Notes While Reading”

Class 2. Developing Tactical Self Awareness, Week of June 5

- Review Agenda
- Review Lesson 1
- Review PAMS and Your Learning Style
- The Four Factor Leadership Model
- Leadership Styles
- Transactional and Transformational Leadership
- Understanding Yourself and Others: MBTI
- Developing Your Emotional Intelligence
- Review Leadership Film Analysis, due on July 23

Assignment for Class 2:

Hunsaker and Alessandra, Chapters 9 and 10
 Read “On Managing with Bobby Knight and Coach K”
 Read “Five Myths about Introverts and Extroverts at Work” and incorporate into your Journal
 Complete Quiz 2 on Canvas
 Complete MBTI (Kiersey Sorter) and Emotional Intelligence Instruments and post results on Canvas. Also add to your Personal Development Inventory
 Complete and post Self Rating of Leadership Effectiveness
 Read “Cam Newton, Sacked Six Times, Brings Himself Down”
 Read “President of Harvard Resigns, Ending Stormy 5-Year Reign”
 Post Discussion Forum on Emotional Intelligence by Thursday
 Review Leadership Film Analysis assignment, due on July 23
 Complete and post Listening Exercise on Canvas
 View “Strategies to become more Emotionally Intelligent,” 10 minutes, summarize the strategies and discuss the ones you will be utilizing.

Class 3. Interpersonal Communication, Week of June 12

- Review Lesson 2
- Emotional Intelligence: Cam Newton and Larry Summers
- Understanding Your Personality Type: MBTI
- The Communication Process
- Active Listening
- Questioning
- Giving and Receiving Feedback
- Anticipation
- Dealing with Emotions
- Conducting Interviews

Assignment for Class 3:

Hunsaker and Alessandra, Chapter 14
 Read “From Wharton to War” and reflect on in your journal
 Read “Lincoln and the Art of Transformative Leadership”
 Read “How Group Think Led to Seven Lives Lost in the Challenger Explosion”
 Complete and post Locus of Control Instrument
 Post Quiz 3 by Sunday
 Practice communication skills and reflect on in your journal (and not for just a week). Also include how you are cueing yourself to use your skill.
 View and summarize “The Power of Listening,” 16 minutes, by Sunday.

Class 4. Leading Effective Teams, Week of June 19

- Review Lesson 3
- Locus of Control
- The Characteristics of a Highly Effective Team
- Conditions for Effective Teamwork

Assignment for Class 4:

Hunsaker and Alessandra, Chapter 8
Reflect in your Journal on your Locus of Control
Complete Survival Exercise Assignment on Canvas and bring to Zoom Meeting
Read “When Good Teams Go Bad,” “Why Dream Teams Fail,” and “How Google Creates High Performance Teams” and incorporate into your Forum Discussion
Post Discussion Forum on Effective Teams by Thursday
Complete and post Quiz 4 by Sunday
Participate in one of the 1-hour Zoom sessions. See Zoom invitations.

Class 5. Solving Workplace Problems, Week of June 26

- Review Lesson 4
- Characteristics of Effective Teams
- Survival Exercise Debrief
- Team Problem Solving and Decision Making
- Rational Problem Solving
- Creative Problem Solving

Assignment for Class 5:

Hunsaker and Alessandra, Chapter 2
Complete and post Quiz 5 by Sunday
Problem Solving assignment
Post The Stuck Truck assignment
Post 9-Dot assignment

Midterm Exam posted on Canvas. It is due on July 9

Class 6. Planning and Goal Setting, Week of July 3

- Review Lesson 5
- Planning and Goal Setting
- Strategic Planning
- Review Course Project

Assignment for Class 6:

Hunsaker and Alessandra, Chapters 3 and 13
Complete and post Quiz 6 by Sunday
Complete and post complete Goal Setting exercise by Sunday
Complete and post results on “Philosophy of Management Questionnaire”
Midterm Exam due on Sunday, July 9

Class 7. Managing Performance, Week of July 10

- Review Lesson 6
- Analyzing Performance
- Coaching and Counseling
- Motivating Employees

Assignment for Class 7:

“Torre Says No to Yankees’ Offer and Ends 12-Year Era”
“Terror at the Taj”
Complete and post Quiz 7 by Sunday
View and summarize “Purpose: Why do we do what we do,” 19 minutes
Post Discussion Forum on Motivation by Thursday
Complete and Post Highly Effective Meetings by Sunday
View and summarize “Meetings, Bloody Meetings,” by Sunday, 30 minutes
Note that Leader Profile is due on July 16

Class 8. Conducting Effective Meetings, Week of July 17

- Review Lesson 7
- Planning Effective Meetings
- Conducting Effective Meetings
- Managing Virtual Meetings

Assignment for Class 8:

Hunsaker and Alessandra, Chapter 15
Complete and post Quiz 8 by Sunday
Read “All the Charts, Tables, and Checklists You Need to Run a Great Virtual Meetings”
Read “Virtual Meetings Best Practices”
View and summarize “Getting to Yes,” 31 minutes
Note that Leadership Film Analysis is due on July 23

Class 9. Managing Conflict, Week of July 24

- Review Lesson 8
- Your Experience with Conflict
- Understanding Conflict
- Thomas-Kilmann Conflict Mode Instrument
- Conflict Management Styles
- Conflict Management Strategies
- Conflict Management Cases

Assignment for Class 9:

Complete Conflict Management Cases and post on Canvas

Read “Harnessing the Science of Persuasion”

View “The Power of Persuasion,” 54 minutes. Print handouts for viewing the video and taking notes

Complete and post Persuasion Assignment: summarize the principles of persuasion and discuss how you might apply them at work or home

Complete Quiz 9 by Sunday

Class 10. Exercising Power and Influence, Week of July 31

- Review Class 9
- Sources of Power and Influence
- Exercising Power and Influence
- Influence Strategies
- Review Final Exam available on Canvas

Assignment for Lesson 10:

- Hunsaker and Alessandra, Chapter 18
- Post Quiz 10 by Sunday
- Read “Bosses Face Less Risk than the Bossed”
- Complete and post Life Balance Exercise
- Complete and post Type A/Type B Assessment
- Complete and post “If I had more time” and “Time Management Assessment” exercises and post by Sunday
- Post Discussion Forum on Power and Influence by Thursday
- Final Journal entry by August 11

Class 11. Increasing Personal Effectiveness: Managing Stress and Time, Week of August 7

- Review Agenda
- Review Class 10
- Types of Stress
- Stress Management Strategies
- Effective Time Management: Doing the Right Things
- Efficient Time Management: Doing Things Right
- Personal Planning
- Review Final Exam
- Course Review and Evaluation

Assignment for End of the Course, August 13

- Read Chapter 1
- Post Course Project by Thursday, August 10
- Post final Journal Entry by Friday, August 11
- Final Exam due by Sunday, August 13