MGMT 505  
Leadership & Managing Human Capital  
Department of Management  
Rutgers, The State University of New Jersey  
School of Business  
Camden Campus  
Spring 2018

Section 01 M 6:00-8:50PM ATG 124

Professor: Oscar Holmes IV, Ph.D.  
Office: Business & Science Building 332  
Office Hours: 3:30PM-4:30PM Mondays and by appointment  
Office Phone: 856-225-6593  
E-mail: Oscar.HolmesIV@Rutgers.edu

Required Textbooks:  
Harvard Business Publishing Course Pack. Access course pack at the following link:  
http://cb.hbsp.harvard.edu/cbmp/access/73257853  
(Note some may be restricted and you will be given access later).

COURSE DESCRIPTION

Course Objective: This course is designed to provide you with the necessary information for developing leadership skills and styles. This class assumes that everyone has leadership potential. As university students, you are undertaking an education which will put you in positions of leadership at some capacity, upon graduation, if not currently in such a position. Thus, this course is crucial to help you understand issues from both the leader and follower perspectives. You will have the opportunity to engage in activities which will help you to develop your leadership styles. Moreover, we will combine the theoretical concepts from class with applications, so you can understand why and how things work in the leadership context.

Major Learning Goals:  
• to understand what leadership is, what leaders do, and the difference between management and leadership.  
• to discover some of your own leadership style and to be able to apply reflection in developing effective leadership knowledge, skills and abilities.  
• to recognize and understand different approaches to and models of leadership.  
• to identify hazards to effective leadership including but not limited to ethical, personal, and organizational issues.  
• to become aware of the importance of power and influence in shaping effective leadership.  
• to understand the importance of followers in the leadership equation.  
• to practice effective leadership qualities so that your leadership skills can increase.
This is a leadership course, so you will be expected to take responsibility for your actions and conduct yourself in a professional manner. Please be **ON TIME** to class, **ATTEND ALL CLASSES**, complete assignments by the due dates, and read materials **BEFORE** the class in which they will be discussed. You should **PARTICIPATE** in class and you should treat yourself, your colleagues, guests, and your professor in a professional, courteous, manner. Leadership is hard work, effort, setting a good example, willing to do what you expect of others, getting the job done to your highest standard (not just settling for average); doing your very best. These are the behaviors that will be rewarded in this class.

**I understand that it might be necessary to use electronic devices in class. However, please refrain from using electronic devices in a manner that is distracting and disruptive to others in the class. Mute the sound on electronic devices and be mindful and respectful of your colleagues.**

**E-mail and Sakai:**

I will send you e-mail to the e-mail account listed in Sakai. Please be sure that you can receive e-mail sent to your RU Sakai account.

You may review your grades on Sakai. You may download the syllabus, lecture notes, and any other class information when available from Sakai.

**Text/Article/Case Readings:** It is your responsibility to read the text/articles/cases and be familiar with the material covered. During each class period, we will discuss issues related to the text materials in addition to other topics and you will have ample opportunities to ask questions and clarify concepts, theories, and topics during the class period. As a result, be sure to read thoroughly before the class in which they are scheduled to be discussed. You will be tested on the materials covered in your textbooks as well as ancillary readings.

**Grades**

A final course grade will be assigned based on the following student products:

<table>
<thead>
<tr>
<th>Weight</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Team Assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Team Portfolio</td>
<td>20%</td>
</tr>
<tr>
<td>Team Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Attendance/Participation</td>
<td>5%</td>
</tr>
</tbody>
</table>

Individual assignments include, but are not limited to, case analyses, self-assessments, writing activities, etc.
Team assignments include, but are not limited to, case analyses, non-profit project activities, writing activities, etc.
Final grades will be determined using the following scale:
A   100-90%
B+  89-85
B   84-80
C+  79-75
C   74-60
D   69-60
F   below 60%

The only extra credit opportunities that may become available is study/research participation. If these opportunities become available, then I will let you know and tell you how much extra credit will be given if you decide to participate.

**Recommendations for doing well in the class**

Buy/Rent/Borrow the book(s).
Read the chapters before the corresponding lectures.
Read the chapters as many times as needed to understand fully all the concepts presented.
Attend all classes.
Study all of the lectures and assigned readings.
Adopt effective study techniques, do not cram.
Ask questions when you do not understand something.
Form study groups.

**CLASS PARTICIPATION:**
Your attendance in class is important both for yourself and your classmates. It is, however, understood that occasionally illness or other extenuating circumstances arise, and a student may need to miss class. All absences from class will require advance notification (leave a message if I am not in my office). There will be many in-class activities (usually in groups) and role-plays throughout the course of the semester. These activities will not usually be announced ahead of time. It is your responsibility to stay current with class activities that are not listed in the syllabus, and to attend class so that you can participate. The professor reserves to right to enforce all policies outlined in the RU student handbook.

**Student Work**
Students will frequently work together on assignments as well as individually. All assignments that are turned in for a grade must be typed and double spaced using Times New Roman font, 12 point font unless I state otherwise. If citations are needed, then all citations should be put in APA format.

Student work is routinely checked for plagiarism. Students who submit plagiarized work will have charges filed against them within the University honor program procedures. All students are required to know what constitutes plagiarism as defined in the University’s honor policy:

If you're not clear on the distinction between plagiarism, paraphrasing and writing your own words, you'll find some useful information and examples online at: [http://www.libraries.rutgers.edu/rul/libs/robeson_lib/flash_presents/text_plag.html](http://www.libraries.rutgers.edu/rul/libs/robeson_lib/flash_presents/text_plag.html)
Late assignments will not be accepted. Any exceptions are completely at the discretion of the professor and may result in reduced credit.

Important Dates
March 10-March 18: Spring 2018 Recess
April 2: Last day to withdraw from one or all classes with a “W.” (This can be done through WebReg) For more information, see the registrar’s website
April 30: Final Presentations
May 7: Final Exam

Expectations

The course policies described above require that you take responsibility for your own performance. I expect you to be professional, to stay informed about the progress of this class, and to complete assignments in a timely fashion. My commitment is to provide you with a useful experience and to give each student a fair opportunity to perform well in this course. If at any time you have concerns about your progress in this course, please see me.

You are expected to read the book. I suggest that you read the assigned chapters multiple times.

In-class activities

We will complete in-class exercises and activities. The purpose of these activities is to allow you to apply concepts discussed in class. I consider these exercises to be important learning experiences and this material will be covered on the exam.

Included by Incorporation

This syllabus incorporates all RU rules, requirements, policies, and academic deadlines that apply to students. This syllabus also incorporates all the deadlines on the academic calendar. Please make yourself familiar with all rules, requirements, policies and deadlines including but not limited to Academic Integrity, University Statement Concerning Students with Disabilities, Computer Ethics Policy, Sexual Harassment Policy, RU Rules and Procedures including Rights and Prohibited Conduct, and course withdrawal deadlines.

Weather and Emergency Information

CAMPUS CLOSURE
Rutgers–Camden closes only in the event of severe weather or other significant circumstances. Notification of closure is prominently posted on our homepage in the event of inclement conditions.
To find out if the campus is closed:

- Call the Rutgers–Camden operator’s line 856-225-1766. A recorded message will tell you if the campus is closed.
- Check CBS Philly if our campus is closed due to weather.
- Listen to KYW-AM (1060) Rutgers–Camden’s school closing numbers are 605 (day) and 2605 (evening).

Resident students should monitor the resident email listserv for postings concerning dining hours and, as applicable, snow removal of the residents’ parking lots.

Please do not call the Rutgers University Police Department about weather-related cancellations.

SIGN UP FOR EMERGENCY ALERTS
Rutgers–Camden has an emergency text message notification system. You can register your cell phone number to receive alerts in the event of a major campus emergency.

What to know and do to be prepared for emergencies at RU:
- Sign up to receive RU text messaging alerts. Keep your information up-to-date.
- Know the safe evacuation route from each of your classrooms. Emergency evacuation routes are posted in on-campus classrooms.
- Listen for and follow instructions from RU or other designated authorities.
- Know where to go for additional emergency information - Know the emergency phone number for the RU Police (9-1-1- or 856-225-6009).

Report suspicious activities and objects.

Please visit the following link for a more complete explanation of what to do in case of an emergency on campus. http://prepare.UA.edu/wp-content/uploads/2011/10/Safety-Poster.pdf

For police assistance, or to report a crime or suspicious incident, please call the University Police at (9-1-1- or 856-225-6009), 24 hours a day, 7 days a week.

For more information, you can visit the RU Police department link at http://rupd.camden.rutgers.edu/

Business Librarian Info: Katie Elson Anderson  |  856-225-2838  |  Katie.Anderson@Rutgers.edu
Academic Honor Code
All students in attendance at Rutgers University are expected to be honorable and observe standards of conduct appropriate to a community of scholars. Rutgers University expects from its students a higher standard of conduct than the minimum required to avoid discipline. At the beginning of each semester and on tests and projects, at the discretion of the course professor, each student will be expected to sign an Honor Pledge.

The Academic Honor Pledge reads as follows: “On my honor, I have neither received nor given any unauthorized assistance on this examination (assignment).”

Academic Misconduct
Academic misconduct includes all acts of dishonesty in any academic or related matter and any knowing or intentional help, attempt to help, or conspiracy to help, another student commit an act of academic dishonesty. Academic dishonesty includes, but is not limited to, the following acts, when performed in any type of academic or academically related matter, exercise, or activity:

- **Cheating**: using or attempting to use unauthorized materials, information, study aids, or computer-related information
- **Plagiarism**: representing the words, data, works, ideas, computer programs or output, or anything not generated in an authorized fashion, as one’s own
- **Fabrication**: presenting as genuine any invented or falsified citation or material
- **Misrepresentation**: falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites and transcripts.


The Honor System must be upheld and enforced by each member of Rutgers University community. The fundamental attributes of our community are honor and integrity. We are privileged to operate with this Honor System.

Understanding these guidelines will help you to encourage classroom behavior that does not detract from the quality of each student’s educational experience. Please read the student handbook and think about your role in promoting a University culture based on mutual respect and civility.

DISABILITY SERVICES
The Office of Disability Services (ODS) is the central contact point for University students with disabilities. The goal of ODS is to ensure that University programs and services are accessible to qualified students with disabilities. ODS works with faculty and other members of the University community to provide individualized academic accommodations and support services while promoting student responsibility and self-advocacy. It is the student’s responsibility to make
known a need for academic accommodations and services by providing appropriate
documentation of the disability to ODS, formally requesting accommodations through meeting
with an ODS case manager, and by presenting an official ODS accommodation letter to each of
his/her professors.

For more information about services for students with disabilities, consult the Web site,
http://disabilityservices-uw.rutgers.edu/, or call (856) 225-4285 (voice), or email at
tdivaler@camden.rutgers.edu. Written correspondence should be addressed to The Office of
Disability Services, 227 Penn Street, Camden, NJ 08102.

Assignments

This class will require a lot of discipline and time management. A lot is expected of you.
Make sure that you stay informed of which assignments are due and when and stay
informed about your team projects.

IA #1: Personal Leadership Biography: Leaders need to get to know their followers, so write a
brief bio (1-2 pages) on yourself, providing a little of your background (major, interests, current
work status or jobs you’ve held, career goals, etc.), why you are taking MGT 505, what your
level of effort will be during the semester, and specifically state your goals for the class. Include
a least a paragraph about something you “care about – and why – outside of your family.” For
example, the environment, religion, politics, policy, community service – some greater good.
You may also discuss any other issues of interest to you. This will be shared with classmates.
This will be graded on completion, grammar, conciseness, and ingenuity.

IA #2: Harvard Business Review/Academy of Management Executive/Perspectives/Sloan
Management Review Articles: There will be several management articles assigned throughout
the semester. You have to write 1 executive summary. You can choose which one you want to
write, but it must be turned in the day in which we discuss the article (or before) so it has to be
done in advance. The executive summary should be no more than 2-pages double-spaced and
briefly summarize the article and provide your assessment of the content and how you plan to
apply the knowledge you gained from the article to leadership and Management. These are
always due in class the day we go over the articles.

IA #3: Leadership Current Events Updates: You will be required to give a 5-7 minute
presentation on a leader/manager and the current situation that is in the news (e.g. print,
television, radio, internet, etc.). Sources you might draw from include, but not limited to:
Bloomberg Businessweek, The Economist, Fortune, Forbes, Black Enterprise, Wall Street
Journal, New York Times, CNN, etc. From the news story, determine who is the most central
leader/manager to the story and highlight that leader by doing background biographical research
on the leader (e.g. Degrees, alma mater, former jobs, etc.) if possible in order to present to the
class a narrative of the leader’s/manager’s journey to this current position. Then provide an
executive summary to the class explaining the major problem/issue, resolution, celebration, etc.
that the article is highlighting making sure you synthesize the information in a manner that
outlines pertinent strengths, weaknesses, opportunities, and threats (SWOT) to the
leader/manager and/or organization, lessons learned, and how it may apply to your career. It is acceptable to state your opinions about the article/situation and be prepared to answer questions in class. Provide citation information to the class. This presentation does not require your using power point, however, you can if you think it’s needed. However, just practicing and using an outline or note cards should suffice. You will need to forward me your chosen article by 3pm the day before you are scheduled to present. You will be graded on your presentation and covering the assigned areas.

You will need to sign up for a date to present by accessing the following link and following the instructions. You must also put the article title in your slot by 3pm the day before you present so that others won’t do the same article. Articles cannot be older than 7 days and they are first come, first serve. **Current events will begin on January 29.**

https://docs.google.com/a/cba.ua.edu/spreadsheet/ccc?key=0AsPWRi24r1t6dFZqS1p1Vk9iMGY0Mm1CV19xQmdZc0E&usp=sharing

**IA#4: Case Studies:** There will be several case studies throughout the semester. You have to choose 1 case you want to do a written case study analysis on. The analysis must be turned in on or before the day that the case is discussed. It is preferable if you simply answer the case study questions in a Q & A format instead of paragraph form.

**IA#5: Ethical Values Statement:** This assignment corresponds with Mary Gentile’s book, Giving Voice to Values (You do NOT need to buy the book; p. 77; this citation is for reference purposes). To complete this assignment, do the following: Recall a time in your work experience when your values conflicted with what you were expected to do regarding a particular, nontrivial management/leadership decision, and you spoke up and acted to try to resolve the conflict in a way that was consistent with your values. After describing the situation briefly, consider and answer the following four questions: 1) What did you do, and what was the impact? 2) What motivated you to speak up and act? 3) How satisfied are you? How would you like to have responded? (This question is not about rejecting or defending past actions but rather about imagining your ideal scenario). 4) What would have made it easier for you to speak and act? *Things within your control? *Things within the control of others? After completing this, now recall a time in your work experience when your values conflicted with what you were expected to do regarding a particular, nontrivial management/leadership decision, and you did **NOT** speak up and act to try to resolve the conflict in a way that was consistent with your values. After describing the situation briefly, consider and answer the following four questions: 1) What happened? 2) Why didn’t you speak up and act? What would have motivated you to do so? 3) How satisfied are you? How would you like to have responded? (This question is not about rejecting or defending past actions but rather imagining your ideal scenario). 4) What would have made it easier for you to speak and act? *Things within your control? *Things within the control of others? **This assignment will be shared with classmates.**

**TA#1:** Leader Interview: Interview a leader/representative from the company you chose to get some insights into the problem you’re trying to solve. (Not Graded)

**TA#2:** Select Team Members, Name, & Motto (Not Graded).
TA#3: Complete Team Portfolio/Project (Guidelines provided on Sakai)

TA#4: Complete Team Presentation (Guidelines provided on Sakai)

TA#5: Complete Team Questions (Correspond with Hartley Textbook)

TA#6: Complete Team Evaluation on Each Team Member (Confidential survey will be emailed to you)

**Team Project:**
This is a leadership class so instead of just reading about leadership, you will actually have to employ your leadership skills in a significant way. Your team is tasked with coming up with a real problem to solve within an organization. Your team must rely upon extensive research to justify your proposal to solve the chosen organizational problem. It is a best practice to come up with several organizational problems that your team members are currently facing. You will need to approval from me to use an organizational problem for your team project.

**Team Portfolio:**
Your team must maintain a team portfolio documenting all of your activities related to your project as well as the assignments that are related to the project. Graded assignments should be corrected before placed into the team portfolio.

**Team Presentation:**
Each person needs to have at least 1 speaking part during the presentation. The presentation should be no longer than 10 minutes and you will have 5 minutes to answer questions. You will use a power point presentation, but you should give the presentation, not have the slides full of words and you simply read from the slides. The presentation should be professional and well-rehearsed. Your team will be graded on how well the presentation is given, how informative the information is given on the topic, and how well you respond to questions. Individual scores on this assignment will generally be the same for all the team members, unless I deem it necessary to vary individual scores (this is totally based upon my professional judgment).

**Final Exam:**
A multiple choice and essay exam that covers questions from chapters covered in the textbooks, articles, cases, lectures, and ancillary materials.

**Class Schedule**
This class schedule represents the professor’s best estimate of the topics to be covered on various days. In some cases, several chapters may be covered on one day. As such, it is very important that you come to each class session as a lot of material will be covered. I reserve the right to alter this schedule at any time during the course.

**January 22:**
**In-Class Activities:** Introduction & Syllabus
Pick Team Members
Discuss potential Team Projects
Sign up for current events presentation
Sign up for MGMT Mistakes/Successes Questions
Learn how to access journal articles
A bath without water
6 minutes
http://www.ted.com/talks/ludwick_marishane_a_bath_without_water.html
Marshmallow Challenge

**Homework:**
Reflected Best Self Assignment from the Roberts et al. (2005) HBR Article Due on **February 26**
How great leaders inspire action: Simon Sinek 18 minutes
http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en
Create your own Why-How-What Personal Statements. You will present your own statement in class on **January 29**. This is an oral assignment.

IA#1 Personal Biography due on **January 29**.

How to start a Movement
http://www.ted.com/talks/derek_sivers_how_to_start_a_movement.html?source=email#.UucpX2rCaYd.email

The following 2 links are to help you become a better public speaker/presenter.
Power Poses
http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are.html
21 minutes

3 Secrets of an Inspiring Message
http://www.youtube.com/watch?v=DRtXJ2ih0AI&utm_source=Twitter&utm_medium=tweet&utm_campaign=GalloVideo

**January 29:**
**In-Class Activities:**
Current Events Presentation
Ch. 2—Hartley—Walmart—A Winner
Why-How-What Presentations

**Assignments Due:**
Team 1 Questions Hartley pg. 28
Personal Bio due
Personal Why-How-What Statements (oral assignment)
Homework:
Case: Google’s Project Oxygen: Do Managers Matter? Will go over in class on February 5.
Read http://www.psychologytoday.com/blog/beyond-the-cubicle/201410/dont-avoid-your-abusive-boss
Ch. 7—Hartley—Google Will go over on February 5

February 5
In Class Activities:
Case: Google’s Project Oxygen: Do Managers Matter?
Current Events Presentation
Ch. 7—Hartley--Google

Assignment Due:
Team 2 Questions Hartley pg. 116

Homework:
Individual Assignment IA#5: Ethical Values Statement Will go over on February 26

February 12
In Class Activities:
Current Events Presentation
Influence Tactics

Homework:
Ch. 3—Hartley—Procter & Gamble: An Old Strategy Is Found Wanting

February 19
In Class Activities:
Ch. 3—Hartley—Procter & Gamble: An Old Strategy Is Found Wanting
Current Events Presentation

Assignments Due:
Team 3 Questions Hartley pg. 40

Homework:
Case: Team Collapse at Richard, Wood and Hulme LLP Will go over in class on February 26. How to make choosing easier
16 minutes

February 26
In Class Activities:
Reflected Best Self Assignment from the Roberts et al. (2005) HBR Article
Case: Team Collapse at Richard, Wood and Hulme LLP
Ethical Values Statements

Assignments Due:
Reflected Best Self Assignment from the Roberts et al. (2005) HBR Article
Ethical Values Statements

Homework:
Ch. 4—Hartley—Continental Airlines Will go over on March 5

March 5
In-Class Activities:
Ch. 4—Hartley—Continental Airlines
Motivation Theories (Tennis Ball Activity) Equity, Expectancy, Goal-Setting & Justice Dimensions

Assignments Due:
Team 4 Questions Hartley pg. 58

Homework:
Case: Army Crew Team. Will go over on March 19.
Ch. 6—Hartley—IBM Will go over on March 19

March 19
In Class Activities:
Case: Army Crew Team.
Current Events Presentation
Ch. 6—Hartley—IBM

Assignments Due:
Team 1 Questions Hartley pg. 94

Homework:
Ch. 8—Hartley—Starbucks Will go over on March 26
Ch. 9—Hartley—Euro Disney Will go over on March 26

March 26
In-Class Activities:
Ch. 8—Hartley—Starbucks
Ch. 9—Hartley—Euro Disney
Breakeven Analyses
Current Events Presentation

Assignments Due:
Team 2 Questions Hartley pg.134
Team 3 Questions Hartley pg. 155

Homework:
Negotiation: Dr. Margaret Neale 24 minutes
Negotiation Assessment

April 2
In-Class Activities:
Case: Toyonda (Will get in class)
Current Events Presentation

Homework:
Do Casuistry Survey (Link will be sent out via email; you MUST complete it by the stated deadline)
Ch. 10—Hartley—Boeing Will go over on April 9
April 9
In-Class Activities:
Ch. 10—Hartley—Boeing
Current Events Presentation

Assignments Due:
Team 1 Questions Hartley pg. 210

Homework:
Identity Circle Activities & the following diversity links/research will go over on April 16.
Do the Gender-Career, Race, and Sexuality Implicit Association Tests (IATs)
https://implicit.harvard.edu/implicit/demo/selectatest.html
The Science of Inclusion
http://www.youtube.com/watch?v=SS7ID8VC1ko&list=PLsRN0Ux8w3rMB62snUYNx
10 minutes
“Why Diversity is Matters”- Dr. Katherine W. Phillips https://youtu.be/lHS6PQUzKbE
“How Diversity Makes Us Smarter” from Scientific America, by Dr. Katherine W. Phillips
http://www.scientificamerican.com/article/how-diversity-makes-us-smarter/
Social Inequity vs. Social Inequality
Racism in Organizations
http://www.psychologytoday.com/blog/beyond-the-cubicle/201412/hands-don-t-shoot-no-more-business-usual
Unconscious Bias @ Work Google Ventures 1 hour
https://www.youtube.com/watch?v=nLjFTHTgEVU
Ch. 12—Hartley--Hewlett-Packard Will go over on April 16

April 16
In-Class Activities:
Ch. 12—Hartley--Hewlett-Packard
Current Events Presentation
Identity Circle Activity
Casuistry
Glass Metaphors & Diversity Research Findings

Assignments Due:
Implicit Association Tests (IATs)
Identity Circle Handouts
Team 2 Questions Hartley pg. 210

Homework:
Ch. 13—Hartley—Southwest Airlines
Ch. 16—United Way
April 23

In-Class Activities:
Current Events Presentation
Ch. 13—Hartley—Southwest Airlines
Ch. 16—United Way

Assignments Due:
Team Portfolio
Team 3 Questions Hartley pg.229
Team 4 Questions Hartley pg. 273

April 30

In-Class Activities:
Ch. 20 Merck’s Vioxx—Hartley
Team Presentations

Assignment Due:
None

Homework:
Study for Final Exam

May 7

In-Class Activities
Final Exam

Additional readings and assignments may be assigned and/or altered at my discretion.