| **Management**<br>**Course Number: 22:620:696**<br>**Course Title: Leadership in the Digital Economy** |
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## COURSE DESCRIPTION

The demands placed on leaders in today's fast paced digital world are many. This course explores several contexts through readings, teamwork and discussion where challenges are likely to surface. It offers select theoretical and tested approaches which may help leaders address the needs of organizations, groups and teams when faced with these challenges. The course explores four objectives of leadership of particular significance in the digital era; (1) leading to collaborate, (2) leading to motivate and achieve, (3) transforming through leadership, and (4) leading through challenge, change and discomfort. The need to improve leadership strategies and skills in each area has become increasingly acute driven by the pace of change in technology, best practice and societal needs. This course addresses each objective, offering useful insights and a foundation for each student to reflect and adapt their own unique leadership style to the demands ahead.

At the graduate level, students in this class are expected to take an active role in classroom preparation, proceedings, and discussions. Assignments include (1) digesting and responding to an assigned set of readings, (2) completing and discussing relevant cases, (3) participating in lecture/discussion topics, and (4) developing and writing a leadership development plan anticipating some of the demands associated with the fast-paced digital world. Your thoughts, ideas and input based upon your experience and study are vital to maximizing the experiential learning process this class promotes. Much of what we do will be inquiry driven learning.

## COURSE MATERIALS

**Required Readings:** All required readings are posted in the Course Schedule to follow and in the associated Harvard Business Education (HBE) Course Pack at the following URL: Occasionally, additional article(s) may be selectively added in response to our discussions in preceding classes. HBE price for the 14 assigned articles/cases is $59.50. One additional case has been place manually in your Week 1 Canvas Module: "*A Virtual Team in Real Trouble …*"

## LEARNING GOALS AND OBJECTIVES

Following a review of the basic tenants of leadership, including the importance of power and influence, and the growing challenges accompanying the digital era, this course will help students develop specific skills and knowledge in the following areas:

(1) <u>Leading for collaboration</u> – Leadership and working in virtual teams will be examined and discussed. Students will understand the tradeoffs and appropriate application of electronic means of communicating and overseeing virtual teams, an increasingly common approach to collaboration in work settings.
(2) <u>Leading to motivate and achieve in the digital space</u> – Students will gain an understanding of the motivational and performance opportunities and challenges faced by leaders and followers in dynamic and increasingly virtual organizational settings.
(3) <u>Transforming through digital leadership</u> – Students will gain an appreciation for how constant change, including disrupting existing value chains and organizational cultures, is required to gain or maintain competitive advantage in today's digital world.
(4) <u>Leading through challenge, change and discomfort</u> – Each factor is magnified in the digital world. We will explore a variety of behaviors associated with leading followers through these recurrent and challenging circumstances.

In addition to exposure to select theory and application, students will gain experience in tailoring, testing, and communicating their growing leadership skills through discussions, teamwork, presentations, writing and reflection. The course will build self-awareness of leadership behaviors students possess, and more importantly those to work on.

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## PREREQUISITES

**None**

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## ACADEMIC INTEGRITY

*I do* NOT *tolerate cheating*. Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

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## COURSE POLICIES

## ATTENDANCE, PREPARATION and CONDUCT

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, let me know as soon as possible. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death <u>and</u> you seek makeup work, also send me an email with full details and supporting documentation within 6 days of your first absence.

Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved.

All classroom participants should treat each other with respect. This means that you should be polite and minimize any disruptions during class.

**YOU EARN YOUR GRADE** on a level playing field with your other classmates.

Please do not:

Ask me raise to your grade because it is "close" to the next higher grade. Ask
for preferential treatment (e.g., requesting an "extra credit" project, etc.)
Plagiarize or modify others' work and submit it as your own.

## ASSIGNMENTS

The assignments are in this Syllabus and on Canvas.

**Credit for Assignments:** For credit, assignments must be complete and posted by the due date to Canvas.

**Late/Incomplete Assignments:** As a general rule, there is no partial credit for incomplete or late assignments. Plan ahead … you have the assignments and due dates on the first day of class. Please let me know of any extenuating circumstances.

**Naming Assignments:** Each assignment is placed within Canvas Assignments (grouped by category) and Canvas Modules (grouped by week). Please name all document submissions in Canvas.

## RESPONSIBILITY FOR LEARNING

You are responsible for your learning in this course. I will introduce you to new material, ask questions, provide examples to facilitate understanding, and help you with both the content and processes explored during the class. It is your responsibility to master the material, apply critical thinking, actively participate and deliver MBA level assignments on time.

**SYLLABUS**

While every attempt is made to include all course information on this syllabus, some changes may be necessary during the semester, and those changes will be announced in class/on Bb. Students are responsible for abiding by the terms contained in this syllabus/on Bb/in class.

**GRADING POLICY**

Course grades are determined as follows:

**ASSIGNMENTS and GRADING:**
>    1. Participation & Attendance (5 x P&A Days)          10%
>    2. Case Preparation (4 x Weekly Submissions)          40%
>    3. Integrated Learning Assignment (3 Part)            50%
>        a)  Personal Leadership Development Plan (15%)
>        b)  Study the Experts (15%)
>        c)  Execute and Describe Project (20%)

>    **TOTAL**                                             **100%**

**GRADING SCALE:**

| | |
|---|---|
| A | 93.00 and up |
| A- | 90.00-92.99 |
| B+ | 87.00 - 89.99 |
| B | 84.00 - 86.99 |
| B- | 80.00 – 83.99 |
| C+ | 77.00 – 79.99 |
| C | 74.00 – 76.99 |
| C- | 70.00 - 73.99 |
| D | 67.00 – 69.99 |
| F | Below 67 |

**DESCRIPTION OF ASSIGNMENTS**

**DAY 1 INTRODUCTIONS**

**Prepare a brief introduction**. Submit a single "**Background and Interest" slide,** introducing yourself to the class. At your discretion, you may include a picture if you wish to help everyone become virtually acquainted! Post slide to Day 1 Canvas Discussion Board AND to the first homework assignment before Day 1 class. I have included my own slide in the discussion board which you are welcome to borrow and edit (:

**WEEKLY READINGS**

Articles to read and prepare for class discussion are identified in Course Schedule at the end of this syllabus. They may be purchased and conveniently accessed at the Harvard Business Education website using the following URL: Price for all articles and cases in the course-pack is $59.50. Some may be independently available on the web or at the Rutgers Library.

During class, teams will often be given time to capture and summarize their homogenized results on a slide(s) to share with the class at large. Slides will identify key learnings (3 to 5 ideas) judged most relevant or important in the article(s) read AND identify key questions (2 or 3 questions) which your combined reading of the articles raised, which remain largely unanswered. These inquiries may serve as a future topic of discussion or research. In each case be sure to **focus on the unique aspects related to leadership in the dynamic digital environment we are living in.**

Following class, please have one member of your team post a copy your team slide(s) constructed in class to the weekly discussion board provided. Be sure to identify team members by name with discussion board postings. You are encouraged to review and respond to posted slides each week between classes. Feel free to add your comments on the discussion board reinforcing or adding relevant points or questions. I will participate to garner ideas for further discussion in class. (The discussion board is not a graded assignment).

**PARTICIPATION & ATTENDANCE (P&A - 10% of Grade)**

You earn this **P&A** grade by attending and participating.

You are expected to **attend and constructively participate in all class sessions** and a portion of your grade will be based on it. You are expected to be on time and stay for the duration of the class. Preparation before class will greatly increase your opportunities to participate.

Use the following rubric to self-assess your participation and attendance:

- 75% - Sign-in on time, listen and attend.
- 85% - Sign-in with one substantive verbal contribution during class, (80% Zoom Chat)
- 95% - Sign-in with two or more substantive verbal contribution(s), (90% Zoom Chat)
- 5% - Bonus for video camera's being consistently used in any of the three scenarios above.
- 100% - Team "Leader" Presentations (Video camera must be on)

- 70% - <u>Pre-excused</u> absence (e-mail me before class), only one will be allowed without special circumstances. Work with your team to assure this does not impact your collective work.
- "Verbal contributions" relate to full class discussions, not break-out team activity.
- 0% - No shows
- If you miss a class on a class day your team presents, it must be pre-excused with the full awareness of your team. You will need to schedule time to present the case to me as soon as possible to receive credit for the assignment.
- Complete the short individual P&A assignment in Canvas immediately after class each week. Indicate the percentage points you believe you earned and make brief comment regarding your verbal contribution(s) / activities. You must manage this in a timely fashion on a weekly basis to get credit.
- You will have 4 P&A Days in this abbreviated class; a 5th P&A assignment is included to note and give credit for your participation in the Student Instructional Response Survey "SIRS". Complete the survey and earn 100% participation for the 5th P&A day.
- Although I will provide oversite, you effectively manage this P&A process.

## CASE PREPARATION (40% of Grade)

Respond to the weekly assigned Case questions located in the appropriate Canvas Module. Submit your responses to the Canvas assignment before class. Your responses will serve as important preparation for random team and full class discussion each week. The four cases we will use are listed in the Course Schedule at the end of this document.

Cases may be purchased and conveniently accessed at the Harvard Business Education website using the following URL: One case, "A Virtual Team in Real Trouble", will not be in the Course-pack provided and will be attached directly to the Canvas Weekly Module #1.

## INTEGRATED LEARNING ASSIGNMENTS (50% of Grade)

The purpose of this 3-part individual assignment is to analyze and integrate your course learning, and to formulate and demonstrate your leadership development plan for leading in the digital world. The component of this assignment include:

- **Personal Leadership Development Plan (Target 2 Pages) (15% of Grade)**
    - ✦ Briefly frame your view of leadership based on your own goals and objectives
    - ✦ Identify 2 key strengths that you have for leading in the digital realm, with each strength supported by examples.
    - ✦ Identify 2 development needs for leading in the digital realm, with each need supported by examples.
    - ✦ Briefly note how you might act on these insights.
- **Study the Experts (Target 2 Pages) (15% of Grade)**
    - ✦ Find and watch five TED talks or other talks or podcasts on digital leadership (there are dozens to choose from), and write a paragraph each on THREE of them, explaining

what the main lesson was and how it will help you improve your own digital leadership skills.
- **Execute and Describe Project (Target 3 Pages) (20% of Grade)**
  - ✦ Pick a specific task to engage in with respect to digital leadership. This could include a beta test of a new virtual meetup platform, engaging in a work task with a colleague entirely online, introducing two people who don't already know each other entirely through electronic means and then assessing how well they have built a relationship, or anything else relevant.
  - ✦ Write up the results of this experiment and what you have learned ▪ Prepare a single slide to introduce the experience to the class

**There is no partial credit for incomplete or late assignments without preapproval.**

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# COURSE SCHEDULE

**Week 1: Introduction & Leading to Collaborate**

**Lecture / Discussion: Introduction to Leadership / Leading in Teams / Digital Differences**

**Assigned Readings for Discussion:**

- *How Digital Leadership Is(n't) Different*; MIT Sloan Management Review; 2019; Gerald C. Kane, Anh Nguyen Phillips, Jonathan Copulsky, Garth Andrus

- *5 Musts for Next-Gen Leaders*; MIT Sloan Management Review; 2020; Amit S Mukherjee

- *Sustaining Employee Networks in the Virtual Workplace*; MIT Sloan Management Review; 2021; Daniel Z. Levin, Terri R Kurtzberg

**Case Study Preparation (Accompanying Questions in Canvas Assignment):**

- "A Virtual Team in Real Trouble: Managing Across Time and Place"; Kurtzberg, T. & Barnard, H.; Gordon Institute of Business Science and Rutgers Business School

**Class Activities:**

1) Team Discussions of Assigned Readings with Team Slide Preparation

2) Team Discussions of Case Assignment

3) Full Class Case Discussion

**Week 2: Leading to Motivate and Achieve in the Digital Realm**

**Lecture / Discussion: Motivation in Leadership / Digital Differences**

**Assigned Readings for Discussion:**

- *Leadership That Gets Results*; Harvard Business Review; 2000; Daniel Goleman
- *Firing Up the Front Line*; Harvard Business Review; 1999; Jon R. Katzenbach, Jason A. Santamaria
- *Unleashing the Power of Purpose*: *5 Steps to Transform Your Business*; IESE Insight; 2018; John Almandoz, Yih-teen Lee, Alberto Ribera

**Case Study Preparation (Accompanying Questions in Canvas Assignment):**

"Align Technology: Clearing the Way for Digital" HBR, 2019

**Class Activities:**

1) Team Discussions of Assigned Readings with Team Slide Preparation

2) Team Discussions of Case Assignment

3) Full Class Case Discussion

**Week 3: Transforming Businesses into the Digital World**

**Lecture / Discussion: Transformational Leadership / Digital Differences**

**Assigned Readings for Discussion:**

- "The Five Paradoxes of Digital Business Leadership" HBR 2015
- *The Real Leadership Lessons of Steve Jobs*; Harvard Business Review; 2012; Walter Isaacson

**Case Study Preparation (Accompanying Questions in Canvas Assignment):**

"Burberry's New Challenges" HBR, 2017

**Class Activities:**

1) Team Discussions of Assigned Readings with Team Slide Preparation

2) Team Discussions of Case Assignment

3) Full Class Case Discussion

**Week 4: Leading through Challenge, Change and Discomfort**

**Lecture / Discussion: Adaptive Leadership / Digital Differences**

**Assigned Readings for Discussion:**

- "Digital Leadership Is Not an Optional Part of Being A CEO" HBR, 2016

- *Being the Agile Boss*; MIT Sloan Management Review; 2020; Linda A. Hill

- *How Leaders Delude Themselves About Disruption*; MIT Sloan Management Review; 2020; Scott D. Anthony

**Case Study Preparation (Accompanying Questions in Canvas Assignment):**

"Managing Teams from a Distance: Making the Most of Virtual Meetings" Darden, 2014

**Class Activities:**

1) Team Discussions of Case Assignment

2) Full Class Case Discussion

3) Team Discussions of Execute and Describe Projects

4) Full Class Discussion / Mini-Presentations Describing Selected Execute & Describe Projects

**Submit Completed 1) Personal Leadership Development Plan Papers, 2) Study the Expert Papers and 3) Execute & Describe Project Papers**

- (Submission of #1 & #2 due on the following (); Submission of #3 due before class).

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**SUPPORT SERVICES**

If you need accommodation for a ***disability***, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are ***pregnant***, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek ***religious accommodations***, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of ***gender or sex-based discrimination or harassment***, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at http://vpva.rutgers.edu/.

[Rutgers University-New Brunswick incident report link: http://studentconduct.rutgers.edu/concern/. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via https://temporaryconditions.rutgers.edu .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/]

[Rutgers Counseling and Psychological Services–New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: http://health.newark.rutgers.edu/]

[Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of *legal* services, please use our readily available services: http://rusls.rutgers.edu/

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc

[Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter]

[Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

[Optional items that many faculty include:

  - Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

  - Students must sign, date, and return a statement declaring that they understand this syllabus.]