

Psychology 3450: Organizational Leadership & Decision Making

Fall 2021

Section 001 – Tuesday/Thursday 10:00-11:15 AM

Section 002 – Tuesday/Thursday 1:00-2:15 PM

This course is offered hybrid online, which means that only term tests will take place during the assigned time slots. All other lectures are asynchronous—they will generally be posted sometime on Tuesdays & Thursdays and can be watched as convenient for you.

Instructor

Dr. Justin Friesen

E-mail: jp.friesen@uwinnipeg.ca

Phone: 204-786-9303

Office Hours: On Zoom, by appointment (Voicemail checked irregularly so email preferred)

Course Calendar Description

This course provides an in-depth survey of research and theory about leadership and decision making in organizations. Established power, trait, behavioral, contingency-based, social exchange and transformational models of organizational leadership are examined as well as several more recently developed models such as servant, authentic, and adaptive leadership. Additional topics include team leadership and leadership ethics. *Prerequisites*: PSYC-2400 (Social Psychology I), BUS-2103 (Fundamentals of Organizational Behaviour), or the former PSYC-2440 (Organizational Psychology I).

Required Text, Readings, and Equipment/Software

Northouse, P.G., (2021). *Leadership: Theory and Practice (9th Ed.)* Thousand Oaks, CA: Sage Publications. The “interactive e-book” content is not required. Additional readings will be assigned and available via NEXUS, the internet, or the library. For tests, a desktop or laptop computer with Zoom and a webcam are required.

Course Format

This course is offered hybrid online, which means that it has asynchronous and synchronous elements. Most of the course content is asynchronous, which means it can be viewed anytime. Recorded lectures will be posted on Nexus twice weekly (typically Tue & Thu, not necessarily according to the assigned time slot). Topics will roughly follow the schedule below, though some topics may be changed or omitted. Some material will be covered via case studies, where we apply class concepts to hypothetical organizational scenarios. Some weeks include short exercises completed on your own time during that week. The term tests will be synchronous; this means that you must be available at the indicated dates and times to write them via Zoom.

A pdf of slides will be posted alongside the video lectures. It will contain an outline but not a complete summary of lecture material. For full content you will need to watch the virtual lecture and add your own notes. All course content including slides and lectures are copyrighted and should not be redistributed without permission; see “Additional Information” below.

A permitted or necessary change in mode of delivery may require adjustments to important aspects of course outlines, like class schedule and the number, nature, and weighting of assignments and/or exams.

Contact with the Instructor

Students have a responsibility to regularly check their University of Winnipeg email address (Name@webmail.uwinnipeg.ca) to ensure timely receipt of correspondence from the University and/or their course instructors.

When contacting the instructor, please use your assigned University of Winnipeg email address. Using a non-UW account increases the likelihood the university will send it to a spam folder. Because of privacy concerns, confidential information cannot be disclosed to a non-UW email address. My goal is to reply to every email within a business day. If you haven't received a response within two business days please follow-up.

Please do not use Nexus messaging. Though I may eventually see a Nexus message, I will reply to your UW email address. We can also set up meetings on Zoom.

Grade Components

<u>Component</u>	<u>Due Date</u>	<u>Content</u>	<u>Value</u>
Term Test 1	October 5	Classes 1-7	25%
Term Test 2	November 9	Classes 9-15	25%
Term Test 3	December 2	Classes 17-21	20%
Class Exercises	Throughout term	Approximately 10 exercises	10%
Case Studies	December 15	Classes 1-24	20%

Term Tests are non-cumulative (i.e., will only cover material since the previous test) and will be a mix of multiple choice, matching, fill-in-the-blank, and open-ended answer questions. Although there is overlap between the text and lecture content, some material will be covered in lecture but not the text and vice versa. Everything in lecture and the assigned readings is potentially testable, although the lecture material tends to be more important.

Tests are **closed book**, which means that no supplementary materials are allowed. No devices or assistance are allowed except with instructor permission, e.g., as part of an accessibility accommodation. They may be **proctored** via Zoom as per the section below. During tests, all materials and devices must be stored out of sight and your webcam must remain on and pointed at yourself and/or workspace.

Class Exercises. This component includes both **semi-weekly exercises** and any exercises assigned before the **case study classes** (see schedule). These will be posted on Nexus and you will be expected to watch for them.

For the **semi-weekly exercises**, some weeks will include a short exercise related to that week's content. A typical exercise might ask you to read a short case study from the textbook or an assigned article and answer 1-3 questions about it. (*n.b.*, for business students: These case studies are 1-2 page brief scenarios, *not* the lengthier cases you might use in your other

BUS classes.) Or the exercise may involve completing a psychological scale related to leadership and briefly reflecting on your responses. Exercises will be posted on Nexus and due a week from posting. These should be completed independently.

The exercises are brief and intended to take < 30 minutes to complete. When a written response is required, it will usually be a few sentences or one paragraph. Marking will go by these criteria:

- 0 No, minimal, or irrelevant answer provided.
- 1 Marginally engages with material (e.g., discusses case study but not course concepts or vice versa).
- 2 Sufficiently effortful & thoughtful response (e.g., discusses course concept in relation to case study logically).

Some of these exercises will be discussed during the case study classes. These lectures will engage more deeply with the exercises and are preparation for the **case study assignment** (below). You may be given (an) extra exercise(s) specifically for these classes to complete in advance. Your final mark for the exercises component will be based on all assigned exercises, equally weighted. “Semi-weekly” means you should **expect approximately 10 over the entire term**. Because the exercises are short, low-stakes, and you have an entire week to complete each one, generally no late submissions will be accepted (see *Accommodation* section for details).

Case Study Assignment. Here you will read two longer case studies and apply course concepts to them. This assignment will be similar to the weekly case study exercises except: (a) they will require more detailed responses; (b) marking will be for course content & correct application, not just effort & thoughtfulness; (c) you will apply multiple theories to a single case. Assignment details will be posted on NEXUS later in the term and discussed in the dedicated case study classes.

Grading

Below are the tentative grade cut-offs that will be used. The unofficial grades assigned by the instructor are subject to approval by the Department Review Committee and University Senate, and may be decreased or increased to maintain consistent academic standards. Grades will be rounded to one decimal place.

Category	Letter	Percentage
Excellent	A+	95.0–100%
	A	90.0–94.9%
	A-	85.0–89.9%
Superior	B+	80.0–84.9%
	B	75.0–79.9%
Slightly above average	C+	70.0–74.9%
Average	C	60.0–69.9%
Marginal Pass	D	50.0–59.9%
Failure	F	< 50%

General grading policies:

- Grades will be posted on Nexus, typically within two weeks.
- Weekly assignments must be submitted via the Nexus submission boxes. The final assignment must be submitted as an MS Word (.docx) file via Nexus. Emailed assignments are not accepted.
- Make backups of your electronic files; computer crashes and lost files are not grounds for accommodation. Technical issues are not allowable excuses unless verified by UW TSC. Until marked, retain a copy of all submitted materials as a backup.
- For individuals, grades will only be adjusted based on marking errors and will not be increased based on non-academic circumstances.
- For fairness, extra credit or bonus opportunities that are not available to the entire class will not be given to individuals.
- For the *Case Study Assignment*, late submissions will be penalized 20% per day or portion thereof.

Test Proctoring

Tests may be proctored through a live Zoom meeting and may also be recorded for later review. Zoom links will be posted on Nexus the morning of each test. A proctor will monitor a small group of students simultaneously to ensure test integrity.

Test regulations:

- A desktop or laptop computer with Zoom and a webcam are required.
- Students must sit and face an engaged camera to enable monitoring.
- Zoom name should be entire first and last name **or** a code consisting of the first three letters of your surname and last three numbers of your student number (e.g., fri_123).
- No 'virtual backgrounds' are allowed.
- Students must show their workspace and surrounding area to the proctor or instructor upon request.
- Microphones should be muted unless asking a question.
- Students must have photo identification (e.g., student card) available upon request.
- Tests will have technical measures in place to maintain testing validity and academic integrity. For example, the browser back button will be disabled and question order will be randomized.

As part of this monitoring, please note:

- Each student's name and everything within their camera's view, including their face, body and background, will be visible to the proctor and to the other students within the group.
- If a student uses the chat feature, anything written will be visible to all meeting participants.
- If a student chooses to un-mute their microphone, anything said will be heard by all meeting participants.
- Zoom has been configured to disable students from recording the test/exam.
- Proctors will record each test. After being reviewed for academic dishonesty, any recordings will be deleted if no such evidence is found.

Information regarding Zoom's data collection, including a link to its privacy policy, can be found at <https://www.uwinnipeg.ca/privacy/zoom-privacy-notice.html>. Your personal information is collected under the University of Winnipeg Act and 36(1)(b) of the Freedom of Information and Protection of Privacy Act. For information regarding privacy at UWinnipeg, contact Dan Elves, Senior Information and Privacy Officer, at da.elves@uwinnipeg.ca or 204.988.7538.

Accommodation for Illness & Extenuating Circumstances

Tests will be completed via NEXUS on the scheduled date, at the class time assigned to your section. Missing a test without arrangement would normally result in a grade of zero. For circumstances beyond students' control, however, accommodation may be allowed in the following circumstances at the instructor's discretion:

- medical, disability, or family emergencies.
- official university extracurricular academic or athletic conflicts.*
- religious conflicts per university policy.*
- having 3 or more tests within 24 hours and our test is the final one scheduled in that period.*

*Requires at least 2 weeks' notice. For religious or disability accommodations, also see the final page of this syllabus.

Under normal circumstances, accommodation would not typically be granted for scheduled travel, vacation, regularly scheduled employment, and other matters of personal choice or time management. Please err on the side of contacting me to discuss any potential conflicts, even if I ultimately ask you to stick to the original schedule.

To request an accommodation, contact me as soon as possible. Absent unusual circumstances (e.g., being literally unable to use email or phones), the deadline for requests is 24 hours after the scheduled test time. In all cases, please contact me as soon as possible rather than late or not at all. The instructor reserves the right to require third-party documentation before granting any accommodation requests, which may be verified with its source. Note that obtaining documentation does not guarantee accommodation; requests will be based on the totality of the circumstances at the instructor's discretion. Rewrite requests that do not meet the above criteria may be allowed with a late penalty of up to 20%; this is to compensate for the extra study time not available to other students who wrote on time.

COVID-19 Exception: If you request to postpone a test because you are experiencing cold or flu-like symptoms that meet the Manitoba criteria for COVID-19 testing, do **not** seek a physician's note as documentation. Instead, obtain a COVID-19 test at one of the provincial testing sites. (According to public health guidelines, you should be doing this anyway if symptomatic.) A screenshot showing that you were tested will be considered sufficient documentation to grant accommodation. Include your name, test date, and the test location but **please blank out your date of birth, PHIN, and the test result** so that no private health information is conveyed. See: <https://sharedhealthmb.ca/covid19/screening-tool/>

Students who miss a test for an approved reason are then committed to attending on the designated makeup date, which could be any date up until the end of the exam period. Missing or changing a makeup test date is subject to the same policies as missing a regularly scheduled test.

A missed makeup test will likely be rescheduled to a common session at the end of the exam period.

Accommodation for missed exercises will be rare and require a reason that covers the entire week the assignment was available to complete. That is, because the exercises are short and available for a week, something which comes up at the last minute generally will not be accepted as an excuse. If accommodated, missed assignments will have their grading weight shifted to another component at the instructor's discretion.

On rare occasions, severe extenuating circumstances (e.g., illness, injury, or challenging personal circumstance) can interfere with one's academic goals to the point where successfully completing a class is no longer possible. Students who require substantial or repeated accommodation should consider the university's policies on retroactive withdrawals: <https://www.uwinnipeg.ca/academic-advising/appeals.html>

Tentative Lecture, Reading, and Examination Schedule

The topics outlined for each class are subject to change and will be announced in class. Some topics may be altered or the date a topic is discussed may be changed, and all topics listed may not be covered. This page will be updated on NEXUS as the course goes on.

Class	Approximate Date	Topic	Text Chapter(s)
1	Tuesday, Sep. 7	Introduction & Power	1
2	Thursday, Sep. 9	Trait Approach	2
3	Tuesday, Sep. 14	Skills Approach	3
4	Thursday, Sep. 16	Behavioral Approach	4
5	Tuesday, Sep. 21	Situational Approach	5
6	Thursday, Sep. 23	Path-Goal Theory	6
7	Tuesday, Sep. 28	Leader Member Exchange	7
	Thursday, Sep. 30	Truth & Reconciliation Day (no class)	
8	Tuesday, Oct. 5	Term Test 1	
9	Thursday, Oct. 7	Charismatic/Transformational Leadership	8
	October 11-15	Reading Week	
10	Tuesday, Oct. 19	Authentic Leadership	9
11	Thursday, Oct. 21	Servant Leadership	10
12	Tuesday, Oct. 26	Adaptive Leadership	11
13	Thursday, Oct. 28	Leadership Ethics	15
14	Tuesday, Nov. 2	Dark Side of Leadership I	13 (pp. 369-373)
15	Thursday, Nov. 4	Dark Side of Leadership II	TBA*
16	Tuesday, Nov. 9	Term Test 2	
	Thursday, Nov. 11	Remembrance Day (no class)	
17	Tuesday, Nov. 16	Social Identity Theory of Leadership	TBA*
18	Thursday, Nov. 18	Psychology of Social Hierarchy	TBA*
19	Tuesday, Nov. 23	Gender & Leadership	14
20	Thursday, Nov. 25	Judgment & Decision Making I	TBA*
21	Tuesday, Nov. 30	Judgment & Decision Making II	TBA*
22	Thursday, Dec. 2	Term Test 3	
23	Tuesday, Dec. 7	Case Studies I	
24	Wednesday, Dec. 8	Case Studies II	

* There are no corresponding textbook chapters, so supplementary articles will be assigned and listed on Nexus. For other important dates see:

<https://www.uwinnipeg.ca/academics/calendar/dates.html>

ADDITIONAL INFORMATION

The last date for voluntary withdrawal without academic penalty is **November 16, 2021**. Withdrawing before this date does not result in a fee refund. See:

<https://www.uwinnipeg.ca/registration/course-drop-information.html>

Students should be familiar with the Regulations and Policies section of the Course Calendar dealing with academic regulations and policies, including Senate appeals and academic misconduct (e.g., plagiarism, cheating). The information is available at:

<http://www.uwinnipeg.ca/academics/calendar/docs/regulationsandpolicies.pdf>

Particular attention should be given to subsections 8 (“Student Discipline”), 9 (“Senate Appeals”), and 10 (“Grade Appeals”). The UW Library has created a video tutorial “Avoiding Plagiarism”:

<https://www.youtube.com/watch?v=UvFdxRU9a8g>

Uploading essays and other assignments to essay vendor or trader sites (file sharing sites that are known providers of essays for use by others who submit them to instructors as their own work) is a form of misconduct, as it involves “aiding and abetting” plagiarism.

All students, faculty, and staff have the right to participate, learn, and work in an environment that is free of harassment and discrimination. The UW Respectful Working and Learning Environment Policy may be found online at:

<http://www.uwinnipeg.ca/respect>

Students with documented disabilities, temporary or chronic medical conditions, requiring academic accommodations for tests/exams or during lectures/laboratories are encouraged to contact Accessibility Services (AS) at 204.786.9771 or <https://www.uwinnipeg.ca/accessibility-services/> to discuss appropriate options. All information about a student’s disability or medical condition remains confidential.

Students may choose not to attend classes or write examinations on holy days of their religion, but they must notify their instructors at least two weeks in advance. Instructors will then provide an opportunity for students to make-up work and/or examinations without penalty. A list of religious holidays can be found in the 2020-2021 Academic Calendar, in the section, Important Notes:

<https://www.uwinnipeg.ca/academics/calendar/dates.html>

Course materials are the property of the instructor who developed them. Examples of such materials are course outlines, assignment descriptions, lecture notes, test questions, and presentation slides—irrespective of format. Students who upload these materials to file sharing sites, or in any other way share these materials with others outside the class without prior permission of the instructor/presenter, are in violation of copyright law and University policy. Students must also seek prior permission of the instructor/presenter before, for example, photographing, recording, or taking screenshots of slides, presentations, lectures, and notes on the board. Students found to be in violation of an instructor’s intellectual property rights could face serious consequences pursuant to the Academic Misconduct or Non-Academic Misconduct Policy; such consequences could possibly involve legal sanction under the Copyright Policy.

https://copyright.uwinnipeg.ca/docs/copyright_policy_2017.pdf

Students can find answers to frequently ask questions related to remote learning here:

<https://www.uwinnipeg.ca/covid-19/remote-learning-faq.html>

Students should be reminded of their rights in relation to the collecting of personal data by the University:

<https://www.uwinnipeg.ca/privacy/admissions-privacy-notice.html>

<https://www.uwinnipeg.ca/privacy/zoom-privacy-notice.html>

<https://www.uwinnipeg.ca/privacy/zoom-test-and-exam-proctoring.html>

For more information about programs in Psychology, tutoring, visiting speakers, registration information, research opportunities, and employment visit our Facebook page: Psychology Department @ UWinnipeg or our website:

<http://psychology.uwinnipeg.ca>