

ORGANIZATIONAL LEADERSHIP AND DECISION MAKING PSYC-3450-001

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COURSE TEXT:

Northouse, P. G. (2016). *Leadership: Theory and Practice (7th Ed.)* Thousand Oaks, CA: Sage Publications.

COURSE DESCRIPTION: PSYC-3450 ORGANIZATIONAL LEADERSHIP AND DECISION MAKING (Le3)

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) or PSYC-2440 (Organizational Psychology I) or BUS-2103(Fundamentals of Organizational Behaviour).

COURSE FORMAT: The course will follow a lecture-discussion format, with exercises or case studies used from time to time. It is important that students participate fully and come to class well prepared, with their reading and any assigned background work completed.

COURSE REQUIREMENTS:

1. **Term Tests (50%):** There will be a term test on **October 24** and another one on **November 21**, each worth 25% of your grade in the course. Tests will include matching and short essay questions. There may also be multiple choice or fill in the blanks questions. (If these will be used, you will be informed at least a week before the test.) There will be one or more case studies attached to the test, and most or all of the essay questions will require you to apply concepts from the course to the case material. The case studies will be assigned from your text book or handed out in class at least a week before the test, so you can be familiar with them before you write the test.

- You will not be required to produce your student ID card as identification at tests.
- For test security reasons, you may not use calculators, computerized dictionaries, electronic translators, or additional scrap paper as aids during tests or examinations. Students who need to use a printed translation dictionary for writing tests must receive the professor's approval in advance of the test date, **and** submit the dictionary to the professor at the beginning of the test, so that it can be checked to confirm that it does not include additional notes, etc.
- Mobile communication devices such as cellphones should be silenced during class and **must** be turned off and put completely away during tests.

2. **Interview Project (40%):** For your term project, you will select someone you consider to be a successful leader in an organizational setting, and interview that person. You will design your interview by selecting one or more questions from **each** of the first seven major approaches, from a bank of questions that will be provided. You will then use the information you collect to assess how well each of the approaches to leadership accounts for the leader's behaviour and success. Your interview project report (worth **35%** of your grade in the course) is due by 6 P.M. on Friday, **December 8**. It should be in text processed (typewritten) form, double-spaced, include page numbers, and be properly edited for clarity, spelling, and grammar. You will also need to attach a transcript or detailed summary of your interview questions and your leader's answers to them. Project discussion seminars, for which you will be graded out of an additional **5%**, will be held on **November 23, 28, and 30**, in class time. For those 3 dates, you will only attend class for the 35-minute time slot during which your seminar session is scheduled.

3. **Participation (10%):** To encourage full participation in this course, students will receive 10% of their grade based upon participation. This includes handing in materials for the interview project (e.g., ethics application, consent form, your selected interview questions) in easily usable form and on time. It also includes in-class activities. To receive full marks for participation in the in-class activities, students must be present for the full activity, have any assigned background work completed before the activity begins, and be an active participant in the activity.

****Notes on Failure to Complete Course Requirements:**

- If students miss a test, their seminar session, or an activity for which a participation mark would be assigned, they will normally receive a grade of 0 on it. However if circumstances beyond students' control make it impossible or impose undue hardship for them to complete the required work at the scheduled time, they may appeal for a deferral, as described at <http://www.uwinnipeg.ca/academics/calendar/docs/regulationsandpolicies.pdf>
- Normally, grounds for deferral include documented illness, physical injury or disability, or challenging personal circumstances beyond a student's control. If such unfortunate events occur, please **contact me as soon as possible and provide documentation**. In the case of illness or injury, documentation would be a letter, memo or certificate from a physician or other health practitioner, on official letterhead, indicating that you were examined on or before the scheduled due date or test, and expressing the professional opinion that you were not able to attend class or complete the work on the scheduled date. Documentation is also needed for challenging personal circumstances (e.g., a letter on appropriate letterhead from a counsellor, religious advisor, lawyer, undertaker, etc.). To minimize the intrusion of this process into your privacy, **please note that I do not need to know your diagnosis or other details of the illness, disability, or personal circumstances**. I will also support a deferral if you must be absent due to illness, injury, or challenging personal circumstances affecting your child or others dependent on you for care or support, but this must also be documented. If you are not certain what kind of documentation to get in a particular situation, please contact me for advice.
- Exception 1: 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 opportunity for students to make up work and/or examinations without penalty. A list of religious holidays can be found at: <http://uwinnipeg.ca/academics/calendar/docs/important-notes.pdf>

- Exception 2: Students who cannot hand in the interview project report by the December 8 deadline should **notify the course professor before December 8 to request a deferred due date**. As long as you do this, an extension of up to 11 days will be granted without need for documentation or further explanation. However, if you need an extension beyond December 19 you will need to fill out a deferral application (available from Academic Advising) and document your illness, injury, or challenging personal circumstances for the Senate Committee on Student Appeals. Students who do not hand in a report by December 8 and do not make the necessary arrangements for deferral, or who do not hand in their report by their deferred due date, will receive a grade of 0 out of 35 on the report.

GRADING: Grades at the University of Winnipeg must be approved by the Departmental Review Committee and the Senate Academic Standards Committee before they are considered final. I will base my recommended grades on the following cut-off points, and post them on Nexus for your information as soon as they are calculated (<https://nexus.uwinnipeg.ca/>). However, the Departmental Review Committee or Academic Standards can revise them in either direction (or require me to do so) if necessary to preserve academic standards. Therefore, please consider them tentative until they are approved at all levels. Once that happens, the Registrar's Office will make them available on WebAdvisor.

<u>Category of Achievement</u>	<u>Letter Grade</u>	<u>Total Points</u>
Excellent	A+	96 -100
	A	90 - 95
	A-	86 - 89
Superior	B+	81 - 85
	B	76 - 80
Slightly Above Average	C+	70 - 75
Average	C	60- 69
Marginal Pass	D	50- 59
Failure	F	less than 50

Fractions of $\frac{1}{2}$ or greater on the final mark total will be rounded up to the next highest whole number, for purposes of assigning the letter grade.

OTHER IMPORTANT INFORMATION:

- Important course announcements, grades, Power Point lecture outlines, and other useful information will be posted on Nexus. Please check it frequently to make sure you receive all the necessary information about the course.
<https://nexus.uwinnipeg.ca/>
- Students should be familiar with the University of Winnipeg Calendar information on appeals, withdrawal from courses, and academic misconduct (e.g., plagiarism and cheating) at
<http://www.uwinnipeg.ca/academics/calendar/docs/regulationsandpolicies.pdf>
- Students with documented disabilities or medical conditions (temporary or chronic) requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., note-takers) are encouraged to contact Accessibility Services (AS) at 786-9771 or accessibilityservices@uwinnipeg.ca to discuss appropriate options. All information about a student's disability or medical condition remains confidential.
<http://www.uwinnipeg.ca/accessibility>
- Students who plan to conduct research interviews, focus groups, surveys, or any other method of collecting data from any person, even a family member, **must** obtain the approval of the appropriate ethics committee before commencing data collection. Exceptions are research activities conducted in class as a learning exercise. We will be completing the ethics approval application for this course together in class on October 19.
- 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 www.uwinnipeg.ca/respect
- The schedule of what is planned for each class meeting in this course is on the following page. However, circumstances may necessitate a change of date for class coverage of topics. In exceptional circumstances, one or more topics listed in the course schedule may not be covered, in which case students will be notified in class and by a posting on Nexus.

COURSE SCHEDULE

<u>APPROX.</u> <u>DATE</u> *	<u>TOPIC</u>	<u>ASSIGNED</u> <u>TEXT CHAPTERS</u>
Sept. 5	Introduction to the Course	1
Sept. 7	Power and Influence Approach	
Sept. 12	Trait Approach	2
Sept. 14	Skills Approach	3
Sept. 19	<i>In-Class Case Study</i>	
Sept. 21	Behavioural (“Styles”) Approach	4
Sept. 26	Contingency Approach	
	Situational Leadership Theory	5
Sept. 28	Path-Goal Theory	6
Oct. 3	Social Exchange Approach [Leader-Member Exchange (LMX) Theory]	
Oct. 5	Transformational Approach	8

FALL READING WEEK OCTOBER 9-13: NO CLASSES ON OCT.10 AND 12

Oct. 17	<i>In-Class Case Study</i>	
Oct. 19	In-Class Completion of Ethics Application	
Oct. 24	Term Test 1	
Oct. 26	Authentic Leadership	9
Oct. 31	Servant Leadership	10
Nov. 2	Ethical Leadership	13
Nov. 7, 9	Team Leadership	14

NOTE: NOVEMBER 10 is the last day for course withdrawal without academic penalty. [Please note that withdrawing from a course will not result in a fee refund unless you withdraw by September 18

<https://www.uwinnipeg.ca/registration/docs/withdrawal-schedule-fw.pdf>]

Nov. 14, 16	Decision Making	
Nov. 21	Term Test 2	
Nov. 23, 28, 30	Interview Project Discussion Seminars	

INTERVIEW PROJECT REPORT DUE FRIDAY DECEMBER 8, by 6:00 PM