

Psychology 3450: Organizational Leadership & Decision Making

Fall 2018

Section 001 – Tuesday/Thursday 10:00-11:15 AM (3M67)

Section 002 – Tuesday/Thursday 2:30-3:45 PM (3M59)

Instructor

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Office hours: Thursdays 12:00-1:00pm

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

Required Text

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

Course Format

The course will follow a lecture-discussion format, with exercises and case studies used from time to time and small group discussion. It is important that students participate fully and come to class prepared, with reading and assigned background work completed.

Class Notes & Regulations

Some lecture content will be posted prior to class on the course's Nexus page. Posted slides will contain an outline but not a complete summary of lecture material (i.e., for full content you need to attend class, take notes, and participate in discussions). Slides should not be redistributed.

When contacting the instructor, use your assigned University of Winnipeg email address (i.e., Name@webmail.uwinnipeg.ca). If you use a different email address (e.g., GMail), it is possible that your message will be quarantined by the university's aggressive spam filter and will not be received. Moreover, because anybody can create a webmail address, I am unable to send any confidential information to a non-UW email address. Please also avoid Nexus messaging – email is more easily accessible and will result in a faster reply.

In class, audio recording and photography, including taking pictures of slides, is prohibited without prior permission of the instructor. Electronic devices such as laptops are permitted to the extent that they do not interfere with other students' experiences.

For tests, students must be able to provide photo I.D. (e.g., student card). All bags and electronic devices must be off your desk and stored out of reach. No supplementary materials or equipment are allowed.

Grade Components & Test Schedule

<u>Component</u>	<u>Due Date</u>	<u>Assigned Readings</u>	<u>Value</u>
Test 1	October 16	Chapters 1-8	30%
Test 2	November 20	Chapters 9-16	30%
Interview Project	Two weeks after your discussion seminar date		30%
Participation			10%

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. In part, tests will require you to apply concepts from the course to case studies. 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.

For the interview 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 questions based on the major approaches covered in class and then use the information you collect to assess how well each of the leadership approaches accounts for the leader's behaviour and success. This project will include facilitating an in-class discussion and a typed report in APA style. Further details of the assignment will be provided in class.

Participation includes the in-class activities that could occur in any class. 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. It also includes submitting the preparatory materials for the interview project (e.g., consent form, your selected interview questions) in proper form and on time.

Grading Policies

Missing a test would normally result in a grade of zero. For circumstances beyond students' control, however, accommodation may be allowed at the instructor's discretion. These circumstances might include illness or unexpected family emergencies, but would not typically include scheduled travel, vacation, or employment conflicts that are matters of personal choice. If you require an accommodation, contact me as soon as possible to request it. For tests, individuals who contact the instructor after the test but within 48 hours of it may have a grade reduction of 20%; this penalty is to prevent students from taking extra study time when their peers wrote on time. Absent extremely unusual circumstances (e.g., being literally unable to use email or phones), students must contact me within 48 hours of a deadline passing, or else no accommodations will be granted and a zero grade will be awarded. In all cases, err on the side of contacting 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. Students who miss a test for an approved reason will be given one opportunity to make it up and it is incumbent on them to be available on the specified make-up date. For all other accommodation (e.g., religious or disability), see the final page of the syllabus.

Written work must be submitted word processed and delivered personally or left in the assignment submission box outside the psychology department office (4L41). Retain a copy of all submitted materials as a backup. The interview project's due date is indicated above. Late paper submissions will be subject to a penalty of 20% per day including weekends, up until the moment that the paper is verifiably in the instructor's possession. "Late" means the moment the instructor begins marking papers, which could be any time after the due date; submit after this date at your own risk.

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 not longer possible. Students who require substantial or repeated accommodation should consider the university's policies on deferrals and retroactive withdrawals:

<https://www.uwinnipeg.ca/academic-advising/appeals.html>

Grades

Grades will be posted on Nexus. Tests and written work will be available for review during office hours. Marking appeals must be submitted in writing for consideration, and an appeal of any question(s) may result in reassessment of all answers for inaccuracies – i.e., such that one's mark may go up or down. Although all marked material will be available for review until grades are final, requests for instructor reassessment must be received within two weeks of a grade being released.

Grades will not be adjusted based on non-academic circumstances.

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.

<u>Category</u>	<u>Letter</u>	<u>Percentage</u>
Excellent	A+	96.0–100%
	A	90.0–95.9%
	A-	86.0–89.9%
Superior	B+	81.0–85.9%
	B	76.0–80.9%
Slightly above average	C+	70.0–75.9%
Average	C	60.0–69.9%
Marginal Pass	D	50.0–59.9%
Failure	F	< 50%

Tentative Lecture, Reading, and Examination Schedule

Please note that topics outlined for each class are subject to change & 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.

<u>Class</u>	<u>Date</u>	<u>Topic</u>	<u>Text Chapter(s)</u>
1	Tuesday, Sep. 4	Introduction to Course	
2	Thursday, Sep. 6	Power & Influence	1
3	Tuesday, Sep. 11	Trait Approach	2
4	Thursday, Sep. 13	Skills Approach	3
5	Tuesday, Sep. 18	<i>In-Class Case Study</i>	
6	Thursday, Sep. 20	Behavioral Approach	4
7	Tuesday, Sep. 25	Situational Approach	5
8	Thursday, Sep. 27	Path-Goal Theory	6
9	Tuesday, Oct. 2	Social Exchange Approach	7
10	Thursday, Oct. 4	Transformational Leadership	8
	October 8-12	Fall Reading Week (No Classes)	
11	Tuesday, Oct. 16	Term Test 1	
12	Thursday, Oct. 18	<i>In-Class Completion of Ethics</i>	
13	Tuesday, Oct. 23	Authentic Leadership	9
14	Thursday, Oct. 25	Servant Leadership	10
15	Tuesday, Oct. 30	Adaptive Leadership	11
16	Thursday, Nov. 1	Psychodynamic Approach	12
17	Tuesday, Nov. 6	Leadership Ethics	13
18	Thursday, Nov. 8	Team Leadership	14
19	Tuesday Nov. 13	Gender & Culture	15 & 16*
20	Thursday, Nov. 15	Judgment & Decision Making	
21	Tuesday, Nov. 20	Term Test 2	
22	Thursday, Nov. 22	Discussion Seminars I	
23	Tuesday, Nov. 27	Discussion Seminars II	
24	Tuesday, Nov. 29	Discussion Seminars III	
	Dec 4, 6, or 11	Interview Paper Due (two weeks after your discussion seminar date)	

- *Selected pages – provided in class.
- *Italicized* topics indicate selected participation activities; others will occur throughout.
- The final withdrawal date without academic penalty is November 12, 2018. Withdrawing before this date does not result in a fee refund.
- Fall reading week is October 8-12, 2018, inclusive.

ADDITIONAL INFORMATION

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 at:

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

Students with documented disabilities, temporary or chronic medical conditions, 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 204-786-9771 or accessibilityservices@uwinnipeg.ca to discuss appropriate options. All information about a student's disability or medical condition remains confidential. See:

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

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 the undergraduate calendar in the section Important Notes:

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

If it is necessary to cancel a class due to exceptional circumstances, the instructor will make every effort to inform you via uwinnipeg email and Nexus, as well as inform the departmental assistant and Chair/Dean so that class cancellation forms can be posted outside classrooms.

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>

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

Uploading any course materials (e.g., essays, tests, slides, exercises) to vendor or essay trader sites (filesharing sites that are known providers of essays for use by others who submit them to instructors as their own work) involves "aiding and abetting" plagiarism. Students who do this can be charged with Academic Misconduct.

Course materials such as outlines, assignments, lecture notes, test questions, and slides, are owned by the instructor who developed them. Uploading these materials to the internet or sharing them with others outside the class without prior permission is a violation of copyright law and university policy. Students must also obtain instructor/presenter permission before photographing or recording slides, presentations, lectures, and notes on the board.

Students conducting 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 in class as a learning exercise. See: <http://www.uwinnipeg.ca/research/human-ethics.html>

UW's General Calendar contains important information and can be found here:

<http://www.uwinnipeg.ca/academics/calendar/index.html>