

## **Psychology 3450-002: Organizational Leadership & Decision Making**

Winter 2018 (Jan. 8-Apr. 4, 2018)

Monday & Wednesday 2:30 PM – 3:45 PM, 3M57

### **Instructor**

Dr. Justin Friesen

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Office hours: Wednesdays 12:30-1:30pm

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

### **Required Text**

Northouse, P.G., (2016). *Leadership: Theory and Practice (7<sup>th</sup> 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. It is important that students participate fully and come to class prepared, with reading and assigned background work completed.

### **Class Notes & Regulations**

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

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.

Audio recording and photography, including taking pictures of slides, in class 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.

Students must be able to provide photo I.D. (e.g., student card) during exams. 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	February 12	Chapters 1-8	30%
Test 2	March 28	Chapters 9-16	30%
Interview Project	April 11		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 short 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 selection 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 written 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**

Written work must be submitted word processed and delivered personally or left in the instructor's mailbox in the psychology department office.

Missing a test or other activity involving a grade component would normally result in a grade of 0 on it. 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 matter 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 will be penalized 15%; this penalty is to prevent students from taking extra study time when their peers wrote on time. Written work submitted late without prior clearance will be subject to a penalty of 25% per day including weekends. 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 0 grade will be awarded.

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.

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	Monday, Jan. 8	Introduction to Course	
2	Wednesday, Jan. 10	Power & Influence	1
3	Monday, Jan. 15	Trait Approach	2
4	Wednesday, Jan. 17	Skills Approach	3
5	Monday, Jan. 22	In-Class Case Study	
6	Wednesday, Jan. 24	Behavioral Approach	4
7	Monday, Jan. 29	Situational Approach	5
8	Wednesday, Jan. 31	Path-Goal Theory	6
9	Monday, Feb. 5	Leader-Member Exchange Theory ("Social Exchange")	7
10	Wednesday, Feb. 7	Transformational Leadership & Case Study	8
<b>11</b>	<b>Monday, Feb. 12</b>	<b>Term Test 1</b>	
12	Wednesday, Feb. 14	In-Class Completion of Ethics	
	Monday, Feb. 19	Reading Week	
	Wednesday, Feb. 21	Reading Week	
13	Monday, Feb. 26	Authentic Leadership	9
14	Wednesday, Feb. 28	Servant Leadership	10
15	Monday, Mar. 5	Adaptive Leadership	11
16	Wednesday, Mar. 7	Psychodynamic Approach	12
17	Monday, Mar. 12	Leadership Ethics	13
18	Wednesday, Mar. 14	Team Leadership	14
19	Monday, Mar. 19	Gender & Culture	15 & 16
20	Wednesday, Mar. 21	Judgment & Decision Making	
<b>21</b>	<b>Monday, Mar. 26</b>	<b>Term Test 2</b>	
22	Wednesday, Mar. 28	Discussion Seminars I	
23	Monday, Apr. 2	Discussion Seminars II	
24	Wednesday, Apr. 4	Discussion Seminars III	
	Wednesday, Apr. 11	<b>Interview Paper Due</b>	

- The final withdrawal date without academic penalty is March 14, 2018. Withdrawing before this date does not result in a fee refund.
- Reading week is February 19-23, 2018. The university is closed February 19 for Louis Riel Day and March 30 for Good Friday.

## ADDITIONAL INFORMATION

When it is necessary to cancel a class due to exceptional circumstances, instructors 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>

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](mailto: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 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>

Uploading essays and other assignments to essay 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 are owned by the instructor who developed them. Examples of such materials are course outlines, assignment descriptions, lecture notes, test questions, and presentation slides. Students who upload these materials to filesharing sites, or in any other way share these materials with others outside the same class without prior permission of the instructor/presenter, are in 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.

UW's General Calendar contains important information and can be found here:  
<http://www.uwinnipeg.ca/academics/calendar/index.html>