



<b>Psychology 481</b>	<b>LEADERSHIP AND MOTIVATION</b>	<b>Fall 2015</b>
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<b>Instructor:</b>	Dr. Joshua Bourdage	<b>Lecture Location:</b>	SH 274
<b>Phone:</b>	403-2204953	<b>Lecture Days/Time:</b>	MWF 12:00-12:50PM
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<b>Office Hours:</b>	TBA		

**Course Description and Goals**

Calendar Description: Students will be expected to critically evaluate current theory, research, and practice in the field of Organizational Psychology with content emphasizing primary readings. Student presentations, project work, and debates will emphasize the implications for linking knowledge and practice. Topics may include motivation, leadership, teamwork, organizational culture, and workplace attitudes.

Specific Course Description: The primary focus of this course will be on the major areas of motivation and leadership/influence in the workplace context. This course seeks to develop competencies surrounding both knowledge acquisition and application. As such, while you will read and discuss the major areas in these two bodies of literature, emphasis will also be placed on how to apply this literature towards diagnosing and solving problems related to leadership and motivation in the workplace.

**Prerequisites**

Psychology 312 and one of 321 or 421 or 423.

**Required Text**

Required readings will be academic articles. The list will be posted on the course blackboard site.

**Evaluation**

Evaluation Component	Worth	Due Date
Participation	10%	Throughout
Midterm Exam	20%	Oct. 19
Motivation Critical Literature Review	20%	Nov. 6
Applied Group Project Presentation	5%	Nov. 30
Applied Group Project Paper	25%	Dec. 7
Take Home Exam	20%	Dec. 15

## **Participation**

In addition to attending class, active participation is an important requirement of each class. We will devote a great deal of time to exercises and discussing the course content. If we have a large class, not everybody will have a chance to talk every class. As such, some activities will involve you breaking into smaller groups to discuss things. Active participation in these smaller groups is important. Moreover, you will be required to submit 1 discussion question for each topic (i.e. Motivation I, Motivation II, etc.) to demonstrate you have read the assigned reading and given it some careful thought. This discussion question should be submitted through the course D2L site. Grades will be assigned half on your in class participation, and half on the quality of Discussion Questions. Each will be graded out of 10 and you will have a percentage determined from that grade. Guidelines for Discussion Questions will be given on the first day of class.

## **Midterm Exam**

This 50-minute exam will cover all of material in the “Motivation” topics, including content covered in class and readings, until and including the material covered on October 19. The exam will be a combination of multiple choice and written answers. Students may not use iPods, iPads, computers, books or notes during tests. In other words, this is a closed book exam.

## **Motivation Critical Literature Review**

This paper should be a critical review of an area in the motivation literature. Papers should be 6-8 pages double-spaced. Papers should focus on a particular theory or area of research (e.g. goal orientation) and should be a critical analysis and integration of this literature. For instance, how could this area be improved, what are some linkages among the articles you’ve used, etc. Papers should not simply summarize the literature. Articles used should be from top-tier journals. Specifics of this project will be discussed in class. Papers should be submitted through the course blackboard site on November 6<sup>th</sup>. Policies on late assignments (below) apply.

## **Applied Group Project (25% for Paper, 5% for Presentation)**

An integral aspect of success in many workplaces is developing the ability to work in groups. Moreover, developing skills around applying the theories and knowledge acquired in this course are integral to the learning goals of this course. As such, one component of this class is the completion of an applied group project. Specifics of this project will be outlined in class in the first two weeks. In general, this is an applied group project, wherein you will work in groups of 4 to 5 individuals, working to diagnose and make recommendations surrounding some organizational problem.

You will deliver your analysis and recommendations in two forms. First, you will deliver a 20 minute presentation to the rest of the class on November 30<sup>th</sup>. Second, you will be expected to submit a paper detailing this information on the last day of class (December 7<sup>th</sup>). This paper will be at 10-15 pages double spaced (not including References, Title Page, or any Appendices) and will be formatted in APA format, including Times New Roman 12-point font and 1 inch margins. A hard copy must be submitted in class. Late papers will be penalized 10% per day. Submissions after 11:59 PM on December 7<sup>th</sup> are considered one day late.

Teams are expected to self-manage (i.e., you are responsible for ensuring that each member contributes to the final product). In general, you are assessed as a team. However, to ensure that each individual “pulls his/her weight”, at the end of the project, you may be asked to provide peer ratings as to the contribution of each of the team members. These will be taken into consideration when assigning grades.

### **Take Home Exam**

This exam will pose a series of long answer questions to be addressed by the student using the leadership literature. The exam will be given to you on the last day of class (December 7th) and is due by 11:59PM on December 15th. Exams can be submitted electronically through the course D2L site. Files should be named "PSYC483\_Final\_Lastname". Late assignment policies will be in effect.

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### **Late Assignments**

Any assignment submitted after the time it is due will receive a 10% penalty, with an additional 10% penalty for every 24-hour period that the assignment is late. This includes weekends (each day counts as one day).

### **Department of Psychology Grade Distribution Policy**

The distribution of grades in Psychology courses (the percentage of A grades, B grades, etc.) will be similar to the distribution of grades in other courses in the Faculty of Arts. The Department monitors the grade distributions of 200-, 300-, and 400-level courses in the Faculty to ensure that the grade distributions in Psychology courses are comparable. Based on these reviews, students can expect that 1) up to 30% of grades in 200- and 300-level psychology courses will be "A" grades (A+, A, and A-), and 2) up to 40% of grades 400-level psychology courses will be "A" grades.

### **Department of Psychology Criteria for Letter Grades**

Psychology professors use the following criteria when assigning letter grades:

**A+ grade: *Exceptional Performance.*** An A+ grade indicates near perfect performance on multiple choice and short answer exams. For research papers/essays/course projects/presentations, an A+ grade is awarded for exceptional work deserving of special recognition and is therefore not a common grade.

**A, A- Range: *Excellent Performance.*** Superior understanding of course material. Written work is very strong in terms of critical and original thinking, content, organization, and the expression of ideas, and demonstrates student's thorough knowledge of subject matter.

**B Range: *Good Performance.*** Above average understanding of course material. Written work shows evidence of critical thinking and attention to organization and editing but could be improved in form and/or content.

**C Range: *Satisfactory Performance.*** Adequate understanding of course material. Knowledge of basic concepts and terminology is demonstrated. Written work is satisfactory and meets essential requirements but could be improved significantly in form and content. Note: All prerequisites for courses offered by the Faculty of Arts must be met with a minimum grade of C-.

**D range: *Marginally meets standards.*** Minimal understanding of subject matter. Written work is marginally acceptable and meets basic requirements but requires substantial improvements in form and content. Student has not mastered course material at a level sufficient for advancement into more senior courses in the same or related subjects.

F grade: *Course standards not met.* Inadequate understanding of subject matter. Written work does not meet basic requirements. Student has not demonstrated knowledge of course material at a level sufficient for course credit.

### Grading Scale

A+	96-100%	B+	80-84%	C+	67-71%	D+	54-58%
A	90-95%	B	76-79%	C	63-66%	D	50-53%
A-	85-89%	B-	72-75%	C-	59-62%	F	0-49%

As stated in the University Calendar, it is at the instructor's discretion to round off either upward or downward to determine a final grade when the average of term work and final examinations is between two letter grades.

To determine final letter grades, final percentage grades will be rounded up or down to the nearest whole percentage (e.g., 89.5% will be rounded up to 90% = A but 89.4% will be rounded down to 89% = A-).

### Important Dates

Date	Topic/Activity/Readings/Due Date
T Sep 8	Lecture begins.
F Sep 18	Last day to drop full courses (Multi-term) and Fall Term half courses. No refunds for full courses (Multi-term) or Fall Term half courses after this date.
M Sep 21	Last day to add or swap full courses (Multi-term) and Fall Term half courses. Last day for change of registration from audit to credit or credit to audit.
F Sep 25	Fee payment deadline for Fall Term full and half courses.
M Oct 12	Thanksgiving Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.
Nov 11-15	Reading Days. No lectures.
W Nov 11	Remembrance Day (Observed). University Closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.
F Nov 14	Reading Days. No lectures.
T Dec 8	Fall Term Lectures End. Last day to withdraw with permission from Fall Term half courses.
Dec 11-22	Fall Term Exam Period.

Date	Tentative Topic Schedule	Assignments
W Sep 9	Course Overview/Intro to Topic	
F Sep 11	Recap of Basic I/O – Methods I	
M Sep 14	Methods II	
W Sep 16	Motivation I – General Overview and Historic Perspectives	
F Sep 18	Motivation I – General Overview and Historic Perspectives	
M Sep 21	Motivation II – Equity, Justice, and Incentives in	

	Organizations	
W Sep 23	Motivation II – Equity, Justice, and Incentives in Organizations	
F Sep 25	Motivation II – Equity, Justice, and Incentives in Organizations	
M Sep 28	Motivation III – Personality, Mood, and Self-Efficacy	
W Sep 30	Motivation III – Personality, Mood, and Self-Efficacy	
F Oct 2	Motivation III – Personality, Mood, and Self-Efficacy	
M Oct 5	Motivation IV – Goals (Goal Setting, Orientation, Regulation)	
W Oct 7	Motivation IV – Goals (Goal Setting, Orientation, Regulation)	
F Oct 9	Motivation IV – Goals (Goal Setting, Orientation, Regulation)	
M Oct 12	Thanksgiving Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.	
W Oct 14	Motivation V – Job Characteristics and Situational Motivators	
F Oct 16	Motivation V – Job Characteristics and Situational Motivators and Midterm Review	
M Oct 19	<b>Midterm 1</b>	<b>Midterm 1</b>
W Oct 21	Leadership I – Overview and History	
F Oct 23	Leadership I – Overview and History	
M Oct 26	Leadership II – Traits and Leadership	
W Oct 28	Leadership II – Traits and Leadership	
F Oct 30	Leadership II – Traits and Leadership	
M Nov 2	Leadership III – Behavioral and Contingency Approaches	
W Nov 4	Leadership III – Behavioral and Contingency Approaches	
F Nov 6	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership	<b>Critical Literature Review Due</b>
M Nov 9	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership	
W Nov 11	Remembrance Day (Observed). University Closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.	
F Nov 14	Reading Days. No lectures.	
M Nov 16	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership	
W Nov 18	Leadership V – Leadership Development	
F Nov 20	Leadership V – Leadership Development	
M Nov 23	Leadership V – Leadership Development	
W Nov 25	Leadership VI – Gender and Culture	
F Nov 27	Leadership VI – Gender and Culture	
M Nov 30	<b>Applied Group Presentations</b>	<b>Applied Group Presentations</b>
W Dec 2	Leadership VII – Impression Management and Influence Tactics	

F Dec 4	Leadership VII – Impression Management and Influence Tactics	
M Dec 7	Leadership VII – Impression Management and Influence Tactics	<b>Applied Group Paper Due/ Take Home Exam Assigned</b>

### **Reappraisal of Grades**

A student who feels that a piece of graded term work (e.g., term paper, essay, test) has been unfairly graded, may have the work re-graded as follows. The student shall discuss the work with the instructor within 15 days of being notified about the mark or of the item's return to the class; no reappraisal of term work is permitted after the 15 days. If not satisfied, the student shall immediately take the matter to the Head of the department offering the course, who will arrange for a reassessment of the work within the next 15 days. The reappraisal of term work may cause the grade to be raised, lowered, or to remain the same. If the student is not satisfied with the decision and wishes to appeal, the student shall address a letter of appeal to the Dean of the faculty offering the course within 15 days of the unfavourable decision. In the letter, the student must clearly and fully state the decision being appealed, the grounds for appeal, and the remedies being sought, along with any special circumstances that warrant an appeal of the reappraisal. The student should include as much written documentation as possible.

### **Plagiarism and Other Academic Misconduct**

Intellectual honesty is the cornerstone of the development and acquisition of knowledge and requires that the contribution of others be acknowledged. Consequently, plagiarism or cheating on any assignment is regarded as an extremely serious academic offense. Plagiarism involves submitting or presenting work in a course as if it were the student's own work done expressly for that particular course when, in fact, it is not. Students should examine sections of the University Calendar that present a Statement of Intellectual honesty and definitions and penalties associated with Plagiarism/Cheating/Other Academic Misconduct.

### **Academic Accommodation**

Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services ; SAS will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit [www.ucalgary.ca/access/](http://www.ucalgary.ca/access/).

Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor.

The full policy on Student Accommodations is available at [http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy\\_0.pdf](http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy_0.pdf) .

Students who have not registered with the Disability Resource Centre are not eligible for formal academic accommodation. You are also required to discuss your needs with your instructor no later than 14 days after the start of this course.

### **Absence From A Test/Exam**

Makeup tests/exams are **NOT** an option without an official University medical excuse (see the University Calendar). A completed Physician/Counselor Statement will be required to confirm absence from a test/exam for health reasons; the student will be required to pay any cost associated with this Statement. Students who miss a test/exam have up to 48 hours to contact the instructor and to schedule a makeup test/exam. Students who do not schedule a makeup test/exam with the instructor within this 48-hour period forfeit the right to a makeup test/exam. At the instructor's discretion, a makeup test/exam may differ significantly (in form and/or content) from a regularly scheduled test/exam. Except in extenuating circumstances (documented by an official University medical excuse), a makeup test/exam must be written within 2 weeks of the missed test/exam during exam make-up hours provided by the department <http://psychology.ucalgary.ca/undergraduate/exam-and-course-information#mues>. If a student cannot write their final exam on the date assigned by the Registrar's Office, they need to apply for a deferred exam [http://www.ucalgary.ca/registrar/exams/deferred\\_final](http://www.ucalgary.ca/registrar/exams/deferred_final). Under no circumstances will this be accommodated by the department.

### **Travel During Exams**

Consistent with University regulations, students are expected to be available to write scheduled exams at any time during the official December and April examination periods. Requests to write a make-up exam because of conflicting travel plans (e.g., flight bookings) will NOT be considered by the department. Students are advised to wait until the final examination schedule is posted before making any travel arrangements. If a student cannot write their final exam on the date assigned by the Registrar's Office, they need to apply for a deferred exam [http://www.ucalgary.ca/registrar/exams/deferred\\_final](http://www.ucalgary.ca/registrar/exams/deferred_final). Under no circumstances will this be accommodated by the department.

### **Freedom of Information and Protection of Privacy (FOIP) Act**

The FOIP legislation disallows the practice of having student's retrieve tests and assignments from a public place. Therefore, tests and assignments may be returned to students during class/lab, or during office hours, or via the Department Office (Admin 255), or will be made available only for viewing during exam review sessions scheduled by the Department. Tests and assignments will be shredded after one year. Instructors should take care to not link students' names with their grades, UCIDs, or other FOIP-sensitive information.

### **Course Credits for Research Participation (Max 2% of final grade)**

Students in most psychology courses are eligible to participate in Departmentally approved research and earn credits toward their final grades. **A maximum of two credits (2%) per course, including this course, may be applied to the student's final grade. Students earn 0.5% (0.5 credits) for each full 30 minutes of participation.** The demand for timeslots may exceed the supply in a given term. Thus, students are not guaranteed that there will be enough studies available to them to meet their credit requirements. Students should seek studies early in the term and should frequently check for open timeslots. Students can create an account and participate in Departmentally approved research studies at <http://ucalgary.sona-systems.com>. The last day to participate in studies and to assign or reassign earned credits to courses is **Dec 8, 2015**

### **Evacuation Assembly Point**

In case of an emergency evacuation during class, students must gather at the designated assembly point nearest to the classroom. The list of assembly points is found at <http://www.ucalgary.ca/emergencyplan/assemblypoints>

Please check this website and note the nearest assembly point for this course.

### **Student Organizations**

Psychology students may wish to join the Psychology Undergraduate Students' Association (PSYCHS). They are located in Administration 170 and may be contacted at 403-220-5567.

**Student Union VP Academic:** Phone: 403-220-3911 [suvpaca@ucalgary.ca](mailto:suvpaca@ucalgary.ca)

**Student Union Faculty Rep.:** Phone: 403-220-3913 [socialscirep@su.ucalgary.ca](mailto:socialscirep@su.ucalgary.ca)

### **Student Ombudsman's Office**

The Office of the Student Ombudsmen provides independent, impartial and confidential support for students who require assistance and advice in addressing issues and concerns related to their academic careers. The office can be reached at 403-220-6420 or [ombuds@ucalgary.ca](mailto:ombuds@ucalgary.ca) (<http://www.su.ucalgary.ca/services/student-services/student-rights.html>).

### **Safewalk**

The safewalk program provides volunteers to walk students safely to their destination anywhere on campus. This service is free and available 24 hrs/day, 365 days a year.

Call 403-220-5333.

### **Important Dates**

The last day to drop this course with no "W" notation and **still receive a tuition fee refund** is **September 18, 2015**. Last day for registration/change of registration is **September 21, 2015**. The last day to withdraw from this course is **December 8, 2015**.