

| Psychology 481 | LEADERSHIP AND MOTIVATION | | Fall 2017 |
|----------------------|--|---------------------------|-----------------------|
| Instructor: | Dr. Joshua Bourdage | Lecture Location: | SH284 |
| Phone: | 403-220-4953 | Lecture Days/Time: | MW 3:30-4:45 |
| Email: | Joshua.bourdage@ucalgary.ca | TA Name | Clara Lee |
| Office: | Administration 131B | TA Email | Clara.lee@ucalgary.ca |
| Office Hours: | TBA | | |

Course Description

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.

Course Learning Outcomes

The Department of Psychology is committed to student knowledge and skill development. The table below lists the key learning outcomes for this course, the program-learning outcomes they facilitate (see psyc.ucalgary.ca/undergraduate/program-learning-outcomes), and the expected level of achievement.

| Course Learning Outcomes | Assessment Method | PLO(s) | Level(s) |
|---|---|---------|----------|
| identify and understand the major components and findings related to theories of motivation and leadership | Midterm, MC, SA, Discussion Questions, Take Home Final | 1 | A |
| critically evaluate primary research papers, comparing and contrasting findings, and identifying gaps in the literature, in both written and oral formats | Discussion Questions, Critical Literature Review, Participation | 2, 4, 5 | A, C, C |
| discuss research findings in the motivation and leadership areas, integrating your own ideas with those of others | Participation, take home exam | 2, 3, 4 | A, C, C |
| apply theories of motivation and leadership to diagnose underlying organizational issues | Applied Group paper/presentation | 7, 2 | A, A |
| use primary research literature to generate best practice informed solutions to organizational challenges | Applied Group Paper/Participation | 7, 2, 3 | A, A, C |

| | | | |
|---|--|---------|---------|
| work as a member of a team to manage team processes to successfully carry out a group project applying the theories and research of leadership and motivation | | 4, 7, 2 | C, A, A |
|---|--|---------|---------|

Notes. PLOs = Program-Learning Outcomes: 1 = demonstrate knowledge of psychological sciences, 2 = think critically and solve problems, 3 = conduct research and analyze data, 4 = communicate effectively, 5 = demonstrate information literacy, 6 = understand and implement ethical principles, 7 = apply psychological knowledge and skills. Level of PLO achievement facilitated by this course: I = introductory, C = competency, A = advanced.

Prerequisites

Psychology 312 and one of 321 or 421 or 423 or consent of the department.

Required Text

Required readings will be academic articles and publically available popular articles. The list will be posted on the course blackboard site.

Evaluation

| Evaluation Component | Worth | Due Date |
|--|-------|--------------|
| Participation | 10% | Throughout |
| Midterm Exam | 20% | Oct. 25 |
| Critical Literature Review | 20% | Nov. 14 |
| Applied Group Project Paper and Presentation | 30% | Nov 30/Dec 7 |
| Take Home Exam | 20% | Dec. 14 |

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. You are not graded on attendance, but participation is not possible without regular attendance. Discussion questions will be graded on demonstration of a thorough understanding of the readings/topic, as well as the clarity of the question and ability to generate discussion if brought up in class. In class participation will be graded on quality of contribution (i.e. a high quantity of comments that lack substance will not result in an increased grade).

Midterm Exam

This 75-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 25. The exam will be a combination of multiple choice and written answers. This is a closed book exam, and none of the following are allowed: notes, iPods, iPads, computers, or books.

Critical Literature Review

This paper will involve integrating articles on a key area in motivation or leadership. This paper should be a critical review of 5 articles that are all in the same area (e.g. goal setting). Papers should be 5 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 5 major articles in that area. 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 8th. Policies on late assignments (below) apply.

Applied Group Project (30%)

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 27th or November 29th. Second, you will be expected to submit a paper detailing this information on the last day of class (December 6th). This paper will be 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 6th are considered one day late, with an additional 10% deducted for each additional day.

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 will 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. **As such, your grade will be comprised of the grade assigned to the team, as well as by the information provided in the peer evaluation that clarifies your contribution to the project.**

Take Home Exam (20%)

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 6th) and is due by 11:59PM on December 13th. Exams can be submitted electronically through the course D2L site. Files should be named "PSYC481_Final_Lastname". Late assignment policies will be in effect.

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-).

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.

Tentative Lecture Schedule

| Date | Tentative Topic Schedule | Assignments |
|----------|--|-------------|
| M Sep 11 | Course Overview/Intro to Topic | |
| W Sep 13 | Recap of Basics in I/O – Methods I | |
| M Sep 18 | Methods II | |
| W Sep 20 | Motivation I – General Overview and Historic Perspectives | |
| M Sep 25 | Motivation II – Equity, Justice, and Incentives in Organizations | |
| W Sep 27 | Motivation II – Equity, Justice, and Incentives in Organizations | |
| M Oct 2 | Motivation III – Personality, Mood, and Self-Efficacy | |
| W Oct 4 | Motivation III – Personality, Mood, and Self-Efficacy | |

| | | |
|----------|--|--|
| M Oct 9 | Thanksgiving Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures. | |
| W Oct 11 | Motivation IV – Goals (Goal Setting, Orientation, Regulation) | |
| M Oct 16 | Motivation IV – Goals (Goal Setting, Orientation, Regulation) | |
| W Oct 18 | Motivation V – Job Characteristics and Situational Motivators | |
| M Oct 23 | Motivation V – Job Characteristics and Situational Motivators | |
| W Oct 25 | Midterm 1 | Midterm 1 |
| M Oct 30 | Leadership I – Overview and History | |
| W Nov 1 | Leadership II – Traits and Leadership | |
| M Nov 6 | Leadership II – Traits and Leadership | |
| W Nov 8 | Leadership III – Behavioral and Contingency Approaches | Critical Literature Review |
| Nov 9-12 | Reading Days – No Lectures | |
| M Nov 13 | Remembrance Day – No Class | |
| W Nov 15 | Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership | |
| M Nov 20 | Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership | |
| W Nov 22 | Leadership V – Leadership Development | |
| M Nov 27 | Applied Group Presentations Leadership VI – Gender and Culture | Applied Group Presentations |
| W Nov 29 | Applied Group Presentations Leadership VI – Gender and Culture | Applied Group Project Presentations |
| M Dec 4 | Leadership VII - Impression Management and Influence Tactics | |
| W Dec 6 | Leadership VII – Impression Management and Influence Tactics | Applied Group Paper Due/ Take Home Exam Assigned |
| W Dec 13 | Take Home Exam Due | Take Home Exam Due |

Important University Dates

| Date | Topic/Activity/Readings/Due Date (revise and add columns & rows as necessary) |
|----------|---|
| M Sep11 | Lecture begins. |
| F Sep 22 | 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 25 | 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 29 | Fee payment deadline for Fall Term full and half courses. NO CLASS O |
| M Oct 9 | Thanksgiving Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures. |
| Nov 9-12 | Reading Days. No lectures. |
| F Nov 13 | Remembrance Day (Observed). University Closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures. |
| F Dec 8 | Fall Term Lectures End. Last day to withdraw with permission from Fall Term half courses. |

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/.

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.

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. 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. 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 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.

Acknowledgments and Respect for Diversity

Our classrooms view diversity of identity as a strength and resource. Your experiences and different perspectives are encouraged and add to a rich learning environment that fosters critical thought through respectful discussion and inclusion. The Department of Psychology would also like to acknowledge the traditional territories of the people of the Treaty 7 region in southern Alberta. The City of Calgary is also home to Métis Nation of Alberta, Region III.

Campus Mental Health Strategy

The University of Calgary recognizes the pivotal role that student mental health plays in physical health, social connectedness and academic success, and aspires to create a caring and supportive campus community where individuals can freely talk about mental health and receive supports when needed. We encourage you to explore the excellent mental health resources available throughout the university community, such as counselling, self-help resources, peer support or skills-building available through the SU Wellness Centre (Room 370, MacEwan Student Centre, <https://www.ucalgary.ca/wellnesscentre/services/mental-health-services>) and the Campus Mental Health Strategy website (<http://www.ucalgary.ca/mentalhealth/>).

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, 2017**.

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 130 and may be contacted at 403-220-5567.

Student Union VP Academic: Phone: 403-220-3911 suypaca@ucalgary.ca
Student Union Faculty Rep.: arts1@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 (<http://www.ucalgary.ca/provost/students/ombuds>)

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 22, 2017**. Last day for registration/change of registration is **September 25, 2017**. The last day to withdraw from this course is **December 8, 2017**.