

Psychology 481.01
Leadership and Motivation
Winter 2020

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Office Hours: By appointment (email)

Lecture Location: D2L
Lecture Days/Time: Online

Course 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.

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 Methods	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	Applied Group Paper/Participation	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 300 and 301; one of 321 or 421 or 423 and admission to the Psychology major or Honours program.

Required Text

Required readings will be academic articles and publicly available popular articles. The list will be posted on the course D2L site.

Assessment Methods

Evaluation Component	Worth	Due Date
Participation	10%	Throughout
Midterm Exam	20%	Mar 3
Critical Literature Review	20%	Mar 17
Applied Group Project Paper and Optional Presentation	30%	Paper: Apr 14
Take Home Exam	20%	Apr 21

Update on Lectures

We will no longer be having in-person lectures, but I will continue to post powerpoint slide decks for each topic and will supplement this material in different ways. For example, video or audio recordings of the lectures may be supplied to the class and measures or assessments we would have completed in-class will be made available. Lectures will **not** be live streamed or occur synchronously online, it is **not** my expectation for students to “attend” remotely at our previously scheduled class time. Should students wish to discuss material, assignments, projects etc. we can do so via email or schedule a time to do so through another medium (e.g., Skype, Zoom).

Participation

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.

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 March 3. 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 (not including title page and references). 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 D2L site on March 17. 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 in the form of a group paper. You will submit a paper detailing this information on the last day of class (April 14). 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. Without approved documentation, submissions after 11:59 PM on April 14 are considered one day late, with an additional 10% deducted for each additional day (including weekends).

Update: Group papers must be submitted to the assignment dropbox on D2L – only one paper needs to be submitted per group.

Presentation component update: The applied group project grade will be based solely on the applied group paper (30% of final grade). However, creating and presenting research findings is a critical part of the research process and a valuable skill set that was a learning objective of this course. In lieu of group presentations, students are given the option to individually (1) record a short presentation that I (or classmates if the student is willing) could watch or (2) schedule a live, video-mediated presentation with me (e.g., Skype, Zoom). If a student opts to do a presentation 10% (of the total 30%) of their applied group project grade would then be based on their presentation. Because this is optional, it will be ensured that based on the presentation no student would receive a grade lower than if their applied project grade was based on the paper alone (i.e., a presentation could only raise your grade, not lower it). This ensures that no one is penalized for attempting a presentation on their own and can only benefit from the experience and gain developmental feedback.

Any student opting to do an individual remote presentation could do so between March 31 (the original presentation start date) and April 14 (the last day of scheduled classes for this course).

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 (April 14) and is due by 11:59PM on April 21. 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 Assignment Policy

Without approved documentation, 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 – This has been revised as of March 13, 2020

Date	Tentative Schedule	Assignments
T Jan 14	Course Overview/Intro to Topic	
R Jan 16	Recap of Basics in I/O – Methods I	
T Jan 21	Methods II	
R Jan 23	Motivation I – General Overview and Historic Perspectives <i>Note: Last day to drop a class without financial penalty</i>	
T Jan 28	Motivation II – Equity, Justice, and Incentives in Organizations	
R Jan 30	Motivation II – Equity, Justice, and Incentives in Organizations	
T Feb 4	Motivation III – Personality, Mood, and Self-Efficacy	
R Feb 6	Motivation III – Personality, Mood, and Self-Efficacy	
T Feb 11	Motivation IV – Goals (Goal Setting, Orientation, Regulation)	
R Feb 13	Motivation IV – Goals (Goal Setting, Orientation, Regulation)	
Feb 16-22	<i>Reading Week. No lectures. University open (except Family Day). Alberta Family Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.</i>	
M Feb 17	<i>Alberta Family Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.</i>	
T Feb 25	Motivation V – Job Characteristics and Situational Motivators	
R Feb 27	Motivation V – Job Characteristics and Situational Motivators	
T Mar 3	Midterm 1	Midterm 1
R Mar 5	Leadership I – Overview and History	
T Mar 10	Leadership II – Traits and Leadership	
R Mar 12	Leadership II – Traits and Leadership	
T Mar 17	Leadership III – Behavioral and Contingency Approaches	Critical Literature Review
R Mar 19	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership	
R Mar 26	Leadership V – Leadership Development	

T Mar 31	Leadership VI – Gender and Culture	
T Apr 7	Leadership VII - Impression Management and Influence Tactics	
T Apr 14	Applied group paper due via D2L and Take home exam assigned via D2L	Applied Group Paper Due/ Take Home Exam Assigned
T Apr 21	Take Home Exam Due	Take Home Exam Due

Date	Important University Dates
M Jan 06	Winter term begins (block week January 6-10)
M Jan 13	Start of Classes
R Jan 23	Last day to drop Winter Term half-courses.
F Jan 24	Last day to add or swap a course
F Jan 31	Fee payment deadline for Winter Term fees.
M Feb 17	Alberta Family Day
Feb 16-22	Term Break, No Classes (University if Open, Except on Alberta Family Day)
F Apr 10	Good Friday, No Classes
M Apr 13	Non-Instructional Day, University Open
W Apr 15	Last day of classes, last day to withdraw from winter courses
Apr. 18-29	Final Exam Period
R Apr 30	End of Term

Course Credits for Research Participation: Please note that there is **no** extra research participation credit at the 400/500 level so extra research participation is not offered for this course.

Seating During Exams

Instructors and exam invigilators are free to ask students to move seats before an exam begins or even during an exam. Students must comply with this request and refusal to do so may warrant a charge of academic misconduct.

Absence From A Test/Exam

Makeup tests/exams are **NOT** an option without the approval of the instructor. A student may be asked to provide supporting documentation for an exemption/special request for a make-up exam <https://www.ucalgary.ca/pubs/calendar/current/n-1.html>. Students who miss a test/exam have up to 48 hours to contact the instructor to ask for a makeup test/exam. It's the instructor's discretion if they will allow a make-up 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

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

Reappraisal of Graded Term Work <http://www.ucalgary.ca/pubs/calendar/current/i-2.html>

Reappraisal of Final Grade <http://www.ucalgary.ca/pubs/calendar/current/i-3.html>

Academic Accommodations

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.pdf>.

Academic Misconduct

For information on academic misconduct and its consequences, please see the University of Calgary Calendar at <http://www.ucalgary.ca/pubs/calendar/current/k.html>

Instructor Intellectual Property

Course materials created by professor(s) (including course outlines, presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the professor(s). These materials may NOT be reproduced, redistributed or copied without the explicit consent of the professor. The posting of course materials to third party websites such as note-sharing sites without permission is prohibited. Sharing of extracts of these course materials with other students enrolled in the course at the same time may be allowed under fair dealing.

Copyright Legislation

All students are required to read the University of Calgary policy on Acceptable Use of Material Protected by Copyright (www.ucalgary.ca/policies/files/policies/acceptable-use-of-material-protected-by-copyright.pdf) and requirements of the copyright act (<https://laws-lois.justice.gc.ca/eng/acts/C-42/index.html>) to ensure they are aware of the consequences of unauthorized sharing of course materials (including instructor notes, electronic versions of textbooks etc.). Students who use material protected by copyright in violation of this policy may be disciplined under the Non-Academic Misconduct Policy.

Freedom OF Information and Protection of Privacy

Student information will be collected in accordance with typical (or usual) classroom practice. Students' assignments will be accessible only by the authorized course faculty. Private information related to the individual student is treated with the utmost regard by the faculty at the University of Calgary

Student Support and Resources

<https://www.ucalgary.ca/registrar/registration/course-outlines>

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.

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 suvpaca@ucalgary.ca

Student Union Faculty Rep.: arts1@su.ucalgary.ca

Important Dates

The last day to drop this course with no "W" notation and **still receive a tuition fee refund** is **January 23, 2020**. Last day for registration/change of registration is **January 24, 2020**. The last day to withdraw from this course is **April 15, 2020**.