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**PSYC 739.15**

**Seminar in Leadership and Motivation**

**Fall 2017**

**Instructor:** Dr. Joshua Bourdage

**Lecture Location:** A051

**Phone:** 403-220-4953

**Lecture Days/Time:** Thursday 9:00-12:00

**Email:** joshua.bourdage@ucalgary.ca

**Office:** Administration 131B

**Office Hours:** By appointment

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### **Calendar Description**

Application of psychological principles and methods to business, industry and other organizational settings.

Prerequisites: Psychology 639 or consent of the Department.

### **Course Description and Goals**

The present course is a graduate course which will focus on the area of Leadership in the workplace. This is one of the largest topics on the "O" side of I/O psychology. Given the enormous body of literature that makes up each of this area, covering all of the topics would be impossible. Rather, we take a snapshot of some of the work being done in each area, and some more historical or review pieces. Specifically, each week, you will read review papers and primary articles in the major areas of leadership. As a class, we will critique the research, but also have a strong eye towards how these articles inform practice (i.e. how are they practically useful).

Developing a strong understanding of both rigorous research and the application of principles is reflected in the design of the course. In addition to critiquing articles and writing a research proposal, you will also be required to complete an applied case study.

### **Required Text**

Required readings will be journal articles and chapters that are available from the library or the course instructor. Readings will be listed on the D2L site for the course.

### **Evaluation**

Evaluation Component	Worth	Due Date
Participation	20%	Throughout
Applied Case Study	25%	November 2
Seminar Presentation	25%	Throughout
Research Proposal Paper/Presentation	30%	December 7

## 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 89.49% will be rounded down to 89% = A-).

## Breakdown of Course Components

**Participation (20%).** In a graduate course, participation is absolutely essential for the success of the class, as well as for your own learning. Critical thinking, speaking, and persuasion are three key skill sets identified by O\*NET for I/O Psychologists. While you will not be required to submit a thought paper every week, you will be required to submit a page with 1 discussion questions for each article that we read each week at the beginning of class. Discussion questions can be about a conflict you see within the articles, a particular issue you find interesting, or a research question that extends upon one of the articles. Importantly, it is not enough to simply pose a question. You should think about your stance on that question, and be prepared to talk about it. We may not get to all discussion questions, as there is a certain flow to a class, but you should still be prepared to talk about your Discussion question. Although some classes treat participation marks as a given, you will certainly be evaluated on the quality of your contributions. Participation can also include asking clarifying questions about issues you don't fully understand. It is important to remember that graduate school, and education in general, is about sharing ideas. As a class, we will create an open, honest environment where it is okay to make mistakes, so all should feel comfortable talking in class. On the converse side, we will do our best to make sure that 1-2 individuals do not dominate discussion, and everyone has a chance to contribute. Discussion questions should be submitted by 5:00PM the day before class on the D2L site, and a hard copy should be submitted at the beginning of class.

**Applied Case Study (25%).** A key competency for I/O psychologists is to be able to go into organizations that are having troubles, diagnose the reasons for the problem, and recommend solutions. To this end, in the middle of the semester you will be required to write an "Applied Case Study Paper". The case study will pertain to the topic of Leadership, and you will be required to use the Leadership theories discussed in the class to complete the case study. I will provide the case study and detailed instructions on October 19<sup>th</sup>. You will have two weeks to write a 10 page double-spaced paper. Case studies will be docked 10% for each day they are late. **The case study is due on November 2 at 11:59PM MST.** Paper submissions are preferred, but electronic submissions will be accepted. Papers received after 11:59 PM MST will be treated as one day late and will be docked 10%. Marks will be docked 10% for every subsequent 24 hour period they are late, unless other arrangements have been made with the instructor due to extreme or extenuating circumstances.

**Seminar Presentation (25%).** As you develop, one critical competency is being able to effectively create a situation conducive to stimulating discussion. To this end, you will each lead one week of the course seminar. For your week, you will be responsible for: (a) picking two of the four readings, (the others will be pre-assigned by me), (b) reading the other student's discussion questions and attempting to work

some of these in to the discussion, (c) facilitating discussion, and (d) preparing a short (no more than 30-45 minute) introduction to the topic, which can include activities or supplementary videos, etc. You will be graded on the overall quality of the class, your presentation, your facilitation, the quality of questions you raise about the articles, and the appropriateness of your articles (I encourage you to clear these with me, and they **MUST** be provided to the rest of the class a minimum of one week before your assigned week.

**Grant or Research Proposal Paper (30%).** The end goal of the course is to have you write a research proposal. You have multiple options available to you for this proposal.

The first option is a traditional research proposal. This proposal should be feasible (i.e. you should actually be able to do this study during your graduate studies). Your research proposal can be on any topic in the area of leadership. Although I am less concerned about length than quality (it is as long as it needs to be), you should not go over 20 pages double spaced. You should identify a knowledge gap/theoretical contribution to be made in the literature and write a proposal for a research project that would fill that gap/expand that theoretical understanding. Your research proposal should include the following sections: Introduction, Method, Analysis Plan, and Conclusion. The Introduction should describe the general area of research and the specific issue(s) and problem(s) that your study addresses, including why your study is important. The introduction will include a statement of your specific hypotheses. The Method should present details about how your study will be done; what sort of subjects you will be using; and the procedure. The Analysis section should describe the statistical procedures that you will use to evaluate your hypotheses. The research proposal should be 15-20 pages double spaced (not including references, appendices, etc.).

The second option is a SSHRC grant proposal. This tends to be broader than a single study research proposal, but outline a series of studies or a program of research at a broader level. I will attach an example to the D2L site of a successful Insight Grant application. Your grant proposal should have a 1-page single spaced summary of proposal, which should lay out the *background and context*, *objectives*, *methodology*, and *significance and impact*. This is similar to an Abstract. The major part of the grant is the “Detailed Description”, which is 6 pages single spaced, and should end with a proposed five-year timeline to carry out your studies. The grant will be evaluated by SSHRC criteria, including “Challenge” (originality, significance, and expected contribution, appropriateness of the literature review, appropriateness of the theoretical framework and methods/approach, and potential for results to have influence within and beyond the social sciences research community) and to a lesser extent Feasibility (probability objectives can be met within timeline, appropriateness of the strategy). The grant proposal will be 7 pages total single spaced (not including references, appendices, etc.).

Whatever you choose, your paper will be due on December 7<sup>th</sup> at 11:59PM MST. Paper submissions are preferred, but electronic submissions will be accepted. Papers received after 11:59 PM MST will be treated as one day late and will be docked 10%. Marks will be docked 10% for every subsequent 24 hour period they are late, unless other arrangements have been made with the instructor due to extreme or extenuating circumstances. Granting of extensions is solely at the discretion of the course instructor.

**You are strongly encouraged to discuss your topic with the course instructor well in advance of submitting the paper, to make sure you’re on the right track.**

### Grading Scale

A+	96-100%	B+	80-84%	C+	67-71%	D+	54-58%
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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	
M Sep 11	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.
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.

### Course Topics

Date	Topic/Activity/Readings/Due Date (revise and add columns & rows as necessary)
R Sep 14	Basic Introduction to Leadership – What is Leadership?
R Sep 21	Trait-based approaches to Leadership
R Sep 28	Behavioral and Contingency Approaches to Leadership
R Oct 5	Gender, Demographics, and Leadership
R Oct 12	Culture and Leadership
R Oct 19	Leader-Member Exchange
R Oct 26	Transformational/Transactional Leadership
R Nov 2	Ethical Leadership and Authentic Leadership
R Nov 9	Reading Days. No lectures.
R Nov 16	Abusive Supervision/Leadership
R Nov 23	Influence Tactics and Impression Management
R Nov 30	Leadership Development
R Dec 7	Shared Leadership and Leadership Substitutes (incl. Followership)

### **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**

It is the student's responsibility to request academic accommodations. If you are a student with a documented disability who may require academic accommodation and have not registered with the Disability Resource Centre, please contact their office at 403-220-8237. 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 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/>).

### **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](mailto:suypaca@ucalgary.ca)  
**Student Union Faculty Rep.:** [arts1@su.ucalgary.ca](mailto: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](mailto: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**.