

PSYC 481	Leadership and Motivation	Winter 2022
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Instructor:	Joshua Bourdage	Lecture Location:	Science A 121
Phone:	403-220-4953	Lecture Days/Time:	Tuesdays and Thursdays 3:30-4:45
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Course Description

Generally, in PSYC 481, 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 *specific* course (481.01) 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 <https://live-arts.ucalgary.ca/psychology/about#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, Discussion Questions, Take Home Final	1, 2, 5, 8	A, A, C, C

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, 4, 8	A, C, C
Apply theories of motivation and leadership to diagnose underlying organizational issues	Applied Group Project	7, 2, 4	A, A, A
Use primary research literature to generate best practice informed solutions to organizational challenges	Applied Group Project	7, 2, 4	A, A, A
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 Project, 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 in a diverse world, 7 = apply psychological knowledge and skills, 8 = Demonstrate multicultural competence and awareness of issues related to equity, diversity, and inclusion. Level of PLO achievement facilitated by this course: I = introductory, C = competency, A = advanced.

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.

Course Format

This is scheduled as an in-person class held on campus. However, this may at times shift to synchronous sessions over Zoom depending on current university and provincial health regulations. Currently, the class will be held on Zoom until at least January 28th. Updates will be given in class and on D2L.

Prerequisites

Psychology 300 and 301; 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

Discussion Questions	10%	Throughout
Midterm Exam	20%	February 17
Critical Literature Review	20%	March 8
Applied Group Project	20%	April 5 & 7 (presentation) April 12 Paper
Take Home Exam	20%	April 19

Participation (10%)

You are not graded on attendance, but participation is not possible without regular attendance. In addition to attending class, active participation is an important requirement of each class. We will devote time to exercises and discussing the course content. Most classes will involve you breaking into smaller groups to discuss or complete an activity. Active participation in these smaller groups is important. The instructor and TA will be working with you and circulating between your in person or virtual breakout groups (depending on current class format). 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). Typically high participation marks will entail contributing during both the lecture and activity components. Missed classes will negatively impact one's maximum possible grade proportionate to the magnitude of missed classes, as one cannot participate if they are not present. The quality of participation will be assessed for the classes attended.

Discussion Question (10%)

You will be required to submit one discussion question for each topic (see tentative schedule) to demonstrate you have read the assigned articles and given them some careful thought. Discussion questions will be graded on demonstration of a thorough understanding of the readings/topic, the clarity of the question/response, and their ability to generate discussion if brought up in class. Discussion questions should be posted on the course D2L site by 11:59:59 PM MST the night before we begin a specific topic, beginning with *Motivation I*.

For example, a discussion question on Motivation II is due the night before our first coverage of that topic begins. If the class is running behind schedule, and any dates are modified, you will be notified in class. Discussion questions submitted after we've begun a topic will be given a zero for that topic, as they will no longer serve the purpose of stimulating classroom discussion. The discussion question for each topic will be weighted equally in determining your overall discussion question grade.

Midterm Exam (20%)

This 75-minute exam will be on **February 17th**, and will cover all of material in the "Motivation" topics, including content covered in class and readings, from the first day of class up to and including the material covered on February 15. 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.

UPDATED:

Given that classes are online during this time, this assessment will now be revised to be a take home exam that will be posted on D2L at 9:00AM on Wednesday, February 16th and will be due via the D2L dropbox at February 21st by 11:59PM. The take home exam will consist of a series of short and long answer questions, and will cover all of the material in the Motivation topic, as originally planned (see course outline). This exam will be open book, and must be completed individually without discussion with other students.

Brief Critical Literature Review (20%)

This paper will involve integrating articles on a key area in motivation or leadership. This paper is due on **March 8th**. 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, but should critically evaluate, integrate, identify gaps, etc. 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. Policies on late assignments (below) apply.

Applied Group Project (20%)

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 during the week of February 1st. 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 important issues in organizations.

You will deliver your analysis and recommendations in two forms. First, you will deliver a 15 minute presentation to the rest of the class on April 5th and 7th (with potential overflow on April 12th, depending on class size). Second, you will be expected to submit a paper detailing this information on the last day of class (April 12th). 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 April 12th 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 their 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 12th) and is due by 11:59PM on April 19th. Exams can be submitted electronically through the course D2L site. Files should be named "PSYC481_Final_Lastname". Late assignment policies will be in effect.

University of Calgary Academic Integrity Policy

Academic integrity is the foundation of the development and acquisition of knowledge and is based on values of honesty, trust, responsibility, and respect. We expect members of our community to act with integrity.

Research integrity, ethics, and principles of conduct are key to academic integrity. Members of our campus community are required to abide by our institutional code of conduct and promote academic integrity in upholding the University of Calgary's reputation of excellence. It is your responsibility to ensure that you have read and are familiar with the student academic misconduct policy: <https://www.ucalgary.ca/policies/files/policies/student-academic-misconduct-policy.pdf>.

Department of Psychology Criteria for Letter Grades

Psychology course instructors 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%

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 University Dates During this Course

Date	Topic/Activity/Readings/Due Date (revise and add columns & rows as necessary)
T Jan 11	First day of lectures
R Jan 20	Last day to drop a class without financial penalty
F Jan 21	Last day to add or swap a course
F Jan 28	Fee payment deadline for Fall Term full and half courses.
M Feb 21	Family Day no Classes
Feb 22-26	Term Break No Classes
T Apr 12	Last day of Lectures and last day to withdraw from a winter term half course
Ap 19-29	Winter Final Exam Period

Tentative Lecture Schedule

Date	Topic
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T Jan 11	Course Overview/Intro to Topic/Recap of Basics
R Jan 13	I/O Methods
T Jan 18	Motivation I – General Overview and Historic Perspectives
R Jan 20	Motivation II – Equity, Justice, and Incentives in Organizations
T Jan 25	Motivation II – Equity, Justice, and Incentives in Organizations
R Jan 27	Motivation III – Internal Motivators (Personality/Needs, Mood, and Self-Efficacy)
T Feb 1	Motivation III – Internal Motivators (Personality/Needs, Mood, and Self-Efficacy)
R Feb 3	Motivation IV – Goals (Goal Setting, Orientation, Regulation)
T Feb 8	Motivation IV – Goals (Goal Setting, Orientation, Regulation)
R Feb 10	Motivation V – Job Characteristics and Situational Motivators
T Feb 15	Motivation V – Job Characteristics and Situational Motivators
R Feb 17	Midterm
T Feb 22	Term Break – No Classes
R Feb 24	Term Break - No Classes
T Mar 1	Leadership I – Overview and History
R Mar 3	Leadership II – Traits and Leadership
T Mar 8	Leadership II – Traits and Leadership
R Mar 10	Leadership III – Behavioral and Contingency Approaches
T Mar 15	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership
R Mar 17	Leadership IV – Transformational, Transactional, Ethical, and Abusive Leadership
T Mar 22	Leadership V – Leadership Development
R Mar 24	Leadership VI – Gender and Culture and Leadership
T Mar 29	Leadership VI – Gender and Culture and Leadership
R Mar 31	Leadership VII - Impression Management and Influence Tactics
T Apr 5	Group Presentations
R Apr 7	Group Presentations
T Apr 12	Overflow Presentations/Leadership VII – Impression Management and Influence Tactics

Course Credits for Research Participation:

Extra Research Participation Course Credit is Not Offered for this Course.

Supporting Documentation

Students may be asked to provide supporting documentation for an exemption/special request. This may include, but is not limited to, a prolonged absence from a course where participation is required, a missed course assessment, a deferred examination, or an appeal. Students are encouraged to submit documentation that will support their situation. Supporting documentation may be dependent on the reason noted in their personal statement/explanation provided to explain their situation. This could be medical certificate/documentation, references, police reports, invitation letter, or a statutory declaration, etc. The decision to provide supporting documentation that best suits the situation is at the discretion of the student. Students cannot be required to provide specific supporting documentation, such as a medical note.

Students can make a Statutory Declaration as their supporting documentation (available at ucalgary.ca/registrar). This requires students to make a declaration in the presence of a Commissioner for Oaths. It demonstrates the importance of honest and accurate information provided and is a legally binding declaration. Several registered Commissioners for Oaths are available to students at no charge, on campus, please see ucalgary.ca/registrar.

Falsification of any supporting documentation will be taken very seriously and may result in disciplinary action through the Academic Discipline regulations or the Student Non-Academic Misconduct policy.

Absence From A Test/Exam

Makeup tests/exams are **NOT** an option without the approval of the instructor. 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. Once approved by the instructor a makeup test/exam must be written within 2 weeks of the missed test/exam on a day/time scheduled by the instructor. 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 <https://www.ucalgary.ca/registrar/exams/deferred-exams>.

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 <https://www.ucalgary.ca/registrar/exams/deferred-exams>. Students with an exceptional extenuating circumstance (e.g., a family emergency) should contact the Department of Psychology (psyugrd@ucalgary.ca).

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 <https://www.ucalgary.ca/legal-services/university-policies-procedures/accommodation-students-disabilities-procedure>.

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>

Important Dates

The last day to drop this course with no "W" notation and **still receive a tuition fee refund** is **Thursday, Thursday, January 20, 2022**. Last day add/swap a course is **Friday, January 21, 2022**. The last day to withdraw from this course is **Tuesday, April 12, 2022**.

<https://www.ucalgary.ca/pubs/calendar/current/academic-schedule.html>