

***PSYCH 462 Honours Seminar in Industrial/Organizational Psychology***  
***Topic: Leadership in the Workplace***

**Winter 2017**

**Class Meetings: Mondays 8:30-11:20AM**

**Location: PAS 3027**

**Professor:** Winny Shen ([winny.shen@uwaterloo.ca](mailto:winny.shen@uwaterloo.ca); 519-888-4567 ext. 31576)

*Office Hours:* Monday 4:00-5:00PM, PAS 4026 or by appointment

*Course Description*

There is no question that leaders play a major role in our working lives. A good leader can make going to work a joy, and a bad leader can lead one to leave an otherwise desirable job. In this course, we will explore our understanding of leadership from a psychological lens. To this end, each week we will read and discuss research articles in order to generate new research questions about the nature and practice of leadership.

Examples of questions we will seek to answer over the course of the term include:

- Are managers the same as leaders?
- Are leaders born or made?
- What do effective and ineffective leaders do?
- How do leaders influence followers?
- Why do we pay so much attention to leaders?
- How do we become better leaders?
- What are the unique challenges faced by non-traditional leaders (e.g., women, racial/ethnic minorities)?

*Class Format*

The class format is open to revision based on ongoing needs of the course, but in general will include a combination of (1) discussion of articles, (2) lecture, and (3) in-class activities.

*Discussion of articles.* You are expected to be active contributors to and participants in class discussions. To facilitate class discussion, it is suggested that you have at least two discussion questions or critical comments for each article assigned, and bring notes regarding topics that you want to discuss. Note that your discussion questions/critical comments should be in-depth in order to stimulate discussion about the material. Articles for the following week will be determined and posted on LEARN on the preceding Monday (one week ahead of time).

*Lectures.* Given that we are attempting to cover a lot of ground in a limited amount of time, lectures will be used to supplement class readings and discussion.

*In-class activities.* These activities will be integrated regularly throughout the term into class sessions. These activities are designed to help you think through some of the concepts and issues that we have discussed in class.

### Class Schedule

Class #	Date	Topic(s)	Due Dates*
1	Jan 9	Introduction and Implicit Leadership Theories	
2	Jan 16	Definitional Issues in the Study of Leadership	
3	Jan 23	The Trait Approach to Leadership	
4	Jan 30	The Behavior Approach to Leadership	
5	Feb 6	Charisma/Transformational Leadership	
6	Feb 13	The Situational Approach to Leadership	Research Idea Proposal
7	Feb 20	Reading Week – No Class	
8	Feb 27	The Relationship Approach to Leadership: LMX	
9	March 6	Shared Leadership Followership	“Analyze a Leader” Paper
10	March 13	Bad/Ineffective Leadership Leadership & Ethics	
11	March 20	Women & Minorities and Leadership	
12	March 27	Culture and Leadership	
13	April 3	Leadership Development	
	April 17		Final Research Proposal

\*Assignments are due by the end of day (i.e., midnight) of the indicated due date. Late assignments are NOT ACCEPTED unless previously agreed upon with the instructor or due to illness (and accompanied by proper documentation).

Short Thought Papers are due by Sunday at midnight each week. Students only need submit 6 out of the 12 available prompts for full credit (and these are graded on a Pass/Fail basis).

### *Assessment & Evaluation*

	% of Grade
Class/Discussion Participation	20
Short Thought Papers (6 in total)	24
“Analyze a Leader” Paper	24
Research Idea Proposal (2-3 pages)	8
Final Research Proposal (10-15 pages)	24
<b>Total</b>	<b>100</b>

## University Policies

### Academic Integrity

**Academic Integrity:** In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the [UWaterloo Academic Integrity webpage](#) and the [Arts Academic Integrity webpage](#) for more information.

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

### Concerns About a Course Policy or Decision

**Informal Stage.** We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Studies (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: [reibach@uwaterloo.ca](mailto:reibach@uwaterloo.ca); Ph 519-888-4567 ext. 38790

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. See [Policy 70](#) and [72](#) below for further details.

**Grievance:** A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Studies who will provide further assistance; [reibach@uwaterloo.ca](mailto:reibach@uwaterloo.ca).

**Appeals:** A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

### Accommodation for Students with Disabilities

**Note for students with disabilities:** The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic

integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

### **Accommodation for course requirements**

Students requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:

1. seek medical treatment as soon as possible and obtain a completed uWaterloo [Verification of Illness Form](#)
2. submit that form to the instructor within 48 hours.
3. (is possible) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.

In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam which will typically be written as soon as possible, but no later than the next offering of the course.

In the case of a missed assignment deadline, midterm test, or quiz, the instructor will either:

1. waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

In the case of bereavement, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.

Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.

### **Official version of the course outline**

If there is a discrepancy between the hard copy outline (i.e., if students were provided with a hard copy at the first class) and the outline posted on LEARN, the outline on LEARN will be deemed the official version. Outlines on LEARN may change as instructors develop a course, but they become final as of the first class meeting for the term.