

PSYCHOLOGY 321
Advanced Topics in Organizational Psychology
Spring 2011

Tuesday & Thursday, 11:00-12:15 PM
LA-2203

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Required Text: Yukl, G. (2010). *Leadership in organizations* (7th ed.). Upper Saddle River, NJ: Prentice Hall.

NOTE: Completion of PSY 319 (Introduction to Industrial and Organizational Psychology) is a prerequisite for this course. If you have not taken PSY 319, please speak with me ASAP.

Course Description and Objectives

This advanced undergraduate class explores theories and research regarding leadership in the workplace. The primary objective of this class is to provide you with a foundational understanding of the core research related to leadership in organizations. By doing so, you should develop an understanding of current theories of leadership and the methodology used to study and evaluate those theories. A secondary objective of this class is to illustrate how the principles discussed in class can be applied to your day-to-day experiences as an organizational member, and to help you develop as an effective organizational member or manager.

Class Format

The format of this class is primarily lecture, supplemented by class discussion, exercises, and assignments. The primary purpose of the lecture is to convey information on relevant topics to develop your knowledge of the field of organizational psychology. The primary purposes of the class discussion, exercises, and assignments are to apply that knowledge, to encourage you to reflect on what you are learning, and to link the classroom concepts to the “real world.” Active participation in class is encouraged and expected. I will take responsibility for preparing lectures and choosing exercises, but you must take an active role by doing the reading assignments, participating in the exercises and discussions, and completing writing assignments related to leadership (see description below). If you have questions about the class material, please feel free to ask.

Website

The course website is part of the Blackboard system at SDSU, and it can be accessed at <http://blackboard.sdsu.edu>. The purpose of the website is to post course material such as the syllabus, assignments, review sheets for exams, and lecture outlines. Assignments and review sheets will be

posted the day after they are handed out in class. Lecture outlines will be posted by 5 PM the day before class. Obtaining lecture outlines is not a substitute for coming to class. Rather, outlines are intended to be an aid in taking notes during lectures. If you have trouble with Blackboard, please refer to the “student help” section of the website.

Course Requirements

Exams. There will be four exams during the semester. The first three exams will be non-cumulative, but the fourth and final exam will integrate topics from across the semester. Each exam will consist of multiple-choice questions. I will give you review sheets for each exam, so there should be no surprises. *I will drop the lowest grade of your four exams.* Therefore, if you take the first three exams and do not want to take the final exam, then that can be the exam that you drop. Or, if you miss an exam during the semester, then you will receive a zero for that exam, and that will be the exam that you drop. Or, you can take all four exams and drop the lowest score. Note that because I drop the lowest exam score, **there are no make-up exams.** If you miss one exam, then that will be the exam that you drop. If you miss two exams, then I will drop one and you will get a zero for one of your exam grades. *Absolutely no deviations from this policy will be tolerated.* Although this policy may seem tough, I believe it is fair. Everybody will receive the same treatment, and there will be no exceptions.

The material for the exams will come from class lectures, in-class exercises, and the textbook. There will be information in the book that I do not cover in class; there will be information from class that is not in the book; and there will be information that is from the book that I will also cover in class – all of this is testable material. Please bring the red ParSCORE Enrollment Form (Form No. F-288-PAR-L) to the first exam and the red ParSCORE Test Form (Form No. F-289-PAR-L) to the remaining exams (along with two No. 2 pencils to every exam!).

Exercise Participation. Exercise participation will be graded based on your presence for and participation in the exercises that occur during class. Note that exercises are UNANNOUNCED, and the term “exercise” is used loosely to include such things as case studies, guest speakers, videos, or any other in-class activity. Sometimes you will receive full points for just being present, and other times you will need to do something (e.g., write a short summary) to receive full credit – full details will be provided at the time of the exercise. In addition, for some exercises I will post materials in advance for you to bring to class; if you do not have them with you at the exercise, then you may not receive full credit. ***Note that if you are not present for class when the exercise occurs, then you cannot receive credit for that exercise.*** I will give everyone two “free passes,” so if you miss a couple of exercises, you will not be penalized in your overall exercise participation grade (if you are present for all of them, I will just drop your lowest scores). Each exercise will be worth a total of 50 points and your final points for exercise participation will be the average across all the exercises.

Leadership Profile Assignments. Throughout the semester, you will write two leadership profile assignments. These are two page maximum (single-spaced) descriptions about your leadership experiences outside of class. You will describe a *specific* leadership situation that involved you personally or one that you observed as a bystander. You can (but don’t have to) write about yourself as the leader, but only in one of the assignments. In addition, both assignments should not be about the same leader. I prefer that both profiles focus on your experiences during the present semester, but because that may be difficult for some, one profile can focus on a situation from the recent past (within the past six months). In addition, you should generally limit your examples to your actual firsthand experiences, but I will allow one write-up to focus on something you saw on TV

or the movies, or read in magazines, books, newspapers, or the Internet (however, NO POLITICAL LEADERS!). For each description, you should address the following:

- A summary of the *specific* situation, possibly including the following information: what was the situation, who was involved, what did the “leader” do that made him/her effective or ineffective, and what was the outcome of the situation.
- A summary of the 1-2 theories, approaches, or readings you are using from class
- A summary of the connections between the two (this is the most important section of the three)

You do not need to follow this exact pattern in your paper, but I recommend having a separate section for each of these three major topics to ensure that all of this information is included. The purpose of this assignment is to deepen your understanding of the issues we’ve discussed in class by summarizing the class content and then relating it to your own leadership experiences. Therefore, the best papers will focus on a *specific* situation and will be *thorough* in their description of the situation and in the relationships found between the situation and class content.

The two page limit is a maximum length for this assignment. You should use 1” margins and 12-point font. Part of the grade will be based on grammar, spelling, organization, etc., so pay attention to these issues. The profiles will be graded on a scale of 50 points each. Due dates for the leadership profiles will be **March 8** and **April 28**.

Bonus Quizzes. Throughout the semester, there will be unannounced quizzes given in class. These quizzes will be based on information covered in the previous lecture and the assigned material for that day. Each quiz will only be worth a few points at the most, but those points will be added directly to your score for the next exam. You have to be present to take the quiz and if you show up during the quiz, you will only have the remaining amount of time to finish it.

Evaluation

Your grade will be based on a maximum possible of 450 points:

Exam:	100 points
Exam:	100 points
Exam:	100 points
Exercise participation:	50 points
Assignments:	
Leadership profile 1:	50 points
Leadership profile 2:	50 points

The final grading scale will be as follows:

419-450 = A	329-346 = C
405-418 = A-	315-328 = C-
392-404 = B+	302-314 = D+
374-391 = B	284-301 = D
360-373 = B-	270-283 = D-
347-359 = C+	0-269 = F

General Policies

Class Attendance. Regular attendance is necessary to get a good grade in this class. Given the content for the exams that will come from lectures and the exercise participation portion of your grade, I *highly* recommend that you make every effort to make it to class. If you miss a class, you are responsible for the material covered during that class, including any handouts, changes to the class schedule, or other information given out. Please make sure that you have e-mails/phone numbers of your fellow classmates so that you can obtain any notes or information if needed. Please note that if you miss an exercise, you cannot make it up.

Late Assignment Policy. The assignments are due by the beginning of class on the day they are due. **Five percent will be deducted if you turn them in after the beginning of class (11:00 AM) on the due date, and ten percent (one letter grade) will be subtracted for EVERY DAY the assignment is late after that.** The only valid excuse for a late assignment will be for a family or medical emergency, and you will need documented proof of the emergency. Note that computer problems are *not* valid excuses. This means that, if an assignment is not completed because a “computer crashed” the night before it is due, it is still considered late. You must plan ahead to make sure the assignments will be completed on time.

Students with Special Needs. Any student with a disability should contact me as soon as possible (and certainly before the first exam) so that we can discuss appropriate accommodations to facilitate your full participation in the class.

Plagiarism and Academic Integrity. It is not expected that plagiarism or other forms of academic dishonesty will be encountered in the class. Under RARE circumstances it is possible for someone to unknowingly plagiarize due to ignorance of what actually constitutes plagiarism. To minimize this possibility, it is worth clarifying the nature of plagiarism. Stealing others’ work (for example, copying others’ test answers or papers) and passing it off as your own is an example of plagiarism. It is also plagiarism in academic writing to present others’ ideas as if they were your own. To avoid the appearance of plagiarism in written work, it is important to reference the sources of your ideas so as to keep clear the difference between others’ ideas or arguments and the ideas or arguments that are uniquely yours. Submitting work for a grade that has already been submitted for a grade in another course is not allowed, and is considered cheating. Plagiarism and cheating in any form will not be tolerated, and will be dealt with through the appropriate channels. See me if you have any questions about what constitutes plagiarism or other violations of academic integrity policy.

Office Hours. I encourage you to stop by my office hours if you have any questions, problems, or suggestions about the course, or if you want to discuss your career interests or graduate school. If my office hours are not convenient, feel free to contact me to make an appointment.

TENTATIVE CLASS SCHEDULE

<u>Date</u>	<u>Topic</u>	<u>Chapter Assignment</u>
January	20 Overview	
	25 The Nature of Leadership and Management	1 & 2
	27 The Nature of Leadership and Management	
February	1 The Trait Approach	7
	3 The Trait Approach	
	8 The Behavior Approach	3
	10 The Behavior Approach	
	15 Contingency Theories	8
	17 Contingency Theories	
	22 EXAM 1	
	24 Decision-Making	4
March	1 Decision-Making	
	3 Power & Influence	6
	8 Power & Influence	
	LEADERSHIP PROFILE #1 due by 11:00 AM	
	10 LMX & Followership	5
	15 LMX & Followership	
	17 Leadership in Groups & Teams	11
	22 Leadership in Groups & Teams	
	24 EXAM 2	
	29 <i>NO CLASS – SPRING BREAK</i>	
April	31 <i>NO CLASS – SPRING BREAK</i>	
	5 Charismatic & Transformational Leadership	9
	7 Charismatic & Transformational Leadership	
	12 Charismatic & Transformational Leadership	
	14 <i>NO CLASS – SIOP</i>	
	19 Strategy, Culture, & Change	10
	21 Strategy, Culture, & Change	
	26 Strategy, Culture, & Change	
	28 Leadership Development	15
	*** LEADERSHIP PROFILE #2 due by 11:00 AM***	
May	3 Ethical Leadership and Diversity	13 & 14
	5 Ethical Leadership and Diversity	
	10 EXAM 3	
	19 FINAL EXAM – 10:30 AM-12:30 PM	