Psy 6360
Leadership
Spring 2022

Archer College of Health and Human Services

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Office Hours: M: 12pm-4pm, T/Th: 11am-2pm

Course Information

Course Description

This is an upper level psychology course intended to provide you with an understanding of the psychological principles underlying leadership in government, industry, and society. Throughout the semester, we will review psychological research on leadership and management, examining topics such as leadership skills, leading changes in organizations, leader-follower relationships, and leadership tactics. This course will take the theoretical aspects of leadership and relate them to real situations. You will participate in various exercises to analyze leadership strategies and assess your potential strengths and weaknesses as leaders.

Course Credits

3

Prerequisite and Co-requisite Courses

None

Prerequisite Skills

Accessing Internet websites, using ASU Library resources, and proficiency with Microsoft Word and/or PowerPoint are expectations of completing this course successfully.

Program Outcomes

Upon completion of the program of study for the I/O Psychology Masters program, the graduate will be prepared to:
Communicate effectively

Behave ethically
Master knowledge and skills in psychology

Student Learning Outcomes

Student Learning Outcome By completing all course requirements, students will be able to:	Assignment(s) or activity(ies) validating outcome achievement:	Mapping to Program Outcomes
Ability to identify and critique leadership styles based on various theories discussed	Chapter Readings, Quizzes, Exams	Master Knowledge and Skills in Psychology
Understand the strengths and weaknesses of various leadership styles based on context	Chapter Readings, Quizzes, Exams	Master Knowledge and Skills in Psychology
Gain an understanding of what makes a good leader	Chapter Readings, Training Program Development	Master Knowledge and Skills in Psychology
Learn about leader-follower relationships	Chapter Readings, Quizzes, Exams	Master Knowledge and Skills in Psychology
Design a personal model of leadership and identify strengths and weaknesses associated with individual leadership style	Chapter Readings	Master Knowledge and Skills in Psychology, Behave Ethically
Propose leadership interventions in the case of dysfunctional or irrational individuals and/or organizations	Training Program Development	Master Knowledge and Skills in Psychology, Behave Ethically, Communication

Course Delivery

This is a face-to-face course with learning resources and supplemental materials posted in Blackboard.

Required Texts and Materials

Yukl, G. (2013). *Leadership in Organizations* (8th ed.). New York, NY: Pearson.

Recommended Texts and Materials

There may be additional readings for you to read and discuss throughout the semester. They will be posted on Blackboard for you to download. The syllabus, announcements, supplemental readings, and grades for this class may be found on Blackboard. I encourage students to access this site regularly for important information pertaining to the course.

Technology Requirements

To successfully complete this course, students need to have access to a computer with Respondus LockDown Browser and Respondus Monitor. More information about LockDown Browser and Monitor is included below.

To participate in one of ASU's distance education programs, you need this technology:

- A computer capable of running Windows 7 or later, or Mac OSX 10.8 or later
- The latest version of one of these web browsers: internet Explorer, Firefox, or Safari
- Microsoft Office Suite or a compatible Open Office Suite
- Adobe Acrobat Reader
- High Speed Internet Access
- Ethernet adapter cable required (wireless connections can drop during tests and Collaborate sessions)
- Webcam

Refer to Angelo State University's Distance Education website for further technology requirements: [Angelo State University's Distance Education Website](#)

Topic Outline

The topics that will be covered in this course can be found in the Course Schedule at the end of the syllabus.

Communication

I must be able to contact all students in this course via e-mail. It is expected that students regularly check their e-mail and Blackboard (at least once a day is preferred). The best way to contact me is via e-mail. Although I answer e-mail regularly (and relatively quickly) throughout the work week (Monday - Friday, 7:30AM to 4:30PM), I respond to it less frequently on weekends and holidays. During those times, you can expect an answer to your e-mail within 24-48 hours. There may be times during the semester, when I do not have access to email. I will be sure to notify students if such situations occur.

If you are on campus and would like to drop by my office, please feel free to do so. As I am often away from my desk, it is probably best to arrange a specific time in advance. Please email me to do so.

Written communication via email: All private communication will be done exclusively through your ASU email address. Check frequently for announcements and policy changes. In your emails to faculty, include the course name and section number in your subject line.

Virtual communication: Office hours and/or advising may be done with the assistance of the telephone, Collaborate, Skype, etc.

Grading

Evaluation and Grades

Course grades will be determined as indicated in the table below.

Assessment	Percent/Points of Total Grade
Training Program Development Materials	200
Quizzes	100 (10 quizzes, 10 points each)
Exams	200 (2 exams, 100 points each)
Total	500

Grading System

Course grades will be dependent upon completing course requirements and meeting the student learning outcomes.

The following grading scale is in use for this course:

    A = 90.00-100 points

    B = 80.00-89.99 points

    C = 70.00-79.99 points

    D = 60.00-69.99 points

    F = 0-59.99 points (Grades are not rounded up)

Teaching Strategies

Students are expected to be "active learners." It is a basic assumption of the instructor that students will be involved (**beyond the materials and lectures presented in the course**) discovering, processing, and applying the course information using peer-review journal articles,

researching additional information and examples on the Internet, and discussing course material and clinical experiences with their peers.

Assignment and Activity Descriptions

Training Program Development: This course will have a sizable application component, in which we, as a class, will develop a leadership training program based on the theories and approaches to leadership covered in the class. We will have training needs analysis meetings in class, and we will develop a plan for the development of training content, including determine whom will be the target audience, and what will be the content that would be delivered in the training program. Training materials, including slides, handouts, and activities will be developed by the students, based on the training areas that are assigned to them. Grades for this activity will be based on participation in the planning process and the quality of the materials developed by each student.

Quizzes: For each chapter, you will have a quiz to complete on Blackboard. These are designed to help students keep up with and apply the material. All quizzes must be completed by April 26 at 11:59pm, and given their nature they **may not** be "made up". There will be NO exceptions. Quizzes will be multiple choice, and they will be timed. You will only have two attempts for each quiz, but be sure that you are prepared before beginning the quiz.

Exams: There will be two exams covering material from the textbook as well as class lectures and discussions. The exams are worth 100 points each. These exams will consist of short answer items**.**

Assignment Submission
All assignments MUST be submitted through the Assignments link in the Blackboard site. This is for grading, documenting, and archiving purposes. Issues with technology use arise from time to time. If a technology issue does occur regarding an assignment submission, email me at cstenmark@angelo.edu and attach a copy of what you are trying to submit. Please contact the IT Service Center at (325) 942-2911 or go to your Technology Support tab to report the issue. This lets your faculty know you completed the assignment on time and are just having problems with the online submission feature in Blackboard. Once the problem is resolved, submit your assignment through the appropriate link. This process will document the problem and establish a timeline. Be sure to keep a backup of all work.

Late Work or Missed Assignments Policy
Deadlines: NO LATE WORK will be accepted in this course. Exceptions will be made only for serious illness or emergency and then only after discussion with the instructor. Please contact the instructor by telephone or email if an emergency situation occurs.
If the student is involved in a university-approved absence, arrangements should be made with the instructor as far in advance as possible to ensure agreement on interpretation and the make additional arrangements for different deadlines.

General Policies Related to This Course

All students are required to follow the policies and procedures presented in these documents:

- Angelo State University Student Handbook[1]
- Angelo State University Catalog[2]

Student Responsibility and Attendance

Attendance is expected and required to do well in the course. Included in the syllabus is a tentative class schedule. Students should read the pertinent chapter(s) **prior** to class. Students will be responsible for and tested over both text and lecture material. Consequently, to benefit fully from this course it is important for students to read the text, stay current with the material and attend class. If a student misses a class for a pre-excused or unexcused absence it is the student's responsibility to request/obtain material/information (e.g., notes, schedule modifications, announcements, etc.) from a classmate. For every 2 unexcused absences, students' average course grade will be dropped by one letter grade.

Please note that tardiness and early departure is disruptive to others in class; therefore students should appear on time for each class session and remain until class dismissal. In addition, the ringing or use of cell phones is disruptive to others; consequently it is requested that students mute cell phones prior to the beginning of class. Students who violate these class policies may be academically withdrawn from the course.

Academic Integrity

Students are expected to maintain complete honesty and integrity in all work. Any student found guilty of any form of dishonesty in academic work is subject of disciplinary action and possible expulsion from ASU.

The College of Health and Human Services adheres to the university's Statement of Academic Integrity.[3]

Accommodations for Students with Disabilities

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA) and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs, and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student's responsibility to initiate such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website.[4] The employee charged with the responsibility of reviewing and authorizing accommodation requests is:

Dallas Swafford
Director of Student Disability Services
Office of Student Affairs
325-942-2047
dallas.swafford@angelo.edu
Houston Harte University Center, Room 112

Incomplete Grade Policy

It is policy that incomplete grades be reserved for student illness or personal misfortune. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See ASU Operating Policy 10.11 Grading Procedures[5] for more information.

Plagiarism

Plagiarism is a serious topic covered in ASU's Academic Integrity policy[6] in the Student Handbook. Plagiarism is the action or practice of taking someone else's work, idea, etc., and passing it off as one's own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality. Resources to help you understand this policy better are available at the ASU Writing Center.[7]

Student Absence for Observance of Religious Holy Days

A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. See ASU Operating Policy 10.19 Student Absence for Observance of Religious Holy Day[8] for more information.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Syllabus Changes

The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student's responsibility to look for such communications about the course on a daily basis.

Title IX at Angelo State University

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

Online: www.angelo.edu/incident-form

Face to face: Mayer Administration Building, Room 210

Phone: 325-942-2022

Email:michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State's policy please visit: www.angelo.edu/title-ix.

Course Schedule

Week	Date	Topic	Readings/Assignments
1	**Jan 17**	**No class-MLK Jr. Day**	
2	Jan 24	Introduction, Managers	Chapters 1, 2
3	Jan 31	Behavior, Traits and Skills	Chapters 3, 6
4	Feb 7	Participation, Contingency and Adaptation	Chapters 5, 7
5	Feb 14	Power and Influence, Dyads/LMX	Chapters 8, 9
6	Feb 21	Charismatic and Transformational, Change and Innovation	Chapters 12, 4
7	**Feb 28**	**Exam 1, Chapters 1, 2, 3, 5, 6**	**Read, study, make notes, and highlight meta-analysis**
8	Mar 7	First planning meeting about training development—Needs analysis; assign content areas	Choose leadership approaches to apply to content areas
	Mar 14	**Spring Break**	

Week	Date	Topic	Readings/Assignments
9	Mar 22	Present to class—what leadership approaches did you choose and why? Content for training (e.g., information; Power Point slides)	
10	Mar 28	Activities for training (e.g., games, handouts)	
11	Apr 4	Continue presenting content and activities	
12	**Apr 11**	**Exam 2, Chapters 4, 7, 8, 9, 12**	
13	Apr 18	**No class, Comps**	
14	Apr 25		
15	May 2		
16	**May ?**		

Student Evaluation of Faculty and Course

Students in all programs are given the opportunity to evaluate their courses and the faculty who teach them. Evaluations are most helpful when they are honest, fair, constructive, and pertinent to the class, clinical experience, or course. Faculty value student evaluations, and use student suggestions in making modifications in courses, labs and clinical experiences.
Angelo State University uses the IDEA (Individual Development and Educational Assessment) system administered through Kansas State University for all course evaluations. The Office of Institutional Research and Assessment administers IDEA for the entire university, online and has established a policy whereby students can complete course evaluations free from coercion.

1. Gaining a basic understanding of the subject (e.g., factual knowledge, methods, principles, generalizations, theories)
2. Learning to apply course material (to improve thinking, problem solving, and decisions)

3. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course

End of Syllabus

[1] https://www.angelo.edu/student-handbook/

[2] https://www.angelo.edu/catalogs/

[3] https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php

[4] https://www.angelo.edu/services/disability-services/

[5] https://www.angelo.edu/content/files/14197-op-1011-grading-procedures

[6] https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php

[7] https://www.angelo.edu/dept/writing_center/academic_honesty.php

[8] https://www.angelo.edu/content/files/14206-op-1019-student-absence-for-observance-of