



# EXTENDED CAMPUS

COLLEGE of PROFESSIONAL  
and CONTINUING STUDIES

## HR 5033-101: Leadership in Organizations

### Course Description:

The course will facilitate students' exploration and analysis of the concept of leadership and its application. Emphasis will be placed on the review of leadership theories and practices. We will study leadership as it applies to organizations and teams.

### Class Dates, Location and Hours:

Dates: January 31- February 2 & February 7 - 9, 2020  
Location: 3281 NW Koehler Loop, Fort Sill, Oklahoma.  
Hours: Friday 5:30-9:00 p.m., Saturday 9:00 a.m.-5:00 p.m.; Sunday 12:00-4:00 p.m.  
Last day to enroll or drop without penalty: January 2, 2020

### Site Director:

Email: [apftsill@ou.edu](mailto:apftsill@ou.edu). Phone: (580) 355-1974.

### Professor Contact Information:

Course Professor: Jorge Mendoza Ph. D.  
Mailing Address: Psychology Department  
University of Oklahoma  
Norman, OK 73019  
Telephone Number: (405) 325-4568  
E-mail Address: [Jmendoza@ou.edu](mailto:Jmendoza@ou.edu)  
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

### Textbook(s) and Instructional Materials:

Student materials are available at the OU Bookstore Website at <https://ou.textbookx.com/institutional/index.php>. There is no longer a physical bookstore, the store will remain, but textbooks will not be stocked. The website has book selling, renting, buying, returning, and order tracking capabilities. If you need help with an order, or if you have any questions contact the toll-free phone at 1-(855)-790-6637, agents are available from 9a – 5p (EST) Monday – Friday. For more information or questions about textbooks, feel free to contact [apsyllabi@ou.edu](mailto:apsyllabi@ou.edu). Text prices are available online

1. Heifetz, R.A., & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston: Harvard Business Press. ISBN 9781578514373.
2. Pierce, J.L., & Newstrom, J.W. (2011). *Leaders and the leadership process: Readings, self-assessments and applications* (6<sup>th</sup> ed.). Columbus, OH: McGraw-Hill. ISBN 9780078137105.
3. Kotter, J.P. and Cohen, D.S, (2002) *The heart of change: Real-life stories of how people change their organizations*. Harvard Business Review Press. ISBN: 978-1-4221-8733-3.

## **Course Objectives:**

- To provide an inclusive paradigm for the study of leadership and leadership theory.
- To provide the opportunity to analyze the major leadership models and approaches.
- To provide the opportunity to examine and analyze current research on leadership and its implications for future research and current practice.
- To provide the opportunity for personal assessment of propensities for particular orientations to leadership.
- To provide the opportunity to apply leadership theory in practical leadership situations.
- To provide the opportunity to discuss contemporary issues of leadership in service and non-service organizations.

## **Assignments, Grading and Due Dates:**

It is expected that all work submitted be of high quality and reflect mature, thoughtful and serious graduate-level study.

Course activities will include lectures, films/tapes, workgroups, student presentations and analyses of leadership scenarios. Adjustments may be made to accommodate special student and logistical circumstances. The activities will be centered on the following:

- motivational theories
- power influence
- beliefs, values, and needs
- evolution of leadership studies
- cultural values
- predominant leadership theories
- case studies
- application within organizations

## **Readings:**

It is expected that students will have read both texts by the first day of class. Particular attention should be paid to the following readings in the Pierce textbook: Readings 1, 5, 6, 8, 11, 12, 13, 14, 15, 16, 17, 18, 20, 21, 22, 23, 26, 33, 36, 37, and 39.

## **Research Assignment:**

Each student will identify and reproduce one (1) empirical research article related to leadership or organizations to be submitted to the professor on the first day of class. The article should be summarized and criticized in a 2-3 (single spaced) page paper and should include, minimally, the research question(s)/hypotheses, findings/conclusions and implications for leadership. (A research article is one which includes research question(s)/hypotheses, procedures, findings(s)/conclusions, discussion/implications of the study and/or its findings.) **Due the first day of class.**

## **Self-Analysis:**

**Due Friday of the first week of class,** a self-analysis listing the strengths and weaknesses of your leadership practice and style. Each student will complete any 5 of the self-assessment instruments in the primary text. In a related 2-3 page summary, the student should discuss the results of the assessment and include a plan to improve on his/her leadership weaknesses.

## **Final Examination:**

The final examination will be comprehensive and administered on the last day of class **and due one week after class ends.** Further details related to the test will be provided during class.

**Grading:**

This is a letter-graded course: A, B, C, D, or F. Grades will be determined on the following basis: 90-100 (A); 80-89 (B); 70-79 (C); 60-69 (D) and Below 60 (F).

<b>Assignment</b>	<b>Due Date</b>	<b>Percent of Grade</b>
Attendance/Participation	N/A	10%
Research Assignment	First day of class	20%
Self-Analysis	Friday, First week of class	20%
Final Examination	A week after class ends	50%

**Notice:** Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

## **POLICIES AND NOTICES**

### **Attendance/Grade Policy**

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution's policy regarding "I" (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any "I" (Incomplete) grades by the end of the term or he/she may be placed on "financial aid probation." If the "I" grade is not resolved/completed by the end of the following term, the student's Financial Aid may be suspended making the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

### **Academic Integrity and Student Conduct**

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at [http://integrity.ou.edu/students\\_guide.html](http://integrity.ou.edu/students_guide.html)

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

### **Accommodation Statement**

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

### **Adjustment for Pregnancy/Childbirth-Related Issues**

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

### **Title IX Resources**

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at [smo@ou.edu](mailto:smo@ou.edu) or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

### **Course Policies**

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: <http://www.goou.ou.edu/>

**INSTRUCTOR VITA**  
**Jorge L. Mendoza, Ph.D.**

**Education**

- 1970           BS in Psychology, University of Illinois
- 1970-1974    MS and Ph.D. in Psychology, University of Oklahoma, Norman, Oklahoma

**Current Positions**

- Advanced Programs Professor since 1996
- Professor of Psychology and Director of the Industrial Psychology Program, University of Oklahoma

**Frequently Taught Advanced Programs Courses**

- HR 5113       Organizational Behavior in Human Relations
- HR 5033       Leadership in Organizations
- HR 5023       Research in Human Relations: Major Areas of Teaching and Research Interest

**Representative Publications and Presentations**

- Stauffer, J.M. & Mendoza, J.L. (2001). *The proper sequence for correcting correlation coefficients for range restriction and unreliability*. Psychometrika, 66, No. 1, 1-6.
- Mendoza, J.L. & Stafford, K.L. (2001). *Confidence intervals, power calculations, and sample size estimation for the squared multiple correlation coefficient under the fixed and random regression models*. Applied Psychological Measurement, 61, 650-667.
- Mendoza, J.L., Stafford, K.L., & Stauffer, J.M. (2000). *Large-sample confidence intervals for the validity and reliability coefficients*. Psychological Methods, 5, No. 3, 356-369.
- Carraher, S.M., Mendoza, J.L., Buckley, M.R., Schoenfeldt, L.F., & Carraher, C.E. (1998). *Validation of an instrument to measure service-orientation*. Journal of Quality Management, 2 (3), 211-224.
- Schoenfeldt, L.F., & Mendoza, J.L. (1994). "Developing and using factorially derived biographical scales." In G.S. Stokes, M.D. Mumford, & W.A. Owens. (Eds). The Biodata Handbook: Theory, Research, and Applications. Palo Alto, CA: Consulting Psychologists Press, Inc.
- Mendoza, J.L. (1993). "Fisher transformations of correlations corrected for selection and missing data." Psychometrika, 58, No. 4, 601-615.
- McBride, A.A., Mendoza, J.L., & Carraher, C.M. (1993). "The development of a biodata instrument to measure service-orientation." Proceedings of the Midwest Division of the Academy of Management. 36, 8-13.
- Schoenfeldt, L.F., & Mendoza, J.L. (1990). "The role of computer in the practice of industrial and organizational psychology." In Gutkin, T.B., & Wise, S. (Eds.). The computer as adjunct in the decision-making process. Hillsdale, NJ: Lawrence Erlbaum Associates.

**Representative Honors and Awards Received**

- Chair, American Psychological Association, Division 5 Membership Committee (1994)
- President (1991) - Educational Statistician. (Special Interest Group of the American Educational Research Association)
- President - Southern Society for Multivariate Experimental Psychology, 1977-1978
- NIMH Grant Proposal Reviewer (Committee on violence and sexual assault) 1981-1985
- APA Committee on Psychological Tests and Assessment 1985-1987
- Proposal Reviewer NIH (Small Business Grants) 1987-1988
- NIH Special Reviewer (Behavioral Medicine Study Section) 1992

**Major Areas of Teaching and Research**

- Psychological Measurements and Statistics (Validation, Structural Equations, Biodata, Selection Procedures)
- Organizational Behavior (Motivation, Leadership, Service Orientation)