

HR 5033-220: Seminar in Leadership in Organizations

Course Description:

This course is designed to explore the conceptual, research, and practical aspects of leadership and leadership development.

Class Dates, Location and Hours:

Dates: October 31 – November 5, 2017
Location: Ansbach, Germany Education Center.
Hours: Tuesday - Friday 6:00-9:30 pm; Saturday and Sunday 8:30 a.m.-4:30 p.m.
Last day to enroll or drop without penalty: October 2, 2017

Site Director:

Email: apansbach@ou.edu. Phone DSN 467-3325, CIV 011-49-9802-83-3325.

Professor Contact Information:

Course Professor: Jorge L. Mendoza, Ph.D.
Mailing Address: Psychology Department
University of Oklahoma
Norman, OK 73019
Telephone Number: (405) 325-4511
Email Address: jmendoza@ou.edu
Web Address: <http://www.ou.edu/faculty/M/Jorge.L.Mendoza-1>
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 Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fheg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

Northouse, P.G. (2012). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: Sage. ISBN 9781452203409.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Course Objectives:

To explore the conceptual, research, and practical aspects of leadership and leadership development in a variety of organizational settings, including for-profit and nonprofit organizations.

Assignments, Grading and Due Dates:

1. Read the required textbook prior to the first day of class.

2. Based on the readings from the textbook and your personal knowledge and experience with leadership, write a 3-4-page report explaining your personal philosophy of leadership. **Due Date:** You must turn in this assignment on the first night of class.
3. Search in the literature base for two (2) separate scholarly pieces of work involving concepts of leadership. These materials may be from referenced journals, books or monographs.
4. Using the results of the literature search, you are required to write a mini-report on both scholarly pieces. In total, your report should be between five to seven pages long. In each mini-report, give a brief discussion of the points raised (no more than one page) and then analyze the points using the concepts of leadership covered in the textbook. You may, for example, explain why these points make or do not make sense to you, the logic or completeness of their arguments, and the potential implications of these concepts for your experiences with leadership. This exercise is calling for your analysis of the points rather than a journalist account of the article. **Due Date:** This assignment will be due on the last day of class and will be presented in class.
5. Write a paper based on an eye-ball account (real life account) of an aspect of leadership or organizational development in any organization (e.g. business, military, state or federal educational agency, and college or university). Your report should be between 6-10 double-spaced pages. This exercise, in essence, serves as your final exam and will be **due on the last day of class**. You are encouraged to address the following points.
 - a. Who are these leader(s), what positions do they hold, and who are their followers?
 - b. What do you think makes them leaders? Do their followers feel the same way?
 - c. What is their philosophy of leadership?
 - d. What traits or characteristics of them do you find interesting or effective in their exercise of leadership? What do you find are their undesirable traits?
 - e. Are there certain actions or behaviors you think are particularly innovative or effective?
 - f. How do they deal with problems related to situational leadership? Explain how they adjust their leadership strategies with their followers and vice versa, how problems are resolved, and the effectiveness of their actions.
 - g. What are their strengths and weaknesses of their leadership style or behavior? What could they have done better?
 - h. What lessons can be drawn from your examination, and what are the implications of these for other organizational settings?

Grading:

This is a letter-graded course: A, B, C, D, or F. The criteria for your final course grade are as follows:

Assignment	Due Date	Percent of Course Grade
Scholarly Writing in Items 2 and 4	Item 2: First night of class Item 4: Last day of class and presented in class	40%
Scholarly Writing in Item 5	Last Day of Class	40%
Quality of Participation in Group Presentations and Open Class Discussions	During Class	20%

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

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 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)