

Psychology 739
Seminar in Organizational Psychology: Leadership

Fall, 2011

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Office Hours: Mondays, 3:00 - 4:15; Tuesdays – 12:00 - 1:15, and by appointment

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PURPOSE: The purpose of this class is to develop your understanding and knowledge of leadership theories and research. It is also intended to develop your ability to design and evaluate leadership research studies. This course will provide you with a range of perspectives in leadership theories and research. We will also examine issues related to leader assessment, training and development. This class will follow a seminar format. This means that you should read the assigned articles before class time and be prepared to discuss/critique them.

OUTLINE OF TOPICS AND TENTATIVE SCHEDULE:

- I. Introduction (8/29-9/12):
 - A. Definitions
 - B. "Do Leaders Matter?"
- NO CLASS ON September 5
- II. Leadership Effectiveness
 - A. Leader Performance Requirements (9/12)
 - B. Leadership behavior (9/12):
 - C. Leader characteristics (9/19):
- III. Interpersonal Theories of Leadership (9/26 -10/24):
 - A. Power; Collective Leadership (9/26)
 - B. Leadership Perceptions; Leadership and Followership; Gender and leadership (10/03 - 10/12)
 - C. Contingency Theory; Normative Model of Leadership (10/12 - 17)
 - D. Leader Member Exchange Theory (10/17)
 - E. Functional Leadership, Team leadership, (10/24)
 - F. Charismatic and Transformational Leadership (10/31)
- IV. Organizational Theories of Leadership (11/07):
 - A. Open Systems Theory
 - B. Stratified Systems Theory
- V. Strategic Leadership Theories and Models (11/14 – 11/21):
 - A. Strategic Leadership: An overview (11/14)
 - B. CEOs and Top Management Teams (11/21)
- VI. Leader Assessment and Development (11/28 -12/03):
 - A. Leadership Leader Assessment; Selection; Staffing (11/28)
 - B. Leader Training and Development (12/03)

REQUIREMENTS: Your grade in this class will be based on four assignments. The first is a research proposal on any topic in leadership. This proposal will be due on December 5. An outline of this proposal will be due on October 12. The second assignment will be a cumulative take-home final examination, to be distributed on December 5 and due December 19. This examination will be essay in

format. The third assignment is an annotated bibliography to be completed the topic of your research proposal. This bibliography will be due on October 31. The paper will be worth 40% of your grade; the final examination will be worth 30% of your final grade. The bibliography will be worth 15% of your grade. Missed deadlines for the assignments will result in a letter-grade deduction (10 points) for each day late.

This class is intended to be a seminar class, with considerable discussion expected among class members. As a fourth assignment, you will be required as part of a team to be responsible for presenting two of the assigned articles each week and leading the class discussion on that article. Each week I will assign a "participation grade" to you that will reflect (a) your individual preparation and participation in the class discussion, and (b) your group's preparation for and facilitation of the class discussion. I will assign the papers to your group for the following week's discussion. This participation assignment will be worth 15% of your grade. I will given further instruction on the first day of class about how t o prepare your analysis and facilitation of articles. Please note that all members of the class are responsible for reading all of the articles each week, not just the ones assigned to your group.

Summary of Grade:

Research Proposal	40%
Annotated Bibliography	15%
Final Examination	30%
Class Participation	15%

TEXTS:

Recommended:

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

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications* (4th edition). New York: Free Press.

Honor Code: The provisions of the George Mason University honor code apply to all aspects of this course.

Add/Drop Deadlines: Add = September 6; Drop = September 30.

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Office (703-993-2474). All academic accommodations must be arranged through that office

READINGS

*Note: All readings for a particular topic need to be completed by the date we start that topic. Also the readings from the Yukl and Bass texts are **optional**.*

I. Introduction/Overview: Definitions: "Do Leaders Matter?" (8/29-9/12)

Ayman, R. & Korabik, K. (2010). Leadership: Why gender and culture matter. *American Psychologist*, 65, 157-170.

Day, D. V. & Lord, R. G. (1988). Executive leadership and organizational performance: Suggestions for a new theory and methodology. *Journal of Management*, 14, 453-464.

Meindl, J. R., & Ehrlich, S. B. (1987). The romance of leadership and the evaluation of organizational performance. *Academy of Management Journal*, 30, 91-109.

Yukl, G. (2008). How leaders influence organizational effectiveness. *Leadership Quarterly*, 19, 708-722.

Yukl, G. (2010). *Leadership in organizations*, Chapter 1.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapters 1 & 3.

II. Leadership Effectiveness

A. Leadership Performance Requirements (9/12)

Dess, G. G., & Picken, J. (2000). Changing roles: Leadership in the 21st Century. *Organizational Dynamics*, 28, 18-33.

Fleishman, E. A., Mumford, M. D., Zaccaro, S. J., Levin, K. Y., Korotkin, A. L., Hein, M. B. (1991). Taxonomic efforts in the description of leader behavior: A synthesis and functional interpretation. *Leadership Quarterly*, 2 (4), 245-287.

Yukl, G. (2010). *Leadership in organizations*, Chapter 2.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 2, 21.

B. Leadership behavior (9/12)

Burke, S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., & Halpin, S. M. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. *Leadership Quarterly*, 17, 288-307.

Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, 89, 36-51.

Yukl, G. (2010). *Leadership in organizations*. Chapter 3.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*,

Chapters 17-18, 20.

C. Leader characteristics (9/19)

Arvey, R. D., Rotundo, M., Johnson, W., Zhang, Z., & McGue, M. (2006). The determinants of leadership role occupancy: Genetic and personality factors. *Leadership Quarterly*, 17, 1-20.

Judge, T., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 765-780.

Livi, S., Kenny, D. A., Albright, L., & Pierro, A. (2008). A social relations analysis of leadership. *Leadership Quarterly*, 19, 235-248.

Zaccaro, S. J. (2007). Trait-based perspectives of leadership. *American Psychologist*, 62, 6-16.

Yukl, G. (2010). *Leadership in organizations*, Chapter 7.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapters 4-5.

III. Interpersonal Theories of Leadership

A. Power; Collective Leadership (9/26)

Carson, J.B., Tesluk, P.E. and Marrone, J.A. (2007), Shared leadership in teams: An investigation of antecedent conditions and performance, *Academy of Management Journal*, Vol. 50, 1217-34.

Day, D. V., Gronn, P., & Salas, E. (2004). Leadership capacity in teams. *Leadership Quarterly*, 15, 857-880.

Friedrich, T. L., Vessey, W. B., Schuelke, M. J., Ruark, G. A., Mumford, M. D. (2009). A framework for understanding collective leadership: The selective utilization of leader and team expertise within networks. *The Leadership Quarterly*, Vol 20(6), 933-958.

Hiller, N.J., Day, D.V. and Vance, R.J. (2006), Collective enactment of leadership roles and team effectiveness: A field study. *Leadership Quarterly*, Vol. 17, 387-97.

Pearce, C. L., & Sims, H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational and empowering leader behaviors. *Group dynamics: Theory, Research, and Practice*, 6, 172-197.

Yukl, G., Kim, H., & Falble, C. M. (1996). Antecedents of influence attempts. *Journal of Applied Psychology*, 81, 309-317.

Yukl, G. (2010). *Leadership in organizations*, Chapter 6.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapters 11-12.

B. Leadership Perceptions; Leadership and Followership; Gender and leadership (10/03 - 10/12)

- DeRue, D. S., & Ashford, S. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review* 35, 627-647.
- Foti, R. J., Knee, R. E., Jr., & Backert, R. S. G. (2008). Multi-level implications of framing leadership perceptions as a dynamic process. *Leadership Quarterly*, 19, 178-194.
- Johnson, S.K, Murphy, S.E., Zewdie, S., & Reichard, R.J. (2008). The strong, sensitive type: Effects of gender stereotypes and leader prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes*, 106, 39-60.
- Koenig, A. M., Eagly, A. H., Mitchel, A. A., Ristikari, T. (2011). Are leadership stereotypes masculine? A meta-analysis of three research paradigms. *Psychological Bulletin*, 137, 616-642.
- Rosette, A. S., Tost, L. P. (2010). Agentic women and communal leadership: How role prescriptions confer advantage to top women leaders. *Journal of Applied Psychology*, 95, 221-235.
- Ryan, M. K., & Haslam, S. A. (2007). The glass cliff: Exploring the dynamics surrounding the appointment of women to precarious leadership positions. *Academy of management Review*, 32, 549-572.
- Yukl, G. (2010). *Leadership in organizations*, Chapter 5.
- Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 19.

C. Contingency Theory; Normative Model of Leadership (10/12 - 10/17)

- Strube, M. J., & Garcia, J. E. (1981). A meta-analytic investigation of Fiedler's contingency model of leadership effectiveness. *Psychological Bulletin*, 90, 307-321.
- Field, R. H. G., & House, R. J. (1990). A test of the Vroom-Yetton model using manager and subordinate reports, *Journal of Applied Psychology*, 75, 362-370.
- Yukl, G. (2010). *Leadership in organizations*. Chapter 4. pp. 224-228, 247-250.
- Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 19.

D. Leader-Member Exchange Theory (10/17)

- Chen, Z., Lam, W., Zhong, J. A. (2007). Leader-member exchange and member performance: A new look at individual-level negative feedback-seeking behavior and team-level empowerment climate. *Journal of Applied Psychology*, 92, 202-212.
- Henderson, D. J., Liden, R. C., Glibkowski, B. C., & Chaudhry, A. (2009). LMX differentiation: A multilevel review and examination of its antecedents and outcomes. *Leadership Quarterly*, 20, 517-534

Henderson, D. J., Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2008). Leader-member exchange, differentiation, and psychological contract fulfillment: A multi-level examination. *Journal of Applied Psychology, 93*, 1208-1219.

Venkataramani, V., Green, S. G., & Schleicher, D. (2010). Well-connected leaders: The impact of leaders' social network ties on LMX and members' work attitudes. *Journal of Applied Psychology, 95*, 1071-1084.

Yukl, G. (2010). *Leadership in organizations*. Chapter 5, pp. 122-127.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 16.

E. Functional Leadership, Team Leadership (10/24)

Balkundi, P., & Harrison, D. A. (2006). Ties, leaders, and time in teams: Strong inference about network structure's effects on team viability and performance. *Academy of Management Journal, 49*, 49-68.

Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology, 92*, 331-346.

Hackman, J. R. & Wageman, R. (2005). A theory of team coaching. *Academy of Management Review, 30*, 269-287.

Morgeson, F. P. (2005). The external leadership of self-managing teams: Intervening in the context of novel and disrupting events. *Journal of Applied Psychology, 90*, 497-508.

Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2009). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of Management, 36*, 5-39.

Yukl, G. (2010). *Leadership in organizations*. Chapter 11.

F. Charismatic and Transformational Leadership (10/31)

Erez, A., Misangyi, V. F., Johnson, D. E., LePine, M. A., & Halverson, K. C. (2008). Stirring the hearts of followers: Charismatic leadership as the transfer of affect. *Journal of Applied Psychology, 93*, 602-615.

Griffin, M. A., Parker, S. K., & Mason, C. M. (2010). Leader vision and the development of adaptive and proactive performance. *Journal of Applied Psychology, 95*, 174-182.

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology, 89*, 755-768.

Mumford, M. D., Antes, A. L., Caughron, J. T., & Friedrich, T. L. (2008). Charismatic, ideological, and pragmatic leadership: Multi-level influences on emergence and performance. *Leadership Quarterly, 19*, 144-160.

Shamir, B., House, R. J., & Arthur, M. (1993). The motivational effects of charismatic leadership: A self-

concept based theory. *Organization Science*, 4, 577-594.

Yukl, G. (2010). *Leadership in organizations*. Chapters 9-10.

IV. Organizational Theories of Leadership

A. Open Systems Theory (11/07)

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (pp. 525-576). New York, NY: Wiley.
A. Open Systems Theory

B. Stratified Systems Theory (11/07)

Jacobs, T. O., & Jaques, E. (1987). Leadership in complex systems. In J. Zeidner (Ed.), *Human productivity enhancement*. New York: Praeger.

Note: you may substitute the following:

Jacobs, T. O., & Jaques, E. (1990). Military executive leadership. In K. E. Clark & M. B. Clark (Eds.), *Measures of leadership* (pp. 281-295). Greensboro, NC: Center for Creative Leadership.

Jacobs, T. O., & Jaques, E. (1991). Executive leadership. In R. Gal & A. D. Manglesdorff (Eds.), *Handbook of military psychology*, Chichester, England: Wiley.

Hunt, J. G., Osborn, R. N., Boal, K. B. (2009). The architecture of managerial leadership: Stimulation and channeling of organizational emergence. *Leadership Quarterly*, 20, 503-516.

Mumford, T., Campion, M. A., & Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *Leadership Quarterly*, 18, 154-166.

DeChurch, L. A., Hiller, N. J., Murase, T., Doty, D., & Salas, E. (2010). Leadership across levels: Levels of leadership and their levels of impact. *The Leadership Quarterly*, 21, 1069-1085.

V. Strategic Leadership Theories and Models

A. Strategic Leadership (11/14)

Boal, K. B., & Hooijberg, R. (2000). Strategic leadership research: Moving on. *Leadership Quarterly*, 11, 515-549.

Cannella, A. A., & Monroe, M. J. (1997). Contrasting perspectives on strategic leaders: Toward a more realistic view of top managers. *Journal of Management*, 23, 213-237.

Geletkanycz, M. A., & Boyd, B. K. (2011). CEO outside directorships and firm performance: A reconciliation of agency and embeddedness views. *Academy of Management Journal*, 54, 335-352.

Hitt, M. A., & Tyler, B. B. (1991). Strategic decision models: Integrating different perspectives.

Strategic Management Journal, 12, 327-351.

Yukl, G. (2010). *Leadership in organizations*, Chapter 12.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 24.

B. CEOs and Top Management Teams (11/21)

Boone, C., & Hendricks, W. (2009). Top management team diversity and firm performance: Moderators of functional-background and locus of control diversity. *Management Science*, 55, 165-180.

Carmeli, A., & Halevi, M. Y. (2009). How top management team behavioral integration and behavioral complexity enable organizational ambidexterity: The moderating role of contextual ambidexterity. *Leadership Quarterly*, 20, 207-218.

Ensley, M. D., Hmieleski, K. M., Pearce, C. L. (2006). The importance of vertical and shared leadership within new venture top management teams: Implications for the performance of startups. *The Leadership Quarterly*, Vol 17(3), 217-231.

Peterson, R. S, Smith, D. B., Martorana, P. V. & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organizational performance. *Journal of Applied Psychology*, 88, 795-808.

Simsek, Z., Viega, J. F., Lubatkin, M. H., & Dino, R. N. (2005). Modeling the multilevel determinants of top management team behavioral integration. *Academy of Management Journal*, 48, 69-84.

VI. Leader Assessment and Development

A. Leader Assessment; Selection (11/28)

Hollenbeck, G. P. (2009). Executive selection -- What's right...and what's wrong. *Industrial and organizational psychology: Perspectives on science and practice*. 2, 130-180 (includes commentaries on the original article).

Lievens, F., Chasteen, C., Day, E. A., Christiansen, N. D. (2006). Large-scale investigation of the role of trait activation theory for understanding assessment center convergent and discriminant validity. *Journal of Applied Psychology*, 91, 247-258

Spreitzer, McCall, M. W., & Mahoney, J. D. (1997). Early identification of international executive potential. *Journal of Applied Psychology*, 82, 6-29.

van Hooft, E. A. J., van der Flier, H., & Minee, M. R. (2006). Construct validity of multi-source performance ratings: An examination of the relationship of self-, supervisor-, and peer-ratings with cognitive and personality measures. *International Journal of Selection and Assessment*, 14, 67-81.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 35.

C. Leader Training and Development (12/5)

Day, D. V., & Harrison, M. H. (2007). A multilevel, identity-based approach to leadership development. *Human Resource Management Review, 17*, 360-373.

DeRue, D. S., & Wellman, N. (2009). Developing leaders via experience: The role of developmental challenge, learning orientation, and feedback availability. *Journal of Applied Psychology, 94*, 859-875.

Lord, R. G., & Hall, R. J. (2005). Identity, deep structure, and the development of leadership skill. *Leadership Quarterly, 15*, 591-615.

Murphy, S. E., & Johnson S. K. (2011). The benefits of a long-lens approach to leader development: Understanding the seeds of leadership. *Leadership Quarterly, 22*, 459-470.

Yukl, G. (2010). *Leadership in organizations*, Chapter 15.

Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*, Chapter 34.