Psychology 739
Seminar in Organizational Psychology: Leadership

Fall, 2011
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Office: DK 3066
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 to 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:**

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<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Research Proposal</td>
<td>40%</td>
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<td>Annotated Bibliography</td>
<td>15%</td>
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<tr>
<td>Final Examination</td>
<td>30%</td>
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<td>Class Participation</td>
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**TEXTS:**

**Recommended:**


**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)


II. Leadership Effectiveness

A. Leadership Performance Requirements (9/12)


B. Leadership behavior (9/12)


C. Leader characteristics (9/19)


III. Interpersonal Theories of Leadership

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 - 10/17)


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

A. Open Systems Theory (11/07)


B. Stratified Systems Theory (11/07)


Note: you may substitute the following:


V. Strategic Leadership Theories and Models

A. Strategic Leadership (11/14)


Strategic Management Journal, 12, 327-351.


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


VI. Leader Assessment and Development

A. Leader Assessment; Selection (11/28)


C. Leader Training and Development (12/5)


