



**Royal Military College of Canada
Military Psychology and Leadership Department**

**PSE 301: Organizational Behaviour and Leadership
Course Description and Outline – Fall 2017**

Description

This course is designed to familiarize students with basic theories, concepts, and skills related to Organizational Behaviour (OB) and effective leadership. OB is a field of study investigating the impact that individuals, groups, and organizational factors have on workplace performance and satisfaction. The primary goals of OB are to predict, explain, and manage behaviour in the workplace. A special emphasis is placed on how leaders can use their knowledge and understanding of OB to improve performance and increase the well-being of members. You should approach this course with three primary objectives in mind:

- a. Gaining an understanding of individual, group, and organizational factors that impact on performance and well-being of personnel in organizations;
- b. Developing an appreciation for the central role that leadership has in shaping the attitudes and behaviours of individuals in the workplace; and
- c. Developing critical analysis skills through critique and evaluation of the research and theories presented.

Instructors (English)

LCdr M. Vanderpool, MSc
Office: HH306, ext 6966
E-Mail: michael.vanderpool@rmc.ca

Dr. A. MacIntyre, PhD
Office: HH110, ext. 6408
Email: allister.macintyre@rmc.ca

Maj C. Eastwood, MSc
Office: HH305, ext. 6409
E-Mail: christina.eastwood@rmc.ca

Lt(N) C. McLeod, MSc
Office: HH304, ext. 6767
E-Mail: christopher.mcleod@rmc.ca

Instructors (French)

LCol J. Bélanger, MA, MDS
Office: HH208, ext 6016
E-mail. julie.belanger@rmc.ca

Dr. M. Gagnon, PhD
Office: TBD, ext. TBD
Email: mathieu.gagnon@rmc.ca

Maj C. Eastwood, MSc
Office: HH305, ext. 6409
E-Mail: christina.eastwood@rmc.ca

Course Coordinator

Maj C. Eastwood, MSc
Office: HH305, ext. 6409
E-Mail: christina.eastwood@rmc.ca

Administrative Assistant

Ms. Nathalie Lebrun
Office: HH104, ext. 6015
E-mail: nathalie.lebrun@rmc.ca

Textbook

Johns, G., & Saks, A. M. (2014). *Organizational behaviour: Understanding and managing life at work* (9th ed.). Toronto: Prentice Hall.

Additional readings will be available on the Moodle course site.

Course Management

Administrative details (e.g., APA instructions, Term Paper Instructions, etc.), core slides, and assigned readings other than the course textbook will all be available through Moodle. Students are required to be sufficiently familiar with this website in order to access compulsory readings, the core slides, and submit their term paper.

Expectations

This is a mandatory professional development course for Naval and Officer Cadets. It is expected that all PSE 301 students will approach the course professionally, maximizing their learning through regular attendance, completion of assignments, weekly pre-readings and active participation in class discussions.

Absences

RMCC policy requires mandatory class attendance. Students will **notify their Professor/Lecturer and Class Senior** *in advance* via email if they expect to miss a class for any reason. For an unexpected absence, students will notify their Professor/Lecturer and Class Senior by e-mail *within 24 hours* of missing the class. Those who do not notify their professor/lecturer within the appropriate timeframe should expect that the Professor/Lecturer will notify the student's chain of command (i.e., Squadron Commander).

Academic Integrity¹

Academic integrity violations include plagiarism, cheating, and other violations of academic ethics, and are considered a serious academic infraction for which penalties may range from a recorded caution to expulsion from the College. The RMCC Academic Regulations Section 23 defines plagiarism as: "Using the work of others and attempting to present it as original thought, prose or work. This includes failure to appropriately acknowledge a source, misrepresentation of cited work, and misuse of quotation marks or attribution, failure to acknowledge adequately collaboration or outside assistance and, copying." All students should consult the published statements on Academic Integrity contained in the *Royal Military College of Canada Undergraduate Calendar*, Section 23.

¹ <http://www.rmcc-cmrc.ca/en/registrars-office/academic-regulations#ai>

Evaluations

Type	Weight	Due Date
<i>Midterm Exam</i> The Midterm Exam assesses knowledge, comprehension, and application of all material from weeks 1 – 6 of the course, including material presented in the PSE301A slide decks.	30%	Week 8
<i>Final Exam*</i> The Final Exam assesses knowledge, comprehension, and application of all material from weeks 8 – 14 of the course, including material presented in the PSE301A slide decks.	30%	TBA; December during final exam weeks
<i>Term Paper Proposal</i> Each student will submit a term paper proposal. Full details can be found in Annex A.	10%	30 Oct @ 0800
<i>Term Paper</i> Each student will submit a Term Paper. Full details can be found in Annex B.	25%	20 Nov @ 0800
<i>Individual contribution to the course</i> Each student is expected to actively engage in the classroom by taking an effective role in his/her own learning. Full details can be found in Annex C.	5%	Across term

*Note regarding the Final Exam: In accordance with Academic Regulation 10.2, "the instructor may refuse a student permission to write a final examination in a course if the requirements with regard to course work have not been met" (<http://www.rmcc-cmrc.ca/en/registrars-office/academic-regulations#fe>). **The Term Paper Proposal and Term Paper must be submitted no later than 0800 on Tuesday, 05 Dec 2017 in order to be eligible to write the Final Exam.** A mark of zero is assigned after 0800 30 Oct and 20 Nov respectively.

Schedule & Assigned readings

WEEK	DATES	READINGS	TOPICS
1	05-08 Sep	Ch 1	Introduction to Organizational Behaviour
Block 1: The Individual in the Organization			
2	11-15 Sep	Ch 2, pp. 42-53 Ch 4, pp. 118-126 Schermerhorn et al. (2005), pp. 70-72, pdf on Moodle	Work attitudes and behaviours: Antecedents • Personality • Values
3	18-22 Sep	Ch 3, pp.78-100	Work attitudes and behaviours: Antecedents • Perception & Attribution • Diversity
4	25-29 Sep	Ch 3, pp. 101-103 Ch 4, pp. 126-144 Ch 13, pp. 452-459	Work attitudes and behaviours: Attitudes & Outcomes • POS, Trust • Attitudes & Behaviours • Conflict Classes end @ 1530 on Thursday 28 Sep Classes end @ 1230 on Friday 29 Sep
5	02-06 Oct	Ch 2, pp. 53-62 Ch 5 Langton, N. Robbins, S. P. & Judge, T. A. (2011), pdf on Moodle	Learning and work motivation theories
6	09-13 Oct	Ch 6 Schermerhorn et al. (2005) pp. 146-147, 158, pdf on Moodle	Motivation in practice No classes on 9-11 Oct for Thanksgiving and Fall Term Break

Block 2: Social Behaviour			
7	16-20 Oct	Ch 7	Groups and Teamwork
8	23-27 Oct		Midterm Exam during 2hr class period (week 1 to 6 material only). No 1 hr classes this week
9	30 Oct-03 Nov	Ch 9	Leadership Term Paper Proposal due Monday 30 Oct @ 0800
10	06-10 Nov	CF Conceptual Foundations, Ch 2, Ch 5 (pp. 58-67), pdf on Moodle Johns & Saks (2014), Ch 12, pp. 418-427 Schermerhorn et al. (2005), pdf on Moodle	Leadership in the CAF, Power and Influence
11	13-17 Nov	Ch 8 Langton, Robbins, & Judge (2011) - Chapter 10, pp. 347, pdf on Moodle Sniderman, Bulmarsh, Nelson, & Quick (2010) - Chapter 12, pp. 351-354, pdf on Moodle	Organizational culture and socialization No classes on Monday 13 Nov for Remembrance Day
Block 3: The Total Organization and Organizational Processes			
12	20-24 Nov	Ch 10, pp. 352-364 Ch 11	Communication Decision making Term Paper due Monday 20 Nov @ 0800
13	27 Nov – 01 Dec	Ch 16, pp.566-578 Ch 13, pp. 465-481	Organizational change and stress
14	04-05 Dec		Compensatory classes for Fall Term Break

Annex A - Term Paper Proposal instructions and marking rubric

The assignment is meant to provide you an opportunity to review the requirements of the term paper, develop a foundation for the paper and obtain feedback from your professor/lecturer. Keep in mind that although you will touch upon some aspects of the term paper the proposal is meant to be a brief and concise overview of what will be presented in more detail and with more context in the final term paper.

In the first portion of the proposal you will identify the core principle that guides your leadership and briefly discuss one recent external reference (see below for definition of recent external reference) that supports the effectiveness of your core principle.

In the second portion you will identify two leadership strengths and two areas of improvements. Furthermore, you will present four recent external references (one for each strength and weakness) and concisely discuss the link between your selected article and the strength/weakness.

External References are defined as peer-reviewed journal. Books and textbooks, including the course text, may be used to supplement your selected articles, **but will not be considered** an external reference. Furthermore, anything published prior to 2007 (i.e., 2006 or older) can be used to supplement your work however these articles will not be considered recent and thus will not be counted towards the minimum number of external references required. Note that Wikipedia, dictionaries, and other online internet sites are not peer-reviewed journal articles.

Examples of acceptable, peer-reviewed journals include:

- *Journal of Applied Psychology*
- *Academy of Management Journal*
- *Personnel Psychology*
- *International Journal of Psychology*
- *Journal of Personality and Social Psychology*
- *Annual Review of Psychology*
- *Journal of Organizational Behavior*

Format

The Term Paper Proposal for this course must be double-spaced with 1" margins all around. Length is to be 500-750 words of text (**excluding** title page and reference page). A title page and reference page must be included and formatted in accordance with the APA 6th edition requirements.

***American Psychological Association (APA) 6th edition convention is to be used when formatting your paper and citing all sources.** A copy of the 6th edition is available in the reference section of Massey: BF76.7.P83 2010. Additionally, a document that explains how to write a proper APA paper is posted on Moodle for your reference.

Turnitin

"The Royal Military College of Canada (RMCC) Undergraduate Calendar, Section 23.7 states: The Royal Military College of Canada and its faculty members reserve the right to employ originality checking and plagiarism detection instruments or services to protect, preserve, and promote the academic integrity of the credits and degrees it grants. Students enrolled in an RMCC course may, as part of the requirements to receive credit for that course, be required to submit their work to such originality checking and plagiarism detection instruments or services."

A link to Turnitin will be provided within Moodle for the week that the Term Paper Proposal is due. It is recommended that you keep a copy of the digital receipt, as it is your proof that you submitted your Term Paper Proposal. If you submit your Term Paper Proposal after the deadline, you still need to submit it to turnitin.com. Your assignment will not be marked if it has not first been submitted to turnitin.com.

Due Date

This Term Paper Proposal is due by 0800 on Monday 30 October. Late submissions will not be accepted (i.e., they will be scored 0).

Students will be rewarded for submitting their assignments prior to 0800 on Wednesday 25 October 2017. The 'reward percentage' will be applied to the final Term Paper Proposal mark. For example, if a student received 8/10 on the paper and it was submitted on Wednesday, 25 Oct 2017, the student's final mark would be 8.4/10 (i.e., 5% of 8):

- a. Submit by 0800 on Wednesday, 25 Oct +5%
- b. Submit by 0800 on Thursday, 26 Oct +4%
- c. Submit by 0800 on Friday, 27 Oct +3%
- d. Submit by 0800 on Saturday, 28 Oct +2%
- e. Submit by 0800 on Sunday, 29 Oct +1%

As a reminder, students are required to have submitted a Term Paper Proposal of satisfactory quality (as judged by the professor) no later than 0800 on 05 December 2017 in order to be eligible to write the Final Exam. However, any papers submitted after 30 Oct 2017 @ 0800 will still receive a zero.

Extensions to the Term Paper will only be granted in **exceptional circumstances**, which do not include "too much work". Some examples of "exceptional circumstances" are a death or serious illness of a close relative, or operational circumstances. A written proof of exceptional circumstances must be provided in advance by the student to the instructor in order to be granted that extension.

PSE 301 Term Paper Proposal Rubric

Student Name:			
Student Number:		Section:	
CONTENT (10)	Mark	%	Comments
Part 1 - The core principle is clearly articulated - The core principle presented is not a course concept or theory - Strengths have been identified and clearly articulated - Areas of improvement are clearly identified and articulated - There is a well thought out plan about how this paper will be executed - Potential sub-areas/focus are mentioned - Evidence that a review of the literature has been commenced - Clear links exist between selected articles and topics of discussion - Key terms have been defined or explained - Information is accurately presented	10		
Sub-total A (/10)			
Structure / Format / English (-3)			
Format - References used were correctly identified, using APA style in the text (for quotes and paraphrasing) - Followed example provided on Moodle with respect to: - Title page - Pagination - Reference page	-1		

Structure • Essay format used (intro, thesis or controlling idea, development/analysis, conclusion) • Introduction: ▪ Aim of paper clearly identified ▪ Outline provided • Paragraphs: ▪ Include a topic sentence, an explanation of the topic, and supporting details/ evidence ▪ Information provided in paragraph is related to topic • Conclusion: ▪ Succinctly summarizes information provided	-1		
Quality of English • Spelling, punctuation, grammar, syntax • No contractions (e.g., can't) used • Appropriate word choice used (e.g., no jargon; correct meaning) • Information presented clearly for reader	-1		
Sub-total B (/ -3)	/ -3		
TOTAL A (10) + B (-3)=	/10		Value: 10% of course mark

Annex B Term paper instructions and marking rubric

Leadership Self-Analysis: Description

This assignment is meant to provide you with the opportunity to reflect on your own leadership philosophy and consider your leadership strengths and the areas that you believe you need to improve the most.

In the first portion of the Term Paper, you will describe your own leadership philosophy. You will:

- Clearly identify what you believe is the core principle that guides your leadership philosophy (your core principle should not be simply a concept from the course, such as “my principle is to be a transformational leader” but what you believe to be the guiding principle that is at the heart of how you lead. For example, “Integrity is at the heart of how I lead”).
- Summarize **why** you believe your core principle is essential to leading others by providing personal stories, examples, or experiences. If you are unable to describe such a personal experience, you may reference a moment in history or in recent news where your core principle applied (Note: proper references must be provided).
- Provide academic evidence that illustrates how a theory or concept that we covered in this course supports the effectiveness of your core principle in the context of leading others; you will use theory to infer the effectiveness of your principle. You must find at least one separate **external reference** (see below for definition of external reference) to assist you in explaining the theory/concept that supports your leadership philosophy.

In the second portion of the Term Paper, you will discuss your strengths and weaknesses in leadership. We acknowledge that some of you may not have had a specific leadership role (e.g., a bar position) at RMCC yet; however, we ask that you reflect on what you see as your **two** greatest strengths and the **two** areas in which you feel you need the most improvement. You will:

- Connect your strengths to your personal leadership philosophy; how are the strengths congruent with your philosophy? Provide an example of when you demonstrated both of these characteristics (e.g., if one of your strengths is honesty, how does it support the way you lead others with integrity?).
- Connect your weaknesses to your personal leadership philosophy; indicate why you think that it is important that you improve upon these aspects of leadership. Provide an example of when you felt you could have performed better in that particular aspect of leadership (e.g., if one of your weaknesses is inflexibility, how does inflexibility support leading others with integrity? Yet it is easy to see how it may also be a source of conflict when dealing with others).

You need to provide academic support for why these aspects of leadership are considered either as strengths or weaknesses. You must find a separate **external reference** (see below for definition of external reference) to support each strength and weakness. Provide a summary of the research conducted in the article, and then indicate how the research described in the article supports your argument that your strength or weakness is relevant to being an effective leader.

External References

A minimum of five (5) external, peer-reviewed journal articles must be used to support your Term Paper. Books and textbooks, including the course text, may be used to supplement the five articles, **but will not be included** as part of your five (5) required references. Note that Wikipedia, dictionaries, and other online internet sites are not considered to be peer-reviewed journal articles. Furthermore, anything published prior to 2007 (i.e., 2006 or older) can be used to supplement your work however these articles will not be considered recent and thus will not be counted towards the minimum number of external references required.

Examples of acceptable, peer-reviewed journals include:

- *Journal of Applied Psychology*
- *Academy of Management Journal*
- *Personnel Psychology*
- *International Journal of Psychology*
- *Journal of Personality and Social Psychology*
- *Annual Review of Psychology*
- *Journal of Organizational Behavior*

Format

The Term Paper for this course must be double-spaced with 1" margins all around. Length is to be 2000-2500 words of text (**excluding** title page and reference page). A title page and reference page must be included and formatted in accordance with the APA 6th edition requirements.

***American Psychological Association (APA) 6th edition convention is to be used when formatting your paper and citing all sources.** A copy of the 6th edition is available in the reference section of Massey: BF76.7.P83 2010. Additionally, a document that explains how to write a proper APA paper is posted on Moodle for your reference.

Turnitin

"The Royal Military College of Canada (RMCC) Undergraduate Calendar, Section 23.7 states: The Royal Military College of Canada and its faculty members reserve the right to employ originality checking and plagiarism detection instruments or services to protect, preserve, and promote the academic integrity of the credits and degrees it grants. Students enrolled in an RMCC course may, as part of the requirements to receive credit for that course, be required to submit their work to such originality checking and plagiarism detection instruments or services."

A link to Turnitin will be provided within Moodle for the week that the Term Paper is due. It is recommended that you keep a copy of the digital receipt, as it is your proof that you submitted your Term Paper. If you submit your Term Paper after the deadline, you still need to submit it to turnitin.com. Your assignment will not be marked if it has not first been submitted to turnitin.com.

Due Date

This Term Paper is due by 0800 on 20 November. Late submissions will not be accepted (i.e., they will be scored 0).

Students will be rewarded for submitting their assignments prior to 0800 on 20 Nov 2017. The 'reward percentage' will be applied to the final Term Paper mark. For example, if a student received 18/25 on the paper and it was submitted on Wednesday, 15 Nov 2017, the student's final mark would be 18.9/25 (i.e., 5% of 18):

a. Submit by 0800 on Wednesday, 15 Nov +5%

- b. Submit by 0800 on Thursday, 16 Nov +4%
- c. Submit by 0800 on Friday, 17 Nov +3%
- d. Submit by 0800 on Saturday, 18 Nov +2%
- e. Submit by 0800 on Sunday, 19 Nov +1%

As a reminder, students are required to have submitted a Term Paper of satisfactory quality (as judged by the professor) no later than 0800 on 05 December 2017 in order to be eligible to write the Final Exam. However, any papers submitted after 20 Nov 2017 @ 0800 will still receive a zero.

Extensions to the Term Paper will only be granted in exceptional circumstances, which do not include “too much work”. Some examples of “exceptional circumstances” are a death or serious illness of a close relative, or operational circumstances. A written proof of exceptional circumstances must be provided in advance by the student to the instructor in order to be granted that extension.

Leadership Self-Analysis Marking Rubric

Student Name:			
Student Number:		Section:	
CONTENT	%	Mark	Comments
Leadership Philosophy - Identified the core leadership principle (5) - Principle was clearly explained - Principle was not simply a course concept - Explained how/why this principle is essential to leading others (10) - Provided examples/experiences to demonstrate its application - Provided academic support for how a theory or concept supports the effectiveness of the principle (10) - Incorporated appropriate academic evidence - Provides a clear explanation as to how the theory/concept supports the leadership philosophy	25		
Leadership Self-reflection - Clearly identified two personal leadership strengths and two weaknesses (8) - Provided an example/illustration of each to support the above assertion (16) - Examples demonstrate the relevance of each characteristic in relation the leadership philosophy - Linked strengths to leadership philosophy (8) - Provides clear explanation how the strengths identified are congruent with the leadership philosophy - Explained the relevance of why the student should improve upon weaknesses (8) - Provided academic support for each strength and weakness (12): - Summary of article was easy to follow and not a copy & paste or rewording of the abstract	52		

• Clear link drawn from article to strength/weakness • Article supported notion of asserted characteristic as a strength/weakness of leadership			
References (in text use) • References were used appropriately to support arguments • A minimum of 5 external, peer-reviewed references were included References were provided using APA style formatting (for quotes and paraphrasing)	8		
Sub-total A	/85		

Structure / Format / English (-9)			
Format • Followed APA guidelines provided on Moodle with respect to: ▪ Title page ▪ Pagination ▪ Reference page	-3		
Structure • Essay format used (intro, thesis or controlling idea, development/analysis, conclusion) • Introduction: ▪ Aim of paper clearly identified ▪ Outline provided • Paragraphs: ▪ Include a topic sentence, an explanation of the topic, and supporting details/ evidence ▪ Information provided in paragraph is related to topic ▪ Link to previous paragraph ▪ Transition to following paragraph • Conclusion: ▪ Follows logically from analysis ▪ Interprets/evaluates results obtained ▪ Succinctly summarizes information provided • Sentences “hang” together	-3		
Quality of English • Spelling, punctuation, grammar, syntax • No contractions (e.g., can't) used	-3		
Sub-total B	/-9		
TOTALA (85) + B (-9)	= (85)	Value: 25% of course mark = /25	

Annex C – Individual contribution to the course instructions

Description

Individual contribution to the course is an important component of a positive and productive learning environment. In addition, it gives every student the opportunity to take an effective role in his/her own learning. Grading individual contribution puts the emphasis on the importance for each student to prepare themselves adequately before the class by, among other things, completing their weekly mandatory readings.

5% of your final mark will be devoted to your individual contribution throughout the semester. Every instructor will choose the best mean to grade this contribution. This could be done but is not limited to practice quizzes, participation in in-class group activities, peer evaluation, one-minute paper, contribution to the discussion facilitation, self-evaluation, card system (etc.). Participation may also be evaluated on the basis of attendance, punctuality, and appropriate and respectful discussion in class.

Note that a non-attendance penalty will be assigned for every class missed for an unauthorized reason (1% per absence to a max of 5%).