



PSE 454 Advanced Leadership - Winter 2020

Instructor

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Description

This course is designed to provide students with a comprehensive understanding of leadership concepts presented in the psychological literature and incorporated in Canadian Armed Forces leadership doctrine. This course will be seminar-based; that is, I will provide a lecture each week as an overview of the material, but students, will be required to lead and participate in discussions to further your understanding of the concepts and develop your own skills at leading a class discussion.

There are three main learning objectives for this course (i.e., stuff you should know/be able to do at the end of the course):

1. Gain an understanding of the theories and concepts that explain leadership and effective leader behaviour;
- b. Develop an appreciation of how leadership theories relate to the military context and the responsibilities of junior leaders; and,
- c. Apply academic skills through the critique, examination and presentation of key leadership concepts.

Required Course Material:

Northouse, P.G. (2007) Leadership Theory and Practice (4th Ed)

Additional Resources (Available in PDF on Moodle):

Duty with Honour

Leadership in the Canadian Forces: Conceptual Foundations

Leadership in the Canadian Forces: Leading people

Leadership in the Canadian Forces: Leading the institution

Course Management

Administrative details (e.g., syllabus, term paper instructions), slides, and assigned readings other than the course textbook will all be available through Moodle. Students are required to be sufficiently familiar with this platform.

Weekly topics and readings

WEEK	DATE	TOPIC	READINGS
1	7 & 10 Jan	Leadership: An Overview	Conceptual Foundations, Chap 1, Northouse, Chapter 1
2	14 & 17 Jan	Values	Conceptual Foundations Chap 2, Duty with Honour, Chapter 2
3	21 & 24 Jan	Leader Responsibilities	Conceptual Foundations, Chap 4
4	28 & 31 Jan	Power, Skills, Style	Conceptual Foundations, Chap 5, Northouse, Chapters 3 & 4
5	4 & 7 Feb	Situational Leadership	Northouse, Chapters 5 & 6
6	11 & 14 Feb	Transformational Leadership	Northouse, Chapters 9
7	17 – 21 Feb	Reading Week	
8	25 Feb 28 Feb – Work on term papers	Leaders and Subordinates	Northouse, Chapter 7 & 8
9	3 & 6 Mar	Women and Leadership	Northouse, Chapter 12
10	10 & 13 Mar	Leadership in the Military Context	Okros (2010), pp. 15-30
11	17 & 20 Mar	Toxic Leadership	TBA
12	24 & 27 Mar	Term Paper Presentations	
13	31 Mar & 3 Apr	Term Paper Presentations	
14	7 Apr	Term Paper Presentations	

Academic Misconduct Statement

Academic misconduct, including plagiarism, cheating, and other violations of academic ethics, is 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.” It also includes “the failure to acknowledge that work has been submitted for credit elsewhere.” All students should consult the published statements on Academic Misconduct contained in the *Royal Military College of Canada Undergraduate Calendar*, Section 23.

Evaluation

Type	Weight	Due Date
Seminar	30%	
Term paper (see instructions below) Each student is expected to prepare a Term Paper		
(1) Term Paper Proposal	15%	14 Feb 20
(1) Final paper	35%	8 Apr 20
(2) Paper Presentation	20%	Weeks 12 - 14

1) Seminar (30%):

Each student will lead one, 20 – 30 minute seminar during the course. The seminar purpose is TO ADD to our knowledge of the week’s topic. On an individual level, the seminars will give students the opportunity to lead class discussions on a topic.

During the seminar, it is expected that the student-leader will:

- 1) Select an article from the list provided on Moodle for the week
- 2) Send me an email identifying the selected article for approval (first come basis)
- 3) Once approved, advise classmates about the selection by email
- 4) Provide a brief presentation/overview of the article (between 15-20 mins)
- 5) Lead the class in a discussion of the article: posing thought questions, contrasting material from the week’s reading(s), apply the material to the ‘real world’, etc.

There is no specific structure for the seminar. It is up to you to guide the discussion; get creative!

Students will be evaluated on:

- 1) Demonstrated understanding of the topic
- 2) Quality of discussion questions, as assessed by level of engagement with class discussion;
- 3) Ability to maintain a 'flow' to the discussion; and
- 4) Ability to engage the class members in the topic.

Note 1) all students must send a thought question to the student presenting at least 24 hours prior to the class

2) Term Paper Proposal (15%), Paper (35%) and presentation in class (20%):

The purpose of the paper is to provide an integration of class material, readings and additional academic sources to examine a **specific leadership topic**, preferably with application to the military domain. The paper should be around 10 - 12 pages (not counting cover pages and references) and include a minimum of 5 peer-reviewed references. **The topic must be related to leadership. If you are unsure, speak to me before beginning your research.** The topic for the paper must be different than your selected seminar topic. The paper will be written in APA (6th ed.) format. A guide to writing in APA style can be provided on request.

The paper proposal (due on Thursday 14 Feb 20) should include:

- a. The selected topic
- b. A one – two page synopsis
- c. Three Peer-reviewed references

For the presentation, you will present the content of your paper to the class. Your presentation would include – as a minimum - a Power Point presentation and a discussion period. You can also include handouts, class exercise and videos. It is not necessary that you have your paper completed prior to your presentation, as your classmates are encouraged to discuss your topic after the presentation to generate further ideas and assist you with the formulation of your paper. However, it is expected that your topic will be researched well enough to provide an informed presentation/discussion.

You have until midnight on 8 Apr 20 to submit your paper, but it is strongly encouraged that you have your paper near completion by the date of your presentation.

Paper Submission

The term paper and proposal are to be submitted to the course Professor via email in Word format. Students are not required to submit the papers to Turn-it-in, but the course Professor reserves the right to submit papers if they arouse suspicion.