

PSYCH 218: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY
(Work Psychology / The Psychology of Work)
Fall, 2014

| | | | |
|-------------------------|--|------------------------|----------------|
| Instructor: | Dr. Robert Brill | Office Phone #: | (610) 861-1561 |
| Office Location: | PPHAC Room 225 | FAX #: | (610) 625-7879 |
| E-Mail: | brillr@moravian.edu | | |

Office Hours: M W 2:30 – 3:30pm
T & TH 11:30 – 12 :30pm (or by appointment)

Class Location: PPHAC 232
Class Meeting Times: T/TH 10:20 – 11:30

The contents of this syllabus are subject to change.

Course Overview:

This course is designed to serve as an introduction to psychology in the workplace. Industrial/Organizational (I/O) Psychology is concerned with the development, validation, and ongoing refinement/improvement of applications of psychological methods and principles to management, employee functions and other issues in work settings. In other words, Industrial/ Organizational psychologists play a transformational role (as opposed to transactional) in the personnel and social dynamics of the workplace attempting to synthesize mind – work & environment to create an optimal fit between workers, their jobs, and the organizations to which they belong. THIS IS NOT A HUMAN RESOURCE MANAGEMENT COURSE. Indeed, as we'll discuss, we do need to partner with management and human resource professionals. However, understanding and appreciating the distinction between these fields is important. Topics to be presented and discussed include among others: methods of job analysis, personnel selection, performance appraisal, training and development, work motivation, leadership, and organizational culture. The class format will include lecture, discussion, and engagement. Upon completion of this course students should have a basic understanding of the application of psychological principles to issues and problems in organizational settings.

Course Objectives:

- 1) To become knowledgeable about the field of Industrial/Organizational Psychology, and the distinctive role it plays in business and society, as well as the variety of theories and applications it has developed.
- 2) To be able to understand, appreciate and respect the two separate roles and needed cooperation between theory/scientists and applications/practitioners in the areas related to the psychology of work, as well as the importance of philosophy and ethics within these domains.
- 3) To appreciate the broad relevance of psychological research inquiry in the workplace and become adept at thinking critically about psychological phenomena in the workplace.
- 4) To develop skills and abilities in: a) scientifically investigating I/O Psych. issues, b) applying some of the practitioner tools and strategies that have been generated from research into organizational or job contexts, c) empathy and insight into others – both tolerance and appreciation of our diverse ideas and positive values.
- 5) To improve your communication skills (listening, written, verbal, and dialogue) through various opportunities provided during the course.

Texts:

Hamper, B. (1991). *Rivthead: Tales from the assembly line*. New York, NY: Warner Books.

Levy, P. E. (2013). *Industrial / organizational psychology: Understanding the workplace*. (4th ed.). New York: Worth Publishers.

Additional articles may be assigned and distributed in class or posted on Blackboard. You must register for the course on Blackboard in the first week.

Course Requirements:**MID-SEMESTER EXAM (15%) and FINAL EXAM (15%)**

Since these assessments are mainly to measure the breadth of knowledge about the discipline you have gained, the main format for these exams will be multiple choice and short answer questions. The content and structure will be discussed in greater depth in class prior to each exam. The final exam will have a take home component that will be distributed at least one week prior to the final exam.

WORK SIMULATION ANALYSES (5 @ 10% each → 50%)

ALL students will conduct a job analysis on a job of interest to you (first component) and then use that job analysis and subsequent description as the basis for four simulation challenges related to that job (e.g., how to recruit and select persons for that job, how to train and develop incumbents in that job, etc.). Each simulation challenge will be discussed in class and guidelines for each will be distributed on a separate handout. The focus here is on good critical thinking and application of the material from the course to a particular job and organizational context.

ACTIVE LEARNING (20%):

This grade is comprised of two components, and will also be deducted by five points for each missed class beyond two (see Attendance Policy):

ACTIVE AND ENGAGING PARTICIPATION IN GROUP FORMATS (80%)

Insight and learning come from an active and interactive process. When we arrive to class it is our responsibility to do our share in interacting by sharing our thoughts, ideas, and insights about these two types of assignments in a mature, constructive manner. PLEASE do not be selfish with your thoughts, and conversely, be highly respectful and supportive of other individual's thoughts and ideas. You will be working in two different groups: a consulting group to collaborate on Work Simulation Analysis Papers, and a Discussion Group to prime large discussion experiences.

ASSIGNMENTS (20%)

Periodically, you will need to complete assignments that help supplement and expand your learning of the material. These are due when you arrive to class and will not be accepted late.

Course Structure & Policies:

1) **Make-up exams:** In order to avoid receiving a zero on the midterm exam you must provide notification and verification. Notify me beforehand, or as soon as possible. Notification more than two (2) days after the exam is not acceptable. If you miss the midterm exam please provide the appropriate documentation (Drs.' note, court order, etc.). I expect this to be done without my requesting such documentation. Without this documentation you will be penalized by a

reduction of 50% of your score. I reserve the right to use essay format for make-up exams, and to re-schedule on a weekday at 7:30AM.

2) **ACADEMIC INTEGRITY**

ANY EVIDENCE OF CHEATING OR PLAGIARISM WILL RESULT IN A FAILURE IN THE COURSE (FINAL GRADE = F). Academic integrity is a core value of the college and is expected.

Cheating and plagiarism will not be tolerated. It is *my contractual agreement* with the college that I am to report all *suspected* cases of plagiarism and cheating. Plagiarism is the intentional misrepresentation of someone else's work as your own. This includes transcribing sentences or paragraphs belonging to another author directly from another written source and suggesting they are your own words, quoting directly from a published work without giving the author credit (i.e. proper citation), using or "borrowing" another student's work, buying a paper from a professional service, etc. The policy of the department is that the student must keep all note cards and rough drafts until given a grade for that course!!! Again, be sure to back up your files.

Evidence of plagiarism and cheating will be dealt with in accordance with the college policy on academic honesty in the *Student Handbook*. PLEASE BE SURE TO REVIEW THIS THOROUGHLY AND BOOK MARK THE CITE USING THE FOLLOWING LINK:

<http://www.moravian.edu/studentLife/handbook/academic/academic2.html>

3) **Attendance** - Class attendance is expected. Class lectures and demonstrations will supplement the material in the text. In the event that you miss a class, you are responsible for getting the notes from a fellow student and reviewing them before you see me about questions concerning that material. Excessive absences (more than two) will result in deduction of five points per missed class from your Active Learning grade. You do NOT need to contact me, nor e-mail me in the event that you must miss a class. I assume you are a mature adult and can handle the responsibility of missing a class as outlined above.

4) **Late Assignments** – Assignments must be handed in at class time (if you cannot attend send with a friend or scan and e-mail it to BEFORE the beginning of class). If students fail to bring substantive drafts to the consulting group session, ten points will be subtracted from the final grade for that paper. Ten points will also be deducted for each DAY (not class) the paper is late. Please, do not ask me to deviate from this policy. Again, if you must miss class drop off the assignment earlier, send it with a classmate, or e-mail it to me (be sure to request a confirming receipt and do NOT delete this from your Send file if you use this option). In other words, there should be no valid excuse for a late assignment. I encourage you not to procrastinate such that last minute emergencies (e.g. computer down, ribbon broke, etc.) interfere with getting assignments in on time. Also, be sure to back up your files!

5) **Summary of Grading System:**

| | |
|--------------------------|-------------------------------|
| MID-SEMESTER EXAM | 15% |
| FINAL EXAM | 15% |
| WORK SIMULATION ANALYSES | 5 components (10% each → 50%) |
| ACTIVE LEARNING | 20% |

6) The following **grading scale** will be used in the course. Your final grade will be determined by the Overall Grade posted on Blackboard based on the point allocation above with any extra credit (see policy #7 below) factored in. When transferring your Overall Grade posted on Blackboard to the FINAL GRADE filed with the Registrar, your grade **MAY be adjusted for excessive absences** (see policy #3) **or incompleteness of Research Requirement** (see policy #7 below).

| | |
|-------------|---------------|
| A : 93-100 | C : 73 – 76.9 |
| A-: 90-92.9 | C-: 70 – 72.9 |
| B+: 87-89.9 | D+: 67 – 69.9 |
| B : 83-86.9 | D : 63 – 66.9 |
| B-: 80-82.9 | D-: 60 – 62.9 |
| C+: 77-79.9 | F : Below 60 |

7) Excuses and Communication

As articulated in Policy #3, I operate on the assumption that you are mature adults, and therefore, the decision to attend class or not is up to you. **You need not e-mail me if you must miss class.** Be sure to work with a classmate to get any materials you miss and feel free to make an appointment or come by during office hours to go over material after you get the notes from a classmate. I understand and respect life stressors you may be faced with; but keep in mind that grades reflect essential standards and cannot be adjusted based on extenuating circumstances. Valid obstacles/setbacks may understandably inhibit your performance, but they are not able to influence the course and college standards. I cannot pardon work nor substitute/supplement extra credit other than that which has been built into the course and offered to all. In the spirit of fairness to ALL students I must be consistent with the policies laid out in this syllabus and ask you to be familiar with and respectful of them. If you are thinking of asking for an exception to my policies; first ask yourself – “Am I willing to ask my classmates to support my exception to the rules of the course?”

8) **Accommodations** - Students who wish to request accommodations in this class for a disability should contact Elaine Mara, assistant director of learning services for academic and disability support at 1307 Main Street, or by calling 610-861-1401. Accommodations cannot be provided until authorization is received from the Academic Support Center.

9) Disruptive Technology

All cell phones are to be turned off and put away during any class period. You may NOT use anything but basic calculator functions on the computer calculator (multiplication, division, subtraction and addition) during class exercises, and especially during exam times. While working on computers during class time, you may NOT surf the web, or use other programs / applications other than the ones we use in class.

Relevant Quotes pertaining to the Psychology of Work:

It is not the consciousness of men that determines their existence, but, on the contrary, their social existence determines their consciousness.

--Karl Marx

The shift in the structure and character of work has created a demand that work produce more than purely economic benefits. To make a living is no longer enough. Work also has to make a life.

--Peter Drucker

The principle object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.

--Frederick Taylor

If work was really good, the rich would have found a way to keep it to themselves.

--Haitian Proverb

Never is there either work without reward, nor reward without work being expended.

--Titus Livius

Work is a mysterious thing; many of us claim to hate it, but it takes a grip on us that is so fierce that it captures emotions and loyalties we never knew were there.

--Bob Greene

This book, being about work, is by its nature, about violence – to the spirit as well as to the body . . . It is about a search, too, for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor; in short, for a sort of life rather than a Monday through Friday sort of dying.

-- Studs Terkel, *Working*

You never expected justice from a company, did you?

They have neither a soul to lose, nor a body to kick.

--Rev. Sydney Smith

The gross national product does not allow for the health of our children, the quality of their education or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country, it measures everything in short, except that which makes life worthwhile.

-Robert F. Kennedy

COURSE SCHEDULE (NOTE: The contents of this syllabus and syllabus schedule are subject to change)

| DATE | TOPICS | READINGS & ASSIGNMENTS |
|------------------|--|---|
| August | | |
| Tues | 26 Set up & History: The origin of I/O Psych & this course! | |
| Thurs | 28 Psychology of Work Research Methods in I/O Psych JA/JD Work Sim Component | Read Syllabus Carefully! LEVY – Chpt. 1 & 2 |
| September | | |
| Tues | 2 Job Analysis Discuss JA/JD Work Sim Guidelines | LEVY – Chpt. 3 & <i>Research Assignment</i> |
| Thurs | 4 Organizational Culture, Methods, and JA continued Person-Job-Environment Fit | |
| Tues | 9 Group Processes & Work Teams | LEVY – Chpt. 12 (Note skip in the order) |
| Thurs | 11 Group Processes & Work Teams continued & DISCUSSION | |
| Tues | 16 Criterion Measurement & Performance Appraisal | LEVY – Chpt. 4 & 5 <i>Perf Appraisal Assignment</i> |
| Thurs | 18 Perf Appraisal continued | Perf Appraisal Assignment continued |
| Tues | 23 Predictors | LEVY – Chpt. 6 Job Analysis / Description Due |
| Thurs | 25 Predictors continued | |

| | | | |
|-----------------|----|--|--|
| Tues | 30 | Practical Approaches to Selection DISCUSSION | LEVY – pages 191 – 196 (Up to “Utility”) <i>TSA Case Study</i> |
| October | | | |
| Thurs | 2 | CONSULTING Groups | SUBSTANTIVE DRAFTS of: Selection / Perf App Work Simulation Analysis Papers |
| Tues | 7 | Exam Review | Selection & Perf App Analysis Due |
| Thurs | 9 | ***** MID TERM EXAM ***** | |
| Tues | 14 | FALL BREAK – Enjoy! | Begin Reading <i>Rivethed</i> |
| Thurs | 16 | Selection Decisions & Personnel Law | LEVY – pp. 196 - 216 |
| Tues | 21 | Selection Decisions and Employment Law DISCUSSION | <i>Adverse Impact Assignment</i> |
| Thurs | 23 | Training & Development | LEVY – Chpt. 8 |
| Tues | 28 | T & D continued & DISCUSSION | <i>Walstart Assignment</i> |
| Thurs | 30 | Motivation | LEVY – Chpt. 9; Continue making progress on <i>Rivethed</i> |
| November | | | |
| Tues | 4 | CONSULTING Groups | SUBSTANTIVE DRAFTS of: T & D Work Sim Analysis |
| Thurs | 6 | Motivation DISCUSSION | S. Kerr Article “ <i>On the Folly of . . .</i> ” T & D Work Sim Analysis Due |
| Tues | 11 | Job Attitudes and Stress & Worker Well-Being | LEVY – Chpt. 10 & 11 |

| | | | |
|-----------------|-----------|---|---|
| Thurs | 13 | Stress DISCUSSION | <i>Rivethead</i> completed – Discussion Focus |
| Tues | 18 | Leadership | LEVY – Chpt. 13 |
| Thurs | 20 | CONSULTING Groups | SUBSTANTIVE DRAFT: Motivation Work Sim Analysis Paper |
| Tues | 25 | Organizational Development | LEVY – pp. 430 – 451 Motivation Work Sim Analysis Paper Due |
| Thurs | 27 | Thanksgiving – Enjoy, Give Thanks | |
| December | | | |
| Tues | 2 | Course Evaluations OD DISCUSSION | |
| Thurs | 4 | Wrap up & Review – Consulting Groups discussing drafts of Take Home Portion of Final Exam | |
| FRIDAY | 12 | Final Exam (8:30am) including take home portion on Rivethead and Course Themes | |