

Organizational Psychology
Psychology 238
 Department of Psychology
 University of Waterloo

Instructor: Dr. D. Brown

E-mail: djbrown@uwaterloo.ca

Office: PAS 4045

Office Hours: Monday 2:00-3:00; Wednesday 9:30 – 11:30; Friday 10:00 – 2:00--if these hours do not fit your schedule, you may also e-mail me to set up an appointment at a time that is convenient for you.

Class Meetings: AL 116, Tuesday & Thursday 10:00-11:20

Required Text: Johns, G., and Saks, A.M. (2016). Organizational Behaviour: Understanding and managing life at work. (10th Edition). Scarborough, ON: Prentice Hall.

Course Website: <https://learn.uwaterloo.ca>

Teaching Assistants: Ethan Factor and Robin Mazumder

TA Office Hours:

Ethan Factor–**Office Hours:** Tue 9:00-10:00 & 11:30-12:30; **Rm:** 4239; **e-mail:** ecfactor@uwaterloo.ca

Robin Mazumder - **Office Hours:** Tue 1:00-3:00; **Rm:** PAS 2251; **e-mail:** r4mazumd@uwaterloo.ca

Antireqs for 238: (1) Psych 338; (2) AFM 280; (3) Msci 211; (3) Bus 388 at WLU; (4) Bus 288 at WLU starting in the Fall of 2004; (5) SCBUS 225

Course Objectives

The main objective of this course is to introduce you to the major theories and practices in the field of Organizational Behaviour—which is the study of human behaviour in organizations. The primary emphasis in this course is on the psychological processes that influence the workplace environment, the nature of work, and the behaviour of workers.

Course Requirements (Details of each component are provided below)

<u>Requirement</u>	<u>Date</u>	<u>Value</u>
Midterm Exam #1	Oct 11 th	23%
Midterm Exam #2	Nov 6 th	23%
Midterm Exam #3	Nov 29 th	23%
Participation	Oct 16 th , Oct 25 th , Nov 13 th	6%
Team Assignment	Nov 20 th	20%
Individual Reflection Paper	Nov 27 th	5%
TOTAL		100%

Examinations (69%)

Exams will come from the material covered in the textbook and lectures. Midterm exams will be held during class time on each of the scheduled days. Each midterm will contain only that material that was covered since the previous exam (i.e., **non-cumulative**).

Participation (6%)

You will complete three participation assignments throughout the term. Each of these assignments will be worth 2% of your final grade. An overview of these assignments and due dates are provided below.

1. Negotiation Participation Assignment (2%)

Due Date: Oct 16th—the negotiation will take place in class.

During lecture you will complete a negotiation exercise with another member of the class. Instructions for this participation assignment will be given during lecture and the exercise will take place during class time.

2. Ethics Participation Assignment (2%)

Due Date: Submit your answers to the questions **prior to** the start of class on Oct 25th.

In the lecture on ethics we will be discussing the Ford Pinto case. To prepare for this class and the discussion I would like you to read the Pinto case and answer the assigned questions. The case and questions will be posted on LEARN one week prior to the relevant lecture. You should submit your answers to the questions through LEARN.

3. Motivation Participation Assignment (2%)

Due Date: Submit your answers through LEARN to the questions listed below. You should submit your answers **prior to** the start of class on Nov 13th.

Link to TED Talk: https://www.ted.com/talks/dan_pink_on_motivation

For this assignment, I would like you to watch the highly popular Ted Talk by Daniel Pink (The puzzle of motivation, which has been viewed in excess of 20 million times). In this influential talk, which is approximately 19 minutes long, Daniel Pink lays out an evidence-based case against incentives in organizations; making the claim that there is a mismatch between “what science knows and what business does”. I would like you to watch his talk and briefly answer the questions listed below. We will discuss his video in class, likely at the end of our discussion of motivation.

- 1) What does Dan Pink say about the difference between intrinsic and extrinsic motivation/motivators?
- 2) What does Daniel Pink say about the role of incentives in motivating employees?
- 3) Based on his talk, what would be the optimal way of designing a system for motivating employees?
- 4) Do you agree or disagree with Daniel Pink? That is, has Daniel Pink convinced you that business is doing it all wrong?

Team Assignment (20%): Organizational Culture Analysis

An important goal of this course is to help you better understand the dynamics of working in work teams. For purposes of the team assignment you will be **randomly** assigned into a group of 4 to 6 people by the TAs—assignment into these teams will occur on or about Sept 27th. You will complete **one assignment** with your team. This assignment is described below.

In the group assignment, you will need to *choose an organization* that has been extensively covered in terms of news articles and books (e.g., Google, Amazon, Toyota, Yahoo, Apple, Microsoft, Air Canada, WestJet, Tim Hortons, Starbucks, HubSpot). The focus of this assignment is a report on the organizational culture of your chosen company. In particular, you should accumulate data that speaks to the nature of the beliefs, values, and assumptions that characterize your organization as well as the nature of the symbols, rituals, and stories that serve to communicate and reinforce the company's culture. Your group should also comment on other elements of the organization's culture in your report (see below).

How should we choose a company? Which organization your group selects is not important for completing this task. **However**, before settling on a specific company, your group should first ensure that there is sufficient written material available in order to complete the assignment. Although not perfect, likely a good rule of thumb is whether or not books have been written on the company. Our recommendation is that you ensure that you have enough information to address all of the deliverables (see below) before you finalize your choice of organization.

What sources should we use? You can get information about your organizations in a number of different ways, including (but by no means limited to): company websites, the news, books written about the organization, magazines, and interviews with people within the organization. Although you are free to use company materials (e.g., websites), your report **must** include other, independent, sources such as those found in books and magazine or newspaper articles. You will need to provide a reference list of the material that you drew upon to formulate your analysis of the organization's culture.

How should we start? Once you are assigned to your group, you are free to proceed as you see fit. However, my advice to students is that, as a group, you begin by ensuring that you share a common understanding of what organizational culture means. The best place to begin in this respect is for you and your group members to read the material in the textbook on organizational culture. As well, I strongly encourage you to also obtain other sources on culture (e.g., read some of the primary sources cited in the textbook). Once you are clear as to the meaning of organizational culture, you should then proceed in choosing your organization and conducting your analysis. Finally, I strongly encourage groups to begin this task early.

The deliverable. Your grade for this assignment will be based on a **group report**. Your written report should provide a detailed analysis of the organization's culture. The description of the organization's culture should be detailed enough (with examples) that a reader can fully understand it based solely on your report. Beyond, describing the culture you should also address other issues related to your organization's culture. For instance, you might discuss the strength of

the organization's culture, the nature of the factors that have contributed to the creation of the culture, the founder's impact on the culture, the mechanisms that foster the socialization of employees into the culture, and the ways in which the company ensures fit into the culture. Finally, based on your understanding of research and theory about organizational behavior we would like you to comment on elements of the organization's culture that are potentially dysfunctional. That is, as part of your report, I would like you to critically analyze an element of the organization's culture from a research/theory perspective, and tell the reader what theory or research would have to say about the practice.

Some portion of your final grade will be based upon peer evaluations, which will be completed at the end of the term. Furthermore, individuals who fail to participate in the completion of the project will receive a zero on the assignment.

Some additional helpful instructions for your written report

- The core of the document you submit must be ***no longer than seven pages*** (12 point Times New Roman font, 1" margins, double spaced). This page limit is firm (i.e., anything after the 7th page will not be graded).
- Include a title page (your title page **is not** included in your 7 page limit)
- Include references (e.g., sources that you used) on a separate page (references **are not** included in your 7 page limit). Use APA style.
- Be sure to specify the sources of your information in your paper (i.e., provide in-text citations).
- Include all of your group members' names and student ID's on the title page
- Number your pages
- Make sure you run spell check
- Use standard font sizes, spacing, and margins
- It is very common for groups to lose points because they do not address the questions that were asked. Make sure you read and fully comprehend the instructions and carefully proofread your assignment before handing it in to ensure that you did what was asked.
- Submit an electronic copy of your work at the beginning of the class in which you are scheduled on your course syllabus (see tentative course schedule below).
- Assignments that are submitted late will receive a deduction in the overall assignment grade of 5% a day up to 5 days. After 5 days, each member in the group will receive a 0.

Individual Reflection Paper (5%)

Following the completion of your team assignment, you will complete a reflection paper based on your experience working with your team. The reflection piece should be based on the concepts covered in the textbook or lecture. For example, you might discuss conflict, team processes, influence processes, negotiation, leadership, etc. You should choose a minimum of 2 concepts (e.g., the punctuated equilibrium model, typical stages of group development, diversity of group member), and critically evaluate whether your experience working in the group followed the theory and research described in the textbook/covered in lectures, and if not, discuss why this may be the case.

Specific instructions for your reflection paper

- The document you submit must be *no longer than two pages* (12 point Times New Roman font, 1" margins, double spaced). This page limit is firm (i.e., anything after the second page will not be graded).
- Include a title page (your title page **is not** included in your 2 page limit)
- Include references (e.g., sources that you used for your event) on a separate page (**is not** included in your limit)
- Include your name and student ID on the title page
- Number your pages
- Make sure you run spell check and proofread your document
- Use standard font sizes, spacing, and margins
- It is very common for people to lose points because they do not answer the questions that were asked. So, carefully proofread your assignment before handing it in and ensure that you did what was requested.
- Submit an electronic copy of your work at the beginning of the class in which you are scheduled on your course syllabus.
- Assignments that are submitted late will receive a deduction in the overall assignment grade of 5% a day up to 5 days. After 5 days you will receive a 0.

BONUS CREDITS (4%)

You will have the opportunity to earn up to 4% bonus credits in this course.

**Sona and Research Experience Marks
Information and Guidelines**

Experiential learning is considered an integral part of the undergraduate program in Psychology. Research participation is one example of this, article review is another. A number of undergraduate courses have been expanded to include opportunities for Psychology students to earn grades while gaining research experience.

Since experiential learning is highly valued in the Department of Psychology, students may earn a "**bonus**" **grade of up to 4%** in this course through research experience. Course work will make up 100% of the final mark and a "bonus" of up to 4% may be earned and will be added to the final grade if/as needed to bring your final grade up to 100%.

The two options for earning research experience grades (participation in research and article review) are described below. Students may complete any combination of these options to earn research experience grades.

Option 1: Participation in Psychology Research

Research participation is coordinated by the Research Experiences Group (REG). Psychology students may volunteer as research participants in lab and/or online (web-based) studies conducted by students and faculty in the Department of Psychology. Participation enables students to learn first-hand about psychology research and related concepts. Many students report that participation in research is both an educational and interesting experience. Please be assured that all

Psychology studies have been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee.

How to earn extra marks for your Psychology course(s) this term by participating in studies ...

- You will earn "credits" which will be converted to "marks" (1 credit = 1%)
- You can schedule your LAB and/or ONLINE studies using the "Sona" website.

Educational focus of participation in research

To maximize the educational benefits of participating in research, students will receive feedback information following their participation in each study detailing the following elements:

- Purpose or objectives of the study
- Dependent and independent variables
- Expected results
- References for at least two related research articles
- Provisions to ensure confidentiality of data
- Contact information of the researcher should the student have further questions about the study
- Contact information for the Chief Ethics Officer of the Office of Research Ethics should the student wish to learn more about the general ethical issues surrounding research with human participants, or specific questions or concerns about the study in which s/he participated.

Participation in LAB studies has increment values of 0.5 participation credits (grade percentage points) for each 30-minutes of participation. Participation in ONLINE studies has increment values of .25 credits for each 15-minutes of participation. Researchers will record student's participation, and at the end of the term the REG Coordinator will provide the course instructor with a credit report of the total credits earned by each student.

How to participate?

Study scheduling, participation and grade assignment is managed using the SONA online system. All students enrolled in this course have been set up with a SONA account. You must get started early in the term.

[Participating/SONA information: How to log in to Sona and sign up for studies](#)

*** Please do not ask the Course Instructor or REG Coordinator for information unless you have first thoroughly read the information provided on this website.***

More information about the REG program in general is available at: [REG Participants' Homepage](#) or you can check the [Sona FAQ](#) for additional information.

Option 2: Article Review as an alternative to participation in research

Students are not required to participate in research, and not all students wish to do so. As an alternative, students may opt to gain research experience by writing short reviews (1½ to 2 pages) of research articles relevant to the course. The course instructor will specify a suitable source of articles for this course (i.e., scientific journals, newspapers, magazines, other printed media). *You must contact your TA to get approval for the article you have chosen before writing the review.* Each review article counts as one percentage point. To receive credit, you must follow specific guidelines. The article review must:

- **Be submitted before the [last day of lectures](#). Late submissions will NOT be accepted under ANY circumstances.**
- Be typed
- Fully identify the title, author(s), source and date of the article. A copy of the article must be attached.
- Identify the psychological concepts in the article and indicate the pages in the textbook that are applicable. Critically evaluate the application or treatment of those concepts in the article. If inappropriate or incorrect, identify the error and its implications for the validity of the article. You may find, for example, misleading headings, faulty research procedures, alternative explanations that are ignored, failures to distinguish factual findings from opinions, faulty statements of cause-effect relations, errors in reasoning, etc. Provide examples whenever possible.
- Clearly evaluate the application or treatment of those concepts in the article.
- Keep a copy of your review in the unlikely event we misplace the original.

TENTATIVE COURSE SCHEDULE

Days	Lecture Topic	Readings
Sept 6 th & 11 th	Introduction to Org Psychology	Chapter 1
Sept 13 th	Job Attitudes	Chapter 4 Guest Instructor: Navio Kwok
Sept 18 th & 20 th	Person Perception	Chapter 3
Sept 25 th & 27 th	Personality and Learning	Chapter 2 Group Assignment: Assignment to groups will take place around Sept 27 th
Oct 2 nd & 4 th	Person x Situation and Organizational Culture	Chapter 8
Oct 11 th	Midterm # 1 Chapters 1, 2, 3, 4, 8	
Oct 16 th & 18 th	Communication and Negotiation	Chapter 10 & 13 Note: Participation Assignment 1 completed in class Oct 16 th
Oct 23 rd	Conflict and Stress	Chapter 13 (cont)
Oct 25 th , 30 th & Nov 1 st	Influence, Leadership, Power, and Ethics	Chapters 8 (pp. 274-277), 9 & 12 Note: Participation Assignment 2 due Oct 25 th
Nov 6 th	Midterm # 2 Chapters 8 (pp. 274-277), 10, 13, 9, 12	
Nov 8 th , 13 th , & 15 th	Motivation	Chapters 5 & 6 Note: Participation Assignment #3 due Nov 13 th
Nov 20 th	Decision Making	Chapter 11 NOTE: Team Assignment (Organizational Culture Analysis) due by the end of day on Nov 20 th
Nov 22 nd & 27 th	Groups and Teams	Chapter 7 NOTE: Personal Team Reflection Paper due by the end of day on Nov 27 th .
Nov 29 th	Midterm # 3 Chapters 5, 6, 11, 7	

Accommodations, Academic Integrity, Academic Offences

Accommodations for Students with Disabilities

The AccessAbility Services office, located in Needles Hall Room 1401, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

Academic Integrity, Academic Offenses, Grievance, and Appeals

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility.

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline.

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 - Student Petitions and Grievances, Section 4.

Appeals: A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read Policy 72 - Student Appeals.

Other sources of information for students:

Academic Integrity website (Arts):

http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html

Academic Integrity Office (UW): <http://uwaterloo.ca/academicintegrity/>

Accommodation for Course Requirements

Students who are requesting accommodation for course requirements (*assignments, midterm tests, final exams, etc.*) **due to illness** should do the following:

- seek medical treatment as soon as possible and obtain a completed UW Verification of Illness Form:
http://www.healthservices.uwaterloo.ca/Health_Services/verification.html
- submit that form to the instructor within 48 hours.
- (preferably) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.

In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam which will typically be written as soon as possible, but no later than the next offering of the course.

In the case of a missed assignment deadline or midterm test, the instructor will either:

1. waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

In the case of bereavement, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.

Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.