

University of Waterloo
Department of Psychology
Psych 470 Section 002
Topics in Applied Psychology – Organizational Change and Development
Fall 2019
Tu/Th 10 – 11:20, PAS 3026

Instructor and T.A. Information

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| T.A. | Frank Mu |
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| Office | PAS 4247 |
| Office Hours | By appointment (please set up using email) |

Course Description

Offerings of Psych 470 provide a capstone experience for study in psychology, in which psychological theory and methods are applied to some practical domain. This offering's domain is organizational change and development, and organizational functioning more broadly. Accordingly the course examines models and theories of organizations, along with psychological theories (concerning motivation, group process, and so forth) that play out *in* organizations. Consulting practice that draws on these concepts is also covered, presented in terms of key stages of the consulting process.

Course Goals and Learning Outcomes

Upon completion of this course, students should be able to:

- A. Describe a variety of roles and orientations that organizational consultants may hold
- B. Apply theoretical models of organization to the task of diagnosing sources of performance problems in organizations
- C. Recognize and make use of connections between consulting practice and research skills promoted by study in behavioural/social sciences
- D. Communicate insights from organizational theory and research to non-experts in a manner that promotes learners' professional development

Required Text

- Anderson, D. L. (2017). *Organization development: The process of leading organizational change* (4th edition). Los Angeles, CA: Sage Publications.

Readings Available on LEARN

- One supplementary reading will be made available in some weeks.

Course Requirements and Assessment

| Assessment | Date of Evaluation (if known) | Weighting |
|--------------------------------------------------|-------------------------------|-----------|
| 1. Quizzes | Approximately weekly | 30% |
| 2. Team-produced workshop | One of the five final weeks | 30% |
| 3. Individual written assignments | Periodically through the term | 30% |
| 4. Participation in class discussion of readings | Ongoing | 10% |
| Total | | 100% |

Assessment 1

Quizzes will be administered on the course website. It is effectively open book but is to be done in a completely solitary manner. Questions will be chosen to cover the main ideas in an assigned reading passage. Quizzes are timed and the questions are designed such that it will not be practical to just find the answers in the reading passage. “Learn” the material first in the usual way, as though the quiz is closed book, and then use the open book feature for a bit of reassurance. Typically the quiz deadline (the time when the quiz site closes) will be one hour before the corresponding class time.

Assessment 2

In each of the Thursday meetings of the last five weeks of the term, one student team will present a workshop on a topic of its choosing. The instructor and TA will be available throughout the term to provide support in various ways, including establishing the objectives and scope of the workshop, and choosing appropriate instructional methods and activities. Workshop materials will be turned in as well.

Assessment 3

On two occasions spaced through the term, students will be asked to write about how the content material in a given weekly unit could be useful for addressing case material. On these occasions it is possible there will be no weekly requirement for a quiz. In addition, on one or more occasions (depending on the evident value of this assignment) students will be asked to reflect on their team’s functioning including on their own role in promoting or inhibiting team performance. It is possible that these reflections will not be marked other than being required to demonstrate having truly reflected.

Assessment 4

Participation is expected by all in class discussions, though perhaps not in all class discussions for all students. The basis of marking here ideally will be o.k., 10-out-of-10; otherwise less than o.k. if participation is deficient. However, the instructor takes on responsibility to inform students as early in the term as possible if their participation is deficient, and approaches to addressing this will be developed collaboratively. In some weeks the instructor may announce an expectation for students to submit a non-graded, short set of comments about the week’s readings, due to be uploaded to a drop box in the evening before class. The frequency will depend on other workload and apparent usefulness.

Course Outline

The following table shows the topic and reading assignment for discussion-oriented, Tuesday sessions. Thursday sessions will entail workshops presented either by the instructor, TA, guests, or students in the course when team products are provided near the end of the term. Those workshop topics will be announced as they unfold.

| Week | Date | Topic – Tuesday Sessions | Readings Due |
|------|--------|------------------------------------------|--------------------|
| 1 | Sep 05 | Course Overview | n/a |
| 2 | Sep 10 | OD and its history | Text ch. 1 and 2 |
| 3 | Sep 17 | Concepts and models of organizations | Text ch. 4 |
| 4 | Sep 24 | Types of consulting and consultants | Text ch. 5 |
| 5 | Oct 01 | Entry and Contracting | Text ch. 6 |
| 6 | Oct 08 | Data Gathering | Text ch. 7 |
| | Oct 15 | Reading week | n/a |
| 7 | Oct 22 | Diagnosis and Feedback | Text ch. 8 |
| 8 | Oct 29 | Interventions Overall and Individual | Text ch. 9 and 10 |
| 9 | Nov 05 | Team Interventions | Text ch. 11 |
| 10 | Nov 12 | Whole and Multiple Organiz. Intervention | Text ch. 12 and 13 |
| 11 | Nov 19 | Organizational Culture and Climate | TBA |
| 12 | Nov 26 | Ethics and Other Professional Issues | Text ch. 3, TBA |

An additional reading will be required and provided for some of these topics.

Late Work

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

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

Electronic Device Policy

When electronic devices can be a distraction they should be completely out of sight. For example, in a class discussion it is impossible to be truly present (a form of participation) and also be viewing distracting content on a device. This electronic device policy may be revised if the need arises.

Attendance Policy

Unexcused attendance will count against the participation component of the course mark.

Academic Integrity

In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the [Office of Academic Integrity webpage](#) for more information.

Discipline

A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. Check [the Office of Academic Integrity](#) for more information. 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](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

Concerns about a Course Policy or Decision

Informal Stage. We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

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. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; reibach@uwaterloo.ca.

Appeals

A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

Note for Students with Disabilities

The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (NH 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.

Accommodation for course requirements for Psychology courses.

Policies of the Psychology department pertaining to course requirements are available on the [department website](#).

Mental Health Services

Mental Health Services aim is to provide holistic programming and services to help you lead a healthy and balanced life. We strive to provide a secure, supportive environment for students of all orientations and backgrounds.

Students suffering from problems with anxiety, depression, problems with sleep, attention, obsessions or compulsions, relationship difficulties, severe winter blues, etc., may make an appointment by phone or in person. Appointments are usually available within two days of initial contact with one of our medical doctors. All contacts are completely confidential.

Contact Health Services

Health Services Building

Call 519-888-4096 to schedule an appointment

Call 1-866-797-0000 for free 24/7 advice from a health professional

Contact Counselling Services

Needles Hall Addition, NH 2401

Call 519-888-4567 x 32655 to schedule an appointment

counserv@uwaterloo.ca

Territorial Acknowledgement

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes six miles on each side of the Grand River.