

**THE HUMAN SIDE OF WORK**  
**Psychology 302**  
**Spring 2007 (M)**

**Course Description:** PSY 302 The Human Side of Work (3,0,3) Psychology of work behavior; interpersonal relations and organizational effectiveness; communication, morale, stress, leadership styles, values, ethics, problem solving techniques, and cross-cultural aspects of the work experience. The approach to learning is experiential and may include some field assignments. PREREQ: PSY 100.

**Purpose of Course:** To provide an applied course in the psychology of work behavior for psychology majors, students from other disciplines, and other interested individuals.

**Instructor:** George Manning  
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Office Hours: M W F 10:00-11:00 AM  
                  M 9:00-10:00 PM  
                  F 2:00- 3:00 PM  
                  and by appointment

**Method of Instruction:** Participative; students will "learn by doing."  
I hear and I forget;  
I see and I remember;  
I do and I understand.  
Confucius 551BC-479BC

Lecture, discussion, and learning activities will be methods of instruction.

**Course Resources:**

Required Text -- The Art of Leadership, McGraw-Hill, 2007. You should bring your text to all classes.

**Student Learning Outcomes:**

Student learning outcomes include knowledge and application of principles and practices in the psychology of work behavior. Students will develop the ability to comprehend, analyze, synthesize, and evaluate information in the following content areas: work morale, productivity, effective leadership, organizational climate, ethics at work, the diversity challenge, managing complex change, adaptive capacity, performance improvement, and working across cultures.

## **Methods of Assessing Student Learning:**

- 1) Four exams will be used to assess knowledge, comprehension, and application of the psychology of work behavior.

1<sup>st</sup> Quarter Exam includes multiple choice and essay questions = 100 points (based on text and class discussion)

2<sup>nd</sup> Quarter Exam includes multiple choice and essay questions = 100 points (Based on text and class discussion)

3<sup>rd</sup> Quarter Exam includes multiple choice and essay questions = 100 points (Based on text and class discussion)

4<sup>th</sup> Quarter Exam includes multiple choice and essay questions = 100 points (Based on text and class discussion)

- 2) Individual/Group Presentation = 100 points

Class presentation on Human Side of Work topics and issues. Examples include communication across cultures, violence in the workplace, and performance management. Evaluation is based upon knowledge, preparation and quality of presentation.

- 3) Term Paper = 100 points (15 to 20 pages, typed-double spaced, minimum 10 sources with no more than three sources from the Internet; no .com sources). Assessment is based upon analysis, synthesis, and evaluation of relevant literature on the subject.

### Grade

A = 540 - 600 (90x6=540)

B = 480 - 539 (80x6=480)

C = 420 - 479 (70x6=420)

D = 360 - 419 (60x6=360)

F = 359 – Below

## **Student Requirements:**

- 1) Class attendance and homework assignments are required because of the nature of the course. Two unexcused absences will lower final course grade by one letter grade.

- 2) Attendance at all exams is required unless extenuating and documented circumstances occur - for example, an accident or serious illness (with a doctor's excuse). Eligible make-up exams will be given at the final exam period.

**All students must meet the same requirements.**

**NOTE:** Students with disabilities (sight, hearing, etc.) please call this to my attention so assistance can be provided.

**NOTE:** This syllabus should be viewed as a working plan for the semester. Circumstances may necessitate changes in the plan during the course of the term. Changes will be at the discretion of the instructor in consultation with the class.

**NOTE:** One core value held by the Department of Psychology is the importance of effective writing. Our expectation for students in Psychology courses is that written assignments be prepared according to accepted college-level standards for English usage, including grammar, punctuation, spelling, sentence structure, and composition. That is, students will be expected to proofread, edit, and correct their own work in these areas prior to submitting assignments for grading and evaluation. Examples of these assignments may include, but are not limited to, research papers, article summaries, group projects, class papers, take-home essay examinations, and independent study projects. Assignments that do not appear to have been proofread, edited, and corrected prior to submission may be returned to the student for revision before grading, at the discretion of the instructor, or may receive a lower grade that reflects the level of writing skills demonstrated. Experience suggests that writing clearly, concisely, and compellingly requires thought and organization. Give yourself time to organize, draft, revise, and proofread. The requirement of using the library/writing lab resources will be assigned during the course of the semester.

### **Student Honor Code:**

The work you will do in this course is subject to the Student Honor Code (<http://www.nku.edu/~deanstudents/>). The Honor Code is a commitment to the highest degree of ethical integrity in academic conduct, a commitment that, individually and collectively, the students of NKU will not lie, cheat, or plagiarize to gain an academic advantage over fellow students or avoid academic requirements.

### **CLASS SCHEDULE**

- |   |         |  |
|---|---------|--|
| M | Jan.8   | <ul style="list-style-type: none"><li>▪ Introduction to Course</li><li>▪ Student Requirements</li><li>▪ Library/Writing Assignment</li><li>▪ Assignment: Leadership Case Study</li><li>▪ Presentation Teams – Einstein, Darwin, Socrates, and Ford (4 groups)</li><li>▪ Class Reading Assignment (Introduction and Part 1)</li><li>▪ Assign 7 Kinds of Smart</li><li>▪</li></ul> |
| M | Jan. 15 | <b>No Class – Martin Luther King, Jr. Day</b>  |
| T | Jan. 16 | Last Day to Register or Enter a Class  |

- M Jan. 22 Part 1: Leadership Variables
1. The Leadership Equation
  2. Leadership Qualities
  3. Characteristics of Followers
  4. Situational Factors
    - Leadership Poker, Von Hindenberg's Box, Seven Kinds of Smart, Apollo 13, Food for Thought Discussion
    - Leadership Case Study Discussion
    - Class Reading Assignment (Part 2)
    - Assign Leader as Visionary Assessment; Social Motives Assessment; Organizational Climate Assessment
    - Group presentation and preparation
- M Jan. 29 Part 2: The Power of Vision
5. The Importance of Vision
  6. The Motive to Lead
  7. Organizational Climate
    - The Starfish Story, Social Motives, Organizational Climate Discussion
    - Stems – Test 1
    - Group presentation preparation
    -
- M Feb. 5 **1<sup>st</sup> Quarter Exam (Intro, Parts 1 and 2)**  
**Term Paper Working Title Due**
- Presentation Team/Lab I
  - Class Reading Assignment (Part 3)
  - Assign Study of Values Assessment; Organizational Ethics Assessment
- M Feb. 12 Part 3: The Importance of Ethics
8. Leadership Ethics
  9. The Role of Values
  10. Ethics at Work
    - The Art of Caring Leadership, Values Auction and The Importance of Courage, If Hitler Asked You to Electrocute a Stranger, Would You?, Patterns Discussion
    - Class Reading Assignment (Part 4 and Part 5)
    -
- Part 4: The Empowerment of People
11. Leadership Authority
  12. Empowerment in the Workplace
  13. The Quality Imperative
  14. Broken Squares, Psychological Size, The Cloak of Omnipotence, Groupthink Discussion
  15. Stems – Test 2

- M Feb. 19 President's Day – Classes in session/University Open**
- M Feb. 19 Part 5: Leadership Principles  
 16. Effective Leadership  
 17. Human Relations  
 18. The Team Concept
  - The Leadership Report Card, Herb Kelleher speaks – The Southwest Airlines story, Employee Morale, The Concept of Flow, Characteristics of a High Performance Team, Positive versus Negative Group Member Roles, Your Summit Awaits Discussion
- M Feb. 26 **2<sup>nd</sup> Quarter Exam (Parts 3,4, and 5)/Term Paper Outline Due**
  - Presentation Team/Lab II
  - Class Reading Assignment (Part 6)
  - Assign Motivation Assessment
- M Mar 5-10 Spring Vacation – No Classes**
- M Mar 12 Part 6: Understanding People  
 19. Human Behavior  
 20. The Art of Persuasion  
 21. The Diversity Challenge
  - Motivation at Work, The Diversity Challenge, Tolerance Hearts, Brown Eyes—Blue Eyes, The Transformational Power of Positive Relationships, Joshua Lawrence Chamberlain Discussion
  - Class Reading Assignment (Part 7)
  - Stems – Test 3
- M Mar 19 Part 7: Multiplying Effectiveness  
 22. Effective Delegation  
 23. How to Assign Work  
 24. The Role of Personality
  - Emotional Intelligence and Interpersonal Styles Discussion
- M Mar 26 **3<sup>rd</sup> Quarter Exam (Parts 6 and 7)/Term Paper Sources Due**
  - Presentation Team/Lab III
  - Class Reading Assignment (Part 8, Part 9 and Conclusion)
  - Assign Burnout Assessment
- M Apr 2 Part 8: Developing Others  
 25. The Leader as Teacher  
 26. Helping People through Change  
 27. Burnout Prevention
  - Numbers Never Lie, How to Attract and Keep Good People,

Pygmalion in Management, Change Video, Avoiding Burnout Discussion

- Class Reading Assignment (Part 9 and Conclusion)
- Assign Performance Assessment
- Stems – Test 4

- M Apr 9 Part 9: Performance Management  
28. Managing Performance  
29. Professional Performance  
30. Sustaining Discipline
- Benchmarking Success, Level 5 Leadership, The Search for Excellence, Performance Pyramid, Performance Video, The Productive Workplace, The Fence That Me and Short Built Discussion
- Conclusion: Challenge and Charge
- M Apr 16 **4<sup>th</sup> Quarter Exam (Parts 8, 9 and Conclusion)**
- Presentation Team/Lab IV
- M Apr 23 Course Review and Evaluation – pace, relevance, value, participation; 20 questions Q&A; **Term Paper Due**

### **April 28 – May 5 Final Exam**

May 4 - Commencement

May 8 - Grades due by 9:00 a.m.

### **TERM PAPER THEMES AND TOPICS**

(15-20 Pages, typed-double spaced, minimum 10 sources, with no more than three sources from Internet; no .com sources)

Attitude Problems -- Diagnosis and Interventions Based on Thoughts, Feelings, and Actions

Changing Meaning of Work -- History, Gender, Ethnic Background, etc.

Communications -- Organizational, Cross-Cultural, Cross-Gender, etc.

Group Dynamics -- Functional versus Dysfunctional Groups, Positive versus Negative Group Member Roles, etc.

Human Relations -- Dealing With Difficult People, etc.

Job Stress -- Determinants, Statistics, Interventions, etc.

Leadership -- Creating and Transmitting a Vision; Modeling and Shaping Behavior; Tracking and Ensuring Progress.

Managing Change -- Myths, Realities, Strategies, Applications, Results, etc.

Organizational Development – Psychoanalytic, Behavioral and Humanistic Approaches

Organizational Effectiveness -- Reward System, Communication Practices, Standards of Performance, Leadership,

Employee Support, etc.

Participative Management -- Philosophy, Practices, Results, etc.

Pay for Performance -- Systems and Procedures

Performance Planning -- Process, Methods, Tools, Results, etc.

Personality Theory and Work Applications -- Psychoanalytic, Behavioral and Humanistic Approaches

Problem Solving -- Styles, Effectiveness, Methods, etc.

Self-Managing Work Teams -- History, Applications, Results, etc.

Strategic Planning -- Process, Methods, Applications, etc.

Stress Management -- Characteristics of a Hardy Personality, Coping Techniques, etc.

Stress Management Techniques -- Biofeedback, Scientific Relaxation, Transcendental Meditation, Yoga, etc.

Team Building -- Strategies, Tools, Results, etc.

Workplace Diversity -- Issues, Problems, Solutions, Facts, Figures, etc.

Work Satisfaction -- Determinants, Statistics, Interventions, etc.

Leadership Biography