

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

**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  
Office: BEP 146  
Phone: 572-5443 e-mail: [manningg@nku.edu](mailto:manningg@nku.edu)  
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 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. Four unexcused absences (MWF class) 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>•Class Reading Assignments (Introduction)</li></ul>   |
| W | Jan. 10 | <ul style="list-style-type: none"><li>•Introduction: Setting the Stage</li><li>•Presentation Teams - Einstein, Darwin, Socrates, and Ford (8 groups)</li><li>•Class Reading Assignment (Part 1)<ul style="list-style-type: none"><li>▪ Assign 7 Kinds of Smart</li></ul></li></ul> |
| F | Jan. 12 | Part 1: Leadership Variables <ul style="list-style-type: none"><li>1. The Leadership Equation<ul style="list-style-type: none"><li>•Leadership Poker</li></ul></li></ul>   |

- M Jan. 15 **No Class - Martin Luther King, Jr. Day**
- W Jan. 17 Part 1 cont'd:  
 2. Leadership Qualities  
     • Von Hindenberg's Box  
 3. Characteristics of Followers
- F Jan. 19 Part 1 cont'd:  
 4. Situational Factors  
     • 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
- M Jan. 22 Part 2: The Power of Vision  
 5. The Importance of Vision  
     • The Starfish Story Discussion
- W Jan. 24 Part 2 cont'd:  
 6. The Motive to Lead  
     ▪ Social Motives Discussion  
     ▪ Stems – Test 1
- F Jan. 26 Part 2 cont'd:  
 7. Organizational Climate  
     • Humanistic Workplace Discussion  
     • Class Reading Assignment (Part 3)
- M Jan. 29 Last day to drop a full term course without a grade appearing on student transcript
- M Jan. 29 **1st Quarter Exam (Intro, Part 1 and Part 2)/Term Paper Working Title Due**
- W Jan. 31 Part 3: The Importance of Ethics  
 8. Leadership Ethics  
     • The Art of Caring Leadership  
     • Assign Study of Values Assessment and Organizational Ethics Assessment
- F Feb. 2 Part 3 cont'd:  
 9. The Role of Values  
     • Values Auction and the Importance of Courage  
     • Study of Values and Organizational Ethics discussion

- M Feb. 5 Part 3 cont'd:  
10. Ethics at Work  
•If Hitler asked You to Electrocute a Stranger, Would You?  
•Class Reading Assignment (Part 4)
- W Feb. 7 Part 4: The Empowerment of People  
11. Leadership Authority  
•Broken Squares and the Importance of Communication  
•Patterns
- F Feb. 9 Part 4 cont'd:  
12. Empowerment in the Workplace  
•Psychological Size and the Cloak of Omnipotence  
• Patterns (continued)
- M Feb. 12 Part 4 cont'd:  
13. The Quality Imperative  
•Groupthink  
•Class Reading Assignment (Part 5)
- W Feb. 14 Part 5: Leadership Principles  
14. Effective Leadership  
•The Leadership Report Card
- F Feb. 16 Part 5 cont'd:  
15. Human Relations  
•Employee Morale and the Importance of Flow  
•Stems –Test 2
- M Feb. 19 President's Day – Classes Held/University Open
- M Feb. 19 Part 5 cont'd:  
16. The Team Concept  
•Characteristics of a High Performance Team and Positive versus Negative Group Member Roles  
•Your Summit Awaits  
•Class Reading Assignment (Part 6)  
• Assign Motivation Assessment
- W Feb. 21 **2nd Quarter Exam (Parts 3,4 and 5)/Term Paper Outline Due**

- F Feb. 23 Part 6: Understanding People  
 17. Human Behavior  
 •Motivation at Work  
 •The Transformational Power of Positive Relationships  
 18. The Art of Persuasion  
 •Joshua Lawrence Chamberlain
- M Feb. 26 Part 6 cont'd:  
 19. The Diversity Challenge  
 •Brown Eyes/Blue Eyes
- W Feb. 28 •Getting to Know You and Tolerance Hearts  
 •Class Reading Assignment (Part 7)
- F March 2 Part 7: Multiplying Effectiveness  
 20. Effective Delegation  
 21. How to Assign Work  
 •Herb Kelleher Speaks --The Southwest Airlines Story  
 •Stems –Test 3

**March 5 – 10 SPRING VACATION - NO CLASSES**

- M March 12 Part 7 cont'd:  
 22. The Role of Personality  
 •Emotional Intelligence and Interpersonal Styles  
 •Class Reading Assignment (Part 8)
- W March 14 **3rd Quarter Exam (Part 6 and Part 7)/Term Paper Sources Due**
- F March 16 Part 8: Developing Others  
 23. The Leader as Teacher  
 •Numbers Never Lie  
 •Pygmalion in Management
- M March 19 Part 8 cont'd:  
 24. Helping People Through Change  
 •Change Video and the Importance of Attitude  
 •Assign Burnout Assessment
- W March 21 Part 8 cont'd:  
 25. Burnout Prevention  
 •How to Attract and Keep Good People  
 •Class Reading Assignments (Part 9 and Conclusion)

- F March 23 Term Paper/Writing Assignment
- M March 26 Part 9: Performance Management  
•Benchmarking, Level 5 Leadership, and the Search for Excellence
- W March 28 Part 9 cont'd:  
26. Managing Performance  
•Performance Video  
•Assign Performance Assessment
- F March 30 Part 9 cont'd:  
27. Professional Performance  
•Performance Pyramid and the Productive Workplace  
28. Sustaining Discipline  
•The Fence That Me and Shorty Built  
•Stems –Test 4
- M April 2 Conclusion: Challenge and Charge
- W April 4 **4<sup>th</sup> Quarter Exam (Part 8, Part 9, and conclusion)/Term Paper Due**
- F April 6 Human Side of Work – Presentation Assignment
- M April 9 The Power of Vision Presentation - Question & Answer
- W April 11 The Importance of Ethics Presentation - Question & Answer
- F April 13 The Empowerment of People Presentation - Question & Answer
- M April 16 Leadership Principles Presentation - Question & Answer
- W April 18 Understanding People Presentation - Question & Answer
- F April 20 Multiplying Effectiveness Presentation - Question & Answers
- M April 23 Developing Others Presentation - Question & Answer
- W April 25 Performance Management Presentation - Question & Answer
- F April 27 Course Review and Evaluation -- Pace, Relevance, Value, and Participation

April 28 – May 4 **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