

**Chaminade University - Honolulu**  
**PSY 434 Organizational Psychology**  
Spring 2019

|                             |                                                                                                                                    |                      |                         |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|
| <b><u>Instructor:</u></b>   | Robert G. Santee, Ph.D.                                                                                                            | <b><u>Time:</u></b>  | M/W/F 10:30am – 11:20am |
| <b><u>Phone:</u></b>        | (808) 735-4720                                                                                                                     | <b><u>Room:</u></b>  | Henry Hall 104          |
| <b><u>Office Hours:</u></b> | M/W 12:30pm – 1:30pm<br>By appointment<br>Behavioral Sciences Bldg. 105A                                                           | <b><u>Email:</u></b> | rsantee@chaminade.edu   |
| <b><u>Appointment:</u></b>  | Pam – 808-735-4751 or email: pamela.silva-patrinis@chaminade.edu<br>Sherlyn – 808-739-8393 or email: sherlyn.antonio@chaminade.edu |                      |                         |

**Texts:**            An Integrative Approach to Counseling: Bridging Chinese Thought, Evolutionary Theory, and Stress Management (IAC); Santee  
The Tao of Stress: How to Calm, Balance, and Simplify Your Life (TOS); Santee  
Sun Tzu and the Art of Business (AOB); McNeilly

**Catalog Course Description**

The subfield of psychology that deals with work in commercial and industrial settings. Areas covered include job morale, satisfaction, organizational effectiveness, growth, and change. The field covers the individual worker plus the worker in a group setting.

**Program Linking Statement**

This course develops and assesses the skills and competencies for the program student learning outcome of Applied Psychology. In addition, this course also addresses the program student learning outcomes of 1) Scientific Method and its Application in the Field of Psychology and 2) Cross-Cultural Psychology.

**Course Description**

The scope of this course is an exploration of managing organizations from the perspective of psychology within the context of non-western approaches (*Art of Strategy/War*, the *Daodejing* and the *Analects*) to managing organizations. The focus of this course is an examination of the impact/interaction of individual processes, group processes, organizational processes and the environment upon productivity, job satisfaction, absenteeism, and turnover. The course will focus on 1) **evolutionary psychology** and organizations, 2) **social psychology of work behavior**: emotions, diversity, motivation, attitudes, social behavior in organizations, leadership, and stress management, 3) **person-work-organization fit**: analyzing work, performance appraisal and feedback, staffing: attraction, interview skills, selection, and placement, training and development, and the work context, 4) **behavior management**: communication, groups and teams, decision making, interpersonal skills, designing effective organizations, managing change in organizations, 5) **emotional intelligence** within organizations, and 6) **organizational culture**. **Special attention and focus is given to managing stress in organizations.**

As managing stress is a considerable problem in organizations today, Taihequan and Qigong will be taught at the start of each class. ***You must participate fully in the Taihequan and Qigong component of the class or you will be marked absent.***

## Student Learning Outcomes

Student will demonstrate an understanding of:

1. The application of the scientific method and research to managerial problems within organizations.
2. The impact of individuals, groups, and organizational structures on productivity, job satisfaction, absenteeism, and turnover.
3. Evolutionary theory and its relationship to organizational psychology.
4. The application of psychological principles to organizational structures and organizational culture.
5. Ethical concerns within the context of organizational psychology.
6. Cross-cultural concerns within the context of organizational psychology.
7. Stress management for the quality of an individual's life and morale at work.
8. Chinese approaches (*Art of Strategy/War*, *Daodejing*, and *Analects*) to organizational management.
9. The social, emotional, and interpersonal skills necessary to *manage* within an organizational context.
10. How the Five Marianist Educational Values are integrated into the course.

## Requirements

|                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>2 Exams</b>  | Exam 1 = 100 pts (25 questions/multiple choice)<br>Exam II = 200 pts (50 questions/multiple choice)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>300 pts</b> |
| <b>2 Papers</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |
| <b>Paper 1</b>  | <b>Tao of Stress pages 145-148.</b> Write a minimum one <b>full page</b> paper indicating why the Art of Calculation is important for managing organizations. Make sure you clearly and separately address identifying the problem and each of the five steps. See 'Format for All Papers' p. 3-4 for required format.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>30 pts</b>  |
| <b>Paper 2</b>  | <b>Customer Service Analysis</b><br>Paper is to be a minimum of 5 full pages and include a separate introduction page ( <b>2 paragraphs minimum</b> ) and a separate summary/ <b>conclusion (3 paragraphs minimum)</b> page. See "Format for All Papers" p. 3-4 for formatting requirements.<br><br>Student will write a minimum of 1 full separate page for <b>each</b> organization you visit. Address each of the questions below with a separate paragraph for each agency. Clearly separate out and identify each question, 1-4, and clearly <i>separate out and identify each sub-question in question #4</i> . Student will visit three (3) organizations/businesses (e.g., Sears, Foodland, McDonald's, Bank of Hawaii, CUH Business Office, Gap) and observe their customer service relative to you.<br><br>I want you to name the organization and indicate the service(s) provided, describe the status of the organization – crowded, clean, are there lines with just one person waiting on everyone, e.g., long | <b>100 pts</b> |

bank line and only one teller working while other tellers are in back standing around. Observe and record for each organization the following:

1. Job skills – do they know what they are doing? Organized? Appropriately attired?
2. Interpersonal skills – do they greet you, say your name, make small talk, are they rude, do they acknowledge you as a person, how are their communication skills?
3. Emotions – do they smile, frown, are they angry, etc.?
4. Answer the following questions:
  - a. What impact does their job skills, interpersonal skills and emotional display have upon you?
  - b. How would you rate their service on a scale of 1-10 with 1 = awful, 10 = excellent. **Bold the rating.**
  - c. Does your gender, age, race, emotional status, appearance have any effect upon how you were treated? Explain.
  - d. What does the customer service of the organization tell you about how they feel about their customers?
  - e. List areas needed for improvement and suggest ways for improvement.

In each Customer Service Analysis paper, make sure each of the above areas are clearly indicated (bold), by number and letter when appropriate, for each organization you visit.

**Total Class Points**

**430 pts**

**Grading**

**A = 387 +**

**B = 344 - 386**

**C = 301 - 343**

**D = 258 - 300**

**F = 257 ↓**

**Format for ALL Papers:**

- Typed
- Single spaced
- Times New Roman font size 12
- One inch margins on all sides
- Indent first line of each paragraph
- No space between paragraphs
- Each paper must have a cover page, which will include your name, title of the paper, course number, and due date
- Staple all pages together before turning in

### **Due Date/Points Policy for Papers:**

|                                        |               |
|----------------------------------------|---------------|
| Due date, after class time             | 10% deduction |
| 2 <sup>nd</sup> day                    | 20% deduction |
| 3 <sup>rd</sup> day                    | 30% deduction |
| 4 <sup>th</sup> day                    | 40% deduction |
| 5 <sup>th</sup> day                    | 50% deduction |
| Not Accepted after 5 <sup>th</sup> day |               |

- **All work must be completed within the time frame of the course. Nothing will be accepted after the last class of the term.**

### **Classroom Rules**

- **Cell phones can only be used for recording class lectures. No texting, tweeting, internet use, etc.**
- No sleeping in class.
- No reading outside materials in class.
- *No doing homework for other classes during class.*
- No eating in class.
- No listening to iPods, etc. in class.
- No behavior that is viewed as inconsiderate and disrespectful to your classmates who are here to learn.
- No behavior that is viewed as inconsiderate and disrespectful to your instructor who is here to teach.
- If you bring a computer to class to take notes, it can only be used to take class notes. No other computer use is acceptable.

### **Scientific Method Definitions**

The **METHODS OF SCIENCE** are only tools, tools that we use to obtain knowledge about phenomena.

The **SCIENTIFIC METHOD** is a set of assumptions and rules about collecting and evaluating data. The explicitly stated assumptions and rules enable a standard, systematic method of investigation that is designed to reduce bias as much as possible. Central to the scientific method is the collection of data, which allows investigators to put their ideas to an empirical test, outside of or apart from their personal biases. In essence, stripped of all its glamour, scientific inquiry is nothing more **THAN A WAY OF LIMITING FALSE CONCLUSIONS ABOUT NATURAL EVENTS.**

Knowledge of which the credibility of a profession is based must be objective and verifiable (testable) rather than subjective and untestable.

**SCIENCE** is a mode of controlled inquiry to develop an objective, effective, and credible way of knowing.

The assumptions one makes regarding the basic qualities of human nature (that is, cognitive, affective, behavioral, and physiological processes) affect how one conceptualizes human behavior.

The two basic functions of scientific approach are 1) advance knowledge, to make discoveries, and to learn facts in order to improve some aspect of the world, and 2) to establish relations among events, develop theories, and this helps professionals to make predictions of future events.

*The above quotes were taken directly from:*

Research Design And Counseling  
Heppner, Kivlighan, and Wampold

A **THEORY** is a large body of interconnected propositions about how some portion of the world operates; a **HYPOTHESIS** is a smaller body of propositions. **HYPOTHESES** are smaller versions of theories. Some are derived or born from theories. Others begin as researchers' hunches and develop into theories.

The **PHILOSOPHY OF SCIENCE** decrees we can only falsify, not verify (prove), theories because we can never be sure that any given theory provides the best explanation for a set of observations.

*The above quotes were taken directly from:*

Research Method In Social Relations  
Kidder

**THEORIES** are not themselves directly proved or disproved by research. Even **HYPOTHESES** cannot be proved or disproved directly. Rather, research may either support or fail to support a particular hypothesis derived from a theory.

Scientific research has four general goals: (1) to describe behavior, (2) to predict behavior, (3) to determine the causes of behavior, and (4) to understand or explain behavior.

*The above quotes were taken directly from:*

Methods In Behavioral Research  
Cozby

In order to verify the reliability and validity of scientific research it is important to replicate the results. It is the preponderance of evidence that establishes/supports the theory.

*The above quotes were taken directly from:* <http://allpsych.com/researchmethods/replication.html>

### **Academic Honesty**

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of the Academic Division and may range

from an 'F' grade for the work in question to an 'F' for the course to suspension or dismissal from the University.

*Chaminade University Undergraduate Catalog 2017/2018, pg. 53-54*

### **Attendance**

Students are expected to attend regularly all courses for which they are registered. Students should notify their instructors when illness prevents them from attending class and make arrangements to complete missed assignments. Notification may be done by ***emailing the instructor***, calling the instructor's campus extension, or the Psychology program office numbers: 735-4751 or 739-8393. It is the instructor's prerogative to modify deadlines of course requirements accordingly. Any student who stops attending a course without officially withdrawing may receive a failing grade.

Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any absence of two weeks or more must be reported to the Associate Provost and the Records Office by the instructor.

Federal regulations require continued attendance for continuing payment of financial aid. If attendance is not continuous, financial aid may be terminated. When illness or personal reasons necessitate continued absence, the student should officially withdraw from all affected courses. Anyone who stops attending a course without official withdrawal may receive a failing grade.

***If you are not in class when roll is taken, you will be counted absent. If you are marked absent, you will lose 5 points for each absence.***

### **Students With Disabilities**

Chaminade will provide assistance for any student with documented disabilities. Any student who believes he/she may need accommodations in this class must contact **Dr. June Yasuhara, 735-4845**, at the Counseling Center (office next to Security) in order to determine if the student meets the requirements for documented disability in accordance with the Americans with Disabilities Act. It is important to contact them as soon as possible so that accommodations are implemented in a timely fashion.

### **Title IX**

Chaminade University recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct will NOT be tolerated at Chaminade University. If you have been the victim of sexual misconduct, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, I must report the matter to the Title IX Coordinator. **Should you want to report to a confidential source you may contact the following:**

- **Personal Counseling Center: 808-735-4845**

## **Marianist Educational Values**

***Chaminade University is a Catholic, Marianist University. The five characteristics of a Marianist education are:***

### **1. Educate for Formation in Faith**

Catholic Universities affirm an intricate relationship between reason and faith. As important as discursive and logical formulations and critical thinking are, they are not able to capture all that can be and ought to be learned. Intellectual rigor coupled with respectful humility provide a more profound preparation for both career and life. Intellectual rigor characterizes the pursuit of all that can be learned. Respectful humility reminds people of faith that they need to learn from those who are of other faiths and cultures, as well as from those who may have no religious faith at all.

### **2. Provide an Excellent Education**

In the Marianist approach to education, “excellence” includes the whole person, not just the technician or rhetorician. Marianist universities educate whole persons, developing their physical, psychological, intellectual, moral, spiritual and social qualities. Faculty and students attend to fundamental moral attitudes, develop their personal talents and acquire skills that will help them learn all their lives. The Marianist approach to education links theory and practice, liberal and professional education. Our age has been deeply shaped by science and technology. Most recently, information and educational technologies have changed the way faculty and students research and teach. At Marianist Universities, two goals are pursued simultaneously: an appropriate use of information technology for learning, and the enhancement of interaction between students and teachers. As Catholic, Marianist Universities seek to embrace diverse peoples and understand diverse cultures, convinced that ultimately, when such people come together, one of the highest purposes of education is realized: a human community that respects every individual within it.

### **3. Educate in Family Spirit**

Known for their strong sense of community, Marianists have traditionally spoken of this sense as “family spirit.” Marianist educational experience fosters the development of a community characterized by a sense of family spirit that accepts each person with loving respect, and draws everyone in the university into the challenge of community building. Family spirit also enables Marianist universities to challenge their students, faculty and staff to excellence and maturity, because the acceptance and love of a community gives its members the courage to risk failure and the joy of sharing success.

### **4. Educate for Service, Justice, and Peace**

The Marianist approach to higher education is deeply committed to the common good. The intellectual life itself is undertaken as a form of service in the interest of justice and peace, and the university curriculum is designed to connect the classroom with the wider world. In addition, Marianist universities extend a special concern for the poor and marginalized and promote the dignity, rights and responsibilities of all people.

### **5. Educate for Adaptation to Change**

In the midst of rapid social and technological change, Marianist universities readily adapt and change their methods and structures so that the wisdom of their educational philosophy and spirituality may be transmitted even more fully. “New times call for new methods,” Father Chaminade often repeated. The Marianist university faces the future confidently, on the one hand knowing that it draws on a rich

educational philosophy, and on the other fully aware for that philosophy to remain vibrant in changing times, adaptations need to be made.

***Selected from Characteristics of Marianist Universities: A Resource Paper, Published in 1999 by Chaminade University of Honolulu, St. Mary's University and University of Dayton***

Each of these characteristics is integrated, to varying degrees, in this course.

## Tentative Course Schedule

| <u>Week</u> | <u>Topic</u>                                                                                                                                                                                                                                                                                                               | <u>Readings</u>                               |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| 1/14        | What is Organizational Behavior? Scientific Method; Marianist Educational Values; Diversity; Evolutionary Theory/Psychology; 3 Daoist Teachings for Addressing Challenges in the Environment; 3-step Daoist Approach/Path to Managing Stress; 3 Components of the Bamboo Bridge; <b>Art of Strategy/War: Communication</b> | IAC Intro, 1-2<br>TOS Intro<br>AOB Intro, 1-2 |
| 1/21        | <b>1/21 - Holiday</b><br><b>Art of Strategy/War: 5 Criteria for Management Chapter 1</b><br>Ethics in Organizations<br>Customer Service                                                                                                                                                                                    | AOB Intro, 1-2                                |
| 1/28        | <b>Art of Strategy/War: Preparation Chapter 2-3</b><br>Personality and Emotions<br>Individual Differences                                                                                                                                                                                                                  | AOB 1, 4                                      |
| 2/04        | <b>Art of Strategy/War: Calculation and Strategic Positioning (Form/shape xíng 形) Chapter 4</b><br>Perception and Individual Decision Making<br>Group Decision Making                                                                                                                                                      | AOB 5<br>TOS 10                               |
| 2/11        | <b>Art of Strategy/War: Strategic Advantage</b><br>(power; force; influence 勢 shì) <b>Chapter 5</b>                                                                                                                                                                                                                        | AOB 5                                         |
| 2/18        | <b>2/18 – HOLIDAY</b><br><b>Art of Strategy/War: Strengths and Weaknesses Chapter 6</b><br><b>SWOT Analysis</b><br><b>2/22 - PAPER 1 DUE (Art of Calculation)</b>                                                                                                                                                          | AOB 2-3                                       |
| 2/25        | <b>Art of Strategy/War: Managing Groups Chapter 7 - 10</b>                                                                                                                                                                                                                                                                 | AOB 6-7                                       |
| 3/04        | <b>Art of Strategy/War Chapter 7 – 10</b><br><b>3/8 – EXAM I</b>                                                                                                                                                                                                                                                           | AOB 6-7                                       |
| 3/11        | Western History of Organizational Psychology<br>Motivation, Values, Attitudes, Emotional Intelligence<br><b>Analects and Organizational Management</b><br><b>3/15 – PAPER 2 DUE (Customer Service Paper)</b>                                                                                                               | IAC 6                                         |

|      |                                                                                               |                           |
|------|-----------------------------------------------------------------------------------------------|---------------------------|
| 3/18 | Power and Politics; Conflict and Negotiation<br><b>Analects</b> and Organizational Management | IAC 6                     |
| 3/25 | <b>SPRING BREAK – 3/25 – 3/29</b>                                                             |                           |
| 4/01 | Foundations of Organization Structure<br><b>Daodejing</b> and Organizational Management       | IAC 5                     |
| 4/08 | Organizational Culture<br><b>Daodejing</b> and Organizational Management                      | IAC 5                     |
| 4/15 | Organizational Change, Stress Management and Counseling                                       | IAC 2-3, 8-13<br>TOS 3-5  |
| 4/22 | Organizational Change, Stress Management and Counseling                                       | IAC 2-3, 8-13<br>TOS 6-8  |
| 4/29 | Organizational Change, Stress Management and Counseling                                       | IAC 2-3, 8-13<br>TOS 9-10 |
| 5/9  | <b>EXAM II – 11:00AM – 12:00PM</b>                                                            |                           |