Aims
This course aims to examine a broad range of topics in organizational and management science through the lens of social psychological theory, with a particular emphasis on the dynamics of leadership. It attempts to understand the individual and group process that underpin phenomena such as motivation, communication, decision-making and productivity. These topics are constantly debated in the public domain, but this course attempts to delve beneath the surface of popular theory and identify fundamental processes that allow for an integrated and more nuanced appreciation of this important field.

Learning and teaching Methods
The course will consist of ten seminar meetings plus an optional revision meeting in Week 11. Each seminar meeting will last two hours and take place on ….. Attendance is compulsory.

Assignments
One 3,000 word essay. Essay questions for this are as follows:

• What are the main limitations of the social identity approach to organizational psychology? Discuss with reference to leadership and at least one other topic covered in the course.

• Has the sub-discipline of organizational psychology had a positive impact on organizational life?

• In what ways do groups and teams improve organizational outcomes?

Assessment
Three hour examination. In this you will be required to answer two essay questions out of a possible 4. There should be no substantive overlap in the material included in each of your answers.

**Textbooks**


**Syllabus Plan**

Each seminar will focus on a key topic social psychological approaches to a key topic in the organizational domain. All students will be expected to read the relevant chapter in the textbook and at least one other reading.

Each week selected students will have responsibility for doing additional readings and participating in activities that facilitate broad discussion and awareness of the topic in question. This may involve preparation of practical activities.

Note that the readings below are indicative only: there is an abundance of literature on each of the topics below and you should not be constrained by the list here.

**Week 1 AH February 5 Paradigms in Organizational Psychology**

- The economic approach (Taylor)
  *We should find the 'one best way' to work*
- The individual difference approach (Münsterberg)
  *We should select the right person for the job*
- The human relations approach (Mayo)
  *We shouldn't underestimate the importance of the team*
- The cognitive approach: equity and exchange principles
  *Workers want benefits to outweigh costs*
- Historical overview
  *From Taylorism, to human relations to team-Taylorism*

Reading (** = all students must read; * = to be read by students giving presentation)

**Chapter 1 in textbook**


Week 2 AH February 12 Social identity and self-categorization theories as a non-reductionist framework for understanding the psychology of organizations

- Social identity theory (Tajfel & Turner) 
  *When groups become a vehicle for improving self-esteem*
- Self-categorization theory (Turner) 
  *Changes in the self reflect and drive changes in the world*
- Organizational applications (Haslam) 
  *Social identity is implicated in core organizational processes*

Reading

**Chapter 2 in textbook**


Week 3 AH February 19 Leadership

- The 'great man' approach 
  *Great leaders are great people*
- The times approach 
  *You've got to be in the right place at the right time*
- Contingency approaches (Fiedler) 
  *We need to obtain the 'perfect match' between the person and the situation*
- Transformational and transactional approaches (Hollander) 
  *The contract between leaders and followers is important*
- The leadership categorization approach (Lord) 
  *Leaders need to conform to followers' expectations*
- The social identity approach (Haslam, Hogg, Platow, Reicher) 
  *Leaders need to be entrepreneurs of social identity*

Reading

**Chapter 3 in textbook**


**Week 4 AH February 26 Work Motivation**

- The economic approach
  
  *You get what you pay for*

- Needs approaches (Maslow, Herzberg, McGregor)
  
  *Workers need to be personally involved*

- Cognitive approaches: expectancy theory (Vroom); goal setting theory (Locke)
  
  *Make it fair and make it clear*

- The relational approach (Tyler)
  
  *Workers aren't always in it just for themselves*

- The social identity approach (Ellemers, Haslam van Knippenberg)
  
  *Encouraging people to work for us*

**Reading**

**Chapter 4 in textbook**


**Week 5 AH March 5 Power and Control**

- Taxonomic approaches (Raven)
  
  *Power comes in many different forms*

- Individual difference approaches (Ashforth)
  
  *Some people are just power-hungry bureaucrats*

- Motivational approaches (Mulder)
  
  *Actually, we're all power-hungry bureaucrats...*

- Social cognitive approaches (Fiske)
... but we'd be nicer if we had more time

- The social identity approach (Dépret)
  Social power isn't necessarily bad — it's what you do with it that counts

Reading

**Chapter 8 in textbook**

Week 6 TP March 12 Communication and Information Management

- Structural approaches (Bavelas)
  *What you can say and what you find out depends on who and where you are*
- The human relations approach (Kahn)
  *Communication reflects and creates social bonds*
- The cognitive approach (Stasser)
  *There are problems associated with having too much to say and too little time to say it*
- The social identity approach (Postmes)
  *Identity creates and reflects the contours of effective communication*

Reading

**Chapter 5 in textbook**

Week 7 TP March 19 Decision Making

- The groupthink model (Janis)
  *Groups often make very bad decisions....*
- Group polarization
  *... or at least they agree to make extreme ones*
- Prescriptive approaches (Vroom)
  *Managers need to adopt particular decision making strategies in particular situations*
• The social identity approach (Turner)

*Groupthink reflects social identity maintenance and expression*

Reading

**Chapter 6 in textbook**


Week 8 TP April 30  **Negotiation**

• Individual difference approaches (Deutsch)

  *We need to differentiate the apathetic from the weak, and the hostile from the creative*

• Cognitive approaches (Bazerman)

  *Groups tend to think the worst of each other*

• Motivational approaches (Pruitt)

  *Having the right perspective is important*

• Social approaches (Douglas)

  *Conflict isn't all bad*

• The social identity approach (Eggins, Stephenson)

  *Groups need to address conflict at the psychological level that it exists*

Reading

**Chapter 7 in textbook**


Week 9 TP May 7 **Group Productivity and Performance**

• Definitions

  *Performance (and underperformance) has many different forms*

• Facilitation theories (Tripllett)

  *Groups make us work harder ....*

• Loafing theories (Latané)

  *... but they also encourage laziness*

• Integrative approaches (Karau)
2 + 2 can equal 3 or 5.....

- The social identity approach (Wallace)
  ... but who says whether 5 is better than 3?

**Chapter 9 in textbook**


**Chapter 10 in textbook**


**Week 10 TP May 14 Industrial Protest**
- Primitive instincts
  *Protest reveals the ugly side of human nature*
- Individual difference approaches (Rotter)
  *Some people look for trouble*
- Cognitive approaches (Klandermans)
  *Protest has rational foundations*
- Relative deprivation (Gurr)
  *Groups respond to injustice*
- The social identity approach (Kelly)
  *Protest is a response to identity-relevant threat*

**Reading**

*Week 11 AH & TP May 21 Revision: The interface between psychology, politics and practice*
- Testing in the workplace (applications of the individual difference approach)
  *It's not easy selecting the right people for the right job*
- Managing organizational change (applications of the human relations approach)
Workers have to be won round to change

- The link between theory, practice and politics
  What organizational psychologists see and do has a political dimension

- The co-operative model
  Intervention should be designed to ensure harmonious organizations

- The pluralistic model
  Harmony should not be pursued to the detriment of organizational and social justice

- Learning to identify and interrogate hidden assumptions
  There is more to organizational psychology than organizational psychology

Reading

**Chapter 11 in textbook**


Presentation schedule

<table>
<thead>
<tr>
<th>Week, topic</th>
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<td>2. Social identity</td>
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<td>3. Leadership</td>
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<td>4. Motivation</td>
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<td>5. Power</td>
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<td>9. Productivity</td>
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**LAST DATE OF REVISION**: September 2011