

Work and Organisational Psychology

This specialisation focuses on people at work in organisations. It combines knowledge of work, personnel and organisational psychology. Relevant questions in this domain are: How to design jobs so that people can work optimally and without putting their health and well-being at risk? Why do people work, what motivates them? How can industrial accidents be prevented? What determines team effectiveness? How can someone's ability to cooperate or to make decisions be evaluated? Which factors improve the quality of work life for the elderly? How should air traffic controllers be selected? Which job conditions help prevent burn-out? How can innovations be stimulated? These questions illustrate some of the issues that are studied in the field of work and organisational psychology (WOP). Work and organisational psychologists look at various domains, like the services, the healthcare or the aviation sector. Students who complete this programme have knowledge of the major content areas of WOP with an emphasis on applied cognitive psychology. They learn how to apply techniques of job and task analysis; they learn how to determine standards of effectiveness and how to measure and evaluate human performance; they learn how to design and evaluate employee selection tests and organisational interventions; and they acquire the necessary skills for data collection and analysis and are able to conduct applied psychological research.

Work and Organisational Psychology Coordinator:

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PSY4950 Introduction in Problem-Based Learning see HSP

Title	Work Psychology
Period	1
Code	PSY4021
ECTS credits	5
Organisational unit	Work and Social Psychology
Coordinator	Ute Hülshager
Descriptions	This course focuses on people at work in organisations. It will provide answers to questions as 'Why do people work?', 'How do people work?' or 'How does work affect worker health and well-being?'. These questions will be addressed by discussing theories of work behaviour, job satisfaction, commitment, work and health, or work-life balance. Using this knowledge it will be discussed how jobs can (or should) be changed, to optimise individual performance and the well-being of the job incumbent. At the end of this course students should be able to provide answers to questions as: What are the consequences of unemployment? Does job satisfaction increase performance or does performance cause more job satisfaction? How can health and well-being be fostered in organizations?
Goals	Knowledge of: Psychological meaning of work, job attitudes, job design, health and well-being, emotional labour, work-life balance.
Instruction language	EN
Prerequisites	
Recommended literature	Various articles and book chapters (E-reader).
Teaching methods	Lecture(s) PBL
Assessment methods	Attendance Written exam
Key words	work behaviour, job design, job satisfaction, emotional labour

Practical training with PSY4021 Work Psychology

Title	Practical training: Occupational Health Audit
Period	1
Code	PSY4121
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Ute Hülshager
Descriptions	In this practical training, students will apply theories of occupational health psychology. Focusing on a specific occupation (e.g. wait staff, nursing staff), students will analyse general work characteristics and work demands and identify threats to health and well-being in that occupation. Furthermore, they will delineate interventions that may address these health threats. Results are described in a group report.
Goals	Knowledge of: Job analysis; methods to assess work stress; workplace health interventions.
Instruction language	EN
Prerequisites	
Recommended literature	Literature of PSY4021.
Teaching methods	Lecture(s) Training
Assessment methods	Attendance Final paper
Key words	job demands; work stress; workplace health interventions

Title	Human Resources
Period	1
Code	PSY4022
ECTS credits	5
Organisational unit	Work and Social Psychology
Coordinator	Margje van de Wiel, Alicia Walkowiak
Descriptions	<p>People are the core of organisations. They set the goals, plan, design, organise and carry out the work and run the business. To gain competitive advantage, organisations need to find, develop, and retain the best possible employees. In this course, students will reflect upon psychological research and theories that may contribute to human resource management practices in organisations. The practices discussed in this course are job analysis, selection and recruitment, training, performance appraisal and management, professional and career development, talent management, compensation and employee relations. Students will learn that, use of a strategic approach to human resource management, means that the practices listed above need to be coordinated to achieve organisational goals, since they form sequential, but interdependent steps in employing personnel in an organisation. The organisational goals therefore need to be translated into criteria for employee behaviour, attitudes, and performance. Subsequently, instruments need to be selected or developed to measure whether the criteria are met. This course discusses methods for setting and testing these criteria and for improving organisational performance. In this way students learn to reflect on the usefulness of Human Resource Management (HRM) practices.</p> <p>The course aims to connect research, theory and practice. Therefore, students must apply their knowledge in specific problems and complete assignments whilst using and discussing real-life examples of HRM practices. In addition, students gain insight into the field of Work and Organisational Psychology and HRM by interviewing professionals in the field in their practical training and by sessions organised by an HRM consultancy. In these sessions, they gain hands-on experience with assessment instruments and techniques used in selection processes and personnel development.</p>
Goals	<p>Knowledge of: Human resource management practices, job analysis, personnel selection, assessment, recruitment, training, training evaluation, performance appraisal, performance management, continuous professional development, workplace learning, career development, career success, employability, compensation, performance-based pay, employee relations, talent management, retention.</p>
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles, book chapters.
Teaching methods	Assignment(s) Lecture(s) PBL Presentation(s) Working visit(s)
Assessment methods	Attendance

	Final paper Written exam
Key words	human resource management practices, job analysis, selection and recruitment, training, performance appraisal and management, professional and career development, compensation, employee relations

Practical training with PSY4022 Human resources

Title	Practical training: What is it like to be a Work and Organisational Psychologist?
Period	1
Code	PSY4122
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Alicia Walkowiak, Philippe Nelissen
Descriptions	Students familiarise themselves with the profession of a work and organisational psychologist by studying literature and documents on the competences required in work and organisational psychology and by interviewing a subject matter expert (SME) about his or her job. Based on these documents and the job analysis literature, students prepare the interview, analyse the data and report their findings in a job description and job/person specification. Students also reflect on their own interviewing skills. The whole process is described in a report. Students briefly present their findings in an interactive session, and share with each other information on a variety of jobs that they may aspire to in the field of work and organisational psychology.
Goals	Knowledge of and practical experience with: Job analysis, job description, person specification, interviewing, the work of work and organisational psychologists.
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles; Book chapters.
Teaching methods	Paper(s) Presentation(s) Training(s)
Assessment methods	Attendance Final paper
Key words	job analysis, interviewing , job description, person specification, work and organisational psychology

Title	Organisation and Cognition
Period	2
Code	PSY4023
ECTS credits	5
Organisational unit	Work and Social Psychology
Coordinator	Herco Fonteijn
Descriptions	<p>To what extent can cognitive constructs and theories help us understand organisational behaviour? This course will focus on the interface of cognitive and organisational psychology and on two major perspectives which organisations and their members appear to take. By using an interpretive perspective, organisations and their members try to understand how organisational realities are constructed. This perspective allows us to make sense of events and, eventually, to set new goals or adapt existing goals. A second perspective focuses on how people and organisations select actions that lead to current (organisational) goals. This perspective is exemplified by behavioural decision research.</p> <p>Issues that will be addressed include: entrepreneurial cognition leadership, and strategic decision making; power, leadership and organisational justice; team cognition and team performance; creativity, innovation and knowledge management; trust, conflict and negotiation; and change management, organisational culture and cross cultural differences. Selected problems will provide student with insight into the field of aviation (e.g. low-fare market strategies, cockpit crew resource management, union disputes, cultural differences and airline alliances).</p>
Goals	<p>Knowledge of:</p> <p>Entrepreneurial behaviour, entrepreneurial cognition, strategic decision making, strategic management, power, leadership, complexity leadership, social identity theory, self-categorisation, team behaviour, transactive memory, team composition, team mental models, knowledge management, innovation, creativity, group creativity, multi-level analysis, survey methods, conflict management, negotiation, negotiator cognition, trust, organisational justice, organisational culture, cross cultural differences, change management.</p>
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles.
Teaching methods	<p>Assignment(s) Lecture(s) PBL Presentation(s) Skills Training(s)</p>
Assessment methods	<p>Attendance Presentation Written exam</p>
Key words	strategy, leadership, power, team cognition, negotiation, change management

Practical training with PSY4023 Organisation and Cognition

Title	Practical training: Conflict Management
Period	2
Code	PSY4124
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Herco Fonteijn
Descriptions	In this training students will become familiarised with various issues in conflict management and negotiation. The practical training consists of exercises that confront students with organisational conflicts and provide experience with methods for resolving them. Through several role-playing exercises students will be given opportunities to: examine ways of managing task-related conflict; to heighten awareness of personal responses when other people's motives are in question; to experience how personal attitudes can obstruct the negotiation process and uncover deeper issues beneath surface facts; and to recognise and avoid unproductive communicative behaviour.
Goals	Knowledge of: Conflict management and negotiation techniques and skills in applying them.
Instruction language	EN
Prerequisites	
Recommended literature	
Teaching methods	Assignment(s) Presentation(s) Work in subgroups
Assessment methods	Attendance
Key words	conflict management, negotiation, role playing

Title	Human Performance
Period	2
Code	PSY4024
ECTS credits	5
Organisational unit	Work and Organizational Psychology
Coordinator	Tobias Otto, Robert van Doorn
Descriptions	This course focuses on the factors that affect how employees perform in their work environment. Students will study topics belonging to three related themes. The first theme covers effort regulation, motivation and includes the setting and achievement of goals as the influential aspects of performance motivation. The second theme concerns the often neglected difference between static and dynamic performance and the effect of potential and actual interruptions on the work flow. The third theme covers citizenships and counterproductive behaviour in the workplace, and the construct climate. Students will develop an understanding of these three themes with a focus on the underlying models and theories, and the employed methodologies and measurement instruments.
Goals	Knowledge of: Motivation, self-efficacy, social cognitive theory, goal setting theory, effort, mental resources, resource models, self-regulation of emotion and effort allocation, static and dynamic performance, interruptions repeated measures approach, general mental ability, personality, helpful and counterproductive intentions and behaviour, psychological and organizational climate, person-centered and multilevel constructs and analysis.
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles, book chapters.
Teaching methods	Lecture(s) Paper(s) PBL Research Skills
Assessment methods	Attendance Written exam
Key words	motivation, goal setting, effort regulation, dynamic performance, interruptions, counterproductive work behaviour, organizational citizenship behaviour, climate

Practical training with PSY4024 Human Performance

Title	Practical training: Data Analyses
Period	2
Code	PSY4125
ECTS credits	
Organisational unit	Work and Organisational Psychology
Coordinator	Robert van Doorn
Descriptions	<p>Students will study existing datasets and will characterise the presented variables in terms of measurement scales. They will also formulate hypotheses regarding possible relationships between variables and will suggest appropriate tests. Students will report these ideas in concise, clear and comprehensive English.</p> <p>The practical training course provides preparation for an advanced training course in the third period, during which the same datasets are analysed via statistical tests (and is thus intended as part of the internship preparation).</p>
Goals	<p>Knowledge of: Description of variables, measurement scales, hypothesis formulation, relationships between variables, statistical tests</p>
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles, books.
Teaching methods	Assignment(s) Lecture(s) Paper(s)
Assessment methods	Attendance Final paper
Key words	methodology and statistical knowledge, hypothesis formulation

Internships

Universal for almost all Master specialisations, exemption: WOP.

For WOP-students the following is applicable:

Title	Research Methods for Work and Organisational Psychologists
Period	3
Code	PSY4094
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Robert van Doorn
Descriptions	To prepare students for the research internship and to write their proposal and thesis, they must attend a series of lectures and practicals. Via these sessions they will acquire knowledge on research methods and statistical techniques in work and organisational psychology research. In addition, they will learn more about gaining access to organisations for data collection, and will discover how to plan their research project.
Goals	Knowledge of: Observational methods, survey methods, experimentation, self-reports, questionnaire design and analysis, various statistical techniques, such as regression (mediation and moderation analyses), multilevel analysis, and meta-analysis.
Instruction language	EN
Prerequisites	
Recommended literature	Journal articles; Tutorials (provided).
Teaching methods	Assignment(s) Lecture(s) Research
Assessment methods	Attendance
Key words	methodology, statistics, setting up a research project

Part I

Title	Research Proposal, Research Internship and Master's Thesis
Period	3-6
Code	PSY4093, PSY4076/4077 and PSY4099
ECTS credits	30 (5, 10/7, 8 respectively)
Organisational unit	Work and Organizational Psychology
Coordinator	Robert van Doorn
Descriptions	<p>Part of the second semester of the one-year master's programme (from period 3 onwards) covers planning and conducting a research internship (research project). Under supervision, students first write a proposal for the intended research. After the proposal is approved, students commence the research and complete the master's programme by writing the thesis.</p> <p>Each student has two supervisors who both assess the research proposal and the thesis. At least one of these assessors is a (senior) researcher at the Faculty of Psychology and Neuroscience (FPN). Students are referred to www.askpsy.nl for detailed information on and criteria for the WOP research internships.</p>
Goals	<p>Knowledge of: Writing a proposal and conducting a supervised research project and reporting on the research results via a master's thesis.</p>
Instruction language	EN
Prerequisites	The Research Internship can only be started when at least 8 credits of the compulsory courses have been obtained of the modules offered in periods 1 and 2. In addition: certain Research Internships may require the completion of practical or skills training(s).
Recommended literature	
Teaching methods	<ul style="list-style-type: none"> Assignment(s) Paper(s) Research Skills Working visit(s)
Assessment methods	<ul style="list-style-type: none"> Attendance Final paper Observation Participation
Key words	proposal, internship, research, master's thesis

Part II

Title	Professional Skills and Activity Report
Period	From period 3 onwards
Code	PSY4096, PSY4097
ECTS credits	10 (8, and 2 respectively)
Organisational unit	Work and Organisational Psychology
Coordinator	Sjir Uitdewilligen
Descriptions	<p>This course offers students an opportunity to practice professional skills in either a simulated or a real-life setting. It intends to stimulate further development of the primary competences of a work and organisational psychologist (e.g., competences related to needs analysis, goal setting, assessment, development and intervention design, evaluation, and communication). To achieve this, a series of assignments and workshops is scheduled over an eight-week period commencing in January. Assignments and workshops focus on needs assessment, document analysis, goal setting, reporting, interviewing, and presenting. In addition, activities highlight 21st century skills required to enhance employability of graduates in a world that seeks new ways of working. Students may opt to engage in an eight-week practical internship as an alternative for the skills training. This practical internship should take place in the same period as the internal workshops. Prior to the start of a practical internship, students will submit a brief proposal listing details of the host institution and activities that will be performed. The coordinator will decide whether the proposed practical internship will meet the requirements of the course.</p> <p>Whether students opt for a practical internship, or for a series of professional skills training activities, they are required to submit a final activity report. In the activity report, students reflect on how their professional skills have improved. The report should also contain evidence to demonstrate that the student has worked on the compulsory assignments.</p>
Goals	<p>Knowledge of: The work environment of a work and organisational psychologist. Further development of professional skills (needs analysis, document analysis, goal setting, assessment, intervention design, presenting, reporting, self-direction, digital literacy).</p>
Instruction language	EN
Prerequisites	
Recommended literature	
Teaching methods	Assignment(s) Paper(s) Client contact Skills Training(s) Working visit(s)
Assessment methods	Attendance Final paper Observation
Key words	professional training, professional practice, practical research, client contact