

Work and Organisational Psychology

Period	Specialisation Coordinator: Herco Fonteijn	
Periode 0 02-09-2013 - 06-09-2013	Introduction week PSY 4950 PBL Training for non-UM Students (- credits)	
Period 1 09-09-2013 – 25-10-2013	PSY4021 Work Psychology (5 credits): Fred Zijlstra <i>Practical training:</i> PSY4121 Research in Field Settings (- credits): Fred Zijlstra	PSY4022 Human Resources (5 credits): Margje van de Wiel <i>Practical training:</i> PSY4122 What is it like to be a Work and Organisational Psychologist? (- credits) Katharina Vornholt, Margje van de Wiel
Period 2 28-10-2013 - 20-12-2013	PSY4023 Organisation and Cognition (5 credits): Herco Fonteijn <i>Practical training:</i> PSY4123 Surveys in Organisations (- credits): Ute Hulsheger PSY4124 Conflict Management (- credits): Herco Fonteijn	PSY4024 Human Performance (5 credits): Robert van Doorn <i>Practical training:</i> PSY4125 Data Analyses (- credits): Robert van Doorn
28 weeks	PSY4094 Research Methods for Work and Organisational Psychologists (- credits): Robert van Doorn PSY4096 Professional Skills Report and PSY4097 Activity Report (10 credits): Sjir Uitdewilligen PSY4093 Research Proposal, PSY4095 Research Internship and PSY4091 Master's Thesis (30 credits): Robert van Doorn	

Work and Organisational Psychology

This specialisation focuses on people at work in organisations. It combines theoretical knowledge of the cognitive aspects 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.

Title	Work Psychology
Period	1
Code	PSY4021
ECTS credits	5
Organisational unit	Work and Social Psychology
Coordinator	Fred Zijlstra
Descriptions	This course focuses on people at work in organisations. It will provide answers to key questions such as Why do people work? and How do people work? These questions will be addressed by discussing theories of work behaviour, and also of job satisfaction, commitment, work and health, the influence of technology on work, and so on. Using the knowledge gained, there will also be discussion about how jobs can (or should) be changed, to optimise an individual's performance and the well-being of the post holder. Furthermore, theories regarding emotional aspects of work will be discussed. At the end of this course students should be able to provide answers to questions such as: Does job satisfaction increase performance? Does increased performance determine increased job satisfaction? Is working in teams more effective than working alone?
Goals	Knowledge of: Psychological meaning of work, job commitment, job design, health and well-being, consequences of technology, changes in work.
Recommended literature	E-reader
Teaching methods	Lecture(s), PBL
Assessment methods	Written exam
Key words	work behaviour, job design, job satisfaction, health, well-being, work and technology

Title	Practical training: Research in Field Settings
Period	1
Code	PSY4121
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Fred Zijlstra
Descriptions	In this practical training, students will use methods and instruments that are designed to assess work demands and their effects on workers. A report must be compiled describing findings and experiences.
Goals	Knowledge of: Methods and instruments, research, task analysis.
Recommended literature	Literature of PSY4021
Teaching methods	Assignment(s), Lecture(s), Research Skills, Training(s), Work in subgroups, Working visit(s)
Assessment methods	Attendance, Observation, Participation, Paper
Key words	task analysis, assessing job demands

Title	Human Resources
Period	1
Code	PSY4022
ECTS credits	5
Organisational unit	Work and Social Psychology
Coordinator	Margje van de Wiel
Descriptions	<p>People are considered as 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 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 visiting an HRM consultancy. In this visit, they gain hands-on experience with assessment instruments and techniques used in selection processes and for personnel development.</p>
Goals	<p>Knowledge of:</p> <p>Human resource management practices, job analysis, personnel selection, assessment, recruitment, training, training evaluation, performance appraisal, performance management, organisational citizenship behaviour, counterproductive work behaviour, continuous professional development, workplace learning, career development, career success, employability, employee relations, talent management, retention.</p>
Recommended literature	Journal articles, book chapters.
Teaching methods	Assignment(s), Lecture(s), PBL, Presentation(s), Working visit(s)
Assessment methods	Final paper, Written exam
Key words	human resource management practices, job analysis, selection and recruitment, training, performance appraisal and management, professional and career development, employee relations

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	Katharina Vornholt, Margje van de Wiel
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.
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>
Recommended literature	Journal articles.
Teaching methods	Assignment(s), Lecture(s), PBL, Presentation(s), Skills Training(s)
Assessment methods	Presentation, Written exam
Key words	strategy, leadership, power, team cognition, negotiation, change management.

Title	Practical training: Surveys in Organisations
Period	2
Code	PSY4123
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Ute Hulsheger
Descriptions	Setting-up and administering surveys, as well as analysing and interpreting the collected data, are inherent parts of the job of a work and organisational psychologist. Within this practical training course, students will become acquainted with these skills. Specifically, the following issues will be addressed: How do I set-up a questionnaire? How do I create and select items? How do I enter data in SPSS? How do I prepare data analysis? What are the first steps in analysing the data? Working on practical examples, students will receive hands-on advice in designing questionnaires and preparing data analysis with SPSS.
Goals	Knowledge of: Methods for constructing and analysing surveys. Skills required for constructing and analysing surveys using SPSS.
Teaching methods	Assignment(s), Presentation(s), Training(s)
Assessment methods	Attendance
Key words	item and survey construction, survey analysis, SPSS

Title	Practical training: Conflict Management
Period	2
Code	PSY4124
ECTS credits	-
Organisational unit	Work and Social Psychology
Coordinator	Herco Fonteijn
Descriptions	In this course students will become familiarised with various complementary theoretical and empirical studies on conflict management and negotiation. Consequently, this practical training course 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
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 Organisational Psychology
Coordinator	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 motivation and differentiates between implicit and explicit aspects of motivation. It includes the setting and achievement of goals as the influential aspects of performance motivation. The second theme concerns effort regulation; the mental motivation that fuels the amount of motivation invested in work. This theme also focuses on the often neglected difference between static and dynamic performance. The third theme deals with the occurrence of mistakes and possible accidents in a work context. The handling and prevention of these incidents are studied in terms of hazards and risk perception, and in the context of safety issues and the construct climate. In addition to learning how to study and explain these issues, students will develop an understanding that most research includes recommendations for improvement of the interaction between humans and their direct work environment in an organisational context.
Goals	Knowledge of: Implicit motives, motivation, self-efficacy, social cognitive theory, goal setting theory, effort, mental resources, uni- and multidimensional resource models, self-regulation of emotion and effort allocation, static and dynamic performance, repeated measures approach, general mental ability, personality, risk, hazard, risk perception, risky decision making, risk taking, homeostasis theory, errors, accidents, accident investigation, safety, safety climate, person-centered and multilevel constructs.
Recommended literature	Journal articles, book chapters
Teaching methods	Lecture(s), Paper(s), PBL, Research Skills
Assessment methods	Written exam
Key words	motives and motivation, goal setting, effort regulation, dynamic performance, risks, risk perception, safety, safety climate

Title	Practical training: Data Analyses
Period	2
Code	PSY4125
ECTS credits	0
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>
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

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	The second part of the one-year master's programme (from period 3 onwards), is devoted to arranging and conducting a research internship. Students commence their internship with the writing of a research proposal. To help students write their proposal and prepare them for the research internship, they must attend a series of lectures and practical assignments that will familiarise them with research methods and statistical techniques in work and organisational psychology research. In addition, they will learn more about gaining access to organisations and about planning their research project.
Goals	Knowledge of: Observational methods, survey methods, experimentation, self-reports, questionnaire design and analysis, various statistical techniques, such as anova, regression (mediation and moderation analyses), multilevel analysis, and meta-analysis.
Recommended literature	Journal articles.
Teaching methods	Assignment(s), Lecture(s), Research
Assessment methods	Attendance, Participation
Key words	methodology, statistics, setting up a research project

Title	Professional Skills Report 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.</p> <p>Students may opt to engage in an eight-week practical internship as an alternative for the skills training. This practical internship can either be scheduled at the beginning of the semester (starting in January), or at the end of the semester, (starting in May). 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 approve the proposal subject to the listed activities meeting the goals of the course. Students may also opt to seek complementary training as part of the professional skills course, e.g., training related to psychological assessment. 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> <p>A detailed guide on practical internships can be found on EleUM > Students Master Faculty of Psychology and Neuroscience.</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>
Teaching methods	Assignment(s), Paper(s), Client contact Skills, Training(s), Working visit(s)
Assessment methods	Attendance, Final paper, Observation, Participation
Key words	professional training, professional practice, practical research, client contact

Title	Research Proposal, Research Internship and Master's Thesis
Period	3-6
Code	PSY4093, PSY4095 and PSY4091
ECTS credits	30 (5, 15, 10 respectively)
Organisational unit	Work and Organisational Psychology
Coordinator	Robert van Doorn
Descriptions	<p>The second part of the one-year master's programme (from period 3 onwards), is devoted to arranging and conducting a research internship and training in professional skills.</p> <p>For the research internship students explore a research issue within their specialisation. Students start their internship with the writing of a research proposal. Students complete the master's programme by writing a thesis on research undertaken during their internship.</p> <p>The internship can be completed at Maastricht University or at an external host institution. In all cases, a student's research proposal and master's thesis will be evaluated by two assessors. At least one of these assessors is a (senior) researcher at the Faculty of Psychology and Neuroscience (FPN). The other assessor might be a (senior) researcher at, for example, the institute where the student collected their data.</p> <p>Information about research internships offered by external institutes or faculty members can be found on EleUM > Students Faculty of Psychology and Neuroscience > internships. This site also provides a detailed guide with practical information about the criteria for the research internship and the master's thesis.</p>
Goals	<p>Knowledge of:</p> <p>Conducting a supervised empirical research project and summarising the research results in the form of a master's thesis.</p>
Teaching methods	Assignment(s), Paper(s), Research Skills, Working visit(s)
Assessment methods	Attendance, Final paper, Observation, Participation
Key words	internship, research, master's thesis