

MGT-831 Social Psychology of Organizing

Course Details

Course Title: Social Psychology of Organizing (People, Process and Context)

Course Code:

Credit Hours: 3

Section: PhD Business Administration

Course Description

1. This advanced level course extends the major themes normally covered in Organizational Behavior and Occupational Psychology by adopting a broadly social psychological perspective. Adopting this approach will enable students to explore and theorize the interrelations between people and their work and develop a critical understanding as to the relational processes that enable people to influence and be influenced by their working environment.

2. The course brings together key readings that have exerted tremendous impact on the field of social psychology of organizing. Many of the readings are also classics in other fields, in particular organizing organizations, as many of the leading micro OB researchers are social psychologists by training. The readings in this course are especially accumulated for PhD level course.

3. Course Aim and Objectives

- a. To critically evaluate various approaches to the conceptualization of people and organization.
- b. To examine the cognitive, social and political processes, both individually and collectively, which define and redefine organizations.
- c. To explore how individuals organize themselves in securing meaning and identity at work.
- d. To apply these relational processes to central issues in the field of organizational behavior and occupational psychology at an individual, group and organizational level.
- e. To what extent should the materiality of texts and artefacts be accounted for in a process view of organization?
- f. To investigate what part does materiality play in the process by which organizations achieve continuity in time and space.

- g. To explore what sense do artefacts perform a role in human communication and interaction and in the constitution of organization.
- h. To look into what are the voices and entities participating in the emergence and stabilization of organizational reality.

Learning Outcomes

4. **By the end of this course, you should be able to.** Students will be able to:
- a. Research and critically evaluate the methodological and theoretical approaches traditionally taken in generating insight into human behavior at work.
 - b. Assess and explain the relational processes between person and organization.
 - c. Demonstrate critical understanding as to the social processes in which persons construct meaning and identity in relation to their working context.
 - d. Reflect upon personal experiences and identify the processes involved in constructing their own sense of meaning and identity in relation to organizations.
 - e. Understand key theoretical concepts relevant to people, and work processes in modern organizations.
 - f. Research and analyze information about people, organizations and contexts through critical engagement with up-to-date academic literature.
 - g. Conduct research and describe concepts using libraries, archives, the web and other sources of information to critically evaluate management practices.
 - h. Develop the critical analytical and presentation skills required for management professionals in modern organizations.
 - i. Communicate orally and in writing about broad concepts that are important in organizing the organizations or organizational analysis.
 - j. Collaborate effectively with open-mindedness, inclusiveness and integrity to work with people from diverse backgrounds (marketing, accounting and finance, human resource management).
 - k. Critique the usefulness of management tools, taking into consideration the impact on organizations, the structure of work and employee within different industrial and national context. **Graduate Attributes** The course

contributes to your development of the following Researcher Developmental Framework RDF as graduate attributes, which are the qualities, skills and understandings we want you to have by the completion of your degree.

Course Learning Outcomes	RDF Graduate Attributes
a-k	Critical thinking and problem solving
f,h,i	Communication and writing as a researcher
b,e,j	Teamwork and leadership
a-e	Social, ethical and global perspectives
a-i	In-depth engagement with relevant disciplinary knowledge
f,g,h,i, j	Professional skills

Week	Date	Topic/Activity
01		Differing perspective regarding people in organizations, entitative concepts within organizational behavior and its limitations to understanding, social psychology in organizational behavior, key elements of work identity.
02		Introducing the individual: Masks for tasks ~ perception, attitudes and personality Kwok Leung and Michael W. Morris. Culture and Creativity: A social psychological analysis.
03		Cognitive processes: learning, individual decision-making, motivation, stress. A social identity approach to workplace stress: some key concepts, and premises
04		Social Processes: group behavior ~ formation, socialization, cohesiveness, polarization, pressures on identity, conflict, team working; leadership ~ power, interpersonal influence, situational factors, negotiation.

05		<p>Political Processes: relationships of influence ~ power, conflict and resistance.</p> <p>Francis J. Flynn - Give and Take: Psychological Mindsets in conflict.</p> <p>Madan M. Pillutla. When good people do wrong: morality, social identity, and ethical behavior.</p>
06		<p>Identity work ~ gender and ethnic identities, situational power, pressures on identity such as impression management and regulation.</p> <p>Noah J. Goldstein and Robert B. Cialdini – Managing normative influences in organizations.</p>
07		<p>Leadership, learning, and negotiations in a social psychology of organizing. Hosking and Morley.</p> <p>Roderick M. Kramer – Responsive Leaders: Cognitive and Behavioral reactions to identity threats.</p>
08		<p>Social identity and leadership: Some empirical tests of the social identity approach. Alexander S. Haslam</p> <p>Ashforth, & Mael (1989) Social identity theory and the organization. Academy of Management Review, 14, 20-39</p>
09		Mid Term Examination
10		<p>The emergence of “Majority Rule”: Tactics for thinking about organizing. The social psychology of organizing. Interdependence, interlocked behaviors, natural selection, and organizing. Enactment, Selection, Retention, and implications of organizing.</p>
11		<p>The nature of sensemaking, concepts and uniqueness</p> <p>Belief driven, and action driven processes of sensemaking.</p> <p>Properties of sensemaking, and sensemaking in organizations</p> <p>Occasions for sensemaking, and substance of sensemaking.</p>
12		<p>Carsten K.W. De Dreu, Bernard A. Nijstad, and Matthijs Baas - Creativity in individuals and groups: basic principles with practical implications.</p>

		Group level creativity and innovation, conclusions and avenues for future research.
13		Karl Aquino and Jane O'Reilly - Antisocial behavior at work: the social psychological dynamics of workplace victimization and revenge.
14		Katherine W. Phillips, Sun Young Kim-Jun, and So-Hyeon Shim – The Value of diversity in organizations: a social psychological perspective.
15		Kurt T. Dirks and David De Cremer – The repair of trust: insights from organizational behavior and social psychology.
16		Don Moore and Samuel A. Swift – The three faces of overconfidence in organizations (overestimation, overplacement, and overprecision) Adam D. Galinsky, Diana Rus, and Joris Lammers – Power: A central force governing psychological, social, and organizational life.
17		
18		Final Term Examination

Marks = 30. First mile stone: 5 Second milestone: 5 Third milestone: 12 Fourth milestone: 08

- Each individual shall be expected to develop a conceptual paper of 4500-5000 words. The assignment shall be broken down into four milestones that all contribute towards the final grade. **All** the milestones have to be logged in through the turn it in account. Samples of previous work as exhibits shall be provided to the class for review.
- Milestone 1. At the culmination of the **4th session** of the taught course students shall be expected to provide a proposal that highlights a gap in literature. The students are to search the top journals in the field of applied and social psychology and come up with their key words and an initial title that warrants further research (5-10 citations shall be enough). Weightage shall be given to citing newer references and latest line of inquiry. Special issues or review articles are good sources for initiating ideas.

3. Milestone 2. At the culmination of the **8th session** each student has to download 50-70 articles and populate the fields of a literature review table. This step requires a detailed literature search. The fields of the literature review table can only be populated when a detailed study of every research article takes place and the ability to extract the gist of articles is developed. It's a cumbersome process but the research skill can only improve when practiced. A sample of the review table shall be provided in class.

4. Milestone 3. At the culmination of the 12th session each student has to provide a document that seamlessly translates the literature table into a word document with due adherence to APA referencing style of paper writing. The paper has to be properly sectioned, short and brief paragraphs should give evidence of not just writing down what the author has stated but critiquing it for use in our context as well.

5. Milestone 4. At the culmination of the 14th session a complete proposal has to be delivered with a theoretical or a conceptual frame work. The proposal has to be in a future tense and should exhibit some evolution of thought as you would have progressed through the course. Some sections could be added some could be deleted but it has to be consistent with your conceptual or the theoretical framework.

6. **Further Reading List**

- a. rotherton C. (1999), Social Psychology and Management: Issues for a changing society, Open University Press.
- b. Karl E. Weick (1995) Sensemaking in Organizaitons – Sage Publications. Inc.
- c. Karl E. Weick (1979) The Social Psychology of Organizing – McGraw-Hill
- d. Karl E. Weick (2015) Managing the unexpected – sustained performance in a complex world
- e. Karl E. Weick (2009) Making sense of the organization. Vol 2, The impermanent
- f. organizations- Wiley Haslam, A. (2004), Psychology in Organizations: The social identity approach, Sage.
- g. Hosking, D. and Morley, I. (1991), A Social Psychology of Organizing, Harvester Wheat-sheaf Alexander S. Haslam (2010) The new psychology of leadership- identity, influence, and

- h. power.
- i. Joanne R. Smith & Alexander S. Haslam – Social Psychology_Revisiting the classical studies – Sage.
- j. Leigh L. Thompson (2003) The social psychology of organizational behavior – key readings.
- k. Maund, L. (1999), Understanding People and Organizations, Stanley Thornes
- l. David De Cremer, Rolf Van Dick, and J. Keith Murnighan (2011) Social Psychology and Organizational Behavior. Routledge
- m. Robbins, S. (1998), Organizational Behavior: Concepts, Controversies and Applications, Prentice Hall
 Rollinson, D. (2002), Organizational Behavior and Analysis: an integrated approach, (2nd edition), Prentice Hall.
 Steers, R. M., Porter, L. W. and Bigley, G. A. (2003), (7th edition.), Motivation and Work Behaviour, McGraw-Hill.
 Thompson, P. and McHugh, D. (2002), Work Organizations, (3rd edition), Palgrave.

7. **References**

- a. Incorrect referencing may result in charges of plagiarism. Ignorance of the rules of plagiarism is no excuse. If in doubt, please check with us! Plagiarism can be intentional or unintentional. Unintentional plagiarism often occurs when the writer misunderstands the function of paraphrase. When paraphrasing, it is not enough to change a few words or to rearrange a sentence. Any exact use of the language of the source requires quotation marks and documentation. Moreover, even if the language is your own, the idea of the passage is not your own. Therefore, you must tell the reader whose idea you are using (by using the proper references). Paraphrasing does not relieve the writer of the responsibility for proper documentation. If you have any doubts about the way you have handled your source material in your paper, discuss your questions with us before handing in the paper.

8. **Unacceptable**

- a. quoting original material without using quotation marks nor citing the original source.
- b. slightly reordering sentences and substituting a few synonyms into the original wording of a cited material without citing the original source.

- c. slightly reordering sentences, substituting a few synonyms into the original wording,

Resources

9. Scholarly and Practitioner Journals: Listed below are just a few of the scholarly and practitioner journals that have articles addressing various aspects of leadership, organizational psychology and behavior. Please note that this list is not an exhaustive compilation of the relevant scholarly journals in the field.

- a. Academy of Management Journal
- b. Academy of Management Executive
- c. Academy of Management Review
- d. British Journal of Industrial Relations Human Relations
- e. Industrial and Labor Relations Review Industrial Relations (Berkeley)
- f. Journal of Applied Psychology
- g. Journal of Labor Research
- h. Journal of Organizational Behavior
- i. Journal of Occupational Health
- j. Psychology
- k. Labor Law Journal
- l. Personnel Psychology
- m. Strategic Management Journal
- n. Leadership Quarterly