CHAPTER 1: WHAT IS INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY?

Learning Objectives

Module I
Explain the importance of work in people’s lives.
Explain how I-O psychology contributes to society.
Describe the early history of I-O psychology in terms of major events and people.
Describe the major challenges to I-O psychology in the 21st Century.

Module II
Explain how this course can be helpful in providing knowledge about the 21st Century workplace.
Explain how to prepare for a career in I-O psychology.
Explain the steps needed to improve one’s chances of getting accepted into an I-O psychology graduate program.

Module III
Explain the meaning and significance of multiculturalism in the workplace.
Understand the influence of culture on work behavior.

Module IV
Describe the paper and electronic resources available to those interested in I-O psychology.

Chapter Outline

MODULE I: THE IMPORTANCE OF I-O PSYCHOLOGY
The Importance of Work in Peoples’ Lives
   The Concept of “Good” Work
How Does I-O Psychology Contribute to Society
   What Is I-O Psychology?
   The Demographics of I-O Psychologists
SIOP as a Resource
A Brief History of I-O Psychology
   1876–1930
   1930–1964
The Challenges to I-O Psychology in the 21st Century

MODULE II: HOW THIS COURSE CAN HELP YOU
Preparing for a Career in I-O Psychology
   Education and Training
   Getting into a Graduate Program
MODULE III: MULTICULTURAL AND CROSS-CULTURAL ISSUES IN I-O PSYCHOLOGY

The Multicultural Nature of Work in the 21st Century
Why Is Multiculturalism Important for I-O Psychology?
Why Should Multiculturalism Be Important to You?
A Theory of Cultural Influence
   Hofstede’s Theory
   Some Thoughts on Theories of Cultural Influence

MODULE IV: THE ORGANIZATION OF THE BOOK

Themes
Sections of the Book
Resources
A Case Study

Glossary Terms

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<tr>
<th>Module 1</th>
<th>Module 2</th>
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<tr>
<td>industrial-organizational (I-O) psychology</td>
<td>welfare-to-work program</td>
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<td>Society for Industrial and Organizational Psychology (SIOP)</td>
<td>telecommuting</td>
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<td>personnel psychology</td>
<td>virtual team</td>
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<td>organizational psychology</td>
<td>Stanford-Binet test</td>
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<td>human engineering or human factors psychology</td>
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<td>American Psychological Association (APA)</td>
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<td>TIP (The Industrial-Organizational Psychologist)</td>
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<td>revery obsession</td>
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<td>time and motion studies</td>
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<td>Scientific Management</td>
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<td>Hawthorne studies</td>
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<td>Human Relations Movement</td>
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<td>Title VII of Civil Rights Act of 1964</td>
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<th>Module 3</th>
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<tr>
<td>culture</td>
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<td>expatriate</td>
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<td>&quot;West versus the Rest” mentality</td>
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<td>collectivist culture</td>
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<td>individualist culture</td>
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<td>individualism/collectivism</td>
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<td>power distance</td>
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<td>uncertainty avoidance</td>
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<td>masculinity/femininity</td>
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<td>long-term versus short-term orientation</td>
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<td>horizontal culture</td>
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<td>vertical culture</td>
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<th>Module 4</th>
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<td>No glossary terms in this module</td>
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Class Ideas

1. An article in The Industrial-Organizational Psychologist (TIP) by Gasser et al. (1998, p. 120) provides examples of experiences in which members of the general public
(and our families) showed that they did not have any idea what someone in our profession does. Their examples include interesting questions that I-O psychologists receive such as:

a) "What does an Input/Output psychologist do, anyway?"
b) "Why are you taking personnel psychology?" the instructor asked. "I just wanted to know more about myself," she replied (personal psychology—get it?).
c) “Well, just what does an I-O-U psychiatrist do, dear?” (from an I-O psychologist’s own mother)

This article provides a good way to introduce some of the challenges to the field in this introductory chapter:


2. Other The Industrial-Organizational Psychologist (TIP) articles of interest:


This article provides an overview of several issues discussed at the SIOP Conference in Europe. Subjects covered include new technology versus old as well as cross-national cultural similarities and differences.


This article describes the types of international collaboration in I-O psychology and its potential barriers. It suggests ways to increase international collaboration.

3. Exercise 1–5 in the Student Study Guide asks students to “Identify current changes and events in society or the workplace and predict challenges to industrial-organizational psychology that will result from these changes and events. You can think in terms of changes in society and demographic shifts in society and in organizations.” Information from Offerman and Gowing (1990) can be used to facilitate this discussion. They discussed workforce changes projected over the next decade. Many of the predictions they made have come to fruition. Below is a summary of some of the issues that continue to challenge I-O psychologists.

The “Changing Nature of Work” includes both demographic and organizational changes

A) Demographic Changes:

Aging workforce — 1) age discrimination issues; 2) higher payrolls; 3) retraining issues as skills developed early in career are no longer needed

Fewer young workers — labor force will increase at slower rate than any time since 1930s (baby boom over)

Greater representation of minorities and women

Work-family problems, more dual career couples — require "joint career management" and planning for and managing maternity issues, child care assistance, flextime, and telecommuting jobs

Critical skills gaps, reduced skills in labor force, technology requires higher skills (computers) — more on-the-job training and education will be required

B) Organizational Changes

Failures and downsizing
Mergers and acquisitions
Expanding service sector
International challenge
Part-time jobs

C) 21st Century Challenges Facing Organizations and I-O Psychologists

Age of computer technology
Aging and diversified workforce
Skills gap
Federal deficit — partly a productivity issue
Increased pace of life
Work-family problems, dual career couples — flextime & telecommuting

4. A very helpful resource for instructors is the SIOP Instructor’s Guide. This includes ([http://www.siop.org/Instruct/inGuide.htm](http://www.siop.org/Instruct/inGuide.htm)) a series of 15 PowerPoint teaching modules on the SIOP website covering I-O content areas such as:

1. Introduction to Industrial and Organizational Psychology
2. Leadership and Gender Stereotypes
3. Leader-Member Exchange Theory
4. Workplace Diversity
5. Sexual Harassment
6. Evaluating Work Performance
7. Motivation and Performance
8. Work Teams
9. Judgment and Decision Making
10. Job Attitudes
11. Work–Family Balance
12. Training in Organizations
13. Personnel Selection
14. Organizational Justice
15. Personality and Work

An article that mentions the teaching modules and discusses teaching I-O in general is on the following website: http://www.siop.org/tip/July03/12bachiochi.htm.

5. An interesting article in the New York Times from July 2, 2003, by Sara Rimer entitled "Bright, Eager, and Willing to Cheat" is based on Howard Gardner's notions of good work that are described in Chapter 1.