**Organizational Psychology**

**Organizational Psychology: An Applied Approach**

**New**

LOOK INSIDE

MY LIBRARY

**Need more information?**CONTACT US

by Michael G. Aamodt

**9th Edition | Copyright 2023**

Present a balance of current research, important theory and practical application as Aamodt's INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY: AN APPLIED APPROACH, 9E demonstrates the relevance of industrial and organizational psychology in everyday life, using practical applications, updated cases and real examples.

READ MORE

* CONTENTS
* RESOURCES
* PRICING OPTIONS

Table of Contents

* **COVER PAGE**
* **TITLE PAGE**
* **COPYRIGHT PAGE**
* **DEDICATION**
* **PREFACE**
* **ACKNOWLEDGMENTS**
* **ABOUT THE AUTHOR**
* **CHAPTER 1. INTRODUCTION TO I/O PSYCHOLOGY**
  + 1-1. The Field of I/O Psychology
    - Differences Between I/O and Business Programs
    - Major Fields of I/O Psychology
    - Brief History of I/O Psychology
    - Employment of I/O Psychologists
    - Educational Requirements and Types of Programs
  + 1-2. Research in I/O Psychology
    - Why Conduct Research?
    - Considerations in Conducting Research
  + 1-3. Ethics in Industrial/Organizational Psychology
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 2. JOB ANALYSIS AND EVALUATION**
  + 2-1. Job Analysis
    - Importance of Job Analysis
    - Writing a Good Job Description
    - Preparing for a Job Analysis
    - Conducting a Job Analysis
    - Using Other Job Analysis Methods
    - Evaluation of Methods
  + 2-2. Job Evaluation
    - Determining Internal Pay Equity
    - Determining External Pay Equity
    - Determining Sex, Race, and Ethnicity Equity
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 3. LEGAL ISSUES IN EMPLOYEE SELECTION**
  + 3-1. The Legal Process
    - Resolving the Complaint Internally
    - Filing a Discrimination Charge
    - Outcomes of an EEOC Investigation
  + 3-2. Determining Whether an Employment Decision Is Legal
    - Does the Employment Practice Directly Refer to a Member of a Federally Protected Class?
    - Is the Requirement a BFOQ?
    - Has Case Law, State Law, or Local Law Expanded the Definition of Any of the Protected Classes?
    - Does the Requirement Have Adverse Impact on Members of a Protected Class?
    - Was the Requirement Designed to Intentionally Discriminate Against a Protected Class?
    - Can the Employer Prove That the Requirement Is Job Related?
    - Did the Employer Look for Reasonable Alternatives That Would Result in Lesser Adverse Impact?
  + 3-3. Harassment
    - Types of Harassment
    - Organizational Liability for Sexual Harassment
  + 3-4. Family Medical Leave Act
  + 3-5. Affirmative Action
    - Reasons for Affirmative Action Plans
    - Affirmative Action Strategies
    - Legality of Preferential Hiring and Promotion Plans
    - Unintended Consequences of Affirmative Action Plans
  + 3-6. Privacy Issues
    - Drug Testing
    - Office and Locker Searches
    - Psychological Tests
    - Electronic Surveillance
  + Chapter Summary
  + Key Terms
  + Questions for Review
  + Appendix Canadian Employment Law by Province
* **CHAPTER 4. EMPLOYEE SELECTION: RECRUITING AND INTERVIEWING**
  + 4-1. Employee Recruitment
    - Media Advertisements
    - Point-of-Purchase Methods
    - Recruiters
    - Employment Agencies and Search Firms
    - Employee Referrals
    - Direct Mail
    - Internet
    - Job Fairs
    - Special Recruit Populations
    - Nontraditional Sources
    - Recruiting “Passive” Applicants
    - Evaluating the Effectiveness of Recruitment Strategies
  + 4-2. Realistic Job Previews
  + 4-3. Effective Employee Selection Techniques
  + 4-4. Employment Interviews
    - Types of Interviews
    - Advantages of Structured Interviews
    - Problems with Unstructured Interviews
    - Creating a Structured Interview
    - Conducting the Structured Interview
  + 4-5. Job Search Skills
    - Successfully Surviving the Interview Process
    - Writing Cover Letters
    - Writing a Résumé
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 5. EMPLOYEE SELECTION: REFERENCES AND TESTING**
  + 5-1. Predicting Performance Using References and Letters of Recommendation
    - Reasons for Using References and Recommendations
  + 5-2. Predicting Performance Using Applicant Training and Education
  + 5-3. Predicting Performance Using Applicant Knowledge
  + 5-4. Predicting Performance Using Applicant Ability
    - Cognitive Ability
    - Perceptual Ability
    - Psychomotor Ability
    - Physical Ability
  + 5-5. Predicting Performance Using Applicant Skill
    - Work Samples
    - Assessment Centers
    - Development and Components
    - Evaluation of Assessment Centers
  + 5-6. Predicting Performance Using Prior Experience
    - Experience Ratings
    - Biodata
  + 5-7. Predicting Performance Using Personality, Interest, and Character
    - Personality Inventories
    - Interest Inventories
    - Integrity Tests
    - Conditional Reasoning Tests
    - Credit History
    - Criminal History
    - Graphology
  + 5-8. Predicting Performance Limitations Due to Medical and Psychological Problems
    - Drug Testing
    - Psychological Exams
    - Medical Exams
  + 5-9. Comparison of Techniques
    - Validity
    - Legal Issues
  + 5-10. Rejecting Applicants
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 6. EVALUATING SELECTION TECHNIQUES AND DECISIONS**
  + 6-1. Characteristics of Effective Selection Techniques
    - Reliability
    - Validity
    - Cost-Efficiency
  + 6-2. Establishing the Usefulness of a Selection Device
    - Taylor-Russell Tables
    - Proportion of Correct Decisions
    - Lawshe Tables
    - Expectancy Charts
    - Brogden-Cronbach-Gleser Utility Formula
  + 6-3. Determining the Fairness of a Test
    - Measurement Bias
    - Predictive Bias
  + 6-4. Making the Hiring Decision
    - Unadjusted Top-Down Selection
    - Rule of Three
    - Passing Scores
    - Banding
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 7. EVALUATING EMPLOYEE PERFORMANCE**
  + 7-1. Determine the Reason for Evaluating Employee Performance
    - Providing Employee Training and Feedback
    - Determining Salary Increases
    - Making Promotion Decisions
    - Making Termination Decisions
    - Conducting Organizational Research
  + 7-2. Identify Environmental and Cultural Limitations
  + 7-3. Determine Who Will Evaluate Performance
    - Supervisors
    - Peers
    - Subordinates
    - Customers
    - Self-Appraisal
  + 7-4. Select the Best Appraisal Methods to Accomplish Your Goals
    - Decision 1: Focus of the Appraisal Dimensions
    - Decision 2: Should Dimensions Be Weighted?
    - Decision 3: Use of Employee Comparisons, Objective Measures, or Ratings
    - Evaluation of Performance Appraisal Methods
  + 7-5. Train Raters
  + 7-6. Observe and Document Performance
  + 7-7. Evaluate Performance
    - Obtaining and Reviewing Objective Data
    - Reading Critical-Incident Logs
    - Completing the Rating Form
  + 7-8. Communicate Appraisal Results to Employees
    - Prior to the Interview
    - During the Interview
  + 7-9. Terminate Employees
    - Employment-at-Will Doctrine
    - Legal Reasons for Terminating Employees
    - The Termination Meeting
  + 7-10. Monitor the Legality and Fairness of the Appraisal System
  + Chapter Summary
  + Key Terms
  + Questions for Review
  + Appendix Additional Types of Rating Scales
* **CHAPTER 8. DESIGNING AND EVALUATING TRAINING SYSTEMS**
  + 8-1. Determining Training Needs
    - Organizational Analysis
    - Task Analysis
    - Person Analysis
  + 8-2. Establishing Goals and Objectives
  + 8-3. Choosing the Best Training Method
    - Using Lectures to Provide Knowledge
    - Using Case Studies to Apply Knowledge
    - Using Simulation Exercises to Practice New Skills
    - Practicing Interpersonal Skills through Role-Play
    - Increasing Interpersonal Skills through Behavior Modeling
  + 8-4. Delivering the Training Program
    - Conducting Classroom Training
    - Conducting Training through Virtual Learning
    - Conducting On-The-Job Training
  + 8-5. Motivating Employees to Learn during Training
    - Providing Incentives for Learning
    - Interest
    - Feedback
  + 8-6. Ensuring Transfer of Training
    - Use Realistic Training Programs
    - Have Opportunities to Practice Work-Related Behavior During the Training
    - Provide Employees with the Opportunity to Apply Their Training
    - Ensure Management Is Supportive of the Training
    - Have Employees Set Goals
  + 8-7. Putting It All Together
  + 8-8. Evaluation of Training Results
    - Research Designs for Evaluation
    - Evaluation Criteria
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 9. EMPLOYEE MOTIVATION**
  + 9-1. Is an Employee Predisposed to Being Motivated?
    - Personality
    - Self-Esteem
    - Intrinsic Motivation
  + 9-2. Are Employees Effectively Involved in Self-Regulating Behavior?
  + 9-3. Have the Employee’s Values and Expectations Been Met?
    - Job Expectations
    - Job Characteristics
    - Needs, Values, and Wants
    - Needs for Achievement, Affiliation, and Power
  + 9-4. Needs for Competency, Autonomy, and Relatedness
    - Drives to Acquire, Bond, Learn, and Defend
  + 9-5. Do Employees have Achievable Goals?
    - Specific
    - Measurable
    - Difficult but Attainable
    - Relevant
    - Time-Bound
    - Employee Participation
  + 9-6. Are Employees Receiving Feedback on their Goal Progress?
  + 9-7. Are Employees Rewarded for Achieving Goals?
    - Timing of the Incentive
    - Contingency of Consequences
    - Type of Incentive Used
    - Individual versus Group Incentives
    - Expectancy Theory
    - Reward versus Punishment
  + 9-8. Are Rewards and Resources Given Equitably?
  + 9-9. Are Other Employees Motivated?
  + 9-10. Integration of Motivation Theories
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 10. EMPLOYEE SATISFACTION AND COMMITMENT**
  + 10-1. Why Should We Care about Employee Attitudes?
  + 10-2. What Causes Employees to Be Satisfied with and Committed to Their Jobs?
    - What Individual Differences Affect Job Satisfaction?
    - Are Employees Satisfied with Other Aspects of Their Lives?
    - Are Employees’ Job Expectations Being Met?
    - Is the Employee a Good Fit with the Job and the Organization?
    - Are the Tasks Enjoyable?
    - Do Employees Enjoy Working with Supervisors and Coworkers?
    - Are Coworkers Outwardly Unhappy?
    - Are Rewards and Resources Given Equitably?
    - Is There a Chance for Growth and Challenge?
    - Integration of Theories
  + 10-3. Measuring Job Satisfaction and Commitment
    - Commonly Used Standard Inventories
    - Custom-Designed Inventories
  + 10-4. Consequences of Dissatisfaction and Other Negative Work Attitudes
    - Absenteeism
    - Turnover
    - Counterproductive Behaviors
    - Lack of Organizational Citizenship Behaviors
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 11. ORGANIZATIONAL COMMUNICATION**
  + 11-1. Types of Organizational Communication
    - Upward Communication
    - Downward Communication
    - Business Communication
    - Informal Communication
  + 11-2. Interpersonal Communication
    - Problem Area 1: Intended Message versus Message Sent
    - Problem Area 2: Message Sent versus Message Received
    - Problem Area 3: Message Received versus Message Interpreted
  + 11-3. Improving Employee Communication Skills
    - Interpersonal Communication Skills
    - Written Communication Skills
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 12. LEADERSHIP**
  + 12-1. An Introduction to Leadership
  + 12-2. Personal Characteristics Associated with Leadership
    - Leader Emergence
    - Leader Performance
  + 12-3. Interaction between the Leader and the Situation
    - Situational Favorability
    - Organizational Climate
    - Subordinate Ability
    - Relationships with Subordinates
  + 12-4. Specific Leader Skills
    - Leadership through Decision Making
    - Leadership through Contact: Management by Walking Around
    - Leadership through Power
    - Leadership through Vision: Transformational Leadership
    - Leadership through Authenticity
  + 12-5. Cultural Differences in Leadership: Project Globe
  + 12-6. Leadership: Where Are We Today?
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 13. GROUP BEHAVIOR, TEAMS, AND CONFLICT**
  + 13-1. Group Dynamics
    - Definition of a Group
    - Reasons for Joining Groups
  + 13-2. Factors Affecting Group Performance
    - Group Cohesiveness
    - Group Ability and Confidence
    - Personality of the Group Members
    - Communication Structure
    - Group Roles
    - Presence of Others: Social Facilitation and Inhibition
    - Individual Dominance
    - Groupthink
  + 13-3. Individual versus Group Performance
  + 13-4. Teams
    - What Is a Work Team?
    - Types of Teams
    - How Teams Develop
    - Why Teams Don’t Always Work
  + 13-5. Group Conflict
    - Types of Conflict
    - Causes of Conflict
    - Conflict Styles
    - Resolving Conflict
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 14. ORGANIZATION DEVELOPMENT**
  + 14-1. Managing Change
    - Sacred Cow Hunts
    - Employee Acceptance of Change
    - Implementing Change
    - Organizational Culture
  + 14-2. Empowerment
    - Making the Decision to Empower
    - Levels of Employee Input
    - Empowerment Charts
    - Consequences of Empowerment
  + 14-3. Flexible Work Arrangements
    - Strategy 1: Full-Time Work, Flexible Hours
    - Strategy 2: Compressed Workweeks
    - Strategy 3: Reducing Work Hours
    - Strategy 4: Working from Home
  + 14-4. Downsizing
    - Reducing the Impact of Downsizing
    - Effects of Downsizing
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **CHAPTER 15. STRESS MANAGEMENT: DEALING WITH THE DEMANDS OF LIFE AND WORK**
  + 15-1. Stress Defined
  + 15-2. Predisposition to Stress
    - Stress Personalities
    - Gender, Ethnicity, and Race
    - Stress Sensitization
  + 15-3. Sources of Stress
    - Personal Stressors
    - Occupational Stressors
    - Organizational Stressors
    - Stressors in the Physical Work Environment
    - Noise Reduction
    - Stress Caused by Work Schedules
    - Other Sources of Stress
  + 15-4. Consequences of Stress
    - Personal Consequences
    - Organizational Consequences
  + 15-5. Managing Stress
    - Planning for Stress
  + 15-6. Stress Reduction Interventions Related to Life/Work Issues
    - Easing the Child-Care Burden
    - Easing the Care of the Older Population Burden
    - Easing the Daily-Chore Burden
    - Providing Rest through Paid Time Off
  + 15-7. Measuring Stress
  + 15-8. Workplace Violence
    - Perpetrators of Workplace Violence
    - Reducing Workplace Violence
  + Chapter Summary
  + Key Terms
  + Questions for Review
* **APPENDIX. WORKING CONDITIONS AND HUMAN FACTORS**
* **REFERENCES**