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RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
Graduate School of Applied and Professional Psychology

**Ethics in Organizational Psychology/Organizational Development
Research & Practice (aka. Ethics in OP/OD)
Course # 18:829:537 #: 22316 | Spring 2025 | Hybrid | 3 credits**

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Instructor:	Dr. Sharon Glazer
Email/phone:	sharon.glazer@rutgers.edu / (848) 445-9340
Office Hours:	Mondays 1:30-2:30pm (in person or zoom) or by appointment
Class Days/Time:	Mondays 6:15-8:45pm
Classroom/Zoom:	Nelson D340B/ https://rutgers.zoom.us/j/93436144823?pwd=LS7BBgpnR3G4E48aafP1joUMwx7qae.1

Description

The course will reinforce Industrial, Work, and Organizational Psychology (IWOP) values and ethical principles and standards of the American Psychological Association, as well as the Human Systems Development Consortium. Students will apply ethical judgments in organizational consulting practice, identifying potential ethical issues, proposing solutions to simulated or actual challenges faced by organizations, and demonstrate abilities to navigate ambiguous organizational situations. Prerequisites: Org Psyc, Personnel/Work Psyc, CCOP, OD&Change.

Overview

Throughout your program, faculty have addressed ethical standards when discussing matters, including testing and validation, feedback and candidness, concern for others, respecting privacy and confidentiality, doing no harm, being honest and authentic (including on resumes), practicing within realm of expertise, helping stakeholders grow and develop, achievement, preparing/presenting original ideas and citing sources appropriately, not duplicating others' or own works, and giving credit where it is due (or not giving credit where not due). These ethical principles are core to our identity as IWOP professionals. This course not only exposes you to some IWOP-related practices, experiences, and applications, in/for a single organization or across multiple global organizations but also imparts on you the fundamental essence of who we are. As IWOP professionals and practitioners, we are held to high standards associated with caring for the well-being of people in the domain of employment. Knowing about and practicing ethical behaviors are essential for all IWOP graduates. This course gives you an opportunity to further practice your ethical judgments. Therefore, students will be introduced to the APA, OD, and IWOP ethical principles and standards, and search for others in organizational systems.

As OP professionals,

> we hold ourselves to the **highest ethical standards of conduct** and adhere to the principles of **mutual respect, fairness, honesty, and academic freedom**. We **honor and follow up on the commitments and promises** we make. We strive to **avoid conflicts of interests** and openly **disclose and work to promptly resolve** those that do occur. We act in ways fully **consistent with our core values** [humanism, optimism, democratic], and are committed to **principled leadership** at

*all levels of the institution. We commit to **open, candid, and timely communications** to ensure all constituencies are kept **fully informed*** (from Lowman, PSY7437 Ethics Syllabus).

Student Learning Outcomes (SLO)

Upon successful completion of this course, students will be able to:

SLO 1: Apply knowledge acquired throughout the program to solve real-world problems in organizational behavior and human resources, demonstrating integrity in professional practice.

SLO 2: Bridge the gap between theory and practical application.

SLO 3: Work in teams to solve problems.

SLO 4: Articulate contextual factors affecting different kinds of organizations.

SLO 5: Apply principles of ethical decision making from a global lens.

SLO 6: Reflect on your own ethical thinking as a professional, as well as potential dilemmas in your desired career setting.

SLO 7: Demonstrate professionalism in relation to conduct (communication, reliability and work ethic, respectful interpersonal interactions) and products (adhering to writing standards, specific guidelines, and aesthetics for work documents) that are critical to working in all settings.

Required Texts and Materials

Lowman, R. L., & Cooper, S. E. (2018). *The ethical practice of consulting psychology.* Washington, DC: American Psychological Association. [ISBN: 9781433828096]

American Psychological Association [APA]. (2017). *Ethical principles of psychologists and code of conduct.* Washington, DC: American Psychological Association. Retrieved January 4, 2020 from https://www.apa.org/ethics/code/. [or see APA Code of Ethics].

Other assigned readings are on Canvas and/or hyperlinked from syllabus reading schedule.

Writing resources: *APA Publication Manual* (7th ed.).
See also: http://pages.stern.nyu.edu/~wstarbuc/Writing/Fussy.htm

Suggested Readings

Block, P. (2000). *Flawless consulting: A guide to getting your expertise used* (2nd ed.)*.* Jossey-Bass/Pfeiffer/Wiley.

Block, P. (2014). *Flawless Consulting*, www.flawlessconsulting.com.

Daily Tips for Consultants: http://www.imcusa.org/blogpost/334056/Daily-Tips-for-Consultants

Eyres, P. S. (2006). The top seven legal risks for consultants. *Consulting to Management, 17*(1), 9-10, 20.

Finkelman, J., & Lopez, P. D. (2012). Global consulting in a culturally diverse world: Ethical and legal implications. *Consulting Psychology Journal, 64*, 307-324.

Lefkowitz, J. (2022). Ethics in Work and Organizational Psychology. In *Oxford Research Encyclopedia of Psychology*.

https://doi.org/10.1093/acrefore/9780190236557.013.852

Lefkowitz, J. L. (2017). *Ethics and values in industrial-organizational psychology* (2nd ed.). Routledge. [ISBN: 978-1138189935]

Lowman, R. L. (2012). Frontier no more: International consulting skills as necessary minimal competencies for consulting psychologists. *Consulting Psychology Journal, 64*, 338-343.

CANVAS

Copies of course materials, including syllabus, major assignment handouts, etc. may be found on Canvas. You are responsible for regularly checking the Canvas site for this course or direct emails (to your Rutgers email account; please be sure that my emails are not going to the junk folder).

METHODOLOGY

1) Class discussions
2) First-hand insights through interface in field project, library and literature searches
3) Case studies
4) Global Virtual Team Project
5) IGNITE presentation

Study Time: Typical university heuristic for studying is 3 hours for each unit of credit. However, due to the nature of this experiential program with X-Culture, some weeks may be heavier and other weeks lighter than others.

EVALUATION AND GRADED ASSIGNMENTS

5%	Biosketch
10%	Company Report (~5 pages)
30%	Ethical case analyses (three ~5-page analyses)*
35%	X-Culture
10%	Ignite Presentations – on X-Culture company
10%	Reflection Paper

Note. *Grade adjustments based on peer evaluations.

FINAL GRADING SCALE

A = 90%+%	B = 80-85.49%	C = 70-75.49%
B+ = 85.5-89.99%	C+ = 75.5-79.99%	F = below 70%

Resume Poppers

The experiences provided in this course should foster learning in highly important areas of ethics in OP/OD and organizational consulting, as well as in research, cross-cultural and interpersonal communication, written (editing) and oral presentation, project management, teamwork, information technology, critical thinking, and decision-making.

ASSIGNMENTS

BIOSKETCH: Prepare a written biosketch that you would be proud to give a client. Be prepared to email a copy to your small group breakout room. The biographical summary is one of the first points of entry to make a good impression to potential clients or funding

sources. It should balance arrogance with humbleness. Boast about your accomplishments, but do so in a way that creates a favorable impression of you. At the end of the semester, you will update your biosketch and turn it in along with your reflection paper. Failure to turn in an updated biosketch will reduce the original grade by half.

COMPANY REPORT: Students will prepare a ~5-page report about the X-Culture company to which you are assigned. This report is in addition to the X-Culture proposal you will prepare. Be sure to include a <u>title page</u> with your company's name, your name, university affiliation, and date. The report is due **by March 31, 2025**.
Library Resource: https://libguides.rutgers.edu/org-psych
Student Success Librarian: Mei Ling Lo, MLO@libraries.rutgers.edu

In the report, be sure to include:
- **Background**: company name, industry, age, private or public traded, number of employees, investors.
- **Contextual Factors**: location headquarters, competitors, economic and financial landscape; information systems; infrastructure (company structure and structural alignment); regulation pressures/constraints.
- **International/global landscape**: specify the kind of multinational enterprise your assigned company is and document its various business challenges, including ethical challenges, they face as related to global, international, multinational, multicultural factors at the micro, meso, and macro levels. Incorporate Erez & Shokef (2008), environmental presses; political (diplomatic) influences; values; temporal perspective/orientation.
- **Company Culture**: values; leadership influences; organizational presses; technical/HR issues (including person-environment fit); human relations, practices, and behaviors; team-based influences; strategy/strategic alignment; social factors (interpersonal and interdepartmental processes); physical environment; opportunities for growth.
- **Ethical challenges**: may be inferred from above info (review recent news articles).
- **5-8 questions** (more is fine) you would like to know more about, but could not find the information.

Note. The paper will be graded for content quality, richness and depth of information without overwhelming the reader, based on factual or learned information that is cited and referenced, and quality of presentation (paper is clear, organized, and concise).

RESUME: Students wishing to have the option of turning in their resumes for review, are welcome to turn them in on Mar. 24, 2025. This is an optional assignment.

CASE STUDIES: Students will address three brief case studies in ~5-page written analyses (following APA format) prepared in teams of three (see grading criteria in Syllabus). A different student will be in charge of coordinating the case analysis write-up. That person should be named first on the report, followed by the other teammates. Altogether, the three case analyses are worth 30%. No case study will be accepted late. On the due date, please upload an electronic copy of your analysis by 6pm, unless otherwise specified. One copy for the team.

PEER EVALUATION: In order to encourage active participation by all team members, as well as a way to practice evaluating performance of your peers, you will each turn in a self and peer evaluation within 48 hours of turning in your case studies and company report. Be sure to establish clear goals, deliverable deadlines, and role expectations of one another.

When setting the deliverables, you will also consider assumptions and constraints you might face and how you will overcome them. You will also consider risks and consequences. Consider and vocalize to your teammates realistic and unrealistic expectations and come to a compromise on how to get work done. Exchange your schedules early and often. The purpose is to provide you with a full practitioner/consultant learning opportunity. The evaluations will be taken into consideration when case study and project grades are calculated. Failure to complete a self and peer evaluation will automatically reduce your grade by 4 percentage points. Failure to provide qualitative justification will warrant a loss of 2 percentage points.

X-CULTURE: Students will be working in an international team of 5-6 people for about 7 weeks. Several companies will present their real-life international business challenges. Your team will have to select one of those challenges and suggest your solution. The detailed list of tasks to be completed for each challenge is provided in the **Challenge Instructions**. For more on the project, visit www.X-Culture.org. By **~Feb. 24, 2025**, you must complete studying the X-Culture material & complete the X-Culture quiz so that you may join a team.

Please **complete** the 55-minute X-Culture International Business Crash Course. It is NOT optional. It is important that you have a solid foundation about what your B-School counterparts will come in knowing and you have a chance to think about how you will contribute.

The University Matrix Series is valuable to helping you craft your final business report. I STRONGLY encourage you go through the series (each session is about 25 min.)

IGNITE PRESENTATION OF FOCAL COMPANY: Each student will present on the X-Culture team's company (some background), the challenge, the solution, and some highlights of the experience (remember to show us pictures of your teammates). You will have **no more than 5 min.** to present on your company. Ignite presentations must be **turned in no later than 12pm on 5/5/2025**.

REFLECTION PAPER: This paper, **due 5/12/2025 at 6pm,** will include your personal reflection about each of our guest speakers and company discussions (be sure to highlight lessons learned, supported by examples), at least 5 ethical issues you learned about that you were not as clearly cognizant to before, as well as a reflection on the ethical case scenarios we discussed in class, and your feedback and experiences (pros and cons) with X-Culture as part of the course of studies. In an appendix to your reflection paper, please include your updated biosketch. See grading criteria on Canvas.

PARTICIPATION: As we will be a small group, you will each have a lot of opportunity to participate, both with me and with our many guest speakers. Reading the assigned materials will prepare the student for discussion. You are encouraged to read up on each of the speakers and the organizations for which they work so you can prepare thoughtful and informed questions to ask. Active learning should stimulate students' critical thinking about issues. **Be inquisitive; always ask questions.** All questions related to class material are appropriate. If you have a question, you're probably not alone. Lack of participation will reduce your final course grade by 2% of full final grade for each class session in which you did not participate and were not prepared for class.

Table 1. Course Assignments & Deliverables*

Date	Topics and Assignments Due	Readings Due
Week 1		
1/27 (R)	**Intro to Course: Ethics & Consulting Values** Watch: What is X-Culture? https://youtu.be/ZG7mMTPzExE How to succeed in X-Culture? https://youtu.be/X6E_eK0FFkQ **Due**: Biosketch- *½ pg, via Canvas by 6pm*	APA Ethical Principles; APA Ethics Codes Relevant to OPs; OD ethics code; Lefkowitz (2005; starts p.13)
Week 2		
2/3 (I)	**Ethics & Consulting Values** *Discuss Case 10* ***Guest Speaker***: Sara Weiner, Ph.D., Independent Consultant & Chair SIOP UN Committee	Lowman: Intro & Ch. 1 Lefkowitz (2017; Ch. 8) Lowman (2006; Case 10)
Week 3		
2/10 (R)	**Ethical Dilemmas at the Individual Level:** Professional responsibility and cultural values *Discuss Case 12* ***Guest Speaker***: Anna Erickson, Ph.D., President, Iron Post Leadership	Lefkowitz (2022) Lowman (2006; case 12) **Competing Values Framework**
Week 4		
2/17 (R)	**Ethical Dilemmas at the Individual Level Cont'd** Researching companies Q&A with Mei Ling Lo **Due:** *Case Study 1 Report*	X-Culture International Business Crash Course
	Introduce Project: X-Culture Quiz opens (2-weeks to complete it) Study **X-Culture Pre-Project Training Module** (55 minutes)	
Week 5		
2/24 (R)	**Ethical Dilemmas at the Group & Organizational Level:** Impact of national culture factors/context; MNEs ***Guest Speaker***: Fresia Jackson, Director of People Science Research, CultureAmp *Discuss Case Study 1 Report*	Lowman: Chs. 2 & 3 Erez & Gati (2004)
Week 6		
3/3 (I)	**Ethical Dilemmas at the Group & Organizational Level Cont'd** ***Guest Speaker***: Marc Sokol, Ph.D., Sage Consulting X-Culture Begins	Lefkowitz (2017: Ch. 12) University Matrix Series
3/6	X-Culture: Establish Contact with Teams	
Week 7		
3/10 (I)	***Low Residency*** X-Culture: Meet your teammates **Due:** *Case Study 2 Report on 3/12 @8pm*	
Week 8 *RU Spring Break*		
3/17	X-Culture: Select Client Organization (OK to change the client organization later)	

Date	Topics and Assignments Due	Readings Due
Week 9		
3/24 (R)	**Emerging Ethical Issues:** Tele-consulting, coaching, and confidentiality ***Guest Speaker:*** Anett Gyurak, PhD, Director, Research @ Meta @ 6:15pm ***Due***: Responses to Questions by 11pm** ***Due:*** Resume (optional) by 11pm	Lowman: Ch. 4 **Watch Recorded Lecture**
Week 10		
3/31 (R)	Discuss Case Study 2 Report ***Due:*** Company reports X-Culture: Report Section 1	
Week 11		
4/7 (I)	**Business Ethics & Values** *Discuss Case 16* ***Guest Speaker:*** Steven Scalet, PhD, Director of the Hoffberger Ctre for Ethical Engagement, UBalt *Due*: X-Culture: Report Section 2	Scalet & Kelly (2015) Lowman (2006; case 16)
Week 12		
4/14 (R)	**Business Ethics & Values cont'd** ***Guest Speaker:*** Josh Kassner, PhD., Professor, UBalt @ 7pm *Due*: X-Culture: Report Section 3	Lowman: Ch. 5
4/18	*Due*: X-Culture: Final Team Report	
Week 13		
4/21 (I)	**Business Ethics & Values cont'd** *Discuss Case 21* Debrief X-Culture	Lowman (2006; case 21)
Week 14		
4/28 (R)	**Ethical Dilemmas are Complex** ***Due:*** *Case Study 3 Report w/ updated biosketches*	Lefkowitz (2021) Glazer (2021)
Week 15		
5/5 (I)	**Ethical Dilemmas are Complex cont'd** *Discuss Case 29* ***Deliver in class:*** Ignite Presentations	Lowman: Ch. 6 Lowman (2006; case 29)
Week 16		
5/12 (R)	**Reflection Paper Due**	

Note. Classes during dates in scarlet red shading, and with (I) in parentheses, will be held in person. Dates with (R) in parentheses will be held remotely.

*This schedule is subject to change with fair notice in class and via email.

**To ensure you have completed the reading assignment, you are asked to respond to questions presented for the assigned reading. You will be graded on accuracy to earn up to 5 points extra credit toward Case Study 1, but not turning in a meaningful response will result in 5 points deducted from Case Study 1.

Class and Classroom Protocol and Etiquette

1) This syllabus represents a general framework of the content and direction of the course. Sequence of topics and time allocated to each topic may vary as the need arises.
2) Mature and respectful behavior contributes to a positive learning climate, and is expected of all students.
3) **All assignments are due by 6pm**, <u>unless specified otherwise</u>. *Late assignments will be marked down 5 percentage points if turned in within the first 24 hours*, and will not be graded if later.
4) <u>Cell phone must be silenced</u> during class meetings. Please use class time to stay off your phones; be respectful of the virtual learning environment, your classmates, and instructors.
5) <u>E-mails</u> will be checked regularly during normal business hours.
6) Arrive to all classes at least 3 minutes before class is to begin.
7) Late arrivals and absence on a presentation or guest speaker day will warrant 4 and 8 points off your Ignite presentation grade, respectively.
8) Absence from class will warrant **<u>3 points reduced from your total average score for each absence</u>**.
9) All work must be typed, double-spaced, utilize 12-point font, Times New Roman, 1" margins all around, no extra space between paragraphs, left justified, page numbers upper right with a right justified running head.
10) All submissions must be in .doc and begin with your last name.

Student Success Resources

Library: Mei Ling Lo, Science Research Librarian, Interim Liaison to Psychology, Library of Science and Medicine, Rutgers Libraries - New Brunswick; Schedule a meeting (https://libcal.rutgers.edu/appointments/meiling); Phone number: (848) 445-5914; email: MLO@libraries.rutgers.edu or MLO@rutgers.edu; https://www.libraries.rutgers.edu/ask

Office of Disability Services: Students requesting accommodations must register with ODS to establish a record of their disability. ODS provides reasonable and appropriate accommodations for students who have documented disabilities. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form

Counseling Services: https://health.rutgers.edu/medical-and-counseling-services/counseling-services Tel: (848) 932-7884 Students using counseling services should self-identify that they are from GSAPP and would like to speak to a clinician who is not from GSAPP.

Academic Assistance. Rutgers Learning Centers offer online tutoring in writing, time management and other types of academic assistance. Although it is largely aimed at undergraduates, these services can certainly benefit students at any level of study. https://rlc.rutgers.edu/

Office of Student Support: https://www.rutgers.edu/student-support

Student Conduct: https://studentconduct.rutgers.edu

Police: (732) 932-7211

EMERGENCY PHONE: 9-1-1 Relay users dial 7-1-1

Academic Integrity

Students are expected to perform their own work (except when collaboration is expressly permitted by the course instructor). When practiced, academic integrity ensures that all students are fairly graded. Violating 'Academic Integrity' undermines the educational process and will not be tolerated. It also demonstrates a lack of respect for oneself, fellow students, and the course instructor and can ruin the university's reputation and the value of the degrees it offers. We all share the obligation to maintain an environment that practices academic integrity.

Students are expected to abide by the <u>APA Ethical Principles and Code of Conduct</u> and the ethical code of conduct and policies regarding academic dishonesty/plagiarism. The University's academic integrity policy, to which this class will adhere, can be reviewed at: academicintegrity.rutgers.edu/academic-integrity-at-rutgers/

Faculty members are required to report all infractions to the <u>Office of Student Conduct</u>. The website for <u>Student Code of Conduct</u> is available at https://studentconduct.rutgers.edu/processes/university-code-student-conduct.

Instances of academic dishonesty will not be tolerated.
- Cheating is the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means. It includes but is not limited to:
  - Copying in part or in whole, from another's test or other evaluation instrument;
  - Submitting work previously graded in another course unless this has been approved by the course instructor or by departmental policy;
  - Submitting work simultaneously presented in two courses, unless this has been approved by both course instructors or by departmental policy;
  - Altering or interfering with grading or grading instructions;
  - Sitting for an examination by a surrogate, or as a surrogate;
  - Any other act committed by a student in the course of his or her academic work that defrauds or misrepresents, including aiding or abetting in any of the actions defined above.
- Plagiarism is the act of representing the work of another as one's own (without giving appropriate credit) regardless of how that work was obtained and submitting it to fulfill academic requirements. Plagiarism includes but is not limited to: The act of incorporating the ideas, words, sentences, paragraphs, or parts thereof, or the specific substances of another's work, without giving appropriate credit, and representing the product as one's own work; and representing another's scholarly works as one's own.

Cheating or plagiarism <u>will</u> result in a failing grade and sanctions by the University.

Use of Artificial Intelligence (AI)

I recognize that there are many AI-assisted programs available to assist with ideating, writing, grammar checking, and more. However, <u>AI programs are not a replacement for individualized creativity, originality, and critical thinking</u>. **At *no time are you permitted to use AI* for any class assignments.** Any use of AI tools constitutes a violation of Rutgers Academic Integrity Policy and will result in appropriate consequences.

University Policy on Turnitin

"Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com (directly or via learning management system, e.g., Canvas) for the detection of plagiarism. All submitted papers will be included as source

documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.”

Incorrect use of other work(s), as identified by the professor or Turnitin will likely result in plagiarism charges submitted in writing to the Office of Student Conduct, and findings of plagiarism can lead to a failing grade on an assignment, a failing grade in the course, or more stringent sanctions. Not understanding the definition of plagiarism or improper attribution are not excuses for failure to abide by originality requirements in this or any other course.

Inclement Weather Advisory

In the event that Rutgers University opening is delayed or closed due to inclement weather or other unforeseen circumstances or if inclement weather is predicted, please check your email throughout the day to know if class will be cancelled or held online. If class is ever cancelled, for whatever reason, you will still be responsible for the session's assignments and turning in any assignments due via Canvas by the assignment due date and time.