

# Industrial and Organizational Psychology



2024-2025 Masters' Program  
Graduate Handbook  
Central Michigan University

<https://www.cmich.edu/colleges/class/Psychology/Graduate/IOpsychology/Pages/default.aspx>

# TABLE OF CONTENTS

	<u>Page</u>
Program Goals and Mission.....	3
I/O Core Faculty .....	3
I/O Affiliated Faculty.....	3
Deferred Admission.....	4
Policy on Degree Time Limits.....	4
Financial Aid.....	4
Degree Requirements.....	5
Course Schedule Examples.....	6
Dismissal.....	8
Continuous Registration.....	8
Leave of Absence.....	8
Thesis Option (Plan A) .....	8
Applied Research Option (Plan B) .....	10
Part-Time and Off-Campus Faculty Graduation Commencement Ceremony.....	10
Academic Integrity Policy .....	10
Important Contact Information .....	11
Industrial/Organizational Psychology Association (IOPA).....	12
Employment.....	12
Recent Student Theses .....	13

## Program Goals and Mission

The purpose of the M.A. in Industrial-Organizational Psychology is to prepare students for professional practice or for continued study in a doctoral program. The program is oriented toward the study of individuals in organizations and businesses with a focus on improving the well-being and productivity of the people that work there. Students learn to use research and measurement skills to solve practical workplace issues and to apply the principles of psychology to human resource and leadership challenges. Examples of areas within organizations where these get applied include talent assessment, performance management, training and development, stress management, job design, and organizational change.

The M.A. program in Industrial/Organizational Psychology is designed for either part-time or full-time students and may be completed either on-campus or online. Prior to admission, it is helpful if students have taken courses in general psychology, psychological testing, research methodology, and statistics. Completion of the program involves either a Plan A (Thesis) and Plan B (Applied Research) capstone requirement, Plan A (Thesis) is available only to on-campus students.

On-campus courses taken by I/O M.A. students are typically 16 weeks in duration.

### I/O Core Faculty

**Neil D. Christiansen**, Ph.D., Northern Illinois University, 1997. **Director.** Personality in the workplace, personnel selection, and structural equation modeling in I/O psychology. <https://www.cmich.edu/people/NEIL-DOUGLAS-CHRISTIANSEN>

**Stephen M. Colarelli**, Ph.D., New York University, 1982. Personnel psychology, evolutionary psychology, and influences on HRM utilization. <https://www.cmich.edu/people/STEPHEN-M-COLARELLI>

**Kimberly E. O'Brien**, Ph.D. University of South Florida, 2008. Job stress, organizational citizenship behavior, counterproductive work behavior, and mentoring. <https://www.cmich.edu/people/KIMBERLY-O'BRIEN>

**Matt Prewett**, Ph. D., University of South Florida, 2009. Team performance management: staffing, training, group motivation, and performance appraisal. <https://www.cmich.edu/people/MATTHEW-SCOTT-PREWETT>

### I/O Affiliated Faculty

**Kyunghee Han**, Ph.D., University of Minnesota, 1993. Scientific study of culture, quantitative methods, psychological test/scale development and evaluation. <https://www.cmich.edu/people/KYUNGHEE-HAN>

## Deferred Admission

Newly admitted students may petition the Admissions Committee for deferred admission. Granting deferred admission is at the discretion of the Admissions Committee. However, deferred admission is normally granted for no more than 12 months from the original matriculation date.

## Policy on Degree Time Limits

**It is the Program's policy that all course requirements for M.A. degree be completed within seven years after matriculation.** See the *Graduate Studies Bulletin* for details at <https://bulletins.cmich.edu/>

## Student Loans

Students may qualify for student loans at favorable terms based on completion of the Free Application for Federal Student Aid (*FAFSA*):

<https://studentaid.gov/h/apply-for-aid/fafsa>

Federal student loans usually require that graduate students be enrolled in at least 5 credits per semester.

Tuition and living expenses at CMU are low compared to many universities. Thus, a modest loan may get you through graduate school at CMU. This is a good investment because graduates of the program can usually repay the loan quickly.

## **Degree Requirements for I/O M.A. Program (30 hours)**

### Required Content Courses I (9 hours)

PSY 535 - Organizational Psychology (3)  
PSY 536 - Personnel Psychology (3)  
PSY 636 - Advanced Personnel Psychology (3)

### Required Content Courses II (3 hours)

PSY 537 - Organizational Behavior Modification (3-0)  
PSY 538 - Organizational Health Psychology (3-0)  
PSY 736 - Interventions in Social Systems (3)

### Required Quantitative Courses (9 hours)

PSY 510 - Principles of Psychological Measurement (3)  
PSY 511 - Statistics in Psychology (3)  
PSY 611 - Research Design (3)  
PSY 612 - Applied Multiple Regression and Correlation (3)

### Required Application Course (3 hours)

PSY 790 - Practicum I A: Professional Services (3)  
PSY 791 - Practicum I B: Professional Services (3)

### Capstone (6 hours)

Plan A: Thesis  
PSY 798 - Thesis (1-12)

### Plan B: Applied Research

PSY 696 - Directed Research (1-12)  
PSY 890 - Practicum II A: Professional Services (3)

## M.A. Program Course Schedule Examples

Exact schedules vary based on student interest and department offerings. For the M.A. degree, a grade lower than a C will not count towards your degree. See the *Graduate Bulletin* for details at <https://bulletins.cmich.edu/> for course descriptions.

### Full-time On-campus Study

<b>Year 1</b>
---------------

**Fall**

PSY 511 - Statistics in Psychology (3)  
PSY 535 - Organizational Psychology (3)  
PSY 536 - Personnel Psychology (3)

**Spring**

PSY 510 - Principles of Psychological Measurement (3)  
PSY 636 - Advanced Personnel Psychology (3)

<b>Year 2</b>
---------------

**Fall**

PSY 612 - Applied Multiple Regression and Correlation (3)  
PSY 736 - Interventions in Social Systems (3)  
PSY 790 - Practicum I A: Professional Services (3)

**Spring**

PSY 798 – Thesis (6)  
OR  
PSY 696 – Directed Research (3) and PSY 890 - Practicum II A: Professional Services (3)

## Full-time Online Study

<b>Year 1</b>
---------------

**Fall**

PSY 511 - Statistics in Psychology (3)  
PSY 535 - Organizational Psychology (3)

**Spring**

PSY 536 - Personnel Psychology (3)  
PSY 612 - Applied Multiple Regression and Correlation (3)

**Summer**

PSY 696 – Directed Research (3)

<b>Year 2</b>
---------------

**Fall**

PSY 510 - Principles of Psychological Measurement (3)  
PSY 636 - Advanced Personnel Psychology (3)

**Spring**

PSY 736 - Interventions in Social Systems (3)  
PSY 790 - Practicum I A: Professional Services (3)

**Summer**

PSY 890 - Practicum II A: Professional Services (3)

## Part-time Study

### Year 1

#### **Fall**

PSY 536 - Personnel Psychology (3)

PSY 535 - Organizational Psychology (3)

#### **Spring**

PSY 636 - Advanced Personnel Psychology (3)

### Year 2

#### **Fall**

PSY 511 - Statistics in Psychology (3)

PSY 736 - Interventions in Social Systems (3)

#### **Spring**

PSY 510 - Principles of Psychological Measurement (3)

### Year 3

#### **Fall**

PSY 612 - Applied Multiple Regression and Correlation (3)

PSY 790 - Practicum I A: Professional Services (3)

#### **Spring**

PSY 798 – Thesis (3)

OR

PSY 696 – Directed Research (3)

### Year 4

PSY 798 – Thesis (3)

OR

PSY 890 - Practicum II A: Professional Services (3)



## Dismissal

Failure to maintain satisfactory progress, ethical violations, and other inappropriate behaviors (e.g., plagiarism, destructive interpersonal relationships) will lead to action by the I/O Psychology Program faculty. Depending on the nature of the offense, actions might range from letters of warning to dismissal. Dismissing a student from the I/O Program is an extraordinary action and only happens after the student has been given clear feedback about the difficulties and had an opportunity to remedy the problem. Students always have the right to be heard and appeal disciplinary actions.

## Leave of Absence

Requests for a leave of absence from the program must be submitted in writing to the I/O Program Director. The rationale for the leave and the length of time being requested should be specified. Permission for a leave of absence requires approval from the Director. Students should be aware that the seven-year limit for completing program requirements typically remains in effect even when a leave of absence is approved.

## THESIS OPTION (PLAN A)

On-campus M.A. students may pursue the thesis option in agreement with a faculty research supervisor. These students need to complete 6 to 12 credit hours of PSY 798 for the degree requirement.

## Thesis Committees

Thesis committees must consist of at least three members. The chair must be an I/O faculty member. The first committee member must be from the Psychology Department, and the second committee member may be from outside the Psychology Department and must have graduate faculty status (contact the department main office to verify an individual has grad faculty status). At least one member must be from outside of the I/O area.

## Thesis Proposal

Please request the “Revised 2022 Thesis/Dissertation Verbiage” document from the program secretary for a complete set of steps involved in the thesis proposal. An abridged list is here. Note- A *Prospectus for Theses* must be completed to begin research on a thesis. Students may not enroll for more than three thesis credits until the project prospectus has been approved by the department and ORGS. The *Graduate Studies Bulletin* (<https://bulletins.cmich.edu/>) outlines all University policies relating to theses.

- a. Email your advisor-approved thesis document to committee members and request to schedule the prospectus (i.e., proposal) meeting.
- b. Email the Program Secretary to notify of the prospectus meeting.
- c. After successful proposal, complete the IRB application online. See: <https://www.cmich.edu/offices-departments/office-research-graduate-studies/office-of-research-compliance/institutional-review-boards/irb-mount-pleasant/irbmanager-for-human-subjects>

- d. Once IRB approval is received, complete the electronic Prospectus Form available at <https://stage-www.cmich.edu/offices-departments/office-research-graduate-studies/graduate-studies/student-services/forms>. The required signatures will be requested electronically and forwarded to the Graduate Office. You will be required to attach a Technical Synopsis and Layperson Summary and IRB approval prior to submitting the form.
- e. After approval has been received from the College of Graduate Studies, you can register for your additional thesis credits.

## **Thesis Research Support**

The College of Graduate Studies provides small grants for thesis-related costs. Please see the application for specific details pertaining to the use of the funds. The information for these grants can be found at the following websites:

Graduate Student Research & Creative Endeavors Grant:

See “Student Grants” at <https://stage-www.cmich.edu/offices-departments/office-research-graduate-studies/graduate-studies/student-services/forms>

## **APPLIED RESEARCH OPTION (PLAN B)**

### **Directed Research (PSY 696) and Advanced Practicum (PSY 890)**

Students in the M.A. program may complete an applied research sequence taking 3 to 12 credits of PSY 696 and 3 credits of PSY 890 for a minimum of 6 total credits. Directed research and advanced practica credits need to be supervised by a faculty member. The directed research may include an in-depth paper on a topic of student interest or collection and analysis of applied data to answer a problem or question of interest. Advanced practicum projects generally require the student to find a relevant project in an organization to work on under faculty guidance.

## **Part-Time and Off-Campus Faculty**

Individuals who apply to teach I/O courses on a part-time basis, either on or off-campus, must be approved by the I/O Program faculty. Those who wish to be considered to teach graduate level (500 or above) courses in the I/O Psychology should meet the following criteria:

1. A Ph.D. in I/O Psychology or a closely related field.
2. Recent teaching experience, particularly in the area he or she wants to teach.
3. Evidence of teaching competence.
4. Evidence of recent and ongoing scholarly activity (i.e., publishing). Successful candidates’ research records should be equal to the records of candidates that would be on our “short list” for a full-time tenure track position on campus.

## Graduation Commencement Ceremony

Students must complete and submit “Graduation Application” to the College of Graduate Studies. This can be done through your Degree Progress or the form is available at <https://stage-www.cmich.edu/offices-departments/office-research-graduate-studies/graduate-studies/student-services/forms>. **Students must finish all requirements for their degrees before they can participate in graduation ceremonies.**

### Academic Integrity Policy

Because academic integrity and ethical behavior are vital to an academic environment and to the development of qualified psychologists, graduate students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in psychology. In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work that a student submits must be the product of his/her own efforts and must be consistent with appropriate standards or professional ethics. Whether intentional or unintentional, academic dishonesty, which includes plagiarism, cheating and other forms of dishonest behavior, is prohibited. Ethical standards, as articulated in the standards of the American Psychological Association and American Psychological Society, must be observed by all graduate students. Allegations of academic dishonesty or unethical behavior will be handled according to the policies given here. Appeals of decisions are processed according to the policies set forth in the “Academic Integrity Policy for Graduate Students,” which is published in the *Graduate Bulletin*.

Although no specific timelines are included in this policy, it is understood that matters should be handled expeditiously.

1. In cases where an instructor, supervisor, or fellow student believes a student has demonstrated academic dishonesty or professionally unethical behavior, the instructor, supervisor, or fellow student should report the incident to the Program Director.
2. The Program Director will discuss the allegation(s) with the person(s) making them. If the Program Director believes that there is evidence to support the allegation(s), the Director will notify the student of the charges, in writing.
3. In the letter to the student, (s)he will be told the allegation(s) and told that the Program faculty will be asked to review the allegation(s), look at the evidence, and determine what, if any, sanctions should be issued. The student will be offered the opportunity to admit to the violations, remain silent, meet with the committee to share his/her perceptions of the incident, or submit a written rebuttal to the charges. The student will be given a response deadline, at least two weeks in the future.
4. The Program faculty will review allegation(s) of academic dishonesty or unethical behavior. In any case where a member of the Program faculty made the original allegation(s), the faculty member will be excluded from judging the particular case.
5. If the student elects to meet with the committee to present his/her version of the events under investigation, the student may bring another person (but not a lawyer) to the meeting to provide support and advice.

6. The Faculty's decision on culpability and appropriate sanctions will be communicated in writing to the department Chairperson. If the student is found not culpable or if sanctions, other than dismissal or suspension from the program, are issued, this will be communicated in writing to the student.
7. If the sanction is dismissal or suspension from the program, the sanction will be communicated through the department Chairperson to the Dean of the College of Graduate Studies who will communicate the decision to the student.
8. If sanctions are issued, committee records will be retained for at least one year.

## **Important Contact Information**

**Career Development Center** is located in Ronan 240, Telephone (989) 774-3068 or email at: [careers@cmich.edu](mailto:careers@cmich.edu). Or visit their website at: <https://www.cmich.edu/offices-departments/career-development-center>

**Multicultural Academic Student Services** is located in Bovee University Center 108, Suite 112, Telephone (989) 774-3945 or email at: [mass@cmich.edu](mailto:mass@cmich.edu). Or visit their website at: <http://www.cmich.edu/ess/cid/MASS/Pages/Default.aspx>

**Student Disability Services** is located in Park Library 120, Telephone (989) 774-3018 or email at [sds@cmich.edu](mailto:sds@cmich.edu). Or visit their website at: <https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

**CMU Health** is located in Foust Hall 200, Telephone (989) 774-6599 or visit their website at: <https://www.cmuhealth.org/services/mount-pleasant-clinics>

**Counseling Center** is located in Foust Hall 102 Telephone (989) 774-3381 or visit their website at: <https://www.cmich.edu/ess/StudentAffairs/CounselingCenter/Pages/default.aspx>

## **Industrial/Organizational Psychology Association (IOPA)**

Students are encouraged to join IOPA. This student organization is active in arranging a speaker series, trips to professional conferences, and social events. The IOPA organization provides a forum for graduate and undergraduate students to learn more about I/O Psychology. Topics of interest include personnel psychology, organizational psychology, EEO, affirmative action, and occupational stress. There is an annual membership fee of \$15.

Advisor: Neil Christiansen  
Phone: (989) 774-6495  
E-mail: [chris1nd@cmich.edu](mailto:chris1nd@cmich.edu)

President: Nadia Schellenberg  
E-mail: [schelln@cmich.edu](mailto:schelln@cmich.edu)

To find more information, visit our website:

<https://cmich.campuslabs.com/engage/organization/industrial-organizational-psychology-association>

## Employment

Our students find outstanding employment opportunities coming out of our graduate program. The following list is a sample of recent placements:

### Example I/O Alumni Placements

- 3M
- AON
- Apple
- APT Metrics
- Booz Allen Hamilton
- Cargill
- Development Dimensions International
- Dow Chemical
- Dow Corning
- Ford Motor Company
- Home Depot
- HumRRO
- OutSolve
- People Answers
- PepsiCo
- Shaker Consulting Group
- SHL
- SIXT
- SoCal Gas
- Steelcase
- Twitter
- Walgreen's
- Walmart

### Recent Student Theses

The following section describes some of the recent theses completed by CMU I/O Psychology graduate students.

**Vespi, Carter**, (September 2023). Sex Differences in Job Attribute Preferences: An Evolutionary Perspective

**Clark, Mable**, (September 2023). Must Leaders Choose Between Career and Family? Examining Familial Tradeoffs and Preferences

**Stockner, Cassandra**, (April 2022). Guardian and Warrior Policing: The Effect of Personality on job Crafting in Law Enforcement Officers

**Holmes, Savana**, (April 2022). An Investigation into the use of Telework During the Pandemic and What it Means for Post Pandemic Work

**Fales, Charles** (July, 2022). The Mediating Effect of Ego Depletion on the Relationship Between Personality and Health

**Adams, Sarah**, (March 2021). Predictors of Workplace Aggression: A Moderated Mediation Model

**Do, Nga**, (November 2020). The Role of Working Environment in Employees' Procrastination

**McGill, Brad**, (October 2020). Coworkers as a Look into the Future: Career Turnover Intentions of Younger Employees

**Yun, Mansik**, (July 2020). Investigating the Role of Perceived Organizational Reputation in the Relationship between Work Stressors and Counterproductive Work Behavior

**Thierbach, Alexander**, (May 2020). Toward a Better Understanding of Bias in Personality Based Job Analysis

**Mann, Kyle**, (November 2019). Getting Paid to Regulate: The Effect of Gratuity on Customer Mistreatment and Emotional Labor Outcomes

**Mirando, Tyler**, (November 2019). Friends at Work: Individual and Contextual Factors and Outcomes

**Hlebasko, Hanna**, (October 2019). Interaction Between Personality, Organizational Culture, and Presenteeism.

**Pohlman, Rachel**, (July 2019). Compelled Behavior: How Forced Citizenship, Broken Contracts, and Psychological Entitlement Lead to Counterproductive Behavior

**Reburn, Zachary**, (December 2018). The Effects of Overqualification, Work Experience, and Financial Need on Work Outcomes in Job Applicants: A Policy Capturing Approach

**Armstrong, Ian**, (July 2018). The Benefits of Nonjudgemental Awareness: Mindfulness-Based Mediation and Its Role in the Workplace and Everyday Life

**Gould, Daniel**, (June 2018). Workplace Ostracism as it Pertains to Non Task Job Behaviors: A Moderated-Mediation

**Kim, Ki Ho**, (May 2018). Investigating the Different Measurements of Shared Leadership

**Gillain, Rusty**, (November 2017). Exploring Idiosyncratic Rater Effects in Teams

**Lovering, Eleanor**, (November 2017). Task Conflict and Challenge-Oriented Citizenship Behavior: Distinguishing Similar Constructs at Multiple Levels of Analysis

**Fleming, Alissa**, (October 2017). Moderators of the Relationship Between Autonomy and Work Outcomes

**Schrock, Bailey**, (October 2017). An Examination of Team Satisfaction Using an Integrative Model of Leadership

**Johnson, Matthew**, (August 2017). Psychological Empowerment in Action: Does Job Crafting Link Empowerment to Enhanced Engagement and Reduced Exhaustion?

**Woody, Brendon**, (June 2017). Domain-Specific Self-Esteem as an Antecedent of Voice Behavior

**Chaykovska, Kateryna**, (April 2017). It Goes Both Ways: The Importance of Trust in Subordinates

**Minjock, Robert**, (September 2013). Nepotism, Expected Altruism, and Employee Theft: Family in, Fortunes out? An Evolutionary Perspective.