

PSYC*7080, Course Outline: Winter 2026

General Information

Course Title: Consulting in Industrial-Organizational Psychology

Course Description:

The course introduces students to consulting in I-O Psychology through actual consulting projects with local organization. Topics include: marketing and selling consulting services, understanding the consulting life cycle, using research to support consulting, client relationship management, and project management. Specific projects will vary from semester to semester based on work secured with local organizations (e.g. training, surveys). Students will learn specific I-O content to support client projects.

Credit Weight: 0.00

Academic Department (or campus): Psychology

Semester Offering: Winter 2026

Class Structure: Alternate Delivery-Synchronous (AD-S) and Face-to-Face format

Virtual Location: MSTeams

Classroom Location: MacKinnon (MACK312)

Wed 11:30AM - 2:20PM.

Class starts on January 14, 2026 and runs bi-weekly ending on March 25, 2026.

The first class will be virtual and will begin with an overview of the ongoing client projects and major deliverables expected throughout the semester.

In general, the classes will be structured with a full class meeting for the first 30 minutes, then 30 minute sequential sessions for each project team (with four project teams this will be 120 minutes) and 30 minutes with project team leaders as a group. ***Please note that most classes will take place via MS Teams. Students will be advised as to when classes will be in person.***

Instructor Information

Instructor Name: Dr. Sarah Carver

Office: Mackinnon Extension Building 4015

Instructor Email: scarve01@uoguelph.ca

Office hours via MS Teams by appointment – email me (scarve01@uoguelph.ca) to set up, or send me a Teams calendar invite.

Course Resources

Required Texts:

Hedge, J. W., & Borman, W. C. (2008). *The I/O Consultant: Advice and Insights for Building a Successful Career*. Washington, DC: American Psychological Association. This book is available on-line through the [University of Guelph library \(APA PsycNet PsycBooks-TOC \(uoguelph.ca\)\)](#) at no cost to you. All additional readings will be available through the [CourseLink website \(https://courselink.uoguelph.ca/shared/login/login.html\)](#).

Course Content

Specific Learning Outcomes:

- 1) Depth and Breadth of Understanding: Students should be able to: demonstrate mastery of a body of knowledge; gather, review, evaluate, and interpret information; to review and assess the range of theories and methods available with respect to consulting in I-O Psychology; and critically evaluate the limits of their own knowledge and how these limits influence their approach to consulting.
- 2) Reading Comprehension: The understanding of theory, research, and practice literature in I-O psychology. Students should demonstrate a well-developed ability to extract theoretical and empirical information from complex I-O psychological texts and articles, and to apply these to consulting work.
- 3) Inquiry and Analysis: A systematic process of integrating theory, research, and practice in I-O psychology through the collection and analysis of evidence that result in informed conclusions or judgments. Students should be able to: ask and attempt to answer many questions from multiple perspectives, develop novel solutions, and apply these solutions to solve practical problems.
- 4) Methodological Literacy: The ability to understand, evaluate, and design appropriate methodologies for rigorous psychological science. Students should be able to: design appropriate methodologies for novel psychological research and practice situations, and tailor methodologies to particular organizations, samples, and circumstances.
- 5) Written Communication: The ability to express one's ideas and summarize information through a variety of writing styles (e.g., consulting contracts, reports, presentations, APA style). Students should: write in a concise manner clearly conveying their message to a target audience, use a breadth of vocabulary appropriate different stakeholders, effectively edit their own work; and avoid grammar, spelling, and functional errors.
- 6) Oral Communication: Includes interpersonal skills, oral speaking and active listening as they apply to the class discussions, group work, and client interactions. Students should be able to demonstrate the ability to present information in ways that the receiving party can easily understand, exhibit confidence as a public speaker, facilitate discussion of complex concepts effectively, actively listen, reflect upon, and respond effectively to questions while acknowledging limitations to one's psychological knowledge.

Course Focus:

The course will contain a mix of planned assignments as well as projects in response to client requests. The class will be based on problem-based learning focused on developing student consulting skills. Specific lecture content will depend on the projects in which students will be involved during the semester. The class format will focus on the following: lecture/invited

speaker, class discussion, group work, class presentations, and consulting project work. Students will be expected to read the assigned material prior to each class. Students will be expected to conduct research, design materials and to meet outside of scheduled class time to support the delivery of consulting projects.

Course Assignments and Tests:

A numeric grade is not provided in this course. Students will receive a SATISFACTORY or UNSATISFACTORY grade for their work in the course. This rating will be based on the quality of their consulting project work, their collaborations with others, and their self-reflections.

Students will be required to complete professional bio as well as pre and post project self-reflection forms. More detail on these will be provided in the class.

Note: Although graded numeric grade will not be assigned in the course, it is expected that students will contribute fully to all class discussions and exercises.

Assignment or Test	Due Date	Contribution to Final Mark (%)	Learning Outcomes Assessed
Self-reflection pre-project engagement	1 week before interaction with client starts	N/A	1,5
Client project work	TBD	N/A	1,2,3,4,5
Self-reflection post-project engagement	1 week after interaction with client	N/A	1,5

Final examination date and time: N/A

Final exam weighting: N/A

Field Trips:

Students will be notified of field trips in relation to consulting work in advance. Students will not incur any costs associated with these field trips. University transportation will be provided.

Course Policies

Grading Policies

All assignments are due on the date and time specified unless prior arrangements have been made with me. When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise me in writing, with your name, id#, and an e-

mail contact. Where possible, this should be done in advance of the missed work or event, but otherwise, just as soon as possible after the due date, and certainly no longer than one week later. All overdue assignments that are received late and without arrangement with me will contribute to an UNSATISFACTORY rating.

Note: if appropriate documentation of your inability to meet that in-course requirement is necessary, I will request it of you. Such documentation will be required for Academic Consideration for missed end-of-term work. Similarly, students who find themselves unable to meet course requirements by the deadlines or criteria expected because of medical, psychological or compassionate circumstances should review the university's regulations for academic consideration at [University of Guelph Graduate Calendar](#)

Graduate Grade interpretation

Please note that these policies are binding unless academic consideration is given to an individual student.

Course Policy regarding use of electronic devices and recording of lectures:

Electronic recording of classes is expressly forbidden without consent of the instructor. When e-mail consent has been provided for recordings then they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

University Policies

Disclaimer

Please note that community health issues may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email. This includes on-campus scheduling during the semester, mid-terms and final examination schedules. All University-wide decisions will be circulated by email.

Illness

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g. final exam or major assignment).

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please e-mail the course instructor, with your name, id#, and the request. See the academic calendar for information on regulations and procedures.

[Grounds for Academic Consideration](#)

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the [Graduate Calendar Academic Misconduct Policy](#):

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email accessibility@uoguelph.ca or see the website: [Student Accessibility Services Website](#)

Student Feedback Questionnaire

These questionnaires (formerly course evaluations) will be available to students during the last 2 weeks of the semester. Students will receive an email directly from the Student Feedback Administration system which will include a direct link to the questionnaire for this course. During this time, when a student goes to login to CourseLink, a reminder will pop-up when a task is available to complete.

[Student Feedback Questionnaire](#)

Drop date

The last date to drop one-semester courses, without academic penalty, is Monday, April 6th, 2026. For regulations and procedures for Dropping Courses, see the [Schedule of Dates in the Academic Calendar](#).

Instructors must provide [meaningful and constructive feedback, at minimum 20% of the final course grade, prior to the 40th class day](#). For courses which are of shorter duration, 20% of the final grade must be provided two-thirds of the way through the course.

Additional Course Information

EXPECTATIONS ABOUT EMAIL COMMUNICATION

I keep my Teams calendar up-to-date, so please use my calendar to set up a meeting. You may also email me to arrange a virtual to in-person meeting.

I will do my best to answer emails within 48 hours of reception of the email.

I do not check or answer emails on Saturdays or Sundays. Therefore, if I receive an email on Friday at 5.00 pm, I will try to answer by Monday at 5.00 pm or earlier.