Part 1: Threshold Concept

Threshold Concept Chosen: Psychological Contract in Employee–Employer Relationship

What Students Know

Employment contracts are formal agreements between employers and employees.

They outline roles, responsibilities, salaries, and benefits.

Communication and trust are important in workplaces.

What Students Don’t Know

The psychological contract is an unwritten, perceived set of expectations between employer and employee.

Violations of the psychological contract can affect morale, engagement, and retention.

How the psychological contract evolves over time with organizational changes.

Principles

1. Mutual Expectations – Beyond legal terms, relationships at work are shaped by informal promises and perceptions.

2. Dynamic Nature – The psychological contract changes with experiences, communication, and organizational culture.

3. Consequences of Breach – Broken psychological contracts can lead to disengagement, reduced trust, and turnover.

4. Management Role – Leaders and HR professionals must actively manage expectations to sustain employee satisfaction.

Part 2: Case Study Using Bloom, Fink, and SOLO

Case Study Prompt:

"You are the HR Manager of a mid-sized IT firm. During the pandemic, employees were promised permanent work-from-home options. Now, leadership decides all employees must return to the office three days a week. Some employees feel this is a breach of trust. The CEO asks you to handle the situation and prevent mass resignations."

Bloom’s Taxonomy Alignment

Bloom’s Level Case Study Task

Remember Define "psychological contract" and list types.

Understand Explain how a breach can impact employee morale.

Apply Suggest communication strategies to address employee concerns.

Analyze Compare pros and cons of returning to office from an HR perspective.

Evaluate Assess whether the leadership decision aligns with employee well-being.

Create Design a hybrid work policy that balances organizational needs and employee expectations.

Fink’s Taxonomy of Significant Learning

Category Case Study Learning Activity

Foundational Knowledge Learn the definition, examples, and importance of psychological contracts.

Application Create solutions for managing employee dissatisfaction.

Integration Link HR policy decisions with organizational culture, employee engagement, and productivity.

Human Dimension Reflect on the feelings of employees experiencing a perceived breach of trust.

Caring Develop empathy towards employee perspectives while considering business needs.

Learning How to Learn Identify credible sources for best practices in hybrid work policies.

SOLO Taxonomy

SOLO Level Student Response Expectation

Prestructural Vague idea that employees are “unhappy” without linking to psychological contract.

Unistructural States one fact, e.g., “Employees want remote work.”

Multistructural Lists multiple factors but without linking them together (e.g., trust, morale, flexibility).

Relational Connects breach of psychological contract to organizational outcomes and employee engagement.

Extended Abstract Proposes a well-reasoned, evidence-based hybrid work solution integrating HR, business, and cultural perspectives.

Comparison Table: Bloom vs Fink vs SOLO

Aspect Bloom’s Taxonomy Fink’s Taxonomy SOLO Taxonomy

Focus Cognitive skill hierarchy Holistic, significant learning Structure & complexity of understanding

Levels Remember → Create interrelated dimensions Prestructural → Extended Abstract

Approach Step-by-step skills progression Broader learning that includes human and affective domain Quality and depth of understanding

Use in Case Study Breaking tasks into skill-based questions Encouraging empathy and real-world application Assessing how deeply students connect and extend ideas

Strength: Clear, linear progression Comprehensive and human-centered Measures sophistication of thinking

Part 3: Reflection Questions & Learning Outcomes Mapping

Reflection Questions

1. How does the concept of a psychological contract differ from a legal employment contract?

2. Have you ever experienced a broken promise from an organization or leader? How did it affect your perception of them?

3. What trade-offs should leaders consider when making a decision that goes against earlier promises?

4. How can HR ensure both organizational flexibility and employee trust are maintained?

5. If you were the CEO, how would you communicate this policy change differently?

Mapped Learning Outcomes

Reflection Question Learning Outcome (LO)

Q1 LO1: Define and distinguish between legal and psychological contracts.

Q2 LO2: Relate personal experiences to organizational behavior concepts.

Q3 LO3: Evaluate decision-making processes in HR policy changes.

Q4 LO4: Formulate strategies for balancing organizational and employee needs.

Q5 LO5: Develop effective communication strategies for sensitive workplace changes.