

SNDT WOMEN'S UNIVERSITY
Postgraduate Programme MA in Psychology
Credit Structure with Course Titles & Syllabus
YEAR - II
MA-SEM-III & IV – Industrial and Organizational Psychology

**Credit Structure with Course Titles of specialization in
Industrial and Organizational Psychology**

Programme Degree		M.A. PSYCHOLOGY
Specialization		INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
Preamble		The Master's in Industrial and Organizational Psychology student can critically apply scholarly insights and methods in the evaluation and development of organizational and human resource knowledge. The development of core skills such as independent analysis, synthesis, judging, and communicating is as important as the direct preparation for a professional career. The student gets the opportunity to apply their new insights and ideas to the world of real-life HRM practice, this is achieved by classroom teaching and interaction and also by direct on-the-job field training and internship in the organization and they will learn the application of concepts of Industrial-Organizational Psychology under direct supervision and mentorship of Organizational HR Professionals
Programme Specific Outcomes (PSO)		After completing this programme, the Learner will
	1.	Analyze basic elements of organizational behaviour and its application in the industry
	2.	Explain the human resource processes in the workplace
	3.	Evaluate the applications of HR strategies and HR analytics

	4.	Apply the concept of talent management and the process of linking talent management to organizational strategy and other HR practices
	5.	Examine the process for identifying high-potential talent and developing a pipeline of talent to serve the organization's present and future needs
	6.	Carry out research in Industrial and Organizational Psychology, that facilitates independent testing, analyzing, and diagnosing as well and report writing
	7.	Comprehend & appreciate the concepts of consumer behaviour, advertising, branding, and marketing
Eligibility Criteria for Programme		A student from this University should have cleared the first year MA Psychology or has passed with admissible ATK.T.
Intake (For SNTD WU Departments and Conducted Colleges)		Aided Programme – 25 (25 Each specialization)

Year II

SN	Courses	Type of Course	Credits	Marks	Int	Ext
	Semester III					
312711	Human Resource Processes and Industrial Relations	Major (Core)	4	100	50	50
312712	Talent Management and Competency Mapping	Major (Core)	4	100	50	50
312713	Consumer Psychology	Major (Core)	2	50	00	50
312724	Orientation to Practicum in Industrial and Organizational Psychology	Major (Core)	4	100	50	50
322711	Organizational Behavior	Major (Elective)	4	100	50	50
352731	Research Proposal	RP	4	100	50	50
			22	550	250	300
	Semester IV					
412711	Organizational Development and Change Management	Major (Core)	4	100	50	50
412722	Field Based Practicum in Industrial and Organizational Psychology	Major (Core)	4	100	50	50
412733	Internship in Industrial and Organizational Psychology	Major (Core)	4	100	50	50
422711	Employee and Workplace Counselling	Major (Elective)	4	100	50	50
452731	Research Dissertation	RP	6	150	100	50
			22	550	300	250

SNDT WOMEN'S UNIVERSITY
Postgraduate Programme
MA in Psychology (NEP - 2023)

Syllabus of

MA IIInd Year - SEM III (Industrial and Organizational Psychology)
Human Resource Processes and Industrial Relations- Major (Core)

Course Title	Human Resource Processes and Industrial Relations
Course Credits	4
Course Outcomes	After completing the course, learners will:
	1. Apply a better understanding of the human resource processes in the workplace.
	2. Equip with the knowledge of different HR strategies and increase their understanding of HR analytics.
	3. Evaluate a variety of HR software used in the daily working of the organization.
	4. Analyze industrial relations and labour laws.
Module 1 (Credit 1): Introduction to Human Resource Management	
Learning Outcomes	After completing the module, learners will:
	1. Explain theories of HRM
	2. Differentiate PM, HRD & HRM
	3. Analyze the entire process of employee relations management – from organizational entry to exit
	4. Discuss emerging trends in HRM

Content Outline	<ol style="list-style-type: none"> 1.1. Assumptions and theories or models of human resource management 1.2. Characteristics of human resource management and the Difference between Personnel management, human resource development and human resource management 1.3. Employee relations management: Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Handbooks, Termination, Resignation, downsizing, layoff, Retirement, Organizational Exit 1.4. Emerging trends in HRM: Application of Generative Artificial Intelligence (AI) in HR functions, Chatbots, Machine Learning, Intelligent Learning Platforms, Outsourced Recruitment (for ex: Naukri, LinkedIn, Monster, etc.), Learning management systems, Gamification, Human Resource Business Partner (HRBP), Digitized rewards and recognition
Module 2 (Credit 1): HRM Strategies, Performance Management, Organizational Health & Safety	
Learning Outcomes	<p>After learning the module, learners will:</p> <ol style="list-style-type: none"> 1. Explain HR Strategies and the strategic role of management 2. Discuss Performance appraisal and reward management system 3. Analyze the importance of organizational health and safety 4. Develop BBS Programmes

Content Outline	<p>2.1. HR Strategies and strategic role of management: Formulating HR strategies and types of HR strategies., SHRM model-Integrated Systems model, Matching model.</p> <p>2.2. Performance appraisal: Performance appraisal system, process and methods of appraisal, distortion in the appraisal, creating effective appraisal systems.</p> <p>2.3. Reward management: Theoretical perspectives, establishing pay structure, incentives, and compensation plans</p> <p>2.4. Organizational Health and Safety: History of organizational safety and health, OSHA compliance, safety and health training, establishing a PPE Programme, Behaviour Based Safety (BBS) Programs</p>
Module 3 (Credit 1): Human Resource (HR) Analytics	
Learning Outcomes	<p>After learning the module, learners will:</p> <ol style="list-style-type: none"> 1. Define HRM analytics, Types, and uses of HR Analytics 2. Design, Implement, and Measure the HR strategies 3. Explain the concept and methodology of HR Audit and balance scorecard 4. Analyze various Human Resources Information Systems and its application in organizations.
Content Outline	<p>3.1. Introduction to HR Analytics – definition, aim, and types of HR Analytics. Uses of HR Analytics and challenges of HR Analytics.</p> <p>3.2. Design, Implementation, and Measurement of HR Strategy</p> <p>3.3. HR Audit: Concept and Methodology, Balance Score Card: Concept and Implementation.</p> <p>3.4. Human Resources Information System (HRIS), Application of HRIS Software in HRM, APS Payroll and HR, Workforce Management Cloud Solutions (Ex. KRONOS, etc.), Human Capital Management (Ex. SAP-HR, Peoplesoft, etc.), Use of Spreadsheet (for ex: Advance Excel) in HRM, Designing software (ex. CANVA)</p>

Module 4 (Credit 1): Industrial Relations and Labour Laws**Learning Outcomes**

After learning the module, learners will:

1. Explain the importance of industrial relations
2. Discuss the collective bargaining and grievance handling procedure in Indian organizations
3. Explain various labour legislation applicable to organizations

Content Outline

4.1 Introduction of IR, Importance and Approaches of Industrial Relations
4.2 Collective bargaining, settlement of disputes, joint consultation, and grievance handling procedures
4.3 Role of Trade Union, Union management relations, Indian trade union Act, 1926;
4.4 Labour legislation: Factory Act, 1948; Industrial Disputes Act, 1947

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Design, Implementation & Measurement of HR Strategies
2. Case study or Moot Court on different Labour Laws
3. Interview an HR professional about HR practices in their organization.
4. Project: Review the human resources information systems used in any two organizations
5. Role Play on different HR strategies used by Indian companies
6. Unit-4: Quiz, Role Play, Project, Case study, Moot Court

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Syllabus of

MA IInd Year - SEM III (Industrial and Organizational Psychology)

TALENT MANAGEMENT AND COMPETENCY MAPPING- Major (Core)

Course Title	TALENT MANAGEMENT AND COMPETENCY MAPPING
Course Credits	4
Course Outcomes	After completing this programme, Learner will:
	1. Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices.
	2. Describe the process of identifying high-potential talent and developing a pipeline of talent to serve organizational present and future needs.
	3. Examine the processes for talent development and succession planning.
	4. Apply the concept of competence and competency at work
	5. Analyze the role and function of the assessment center
Module 1 (Credit 1): Introduction to Talent Management	
Learning Outcomes	After learning the module, learners will be able to
	1. Define & illustrate concepts related to talent management
	2. Discuss the processes in talent management
	3. Examine the various systems in talent management
	4. Analyze the ways of engaging employees effectively

Content Outline	<p>1.1. Introduction, Meaning & Objectives, Role of Talent Management in building the sustainable competitive advantage of a firm, Key Processes of Talent Management TM system – Components benefits of Talent Management System; creating TMS, challenges of TMS</p> <p>1.2. Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent, Talent Management Strategy – Succession Planning (Building the talent pipeline);</p> <p>1.3. The elements of Talent Management (Attraction and retention policies and programs, Talent Councils, Role Development, Talent relationship management, Total reward, Learning and development)</p> <p>1.4. Employee engagement – Meaning, Purpose, Strategies.</p>
Module 2 (Credit 1): Talent Acquisition and Talent Movement	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1. Utilize the HR Planning and processes involved in HR Planning 2. Explain Recruitment and its strategy 3. Evaluate the concept of Talent Acquisition, Assessment & Development
	<ol style="list-style-type: none"> 4. Analyze Diversity Management and Branding

Content Outline	<p>2.1. Developing the HR planning process (for ex: using MS- Excel and quantitative tools Recruitment Process), E-recruitment (using various job portals such as Naukri, Monster, and LinkedIn)</p> <p>2.2. Preparing a recruitment budget, Formulating a recruitment strategy</p> <p>2.3. Talent Acquisition- Meaning, Purpose, Importance, Strategies and Methods, External Recruitment and Selection, Internal staffing process-recruitment</p> <p>2.4. Issues of Equal Job Opportunities and Diversity Management in the Selection Process, Branding:(Personal Branding and Company Branding)</p>
Module 3 (Credit 1): Talent Development	
Learning Outcomes	<p>After learning the module, learners will:</p> <ol style="list-style-type: none"> 1. Discuss the Need, Purpose, and Role of training in organizations 2. Apply Training Need Analysis, Training Designing, Training Delivery, and Training Evaluation to achieve higher Productivity and Performance 3. Explain E-learning and the use of Technology-Enabled learning for talent development
Content Outline	<p>3.1. Introduction, Need of Training/Development, Types of Training, Need Analysis, Barriers to Training</p> <p>3.2. Process of imparting Training - Steps, Designing, Identification of Job Competencies, E-learning. Evaluation of training: Kirkpatrick and CIRO model</p> <p>3.3. Coaching and Mentoring, Leadership Development/ Executive Coaching</p> <p>3.4. Management Development – What is management development? Planning, and administering the management development programme.</p>

Module 4 (Credit 1): Competency Mapping, Assessment and Development	
Learning Outcomes	After learning the module, learners will:
	1. Examine current competency mapping models & compare how they are put into practice personally, locally & globally.
	2. Acquaint with the concept of competence and competency at work
	3. Design steps, methods, and application of competency
	4. Implement psychological testing and other methods in the assessment and development of employees
Content Outline	<p>4.1 Concepts and definition of competency; Types of competencies, Competency-based HR systems, competency and performance, Competency-based Talent Acquisition/ HR Planning</p> <p>4.2 Developing a competency framework, Competency Profiling, five level competency model, Developing various competency models, Competency mapping tools</p> <p>4.3 Use of psychological testing in competency mapping, competency-based interviewing, assessment of competencies through 360-degree feedback, BEI, validation of competencies</p> <p>4.4 Assessment and Development Centre: Concepts, importance, and uses of assessment center in selecting employees, the difference between assessment and development center, assessment center approach to competence building, the profile of the assessors, steps in the assessment center, designing the assessment center.</p>

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Roleplay
2. Book/Article reviews
3. Presentations
4. Games & Simulations
5. Projects & Assignments
6. Mock Talent Councils

7. Career Conversations
8. Designing a Training Program
9. Sourcing for a vacant position
11. Devise a competency framework

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Syllabus of

MA IInd Year - SEM III (Industrial and Organizational Psychology)

ORGANIZATIONAL BEHAVIOUR- Major (Core)

Course Title	ORGANIZATIONAL BEHAVIOUR
Course Credits	4
Course Outcomes	After going through the course, learners will:
	1. Critically examine basic elements of organizational behaviour and its application in the industry.
	2. Apply concepts of consumer behaviour, advertising, branding, and marketing.
	3. Discuss good leadership roles and gain insight into their patterns, beliefs, and attitudes.
	4. Utilize the theory of communication and interpersonal transactions with its implications.
Module 1 (Credit 1): Introduction to OB and Individual in Organization	
Learning Outcomes	After learning the module, learners will:
	1. Illustrate the history and concept of organizational behavior
	2. Explain the concept and theories of work motivation and learn the strategies and factors influencing work motivation
	3. Analyze the concept and theories of emotional intelligence and learn the strategies and factors influencing emotional intelligence

Content Outline	<p>1.1. History; Management theories of OB; Trends, challenges, and opportunities.</p> <p>1.2. Foundations of Individual behaviour. Attitudes and Job Satisfaction. Personality and values. Perception and individual decision making.</p> <p>1.3. Motivation concepts and applications: Job characteristic model, Employee involvement,</p> <p>1.4. Emotional Intelligence: The role of emotion, emotional processing, types of emotions, Goleman's dimension of emotional intelligence, and Mayer and Salovey's model of emotional intelligence</p>
Module 2 (Credit 1): The Group in Organization	
Learning Outcomes	<p>After learning the module, learners will:</p> <ol style="list-style-type: none"> 1. Apply the spirit of teamwork as a member of the organization 2. Design effective communication strategies by using the latest technology 3. Examine leadership theories and compare and contrast the leadership model and its implementation in real-world work 4. Evaluate the concept and theories of power and politics in the organization
Content Outline	<p>2.1. Foundations of Group behaviour. Understanding work teams. Nature and types of groups, Concept of group dynamics, Models of group formation: Stage model, Punctuated equilibrium model, work teams, Team building, Team management.</p> <p>2.2. Communication: Process of communication, Types of communication, barriers to communication, Business communication, Johari Window, Email etiquettes, Effective use of Presentations (for ex:- PowerPoint) in Organizational Communication</p> <p>2.3. Basic approaches to leadership and contemporary issues: Theories (Traditional and modern theories of leadership) and Approaches to Leadership</p>

	<p>2.4. Power and politics. Power: The meaning of power, the distinction between power, authority and influence, classification and approaches to power. Politics: Political perspective of power in organizations, Strategies for power acquisition.</p>
<p>Module 3 (Credit 1): The Organization System and Team Processes</p>	
<p>Learning Outcomes</p>	<p>After learning the module, learners will:</p>
	<p>1. Explain the concept of organizational structure and design and its application for improving working conditions at the workplace.</p>
	<p>2. Examine elements and dimensions of organizational culture and compare and contrast the culture of different organizations</p>
	<p>3. Define the concept and the strategies and factors of conflict resolutions and negotiation techniques</p>
	<p>4. Discuss the Negotiation process, strategies, and effectiveness</p>
<p>Content Outline</p>	<p>3.1. Organizational structure and design - Basics dimensions. Departmentalization, organizational designs. Inter-organizational designs, Job Enrichment, Job Design</p> <p>3.2. Organizational Culture: Elements and dimensions of organizational culture, Importance of organizational culture in shaping the behaviour of people.</p> <p>3.3. Conflict Management: Nature and types of conflict, conflict process, Individual differences, and strategies to resolve conflict.</p> <p>3.4. Negotiations: Bargaining strategies, negotiation process, individual differences in negotiation effectiveness, and third-party negotiations.</p>
<p>Module 4 (Credit 1): Trends in Organizational Psychology</p>	
<p>Learning Outcomes</p>	<p>After learning the module, learners will:</p>
	<p>1. Explore the importance of diversity and inclusion in organizations, understand their benefits, and learn strategies to create a workplace that values diversity and inclusivity.</p>

	2. Examine different types of organizational justice, how fairness is perceived within organizations, and the impact of these factors on promoting fairness and equality within the workplace.
	3. Define and recognize the significance of Organizational Citizenship/Involvement Behaviors (OCB) while exploring the various factors that influence these behaviors in employees.
	4. Explain the concepts of organizational resilience, crisis management, and response
Content Outline	<p>4.1. Organizational Diversity and Inclusion, strategies for promoting diversity and creating an inclusive workforce</p> <p>4.2. Organizational Justice and Fairness, types of organizational justice, fairness perception and their impact and promoting fairness and equality in organizations</p> <p>4.3. Organizational Citizenship Behavior: definition and importance, factors affecting OCB; Counterproductive work behaviour</p> <p>4.4. Organizational Resilience, Crisis Management and Response</p>

Evaluation Criteria in Internal Assessment (50 marks)

- Objective Assessment (Multiple Choice Questions)
- Analysis of OB Case Studies in Small groups and Presentation
- Creating an advertising campaign for a product
- Writing a White Paper on Benchmarking and Best Practices
- Practical skills demonstrated through the use of role-playing and video
- Evaluate any two electronic internet or social media advertisements and their psychological impact on consumers
- Interview an advertisement professional to understand the linkages between advertisement and consumer buying decision

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Postgraduate Programme
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Syllabus of

MA IInd Year - SEM III (Industrial and Organizational Psychology)

CONSUMER PSYCHOLOGY- Major (Core)

Course Title	CONSUMER PSYCHOLOGY
Course Credits	2
Course Outcomes	After going through the course, learners will:
	1. Explain the concept, history, and evaluation of consumer behaviour as well as the segmentation of the consumer market
	2. Examine the impact of consumers' attitudes on buying decisions of products and their implementation in real-world work
	3. Apply the concept of decision-making and consumer decision-making process as well as critically examine various models of consumer decision-making
	4. Discuss the psychology of advertising and examine the role of the physical and psychological environment of stores as well as various types of products and pricing strategies on consumer behavior.
Module 1 (Credit 1): Overview of Consumer Psychology	
Learning Outcomes	After learning the module, learners will be able to
	1. Define the field of Consumer Psychology as well as its history, evolution importance, and scope including theories of consumer behavior.
	2. Explore how psychological and external factors influence consumer decisions.
	3. Analyze the consumer decision-making process and critically examine various models of consumer decision-making
Content Outline	1.1 Consumer Psychology: History, Scope, and Importance. Theories of Consumer Behaviour: Utility Theory, Theory of Planned Behaviour, Information Processing Models

	<p>1.2 Influence of Psychological Factors: Personality and Self-concept, Consumer Perception. Influence of External Factors: Consumer Reference Groups, Family and Life Cycle, Social Class, Culture</p> <p>1.3 Consumer decision making: Heuristics, situational effects on behaviour, buying and disposing</p> <p>1.4 Models of Consumer Decision Making: Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model, Sheth Family Decision Making Model.</p>
Module 2 (Credit 1): Consumer Attitudes, Advertising and Marketing Strategies	
Learning Outcomes	After learning the module, learners will:
	1. Explain the concept of consumer behaviour and segmentation of the consumer market and explore how consumer perceptions shape buying decisions.
	2. Explore attitudes & their influence on consumer behaviour and discuss goal-directed consumer behaviour
	3. Examine the psychology behind advertising, types of advertising, and its impact on consumer behaviour
	4. Analyze various marketing strategies, including the role of the physical and psychological environment, product, pricing, distribution, and promotion strategies.
Content Outline	<p>2.1 Basis for Segmenting Consumer Market and Consumer Perception</p> <p>2.2 Consumer's Attitude Formation: Attitude as predictors of behavior, Structural Models of Attitude; Attitude Measurement;</p> <p>2.3 The psychology of Advertising: The predictable consumer-cognitive psychology, Types of advertising, advertising consumer-interaction, brand awareness, and recognition.</p> <p>2.4 Psychology of Marketing: The psychological environment, Product Strategy, Pricing Strategy, Distribution Strategy, and Promotion Strategy.</p>

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SNDT WOMEN'S UNIVERSITY
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Syllabus of

MA IInd Year - SEM III (Industrial and Organizational Psychology)

ORIENTATION TO PRACTICUM IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
(Major -Core)

Course Title	ORIENTATION TO PRACTICUM IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Application of industrial psychology in a different industrial setting as well as to give them experiential knowledge in Industrial and Organizational Psychology.
	2. Implement independent testing, analyzing, diagnosing as well as report writing.
	3. Apply the psychological test in workplace settings.
Module 1 (Credit 1): Work Motivation	
Learning Outcomes	After learning the module, learners will:
	1. Administer, score, and interpret the work motivation test
Module 1	
Content Outline	1. ASUFA: Internal vs External Locus of Control with Wiener's additional factors. 2. Motivation Questionnaire (M-Questionnaire)
Module 2 (Credit 1): Measurement of Personality at Work Setting	
Learning Outcomes	After learning the module, learners will:
	1. Administer, score, and interpret the personality test

Content Outline	<ol style="list-style-type: none"> 1. Type Approach: MBTI 2. 16 PF
Module 3 (Credit 1): Talent Mapping / Talent Management	
Learning Outcomes	<p>After learning the module, learners will:</p> <ol style="list-style-type: none"> 1. Administer, score, and interpret the learning style
Content Outline	<ol style="list-style-type: none"> 1. Learning Style Inventory: Kolb 2. Learning Style Questionnaire: Mumford & Horney
Module 4 (Credit 1): Ability/ Career Planning at Organizations	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1. Administer, score, and interpret the Ability test
Content Outline	<ol style="list-style-type: none"> 1. Work Values Inventory 2. Intelligence: Advanced Progressive Matrices 3. Hogan Assessment- Motives, Values, Preferences Inventory (Only introduction and sample case) 4. FIRO B

Note: Any 5 tests to be conducted

At least 1 test is to be conducted from each module

Internal assessment

- Submission of Journal for the term work
- Analysis of the complete Profile of an Employee
- Viva

References

Manuals of the psychometric tests.

SNDT WOMEN'S UNIVERSITY
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Syllabus of

MA IInd Year - SEM III (Industrial and Organizational Psychology)

Research proposal – (RP)

Course Title	Research proposal
Course Credits	4
Course Outcomes	After going through the course, learners will:
	1. Choosing a topic of interest within the industrial domain requires exhaustive reading
	2. Formulation of an appropriate research design translates learning from MA I to practice in MA II
	3. Ethical guidelines have to be adhered to and will be examined by the ethics committee of the Department while screening and evaluating a proposal.
Learning Outcomes	<ol style="list-style-type: none"> 1. Equip with the skills and knowledge needed to plan & execute a research project. 2. Communicate the findings of a research project effectively. 3. Helps you refine your research goals 4. Evaluate the methods before embarking on the actual study.
Content Outline Guidelines for Research Proposal	<ol style="list-style-type: none"> 1. Select a topic from the Industrial and Organizational Psychology area and discuss it with the research guide assigned to you 2. Presentation of the Proposal 3. Submit a hard copy of the research proposal including 4. Title 5. Introduction 6. Brief literature review 7. Hypotheses 8. Aims & objectives 9. Method <ol style="list-style-type: none"> a. Proposed Participants detail b. Proposed Research design c. Proposed Variables d. Proposed Tools e. Procedure f. Proposed Statistical Analysis 10. References as per APA style (latest Edition)

Evaluation: Presentation+ Viva + Submission of Proposal

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MA in Psychology (NEP - 2023)

Syllabus of

MA IInd Year - SEM IV (Industrial and Organizational Psychology)

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT - Major (Core)

Course Title	ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT
Course Credits	4
Course Outcomes	After going through the course, learners will:
	1. Acquaint with the nature, foundations, and the overview of Organizational Development
	2. Explain the Values, ethics, and assumptions of Organizational Development
	3. Explain change management in organizations
	4. Help students understand the process and the interventions of Organizational Development
Module 1 (Credit 1):: Introduction to Organizational Development	
	After learning the module, learners will:
	1. Discuss the importance, scope & values of OD
	2. Explain the first and the second generation approaches OD.
	3. Define the roles of the OD practitioner & Consultant in planned change
	4. Implement OD system theory and models of OD in the organizational context

Content Outline	<p>1.1. Definition and scope of OD</p> <p>1.2. History of OD First Generation OD – (Laboratory training and T Groups, Action Research and Survey Feedback, Management practices, Quality, and Employee programs) Second Generation OD – (Organizational culture, change management/ strategic change and reengineering, organizational learning)</p> <p>1.3. Core Values, Ethics and Assumptions of OD, Roles, Styles and Competencies of an effective OD practitioner,</p> <p>1.4. Foundations of OD: Systems Theory of OD, Sociotechnical Theory, Six Sigma Model Kilmann’s Model</p>
Module 2 (Credit 1): Change Management	
	<p>After learning the module, learners will:</p> <p>1. Discuss the forces of change and reasons for resistance to change</p> <p>2. Implement diagnostic models of planned change in simulated case studies</p>
	<p>3. Explain the challenges of leading a planned change initiative and models of planned change.</p>
	<p>4. Implement strategies of change management by applying phases of effective change management</p>
Content Outline	<p>2.1. Forces of Change, change cycles, Readiness and capability for change, Resistance to Change and its diagnosis</p> <p>2.2. Diagnosis: diagnostic models, diagnosing the systems, its subunits and organizational processes, red flags in diagnosis.</p> <p>2.3. Theories and Models of Planned Change: Lewin’s Change Model, Seven Stage Model (Lippitt, Watson & Wesley), Action Research Model, The Positive Model, Burke-Litwin Change Model, The Kubler Ross Model</p> <p>2.4. Strategies for planning and implementing change, Major phases of effective change management and OD. Managerial and diagnostic limitations</p>

Module 3 (Credit 1): Process and Practices of Organizational Development	
Learning Outcomes	After learning the module, learners will:
	1. Explain the process of OD
	2. Implement various practices in OD
	3. Develop a training module for effective implementation of organizational development
	4. Recognize and compare benchmarking and best practices used by different organizations in OD
Content Outline	<p>3.1 Process of OD Entering and Contracting > Diagnosing Organizations > Diagnosing Groups and Jobs > Collecting and analyzing diagnostic information > Feeding back diagnostic information > Designing interventions > Leading and Managing change > Evaluating and Institutionalizing OD Interventions</p> <p>3.2 Practices in OD – Survey feedback, Process consultation, Team building, Participation and Empowerment, Transactional analysis approach</p> <p>3.3 Training Techniques for OD – Behaviour Modelling, Life and career planning, Coaching & Mentoring, Role Analysis, Role Negotiation Technique, Organization Mirroring, Third – Party Peacemaking</p> <p>3.4 Benchmarking and Best Practices in Organization Development.</p>
Module 4 (Credit 1): Application of Organizational Development	
Learning Outcomes	After learning the module, learners will:
	1. Develop a working knowledge of all aspects of the OD intervention process
	2. Implement various OD Interventions
	3. Utilize strategic change Intervention

Content Outline	4.1. Human Process Interventions – Interpersonal and Group Processes, Team Building 4.2. Techno Structural Interventions – Restructuring organizations, Employee Involvement, Work Design
	4.3. Human Resource Management Interventions – Performance Management System, Developing Talent, Managing Workforce Diversity 4.4. Strategic Change Interventions – Transformational change, Continuous change, Trans-organizational change

Evaluation Criteria in Internal Assessment (50 marks)

- Analysis of OD Case Studies in Small Groups and Presentation – Pitch your Intervention
- Writing a White Paper on Benchmarking and Best Practices
- Practical skills demonstrated through the use of role-playing and video
- Debates facilitated by a moderator
- Interview OD practitioners to evaluate the linkages in Theory and Practices

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SNDT WOMEN'S UNIVERSITY
Postgraduate Programme
MA in Psychology (NEP - 2023)

Syllabus of
MA IInd Year - SEM IV (Industrial and Organizational Psychology)
Field-based Practicum in Industrial and Organizational Psychology
Major (Core)

Course Title	Field-based Practicum in Industrial and Organizational Psychology
Course Credits	4
Course Outcomes	After going through the course, learners will:
	1. Application of industrial psychology in a different industrial setting as well as to give them experiential knowledge in Industrial and Organizational Psychology.
	2. Implement independent testing, analyzing, diagnosing as well as report writing.
	3. Apply the psychological test in real workplace settings.
Module 2 (Credit 1): Organizational Culture/Climate	
Learning Outcomes	After learning the module, learners will:
	Administer, score, and interpret the Organizational Culture and Climate Test
Content Outline	<ol style="list-style-type: none"> 1. OCTAPACE Profile 2. Organizational Culture Profile (OCP) 3. Organizational Citizenship Behaviour
Module 2 (Credit 1): Leadership and Team Building	
Learning Outcomes	After learning the module, learners will:
	Administer, score, and interpret the Organizational Leadership and Team Building Test

Content Outline	<ol style="list-style-type: none"> 1. Belbin Team Role Inventory (BTRI) 2. LEAD- Leader Effectiveness Adaptability Description 3. SPIRO – M
Module 3 (Credit 1): Critical Analysis and Judgement for Managers	
Learning Outcomes	After learning the module, learners will:
	Administer, score, and interpret any test that measures the critical analysis and judgment of Managers
Content Outline	<ol style="list-style-type: none"> 1. Watson Glaser Test 2. Situational Judgement Test
Module 4 (Credit 1): Employee and Workplace Counselling	
	After learning the module, learners will be able to
	Administer, score, and interpret any test used for employee and workplace counselling
Content Outline	<ol style="list-style-type: none"> 1. Ego state questionnaire revised-ESQ-R 2. Occupational Interests Inventory (OII) 3. ORS- Organizational Role Stress

Note: Any 5 tests to be conducted;

At least 1 test is to be conducted in each module

Internal assessment

- Testing Journal for the term work, Viva
- Analysis of the complete Profile of an Employee
- Submission of Fieldwork/Internship Report
- Presentation of Field Work/Internship Report

References

Manuals of the psychometric tests

SNDT Women's University

Postgraduate Programmes

MA Psychology (NEP – 2023)

Syllabus of

MA- IInd Year – SEM-IV (Industrial & Organizational Psychology)

Internship in Industrial and Organizational Psychology – Major (Core)

Course Title	Internship in Industrial and Organizational Psychology
Course Credits	4
Course Objectives	<p>The internship is designed for students to actively engage in the field of Industrial & Organizational Psychology within Indian Conglomerates, multinational companies, NGOs, and any other relevant organization where students can use skills acquired as students of Industrial Psychology. The primary aim is to enhance awareness among students about the diverse opportunities in the field, facilitating both their career progression and the growth of the discipline. Through this hands-on experience, students will:</p> <ol style="list-style-type: none">1. Practice competencies developed throughout their postgraduate program.2. Gain familiarity with the organizational structure, protocols, relationships, processes, and working conditions in their chosen settings.3. Foster the development and identification of their professional roles.
Course Outcome:	<p>After studying this course, learners will be able to:</p> <ol style="list-style-type: none">1. Get hands-on experience in different work settings.2. Undertake independent work in the "real world"3. Recognize the needs of employees at the organizations.

Course Outline	<ol style="list-style-type: none"> 1. Students will undertake block placements in selected organizations, completing a minimum of 240 hours during their internship period. They are required to maintain an internship diary, adhere to the ethical guidelines of their host organization, and report to their organizational mentor/supervisor. 2. Student has to report to centers and work on a total of 6 psychological tests. 3. Complete at least 3 different projects within the syllabus of the Industrial & Organizational Psychology 4. The certificate of experience from the internship institute should be attached to the internship report
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Examination and Evaluation Scheme

The assessment framework is tailored to measure the application of I/O psychology theories, the development of organizational skills, reflective practice, and professional growth. The components include:

1. Internship Diary and Reflections (15 Marks)

- **Internship Diary:** A detailed record of daily organizational activities, including daily work as an HR intern, interactions, and assessment techniques employed.
- **Reflections:** Thoughtful analyses of Industrial and Organizational experiences, challenges encountered, and the integration of organizational theory with practice.
- **Evaluation Criteria:** Depth and breadth of work experience reflections, application of organization psychology methods, growth in I/O competencies, and adherence to ethical standards.

2. Industrial Internship Report / Case File (20 Marks)

- A detailed report summarizing the Industrial experience, highlighting psychological assessments, projects undertaken, interventions implemented, and case studies.
- **Evaluation Focus:** Comprehensive analysis of I/O (HR) work, demonstration of judgment and skills as an Industrial Psychologist, synthesis of theoretical knowledge with practical experiences, and reflective insights on professional development.

3. Internship Presentation/Viva (15 Marks)

- A formal presentation or oral examination discussing the internship experience, with emphasis on projects undertaken, Organizational history, structure, finances, organization of the HR Department, professional challenges, and ethical considerations while working as an intern.
- **Assessment:** Conducted by both an internal panel and an external organizational mentor/supervisor, evaluating the student's ability to articulate professional experiences, demonstrate organizational learning and reasoning, ethical decision-making, and professional growth.

Total Evaluation by

- **Internal Panel:** Faculty members with expertise in Industrial/Organizational Psychology, assessing the integration of academic knowledge with Industrial Psychology practice, ethical considerations, and professional development.
- **External Supervisor:** A practicing Industrial psychologist/Human Resource Professional assessing the student's practical skills, engagement in the organizational setting, and the application of Industrial and Organizational psychology principles.

Weightage

The assessment contributes 100% to the final grade, distributed across the outlined components to ensure a comprehensive evaluation of the student's counselling training and professional readiness.

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Syllabus of

MA IInd Year - SEM IV (Industrial and Organizational Psychology)

Employee and Workplace Counselling - Major (Elective)

Course Title	Employee and Workplace Counseling
Course Credits	4
Course Outcomes	After completing this programme, Learner will:
	1. Differentiate various counselling techniques used in organizational settings.
	2. Compare Counselling, Consultation, and Coaching.
	3. Apply therapies during counselling process on simulated or real-life cases
Module 1 (credit 1) Basic Concepts in Employee Counselling and Consultation:	
Learning Outcomes	1. Differentiate between counselling, employee counselling, and consultation
	2. Explain the Integrative Model of individual Employee Counselling

	3. Demonstrate employee counselling skills and use SOAP Note Format
	4. Discuss the ethical issues of employee counselling
Content Outline	<p>1.1. Concept of counselling, Definition of counselling, Employee Counselling and Consultation. Difference between Counselling and Consultation.</p> <p>1.2. An Integrative Model of Individual Employee Counselling.</p> <p>1.3. Skills in Employee Counselling, SOAP Note Format technique.</p> <p>1.4. Ethical Issues and Cultural Considerations</p>

Module 2 (Credit 1): Counselling Techniques and Services in Organization

Learning Outcomes	After learning the module, learners will:
	1. Differentiate between the basic models of helping
	2. Apply the basic models of workplace counselling
	3. Discuss the various internal and external counselling services at the organization
	4. Explain the importance of transaction analysis and its application as a technique in the organizational setting
Content Outline	<p>2.1. Basic models of Helping: Advising, Mentoring, Counselling and Coaching.</p> <p>2.2. Models of workplace Counselling, Counselling Skills Training for Managers in the organization, Employee Assistance Program (EAP), Online Workplace Counselling</p> <p>2.3. Internal Counselling services of organizations</p> <p>2.4. External Counselling services of organizations</p>

Module 3 (Credit 1): Issues for Counsellors to Resolve in Organizations

Learning Outcomes	After learning the module, learners will:
	1. Explain the causes of organizational stress
	2. Discuss the issues of performance counselling and ways to deal with them.

	3. Analyze and identify the various types of Sexual harassment and unethical behaviour at the workplace and counselling for the victims
	4. Discuss the impact of substance abuse, employee retention, and employee turnover in the workplace
Content Outline	<p>3.1. Organizational Stress: Causes, effect and Prevention, Types of Stress- Commutation to Office (Travel) Stress, Time Stress, Job Transfer Stress,</p> <p>3.2. Performance Counselling, Types of Leave and its implications, Problems of absenteeism, Turnover, Work-life balance of employees.</p> <p>3.3. Sexual harassment and unethical behaviour at the workplace- Legal Aspects, First Aid Counselling for Victims</p> <p>3.4. Substance Abuse & its effect on employment</p>

Module 4 (Credit 1): Theories and Therapies for Employee Counselling

Learning Outcomes	After learning the module, learners will:
	1. Choose approaches that need to be used for specific issues in the workplace
	2. Demonstrate the application of Oriental and Western Techniques in Employee Counselling
	3. Discuss the concept, of the process of establishing Positive Organizational Behaviour at the workplace
Content Outline	<p>4.1. Cognitive Behavioural Therapy (CBT): Concepts, Process, Techniques & Applications</p> <p>4.2. Rational Emotive Behaviour Therapy (REBT): Concepts, Process, Techniques & Applications</p> <p>4.3. Oriental Techniques: Pranayama, Asanas, Meditation, Sri Aurobindo's Integral Yoga, Vipassana Western Techniques: Biofeedback, relaxation training, Assertiveness training</p> <p>4.4. Establishing Positive Organizational Behaviour: PsyCap, Subjective Well-Being, Workplace Mindfulness</p>

Evaluation Criteria in Internal Assessment

- Role Play
- Case Study
- Comparative Analysis
- Demonstrations of techniques
- Project: Find Companies who have EAP and find out how they conduct the program, what is their process, and which company has the best practice according to you and give the reason for the same. Similarly, it can be done with Online counselling and Coaching.

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Postgraduate Programmes

MA Psychology (NEP – 2023)

Syllabus of

MA- IInd Year – SEM-IV (Industrial and Organizational Psychology)

Research Dissertation – Major (Core)

Course Title	Research Dissertation
Course Credits	6
Course Outcomes	<p>After going through the course, learners will be able to:</p> <ul style="list-style-type: none">• Develop proficiency in conducting psychological research, including formulating research questions, designing studies, collecting and analyzing data, and interpreting results.• Enhance critical thinking abilities by evaluating existing literature, identifying gaps in knowledge, and proposing novel research directions or hypotheses.• Improve written and oral communication skills through the preparation and presentation of a comprehensive research proposal and dissertation.• Adhere to ethical guidelines in psychological research: obtaining informed consent, protecting participant confidentiality, and minimizing potential harm.• Demonstrate competence in selecting appropriate research methodologies and techniques, justifying methodological choices, and addressing potential limitations and biases.• Apply appropriate statistical techniques to analyze research data, interpret findings, and draw meaningful conclusions following research objectives.• Apply theoretical concepts and empirical findings from psychology into the design, implementation, and interpretation of research.• Develop problem-solving skills by addressing challenges encountered during the research process and making appropriate adjustments to research plans or methodologies.• Demonstrate independence, initiative, and self-motivation in carrying out substantial research projects from inception to completion under the guidance of a supervisor.

<p>Content Outline</p>	<p>The layout of the Dissertation:</p> <ul style="list-style-type: none"> Introduction review of literature Method Results Discussion Conclusion Implication of the study Limitations Recommendations. References Appendix <p>Guideline for Research Dissertation</p> <ol style="list-style-type: none"> 1) Executing the Research Proposal finalized in Semester III, for which the research guide is already assigned in Semester III, and the proposal presented before the Departmental committee which serves as the Departmental ethics committee. 2) Psychological tests used should be standardized and as far as possible recent. 3) References should be given in latest APA style. 4) One hardbound and one soft copy of the report (80 to 100 pages) should be submitted to the department before the final examination. 5) The student will face a viva voce during which she will present the key findings of her work and be questioned on the same. Marks will be assigned separately for the writing of the dissertation as well as the oral presentation and defense.
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Evaluation:

- Report
- Presentation
- Viva-Voce – External and Internal Examiner

References

- Germano, W. (2014). From Dissertation to Book.* The University of Chicago Press.Ltd.
- Layons, P., & Doueck, J. H. (2010). *The Dissertation: From Beginning to End.* Oxford University Press, Inc.
- Robert, M. C. (2010). *The Dissertation Journey: A Practical and Comprehensive Guide to Planning, Writing and Defending Your Dissertation.* SAGE India Pvt. Ltd.
- Terrell, S. R. (2022). *Writing a Proposal to your Dissertation Guidelines.* A Division of Guildford Publication, Inc.
- The Publication Manual of the American Psychological Association (7th ed.).* American Psychological Association (2020).