

॥ अंतरी पेटवू ज्ञानज्योत ॥



**North Maharashtra University,**  
**Jalgaon**

**Syllabus for M.A.-II**

**PSYCHOLOGY**

( W.e.f. July,2003 )

**NORTH MAHARASTRA UNIVERSITY, JALGAON**  
**M.A.PART-II PSYCHOLOGY**

**REVISED SYLLABUS (W.e.f.2003)**

**Group B: Paper- Organizational Development (Psy.IND. Paper I)**

- I) **Organization Development**: Historical Perspective. Nature of organization development. History of organization development. The laboratory training stem. The survey Research and Feedback stem. The action Research stem. Sociotechnical and socioclinical Parallels, extent of application.

**Operational Components**: The Nature of organization development overview of the operational components of organization development.

**The diagnostic component**: Diagnosing the system and its processes.

**The Action component**: Intervening in the client system.

**The process maintenance component**: Making and managing the OD process itself.

OD, action research and the analysis of discrepancies, Characteristics and Foundation of the OD process:

OD is:

An ongoing interactive process,

a form of applied behavioral science.

a normative reeducative strategy of changing organizations from a system approach.

Experienced based.

Emphasizes goal setting and planning.

Activities focused on intact - work teams.

Uses of a participation/ empowerment model.

- II) **OD interventions** - An overview .

A definition of OD intervention. A brief word about the nature of OD interventions. The major families of OD interventions. Some classification schemata for OD interventions.

- III) **Team interventions**: A descriptive inventory of OD interventions.

Teams and work ground: strategic units of organizations.

Team building interventions. The family group diagnostic meeting.

Role of analysis technique intervention. A role negotiation technique.

Responsibility Charting. The force field analysis technique. A Gestalt orientation to team building. A final comment on team work.

Intergroup intervention descriptive inventory of OD interventions.

Intergroup team building interventions. Organization mirror interventions.

- IV) i) Research Methods in HRD.  
ii) Indian Economics and Business Environment.  
iii) Theory and research in HRD.  
iv) Some Assumptions about human resource management.

conti.....

V) **Methods of Organizational development :**

- a) Survey feedback
- b) Process consultation
- c) Concept, meaning and action research model.
- d) Person - focused and role focused change.
- e) Value audit and effectiveness.
- f) Creativity and innovation and lateral thinking.

VI) **Life and Career Planning Interventions**

VII) **Issues in consultant client relationships.**

Defining the client-system. The trust issue, the nature of the consultant expertise. Other dimensions of the initial contract. Diagnosis and appropriate interventions. Depth of interventions. On being absorbed by the culture. The consultant as a model. The consultant team as a microcosm. Action research and the OD process. The dependency issue, and terminating the relationship. Ethical standards in OD Implications of OD for the client.

VIII) **Research on organization development:**

Assessing the effects of OD. Some issues and problems. Problem with measuring attitude change. Problems with "normal Science".conclusion.  
Positive developments in research or OD.  
A review of Selected OD research efforts.  
OD research and practice in perspective. The future of OD.  
Some of the strengths of OD.  
Some problems and contingencies. Will OD be a passing fad.

**Readings :**

- French, W.L. & Bell, C.H. Jr (1991) Organizational Development Behavioral Science Intervention for Organization Improvement.(4th Edn.) Prentice Hall of India. New Delhi.
- Margolies, N. and Raja, A.P. (1975) Organizational Development Values Process and Technology. Tata McGraw Hill. New Delhi .
- Narayanrao, S. Organizational Theory and Behaviour. Tata McGraw Hill, New Delhi.
- Pareek, U. & Rao. T.V. Designing and Managing Human Resource Systems. Beardwell & Holden. Human Resource Management.
- Decenzo, D.A. & Robbins, S.P. Personnel / Human Resources Management.

**NORTH MAHARASTRA UNIVERSITY, JALGAON**  
**M.A. PART-II PSYCHOLOGY**

**REVISED SYLLABUS (W.E.F. JULY 2003)**  
**PERSONNEL AND ORGANIZATIONAL PSYCHOLOGY**  
**Group B: (Paper II)**

**I) INTRODUCTION :**

The Psychologist - Industrial Psychology- Scope of the Industrial Psychologists' work- Consulting Organizations - History and Development of the field- major problems of Industrial Psychology.

**II) MAN POWER PLANNING:**

Basic Selection Model- Correlation Regression- Statistical Significance- Characteristics of Predictors- Determining the utility of a selection Instrument - A Decision Theory Approach.

Recruitment and Selection. Selection Process: What is Selection about? Cost of Selection. Comprehensive view of Selection. Assessing Selection Procedures and effectiveness.

The social justice perspective, equal opportunity and recruitment- Reservation and Human Resource Management, Gender issue in Selection.

Selection methods, application. Test interview, Apprenticeship and job preview.

Barriers to effective selection. Popularity Selection method, selection decision and feedback, contextual factors in Selection. Induction of new employee.

**III) PROBLEMS AND PROCEDURES IN SELECTION AND CLASSIFICATION:**

Multiple Prediction- Prediction Systems Moderators - Dunnette's Selection Model- Suppressor Variables- Cross Validation.

**Testing in Industry:** Characteristics of Psychological tests - Test norms - Types of Tests - Tests Versus other selection devices - Pros and Cons of testing - Current testing Practices - Specific examples of tests - A study of controversy - overview of Personality - Testing in Industry - Examples of Industrial Testing - US Employment Service Testing - Testing of Executives - Testing of Scientists Creativity - Testing and Civil Rights.

**IV) THE HAWTHORNE STUDIES : Experiments on Illumination - Relay Assembly Test Room Mass interviewing programmes. Bank Writing Observation Room - Personnel Counselling - Implications of the Hawthorne Studies.**

conti.....

- V) **MOTIVATION AND WORK** : The Complexity of Motivation - Maslow's Theory of Human Motivation - Vrooms Theory of motivation - Motivation and Frustration - Financial Incentives as a Motivating force - Kinds of Incentives - Research on incentives - Maslow's Theory and Financial incentives - Why people work? An overall view of motivation and work.
- VI) **JOB ANALYSIS**: Job description - Job Characteristics- Turnover and Absenteeism- Taylorism - Time and Motion Study- Human Relations at work.
- VII) **INDUSTRIAL MORALE**: Defining morale- Determinants of Morale - Measurement of Morale- Methods of increasing industrial morale- Groups and group dynamics. A Comparison of methods for increasing morale.
- VIII) **WORK STRESS**: Lazarus and Folkman's Transactional Model, Stress and its nature. Types of Stress, Coping with Stress.
- IX) **WORK ENVIRONMENT**: Music in Industry- The "arousal" Hypothesis- Noise- Illumination - Colour Vibration - Miscellaneous Factors.

**Readings:**

1. Industrial Psychology, M.L.Blum and J.C.Naylor, C.B.S.Publishers Delhi.
2. Industrial Psychology, Tiffin, E.J.and Ilgeri, D.Prentice Hall, New Delhi.
3. Truelove, S. Handbook of Training and Development.
4. Venkata Ratnam C.S. and Srivastava, B.K.Personnel Management & Human Resources.
5. Apopleby, R.C. Modern Business Administration.

\*\*\*\*

**NORTH MAHARASTRA UNIVERSITY, JALGAON**  
**M.A.PART-II PSYCHOLOGY**

**REVISED SYLLABUS (W.E.F.JULY 2003)**  
**PAPER :- ORGANIZATIONAL BEHAVIOUR**  
**GRUOP B (Psy.IND Paper III)**

- I) INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:**  
The Challenges Facing Management - Undergoing a Paradigm Shift -  
New Perspective for management - The Hawthorne Studies -  
Research Methodology - Defining organizational behaviour -  
Theoretical framework - OB Model - Emerging organization - The  
Role of Information Technology - Total Quality Management -  
Learning organizations.
- II) THE PERCEPTION PROCESS AND IMPRESSION**  
**MANAGEMENT :**  
The Nature and importance of Perception - Perceptual Selectivity -  
Perceptual Organization - Social Perception - Impression  
Management. Personality and Attitudes - Nature and Dimension of  
attitudes - Job Satisfaction.
- III) ORGANIZATIONAL EFFECTIVENESS :**  
Organizational Effectiveness and Management of Change -  
Organizational Stress and Health - Personality and Organization -  
Organizational assessment and diagnosis - Culture and Organizational  
forms - Changing Organizational Culture - Communication- blocks -  
effectiveness.
- IV) GROUP DYNAMICS AND TEAMS :**  
Nature of groups - Dynamics of Informal groups - Teams in the  
Modern work place.
- V) INTERACTIVE CONFLICTS AND NEGOTIATING SKILLS :**  
Intra- individual Conflict - Interpersonal Conflict -Inter group  
behaviour and conflict - Organizational Conflict - Negotiation Skills.
- VI) OCCUPATIONAL STRESS :** Meaning of Stress - Causes of Stress -  
Effect of occupational Stress -Coping Strategies for Stress.
- VII) COMMUNICATION TECHNOLOGY AND INTERPERSONAL**  
**PROCESSES :** Historical Background of the role of Communication  
- Communication Technology - Non - Verbal Communication -  
Interpersonal Communication - Downward Communication - Upward  
Communication - Interactive Communication.
- VIII) DECISION MAKING :** Nature of Decision Making - Behavioral  
Decision Making - Behaviorally oriented Decision making  
Techniques - Creativity and Group Decision Making.

Conti...

- IX) ORGANIZATIONAL THEORY AND DESIGN :** Classical organization theory and design - Modifications of bureaucratic Structuring - Modern Organization theory - Modern Organization designs.
- X) CONCERNS IN DESIGNING FUTURE ORGANIZATIONS:** Profit maximization Vs. Quality of Work life; Globalization Vs. Localization Diversification Vs. Focussedness. Workers Democracy Vs. Authoritative Control. Future manpower planning and HRD in India.

**Readings :**

- 1) Organizational Behaviour -  
Fred Luthans (1998) 8th edn.  
McGraw Hill & Co.
- 2) Organizational Behaviour -  
Robbins (1999)  
Prentice Hall of India, New Delhi.
- 3) Modern Business Administration -  
R.C. Appleby
- 4) Organizational Behaviour - Managing People and Organization  
Moorhead & R.W. Griffin.
- 5) Personnel/ Human Resource Management.  
D.A. Decenzo & S.B. Robbins
- 6) Handbook of Training & Development  
S. Truelove
- 7) Personnel Management & Human Resources  
C.S. Venkat Ratnam & B.K. Srivastava.

\*\*\*\*

# NORTH MAHARASTRA UNIVERSITY, JALGAON

## M.A.PART-II PSYCHOLOGY REVISED SYLLABUS (W.e.f.JULY 2003)

PAPER :- INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY  
GRUOP B (Psy.IND Paper IV)

### PRACTICALS

Each student has to visit industrial organization / organizations for case study to collect data on areas mentioned in the list. They have to apply appropriate psychological test scale from the given list on the related problem. They have to prepare project report on their field visit work. This report should consist - of detailed case study on the basis of data collected at the visit and psychological testing alongwith the results and proper interpretations.

#### List of Areas.

- 1) Motivation
- 2) Addiction
- 3) Absenteeism
- 4) Selection of Recruitment
- 5) Accident Proneness
- 6) Training
- 7) Industrial Conflict
- 8) Organizational Climate
- 9) Mental Health
- 10) Other related areas in personnel psychology and organizational behavior.

#### List of Psychological Tests

- 1) Manual Dexterity
- 2) Finger Dexterity
- 3) Job Stress (Scale)
- 4) Job Motivation Scale
- 5) Vocational Interest Test
- 6) Accident Proneness
- 7) Type A Type B
- 8) I - E Locus of Control
- 9) Attitude Towards Job

The final practical examination will be held at the end of the academic year. The candidate has to give a plan and suggest appropriate remedy to solve the problem. The problem will be given from the above mentioned areas.

#### Distribution of Marks.

Full Marks	100 Marks
Project Report	50 Marks
Report Writing on Problem	25 Marks
Viva- Voce	25 Marks

\*\*\*\*