

NEW YORK UNIVERSITY  
GRADUATE SCHOOL OF ARTS & SCIENCE

Master of Arts Degree in  
**Industrial/Organizational  
Psychology**



NEW YORK UNIVERSITY

Master of Arts Degree in

# Industrial/Organizational Psychology

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## Program Overview

Human capital management involves work attitudes, appraisal, diversity, and change management. Many aspects of psychology in the work environment come together under the rubric of Industrial and Organizational psychology (I/O). For those individuals motivated to put psychology to work, New York University's prestigious Department of Psychology offers an unparalleled opportunity to study organizations and build a compelling career path.

Our M.A. in Industrial/Organizational psychology is designed to prepare graduates to apply research and principles of human behavior to a variety of organizational settings. It first grounds students in the basic psychological underpinnings of motivation, cognition, social influence, and individual differences. More advanced coursework then focuses on application to the world of work, including training, performance appraisal, personnel selection, organizational development, leadership, and change management. The majority of waking time in life is spent working, thus the applications of psychological theory and research within the world of employment is a critical science with extensive impact and implications.

As a whole, I/O psychology utilizes techniques of observation and investigation to understand how and what it is that people do and how they adapt within the context of an organization. The overarching goal is to describe, explain, evaluate and alter behavior for the betterment of both the individual and the organization. Students learn how theory and research can be utilized to hire better employees, increase job satisfaction, resolve conflicts, assess candidates for promotion, develop future leaders, and manage strategic organizational change.

“No topic area has more impact for many individuals, as one may spend up to 80% of waking adult life working. **The psychology applied to work gives a chance to make a real difference.**”

Scott Eggebeen, Ph.D., Coordinator of the I/O Program • page 11

## Frequently Asked Questions

### Why do students pursue an M.A. degree in I/O psychology at New York University?

Many students in the program are returning for additional skills and expertise, having already worked in Human Resources departments. Students coming directly from undergraduate programs without work experiences are strongly encouraged to engage in volunteer internships in HR departments or consulting firms, and are aided in finding such placements. The overall intent of the program is to provide practical experience and knowledge that can immediately be implemented within a number of related work settings. In addition, applicants choose NYU because the main campus is located in downtown NYC, which allows students the maximum ability to gain related work experience in some of the top companies in the country.

This program is designed primarily as a terminal master's degree, and can be modified to prepare students for doctoral study in I/O psychology. Some students pursue the M.A. degree to improve employment opportunities by applying research and principles of human behavior to a variety of organizational settings, while others earn the M.A. to help prepare them for doctoral-level studies. (The M.A. program is separate from the doctoral programs in psychology at NYU.)

### What are the greatest strengths of the M.A. program in I/O psychology?

The balanced presentation of both the "I" and the "O" of I/O psychology distinguishes this program from others. Students can concentrate their work in either the more socially oriented interpersonal and group processes characterized by organizational psychology or the greater individual measurement focus found within industrial psychology. Students can also add electives to tailor their curriculum to meet specific career goals. However, course requirements ensure that all students will be provided with a basic understanding of both sides of the discipline, preparing them for the full variety of employment opportunities in the field. Thorough training in the quantitative, statistical, and analytical methods provide critical work competencies for potential employers.

### Can I work full-time and pursue this degree?

During fall and spring semesters, most of the M.A. courses in our program begin at 6:20 p.m. and a few begin at 4:20 p.m. Courses meet once a week, except for statistics, which meets twice a week. Provided a student has some flexibility to come to campus on some occasions during the day, it can be possible. Summer may prove more challenging with shorter time-frames involving two or more class sessions at night each week. Summer courses are not required, however, but are optional.



### How long will it take to earn the M.A. degree?

The M.A. program may be completed on a part-time or full-time basis, provided that all course work and either a comprehensive examination or thesis are completed within a five year period. The program is expected to take at least two years to complete full-time or somewhat longer for those working. A student who has completed all course work but not the comprehensive examination or thesis requirement may pay a matriculation fee each semester until graduation. Much depends on speed of progress. Students may take a year or longer to prepare and pass the exams or complete a thesis after coursework.

### What characteristics are necessary for success?

I/O psychology can be a very rewarding specialty to pursue, but the scientist/practitioner model requires critical thinking skills, rigorous analysis, quantitative methods, and creative problem solving. Business is competitive with formidable challenges. Although Psychologists can, and do prosper in that setting, it takes significant preparation, and a resilient nature.

To provide realistic preparation, the M.A. program is quite demanding. Students are required to make formal presentations and engage in dialogue and debate with faculty and other students. Consequently, students succeed when they demonstrate self-sufficiency, resourcefulness, independence, and assertiveness. Those alumni successfully transitioning into important positions upon degree completion can be differentiated by a few common characteristics:

- Initiative
- Tenacity
- Attention to detail
- Decisive
- Drive
- High stress tolerance
- Subtle interpersonal skills
- Engaging
- Self-direction
- Diligence
- High energy
- Competitive

They most likely have undertaken quality research, written publications, and/or given presentations in their area of specialty. Employers look for a pattern of scholarly achievement as well as practical, hands-on experience.



This guide includes many of the key policies and provisions that students will need to navigate. Obtaining the M.A. degree can be quite challenging, and is not assured. The goal of the program is to have all those admitted complete the degree. In practice, however, that is unfortunately, not the case. It requires significant concentration, dedication, and effort above and beyond attendance in class, and memorization of concepts from texts. Real organizational projects will be required in which individual students or teams must demonstrate practical skills and application of concepts to succeed.

### How does the M.A. program prepare graduates?

Students learn how theory and research can be utilized to hire better employees, increase job satisfaction, and manage strategic organizational change programs. The overall intent of the program is to provide practical experience and knowledge that can be immediately implemented within a number of related work settings.

We tailor our classroom settings to give students the best competitive edge by shaping the classroom environment in the following ways:

- Classes often involve small team projects including one-on-one interaction with professional faculty. Students practice skills and build competency to become a credible practitioner.
- Classes focus on discussions and debate.
- Class involvement/participation/presentations in front of clients and other students.
- Class projects often include active interaction with clients in real organizations.
- Intensive quantitative training

We offer a uniquely hands-on practical training in real world context and projects. The select grouping of highly skilled practitioners in the program prepares students to change major organizations by improving effectiveness and employee well-being. The program is singularly positioned to provide the best possible education and career opportunities. No other program provides such a rich opportunity to learn from and train with successful leaders in the field to prepare for prominent roles. Our network of alumni pulls in students for internships, projects and placements.

## Admission Requirements

Students applying for admission to the M.A. program must hold a baccalaureate degree from an accredited institution, and have attained a grade point average of 3.0 (i.e., B) or better. It is not necessary to have an undergraduate psychology major. Indeed, the M.A. program welcomes students from diverse backgrounds including those who have been working following their undergraduate education. However, to ensure a basic background in psychology, all applicants must have completed at least an introductory or general psychology course and an undergraduate statistics course (business or economic stats is acceptable) with grades of B or better in each.

**All applicants must take the General Aptitude Test of the Graduate Record Examination (GRE) and obtain at least a score of 580 in the verbal and 600 in the quantitative section.**

The subject test in psychology is not required.

The requirement for the verbal GRE is relaxed somewhat for foreign students, who must also submit an acceptable TOEFL - Test of English as a Foreign Language - score. The Graduate School of Arts and Science requires at least a score of 600 on the paper test, a minimum score of 250 on the computer test, or a minimum score of 100 on the internet based test.

Applicants must submit letters of recommendation from three people. Preferably, the letters should come from former professors at college, however, applicants who have been out of school for some time can submit letters from supervisors. Letter should not be from family friends or counselors, or from religious or political figures, unless the recommender has been in a position to personally supervise the applicant's academic or work performance.

**Applications for admission can be obtained from New York University's Graduate School of Arts and Science website by visiting [www.gsas.nyu.edu](http://www.gsas.nyu.edu).** Applications can be submitted at any time but should be submitted by February 1 for fall or summer admission or October 1 for spring admission. Students may begin at any of these three points. There is no competitive difference or degree of difficulty for a particular entry point.

The level of talent is select in the Master of Arts program in I/O psychology at New York University, which means there are hundreds of applicants for a few available seats. Accepted students possess the analytical thinking and quantitative/statistical ability needed for the rigorous coursework and research projects required in our program. Our students are interested in the business world and possess the qualities required to succeed in a high stress and fast paced atmosphere. Our students are resourceful, self-sufficient, resilient, and assertive. They bring to the program their professional experience in Human Resources or relevant work experience in the corporate/consulting environment which enhances the classroom debates, professional presentation, and collaborative group work. In addition, our students are interested in the practical process approach to solving real world problems.

Applications can be submitted at any time but must be submitted by **February 1** for fall or summer admission or **October 1** for spring admission.



## Degree Requirements

Formal requirements for the M.A. degree in psychology are the satisfactory completion of 36 points (at least 24 at New York University and a minimum of 21 in the Department of Psychology), and either a written comprehensive examination or, with special permission, a master's thesis.

In addition, (1) all core courses must be taken at NYU in the Department of Psychology, and (2) students must earn a grade of at least B in all core courses.

All of the courses in the M.A. program are three points each which means a total of 12 courses must be taken. Students may take anywhere between one and three courses each semester. The program is expected to take at least two years. A student who has completed all course work must stay enrolled by registering for maintenance of matriculation to take the comprehensive examination or complete a thesis. A maximum of five years from the date of first registration is allowed for completing the degree.

Basic course requirements (all of the following are required for all students, and should be completed within the first two semesters of the M.A. program):

**STATISTICS: G89.2016 Intermediate Master's Statistics**

*In special cases, G89.1016 or a doctoral course may be substituted.*

**RESEARCH: G89.2067 Applied Research Methods**

*In special cases, another research course may be substituted.*

**INTRODUCTORY COURSE: G89.2032 Intro to I/O Psychology**

*Only if a student has taken a very similar, graduate-level course at another institution may this requirement be considered to be waived.*

Two courses must be taken from each core (if a student receives less than a B for a core course, it may count as an elective, but does not count towards satisfying the core course requirement).

### **CORE “I”**

**G89.2070 Personnel Selection**

**G89.2071 Performance Measurement & Rewards**

**G89.2073 Training in Organizations**

### **CORE “O”**

**G89.2072 Work Motivation and Attitudes**

**G89.2074 Organizational Development**

**G89.2076 Leadership and Strategic Change**

The above requirements allow for five elective courses, which may be eligible to be taken from the general program (e.g., Psychology of Social Behavior; Introduction to Psychological Testing), other divisions of NYU (e.g., Stern School of Business or Steinhardt), or other universities (a limit of 12 credits can be transferred from graduate programs at other institutions). Transfer credits are subject to approval by the adviser and the Graduate School or Arts and Science. Courses taken outside of the Department of Psychology must have some I/O psychological content, and be approved by an adviser. Elective credits can also be taken in the form of non-classroom courses, such as fieldwork, independent research, and M.A. Thesis Seminar. Although fieldwork (generally, an unpaid or paid internship in an HR department or consulting firm) is not required, it is strongly recommended for students who enter the program without relevant work experience.

## **Comprehensive Exam/M.A. Thesis Requirement**

All students must either pass the comprehensive exam, or write and have approved by the faculty a completed acceptable M.A. thesis.

### **THE COMPREHENSIVE EXAM**

This is a three-hour written test that is given three times each year: October, February, and June. The questions are integrative in nature and are randomly selected from a large study list that is available to all students at any time. Items are pulled from real world corporate and consulting problems that require research and theory to successfully impact the organization. They parallel actual work requirements that employers may expect, for example on interviews or on projects. Except for rare exceptions, a student must have completed all of the basic and core requirements, as outlined above, before sitting for the exam.

### **M.A. THESIS**

As an alternative to the comprehensive exam, a student may seek permission to write an M.A. thesis. To be eligible to write a thesis, a student must have passed all of the basic and core requirements with at least a B+ average, and have secured the sponsorship of a full-time faculty member (in consultation with the M.A. director).

## Master Of Arts In I/O Psychology Example of Offerings

Usual sequence of courses, based on availability of faculty

### FALL COURSE OFFERINGS

G89.2016 Intermediate Master's Statistics  
 G89.2032 Introduction to I/O Psychology  
 G89.2070 Personnel Selection  
 G89.2071 Performance Measurement and Rewards  
 G89.2072 Work Motivation and Attitudes  
 G89.2074 Organizational Development  
 G89.2077 Personality and Organizational Behavior (I/O elective)  
 G89.2078 Management Consulting (I/O elective)

### POTENTIAL FALL ELECTIVES FROM THE GENERAL PROGRAM:

G89.2060 Introduction to Psychological Testing  
 G89.2075 Counseling Psychology  
 G89.2083 Group Dynamics

### SPRING COURSE OFFERINGS

G89.2016 Introductory Master's Statistics  
 G89.2059 The Psychology of Decision Making (I/O elective)  
 G89.2067 Applied Research Methods  
 G89.2070 Personnel Selection  
 G89.2073 Training in Organizations  
 G89.2074 Organizational Development  
 G89.2076 Leadership and Strategic Change  
 G89.2079 Executive Coaching (I/O elective)

### POTENTIAL SPRING ELECTIVES FROM THE GENERAL PROGRAM:

G89.2014 Psychology of Social Behavior  
 G89.2053 Gender Roles  
 G89.2083 Group Dynamics

### SUMMER COURSE OFFERINGS

G89.2070 Personnel Selection  
 G89.2072 Work Motivation and Attitudes  
 G89.2090 Quality of Worklife (I/O Elective)  
 G89.2014 Psychology of Social Behavior (General Elective)  
 G89.2032 Introduction to I/O Psychology  
 G89.2076 Leadership and Strategic Change

### THE STEINHARDT SCHOOL OF CULTURE, EDUCATION, & HUMAN DEVELOPMENT

E63.2135 Career Counseling  
 E63.2143 Construction of Psychological Tests  
 E63.2672 Interpretation and Use of Tests in Counseling Adults

### POTENTIAL ELECTIVES FROM THE STERN SCHOOL OF BUSINESS

(fall/spring availability varies)  
 B01.1302 Leadership in Organizations  
 B65.2159 Collaboration, Conflict, and Negotiation  
 B65.2160 Advanced Topics in Negotiation  
 B65.2300 Women in Business  
 B65.2353 Managing Change  
 B70.2347 Consumer Behavior



## Our Graduates

Graduates of the program find expanded opportunities within traditional corporate human resources departments, in consulting firms, with government agencies, in health care settings, or in research and development functions. In recent years, our graduates have found meaningful employment and professional growth opportunities at prominent global and multinational corporations. Other graduates have gone on to doctoral programs at Columbia, Colorado State, University of Connecticut, and other notable institutions.

## The Wasserman Center for Career Development

The Wasserman Center for Career Development provides comprehensive services for graduate students across a broad spectrum of programs at New York University. Recognizing that the career and job search needs of graduate students differ from those of undergraduates, the Center has developed a collection of programs and services that cater to the needs of the graduate student population. Some of the services provided by Wasserman are: career counseling, the mentor network, “Get Your Career In Gear” speaker series, specialized seminars, graduate student orientations, “Dining for Success” series, and job expos. In addition, Wasserman also provides access to InterviewStream which is a web-based interview training tool, that enables students to conduct practice interviews using their computer and a web-camera.

## What Our Alumni Have to Say About Our Program...

“In my Performance, Measurement and Reward class, we were able to work with a high profile client to improve their performance management process. Not only was it a great hands-on experience, now the company is interested in implementing our recommendations. This class potentially led us to a real-life consulting gig. NYU has provided me with the credibility, through my classes and experience, to go into the field.” Liana G., graduated September, 2007

“The program’s emphasis on hands-on experience, as well as the theoretical groundwork, was in good balance and therefore taught us **how to put theory into action, while at the same time being conscious of the real business environment around us.**” George A., graduated May, 2007

“It has been remarkable to see how the theories and precepts of I/O that I learned in my time at NYU are applicable across all projects and clients. I absolutely underestimated how central the concepts of a solid research design, basic stats, and traditional metrics would be in my role. Being able to combine these basic tools to **empower HR organizations to understand themselves in terms of what value they bring to the business has been truly rewarding.**” Jennifer M., graduated May, 2006

“I believe some of the most critical experiences for me have occurred outside of the classroom. NYU provides students with the opportunity to get involved in field-related extracurricular activities that build upon the formal education. **My involvement in the student-run Organizational Development Association (ODA) as a team director for two years has been integral in my success in the program.** ODA is run much like a corporation, which provides some individuals the opportunity to practice management, project management, and organizational skills.”

Kris F., graduated December, 2007

“**Connecting with key people who I identified as role models** and people who could help me get to where I want to go. I was able to identify people who were doing the type of work that I wanted to do and sought them out for advice, guidance, and offered my services to work on projects with them. I continually offered to help on their projects or asked for work”.

Patrick C., graduated in May, 2005

“Going through this program has put me on the same level of people who have been in my organization for six or seven years. **I’ve been given opportunities that other people haven’t because I know how to do a needs analysis already, because I understand leadership theory, because I can think about some of the theoretical models we’ve used and come up with practical solutions.**” Kevin D., graduated May, 2004

## The Faculty

The M.A. Program in I/O psychology in the Graduate School of Arts and Science at New York University offers the most comprehensive program of study available in one of the most prestigious psychology departments in the country, where classes are taught by professors who all hold Ph.D. degrees. The faculty include a diverse array of both prominent theoretical academicians as well as highly respected adjunct professors applying theory and research within the world of work. This balance allows students to obtain a rich blend of the scientist as well as the practitioner. Faculty in the Department of Psychology carry out active research in a wide range of areas within psychology. Master of Arts students have the opportunity to work directly with faculty members in research and applied projects in organizations.



**Scott Eggebeen, Ph.D.**

Coordinator of the I/O Program  
Clinical Associate Professor

“The field is expanding, and the need to improve organizations is substantial. To be successful as a discipline, we need to get more participants understanding and using these principles to have positive impact. **No topic area has more impact for many individuals as one may spend up to 80% of waking adult life working. The Psychology applied to work gives a chance to make a real difference.**

Organizations often aren't what we hope them to be, but what we hope them to become. The chance to train the next generation and help them build successful careers, in response to what has paved the way for us previously, is the giving back that is required to expand the field.

Watching individual **students grow and achieve huge leaps in success**, while demonstrating the core content of meaningful work with significant impact makes it richly rewarding to be engaged at NYU.

It allows one the opportunity to have both a valuable role in expanding the breadth and success of the field, but also in making a **viable route for fulfillment for individual scholars and practitioners that keeps it most interesting.**



**Adrienne Gans, Ph.D.**

Adjunct Assistant Professor

“In an accelerated global economy organizations need innovation gained through human talent, effective personal communication and collaborative team productivity. **My commitment to students is to elevate their role to one of leadership and influence—**for them to have a strategic voice in taking potential in these areas and creating sustainable competitive advantage in their organizations.

In my advising, I help students reflect on their professional experience and goals to design an individualized program where they emerge with a set of core competencies as well as a specialty area for which they can differentiate themselves in the employment market. Through our conversations students realize they may have multiple opportunities and identities over the course of a career, as I have had as a research psychologist, consultant, and working directly in business management.

**Our student-run ODA community extends past the walls of the university bringing students together with professionals working in HR, consulting, or business executives.** As a teacher, it is wonderful to observe students becoming self-directed in their education in a way that builds strong social networks after they graduate. It is rewarding to be part of this learning community. **And of course, New York City provides the diversity of cultures and industries in which we all travel throughout our careers.**

## The Faculty • continued



**Ben Dattner, Ph.D.**

Adjunct Assistant Professor  
NYU Alumnus, 1999

"I have been happily affiliated with NYU since I began the I/O doctoral program in the fall of 1995, with only a brief break after I graduated in 1999. I founded my I/O consulting firm in 2000 and returned to NYU as an adjunct in 2002 and have taught Organization Development since then, occasionally also teaching Intro to I/O as well.

**NYU's I/O M.A. Program has a talented and diverse group of students and faculty, and provides students with a broad but deep exposure to both the science and practice of I/O.** Outside of classes, students have access to a network of alumni, and are frequently invited to attend and participate in I/O relevant activities and events in the New York City area.

What I like most about my ongoing affiliation with NYU as an adjunct is **an opportunity to teach, and learn from, an ambitious and curious group of students who are dedicated to learning about the theory of I/O, while simultaneously thinking critically about how theory can actually, and does actually, get put into practice.** As the fall semester starts, and I hear Rod Stewart on the radio singing "It's late September and I really should be back in school", I'm always glad to be back at NYU."



**Paulette Forte, Ph.D.**

Adjunct Assistant Professor

"I've been teaching as an Adjunct in the I/O Psychology program at NYU since Spring 2006. I teach: Psychology of Diversity, Group Dynamics and Intro to I/O Psychology. **My experience in the program has been thoroughly rewarding. I am most inspired by the caliber and diversity of students, who come from varied professional and cultural backgrounds and well as life stages.** The students challenge me and I believe that my background and experience are useful as they progress through my courses and the program.

I would encourage students to be a part of the program if they want **an academic experience that provides as much didactic instruction as interactive experiences with students and faculty who also combine academic credentials with significant professional experience;** and that's just on campus. NYU is fortunate to be a part of the vibrant East Village neighborhood of NYC; a reality enhanced by the wealth of opportunities the NYC business community provides to start a career in I/O Psychology, OD or Consulting."

"NYU's I/O M.A. Program has **a talented and diverse group of students and faculty**, and provides students with a broad but deep exposure to both the science and practice of I/O." Ben Dattner, Ph.D., Adjunct Assistant Professor



## Resources

If you have questions regarding the Program or the I/O Psychology Field, contact the M.A. Assistant at 212-998-8390 or at [nyumapsych@gmail.com](mailto:nyumapsych@gmail.com)

If you have questions regarding the application process, please call Graduate Enrollment Services at 212-998-8050 or at [gsas.admissions@nyu.edu](mailto:gsas.admissions@nyu.edu).

### **M.A. Psychology Web site**

[www.psych.nyu.edu/academics/ma](http://www.psych.nyu.edu/academics/ma)

### **Academic Affairs**

Department of Psychology  
New York University  
6 Washington Place, Room 158  
New York, NY 10003  
212-998-7920

### **Admissions**

Graduate School of Arts and Science (GSAS)  
[gsas.admissions@nyu.edu](mailto:gsas.admissions@nyu.edu)  
212-998-8050

### **Professional Societies**

SIOP (The Society for Industrial and Organizational Psychology)  
The Academy of Management  
APA (American Psychological Association)  
ASTD (American Society for Training and Development)  
HRPS (Human Resources Planning Society)  
OD Network (Organizational Development)  
SHRM (Society for Human Resources Management)

### **Journals/Readings**

*The Harvard Business Review*  
*HR Magazine*  
*Industrial and Organizational Psychology: Perspectives on Science and Practice, Organizational Dynamics*  
*Journal of Applied Psychology*  
*Personnel Journal*  
*Training Magazine*

New York University  
Arts & Science  
**Department of Psychology**  
6 Washington Place  
New York, NY 10003  
[www.psych.nyu.edu/academics/ma](http://www.psych.nyu.edu/academics/ma)



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