	Department of Psychology			ACADEMIC YEAR 2017-2018	
	Faculty of Education & Psychology, The M. S. University of Baroda				
	Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.				
	E-mail : psychology_msu@yahoo.				
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)					
YEAR	I	Paper 1 : Human Resource Development -Theory		CREDIT	2
Semester	I			HOURS	30
OBJECTIVES		To make students understand the concept of HRD and its fields.			
		To make students understand the importance of HR in making the organization effective			
		To familiarized the student with the functions of HR departments and its link with other functions.			
		To impact skills for developing Human Resource in the Organization			
COURSE CONTENT					
UNIT I	Introduction: Concept of Human Resource Development (HRD), Scope of HRD. Sub systems/ mechanisms of HRD. An Overview of HRD Trends and Practices. Global Practices in HR. Where and how to begin the establishment of HRD process. Some critical issues in HRD.			8 hrs	
UNIT II	HRD Activities: Manpower planning, Forecasting, succession planning. HR audit, Job design, Job analysis, Job profiling, Job evaluation. Recruitment, selection, placement and induction.			8 hrs	
UNIT III	Managing and nurturing knowledge Organisational learning and HRD : Argyris and Schon's approach to organisational learning. Knowledge management: Knowledge work and knowledge workers, HRD and knowledge management. Developing human and social capital.			8 hrs	
UNIT IV	Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts HRD in manufacturing and service industry .Diversity and HRD in Government and Public Systems. HRD in Education, Health and other Sectors.			6 hrs	

REFERENCES	
1. Mankin,D.(2010).Human Resource Development (Indian Edition) Oxford University Press New Delhi	
2. Haldar,U.K.(2009). Human Resource Development. Oxford University Press New Delhi	
3. Bhattacharya, D.K.(2009). Human Resource Development. Himalaya Publishing House Mumbai	
4. Famularo, Joseph J., (1987). Handbook of Human Resource Management, Singapore, McGraw Hill, 1987.	
5. Khandelwal,A, (1988)Human Resource Development in Banks, New Delhi, Oxford & IBH,	
6. Nadler, Leonard (ed.) (1980). Corporate Human Resources Development Van Nostrand Reinhold.	
7. Parek,U. and T.V. Rao, (1981). Designing and Planning Human Resource Systems, New Delhi, Oxford & IBH.	
8. Rao,T.V. and D.P. Pereira, (1985). Recent Experiences in HRD, New Delhi, Oxford & IBH.	
9. Rudrabasavaraj, (1977). M.N. Executive Development in India, New Delhi, Himalaya	
10. Ghosh, Biswanath, (2000).Human Resource Development and Management, Vikas Publishers	



Department of Psychology
Faculty of Education & Psychology, The M. S. University of Baroda
Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
E-mail : psychology_msu@yahoo.

ACADEMIC
YEAR
2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PGDHRD)**

YEAR	I	PAPER –2 International Human Resource Management	CREDIT	2
Semester	I		HOURS	30

OBJECTIVES	To understand concepts and theories of International HR.
	To understand recruitment selection of staff in international context
	To understand the impact of training in preparing and supporting personnel on international assignment.
	To make students aware of Management of Global, Diverse Workforce

COURSE CONTENT

UNIT I	International HRM models	8
	Introduction: International Organisations , HRD Issues in Multi domestic organization, international organization, Multinational organization, Transnational Organization, Approaches to the Study of Comparative Employment Policy: Convergence Policy, the Cultural Approach and the Institutionist Perspective, International HRM Models: Poole’s Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM	
UNIT II	Recruiting and Selecting International Staff	8
	International Staffing Policy – Recruiting and Selecting Staff for International Assignments, issues in staff selection, expatriates, factors moderating performance, selection criteria.	
UNIT III	Managing Global, Diverse Workforce	8
	Cultural Factors/Issues in Performance Management, Multinational Performance Management, Appraisal HCN employees, International business ethics and HR, Research issues and theoretical development.	
UNIT IV	Developing International Staff and Multinational Teams	6
	Introduction, Role of expatriate training, components and effectiveness of pre departure training program and developing staff through international assignments.	

REFERENCES

1.	Dowling, P.J., Festing, M. and Engle, A.D., International Human Resource Management, 5th Edition, Cengage Learning, 2012.
2.	Edwards, T. and Rees, C., International Human Resource Management, Pearson, 2007.
3.	Gupta, S.C., International Human Resource Management, Macmillan, Publishers India, 2010.
4.	Harzing, A. and Pinnington, A. H., International Human Resource, Management, 3rd Edition, Sage South Asia, 2011.
5.	Tayeb, M., International Human Resource Management, Oxford University, Press, 2005
6.	Harzing, A. W. and Joris Van Ruysseveldt, <i>International Human Resource Management: An Integrated Approach</i> , Sage Publication, London.
7.	Dowling, Peter J., D.E. Welch and R. S. Schuller, <i>International Human Resource Management: Managing People in a Multiple Context</i> , South Western College Publishing, Cincinnati .



Department of Psychology
Faculty of Education & Psychology, The M. S. University of Baroda
Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
E-mail : psychology_msu@yahoo.

ACADEMIC
YEAR
2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PGDHRD)**

YEAR	I	PAPER – 3 ORGANIZATIONAL BEHAVIOUR	CREDIT	2
Semester	II		HOURS	30

OBJECTIVES

- To understand concept of Organizational Behaviour and Work Motivation.
- To understand Stress Management and Organizational Culture.
- To understand the impact of Globalization, diversity and Information Technology on Organizational Behaviour.
- To make students aware of concepts of organisation behaviour

COURSE CONTENT

UNIT I	Foundation of Organizational Behaviour (OB)	9
	Definition of Organizational Behavior (OB), Challenges and Opportunities for OB. Nature of Industrial Psychology, Organizational Psychology and OB and their inter relationships. A general idea of some basic psychological processes and understanding human behavior, Perceptual Processes: Perceptual bias in OB, Indian Values and work behaviour, Emotional Intelligence, Nature and development of Personality: job fit Personality.	
UNIT II	Work Motivation and Organizational Commitment	9
	Work Motivation: Basic Psychological theories of Motivation and its' effect on Job Satisfaction and Employee Retention. Application of motivation concept, Organizational Justice: Equity theory. Organizational Commitment: Definition and Types	
UNIT III	Stress and other new concept in OB	8 hrs
	Stress at Work - Genesis and Symptoms – its' effects on an individual and Organizational Performance. Burnout - Stress Management: Strategies at individual and organizational level, Work Life Balance. Organizational Citizenship Behavior (OCB), Counterproductive Work Behavior (CWB) Cyber Loafing.	
UNIT IV	Organizational Culture and Organizational Power	7
	Organizational Culture - conceptual frame work - Identifying components and various ways in which organizational culture gets demonstrated. Organizational Climate in Indian Context Psychology of Organizational Power - Sources of Power - Functional and dysfunctional aspects of power, Politics in organization. Advent of Multinational Organizational. Managerial challenges of Globalization. Management of Work Place Diversity.	

REFERENCES

1.	Moorhead, G., & Griffin, R.W. (2009). Organizational Behaviour-Managing People and Organizations. New York : Houghton Mifflin Company
2.	Luthans, F. (2010). Organizational Behaviour (13 th Edition). New York: McGraw-Hill
3.	Mcshane, S.L., Von Glinow, M.A., & Sharma, R.R. (2009). Organizational Behaviour. New Delhi: McGraw-Hill (Special Indian Education).
4.	Pareek, U. (2008). Understanding Organizational Behaviour (Second Edition). New Delhi : Oxford University Press
5.	Singh.K. (2010). Organizational Behaviour-Text and Cases. New Delhi : Pearson Education
6.	Moorhead, G., Griffin, R.W. (2009). Organizational Behaviour-Managing People and Organizations. Houghton Mifflin Company-New York.



Department of Psychology
Faculty of Education & Psychology, The M. S. University of Baroda
Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
E-mail : psychology_msu@yahoo.

ACADEMIC
YEAR
2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PGDHRD)**

YEAR	I	Paper 4 : Research Methodology and Statistics	CREDIT	2
Semester	II		HOURS	30

OBJECTIVES	<ul style="list-style-type: none"> To make the students understand meaning, nature and scope of research in behavioural sciences.
	<ul style="list-style-type: none"> To help students use statistics and understand data and its types, central tendency and relationship between variables.
	<ul style="list-style-type: none"> To help students understand different methods and techniques used in data collection.
	<ul style="list-style-type: none"> To enrich students with types of HR research and its application.

COURSE CONTENT

UNIT I	Introduction:	6 hrs
	Introduction to Research, Types of Research - Basic, Applied, Empirical. Choosing the Problems for Research. Steps of research. Formulation of Problems and Hypothesis.	
UNIT II	Introduction to Statistics:	8 hrs
	Introduction to Statistics, Frequency Distribution, Measures of Central Tendency and Dispersion Linear and rank order, correlation, chi-square, t test(mean difference) Sampling Design: Sampling and Non -Sampling Errors, Introduction to Simple Random Sampling, Systematic Sampling, Sampling with Probability, Proportion of Size. Stratified Sampling, Cluster Sampling and Multistage Sampling	
UNIT III	Tools and Techniques of HR Research: Tools for Data Collection: Questionnaire, Interview, Observation, Survey Methods. Measurement of Attitudes and Opinions. – Types of OD Research	8 hrs
UNIT IV	Biases in Research & Diagnostic Research:	8 hrs
	Sources of biases in research - ways to eliminate them. Uses of statistics and behavioural research and diagnosis and OD interventions.	

REFERENCES

Singh, A. K. (1987): Tests, Measurement & Research Method in Behavioural Sciences, Tata McGraw Hill, Bombay.
1. Bhattacharyya, D. K. (2007) Human Resource Research Methods, OUP.
2. Levin, Richard I., Statistics for Management, Prentice -Hall of India, New Delhi, 7 th ed., 2001.
3. Hooda, R. P., Statistics for Business and Economics, Macmilan India Ltd., New Delhi, 2001.
4. Chau, Ya-Lun Statistical Analysis with Business and Economic Analysis (Hall Rinehart & Winston)
5. Lapin, Lawrence, Statistics for Modern Business Decisions, Hart -Court Brace Joranovich.
6. William, Emory C, Business Research Methods, Richard D. Irwin, INC.
7. Kerlinger Fred N. Foundations of Behavioural Sciences (Holt Rinchart and Winston, INC), 1989.
8. Sekaran, Uma, Research Methods for Business, John Wiley and Sons, New Delhi, 2000.
9. Levine, D. M., et. al., Business Statistics, Addison Wesley, 2000.
10. Aczel, A. D., Complete Business Statistics, Mc Graw Hill, 1999.
11. French, W. L. and Bell, C. H., Organizational Development, Prentice-Hall, New Delhi. 1995.
12. Singh, A. K. (1987): Tests, Measurement & Research Method in Behavioural Sciences, Tata McGraw Hill, Bombay.
13. Bhattacharyya, D. K. (2007) Human Resource Research Methods, OUP.
14. Levin, Richard I., Statistics for Management, Prentice -Hall of India, New Delhi, 7 th ed., 2001.
15. Hooda, R. P., Statistics for Business and Economics, Macmilan India Ltd., New Delhi, 2001.
16. Chau, Ya-Lun Statistical Analysis with Business and Economic Analysis (Hall Rinehart & Winston)



Department of Psychology
Faculty of Education & Psychology, The M. S. University of Baroda
Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
E-mail : psychology_msu@yahoo.

ACADEMIC
YEAR
2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PGDHRD)**

YEAR	I	Paper 5: PRINCIPLES OF MANAGEMENT	CREDIT	2
Semester	II		HOURS	30

OBJECTIVES	To introduce students to concept and understanding principles of management
	To enable the students to understand theories of management.
	To help students learn various functions of management.
	To enable the students understand role of managers.


COURSE CONTENT

UNIT I	BASICS OF MANAGEMENT Management - Definition, Nature. Principles. Emergence of management - Need for Management Management processes. Management as an art / science / profession. "Scientific Method" defined - uses and limitations of scientific methods - various approaches to management. Organizations - their nature - classical approach to organizations Rise of Human Relations movement with particular reference to Hawthorne and Michigan studies – contemporary approaches.	8 hrs
	MANAGEMENT FUNCTIONS Various managerial functions. Planning, Organizing, staffing, Directing co-ordinating, controlling. Planning as Management functions: Elements of management and their inter and relationships with planning factors in planning. Forecasting - objectives - business policies and procedures. Strategic Vs. Operational planning - importance and need for strategic planning. Budgets and planning - Decision making process - types of decisions and implementation.	
UNIT III	DIRECTING AND COORDINATING Directing - Definition - Leadership, motivation, managing organizational and interpersonal communication in the organization. Co-ordinating: Co-ordinating management activities, Responsibility for co-ordinating Organizational hierarchy, rules and procedures, and goal setting as techniques of coordinating.	6 hrs
	CONTROLLING Controlling: Definitions - Nature of control, objectives, areas and process of control - control network - Financial and budgetary controls - various methods - increasing use of computers and M/s as control mechanisms. Behavioural implications of control mechanisms. Role of managers - his work, skills, managerial organizations, managerial effectiveness.	

REFERENCES

- Peter Druker** : Management : Task, Responsibilities. Allied Publishers Private Ltd., New Delhi 1982.
- Druker, Peter F.** : The Practice of Management. London, Heinemann 1955.
- Merrill, Harwood** : Classics in Management. New York., American Management Association, 1960.
- Koontas, Harold, & O'Donnell, Cyril** : Principles of Management. New York, McGraw-Hill 1972.
- Urwick, Dyndaall F. & Breach E. F. L.** : The Making of Science Management. London, Pitman 1966.
- Urwick, Dyndall F.** : The Golden Book of Management. London. Newman Neame 1956.
- Crozier, Michael** : The Bureaucratic Phenomenon. Chicago, University of Chicago Press 1964.
- Drucker, Peter F.** : Managing for Results. London, Heinemann 1964.
- Shacker, G. K. S.** : Order and Time In Human Affairs. Cambridge University Press 1970.
- Beer Stafford** : Decision and Control. New York, Wiley 1966.
- Steiner Geroge A.** : Top Management Planning. New York, MacMillan 1969.
- Fayol Henri** : General and Industiral Management. London, Pitman 1967.
- March James G. & Simon Herbert A.** : Organizations. New York, Wiley 1958.

14. **Holden, Paul E. & Others** : Top-management Organization and Control. New York, McGraw-Hill 1951.
15. **Sloan, Alfred P., Jr.** : My Years with General Motors. London, Pan Books 1969.
16. **Argynis, Chris** : Organization and Tnnovation. New Haven, Conn, Yale University Press 1963.
17. **Bennis W. G.** : Changing Organizations. New York, McGraw-Hill 1966.

	Department of Psychology			ACADEMIC YEAR 2017-2018
	Faculty of Education & Psychology, The M. S. University of Baroda			
	Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.			
	E-mail : psychology_msu@yahoo.			
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
YEAR	I	Paper 6: APPLIED HUMAN RESOURCE DEVELOPMENT (H.R.D.)	CREDIT	2
Semester	II		HOURS	30
OBJECTIVES	To make students understand Application of HRD			
	To make students understand the importance of change management			
	To familiarized the student with the functions of HRD in Training and development			
	To familiarize students with Employee Counseling.			
COURSE CONTENT				
UNIT I	PERFORMANCE MANAGEMENT			8 hrs
	Past and present - future trends. Various types of appraisals - KRAs' KPAs' -scope for self-appraisal - Performance Analysis and ratings - potential appraisal objectivity in perform, Performance Appraisal systems in India. Competency Mapping: Need for competency mapping, competency based job analysis, methodology for competency mapping, Process and development of competency set and Competency approach to recruitment and retention, benefits of competency mapping.			
UNIT II	DEVELOPMENT INITIATIVES:			8 hrs
	Coaching: Introduction, objectives, need, characteristics, prerequisites and benefits. Mentoring : meaning and process of mentoring, tyopws of mentoring, qualities of a mentor, differences between coaching, mentoring and training. f Employee counselling: Guidelines for effective counselling, techniques of counselling, types of counselling, benefits of counselling and differences between counselling and coaching.			
UNIT III	TRAINING			8 hrs
	The Scope & Goals Of Organisational Training Programmes, Psychological Factors In Learning, Training Methods; On-The-Job Training, Computer-Assisted Instruction, Net-Based Training, Behaviour Modification, Job Rotation, Business Games, In-Basket Training, Role Playing, Self-Management Training, Virtual Training, Career Development And Life Stages			
UNIT IV	HRD IN small and medium size enterprises (SME's)			6 hrs
	Introduction to SME's , HRD in SME's, Formal HRD provision, Informal Learning in SME's			
REFERENCES				
1.	Pattanayak Biswajeet(2008). Human Resource management. prentice-hall of india P limited, new delhi(HF 5549, P2H8)			
2.	Halder Uday Kumar(2009). Human Resource Development, oxford university press			
3.	Aswathappa K.(2008). Human Resource and Personnel Management. Tata Mcgraw- Hill Publication Co Limited, New Delhi.			
4.	Cascio W. F And Aguinis H. (2009) Applied Psychology In Human Resource Management. PHI Learning P Limited , New Delhi.			
5.	Bhattacharya, D.K.(2009). Human Resource Development. Himalaya Publishing House Mumbai			
6..	Moorhead,G., Griffin,R.W.(2009). Organizational Behavior-Managing People and Organizations. Houghton Mifflin Company-New York			
7.	Pareek, Uday & Rao, T. V. (1998). Designing & Managing Human Resource Systems. Oxford & IBH, New Delhi. (HF 5549.P2)			
8.	Nadler, Leonard. (1998) Developing Human Resources. II edition. Gulf Pub. Co. Huston, TX. (HF 5549.24 T7/N2D3)			
9.	S. Ramnarayan & Rao T. V. (2011). Organisation Development. Sage Response Business Book, New Delhi			



Department of Psychology
 Faculty of Education & Psychology, The M. S. University of Baroda
 Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019. E-mail :
 psychology_msu@yahoo.

ACADEMIC
 YEAR
 2017-
 2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
 (PGDHRD)**

YEAR	I	Paper 7 : ORGANIZATIONAL DEVELOPMENT	CREDIT	2
Semester	II		HOURS	30

OBJECTIVES	To familiarize the student with concept of organizational development and it's key issues.
	To provide knowledge about the process and methods of organizational development
	To introduce students to different types of organizational development interventions
	To impart skills to develop and plan relevant OD intervention programmes in differential contexts

COURSE CONTENT

UNIT I	AN INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT	8 hrs.
	The Field of Organizational Development, Definition of OD , History of OD Values, assumptions and beliefs of OD, Foundations of Organizational Development	
UNIT II	THEORY AND MANAGEMENT OF OD	6 hrs.
	Managing the OD Processes Action Research and Organizational Development	
UNIT III	OD INTERVENTIONS	8 hrs.
	An Overview of OD interventions, Team Interventions , Intergroup and Third party Peace-making Interventions	
UNIT IV	KEY CONSIDERATIONS AND ISSUES	8 hrs.
	Issues in consultant client relationship, System ramification, Power, Politics and Organizational Development, Research on Organizational Development	
	The future of Organizational Development	

REFERENCES

1.	French,W.L., and Bell,C.H. jr (2001).Organization Development_Behavioral Science Interventions for Organizational Development. Pearson Education Asia.New Delhi
2	Pareek, Uday & Rao, T. V. (1998). Designing & Managing Human Resource Systems. Oxford & IBH, New Delhi. (HF 5549.P2)
3	Cascio W. F And Aguinis H. (2009) Applied Psychology In Human Resource Management. PHI Learning P Limited , New Delhi



Department of Psychology
 Faculty of Education & Psychology, The M. S. University of Baroda
 Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
 E-mail : psychology_msu@yahoo.

ACADEMIC
 YEAR
 2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
 (PGDHRD)**

YEAR	I	Paper 8: INDUSTRIAL RELATIONS AND LABOUR LAWS	CREDIT	2
Semester	II		HOURS	30

OBJECTIVES	To introduce students to concept and understanding of industrial relations and its importance
	To enable the students apply concepts of Industrial relations to resolve industrial disputes and conflicts
	To help students use the Labour Laws for Industrial relations and employees welfare
	To enable the students apply Labour laws for industrial peace and healthy Industrial relations

COURSE CONTENT

UNIT I	INDUSTRIAL RELATIONS	8 hrs
	Definition of Industrial Relations Importance of Industrial Relations, Psychological Approach of Industrial Relations and other approaches and perspectives of Industrial Relations, Dimensions of Industrial Relations	
UNIT II	INDUSTRIAL CONFLICTS AND GRIEVANCES	8 hrs
	Concept of Industrial Conflict and Grievance, concept and essentials of a dispute, Classification of Industrial disputes, cause of Industrial conflicts, psychology of Industrial conflicts, Causes of grievance and emotional factors involved in grievance and grievance handling.	
UNIT III	THE TRADE UNION AND COLLECTIVE BARGAINING	8 hrs
	Definition of trade union, function of trade union, psychological and other approaches to understand trade union functioning. The trade union act-1926, concept and features of collective bargaining, principles of collective bargaining.	
UNIT IV	THE LABOUR LAWS	6 hrs
	The Industrial Disputes Act-1947; The Equal Remuneration Act-1976 The Factories Act-1948; (with all amendments), Application, objectives, provisions, The Maternity Benefit Act-1961; objectives, importance, application and provision, and The Sexual Harassment Act-2013	

REFERENCES

1.	Dr. Mamoria C.B., Dr. Mamoria S. & Gankar S.V.(2011). Dynamics of Industrial Relations. Himalaya Publication House, New Delhi
2.	Taxmann (2016). Labour Laws. Taxmann Publication PVT.LTD., New Delhi
3.	Monappa A., Nambudiri R. & Selvaraj P (2012).Industrial Relations and Labour Laws (2nd Edition). Tata McGraw Hill Education Private Limited, New Delhi
4.	Salamon M. (1997). Industrial Relations : Theory and Practice (3rd Edition) Pearson Publication, New York
5.	Padhi P.K.(2012). Industrial Relations and Labour Laws (2nd Edition). PHI Learning PVT.LTD. New Delhi



Department of Psychology
 Faculty of Education & Psychology, The M. S. University of Baroda
 Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019.
 E-mail : psychology_msu@yahoo.

ACADEMIC
 YEAR
 2017-2018

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
 (PGDHRD)**

YEAR	I	Paper 9 : Psychological Testing and HR Research	CREDIT	2
Semester	II		HOURS	30


OBJECTIVES	To familiarize students in various psychological assessment techniques.
	To understand the characteristics of a good test.
	To expose the students to different basic types of psychological tests

COURSE CONTENT

UNIT I	Principles of test construction:	8 hrs
	Nature of Psychological Test, Basic Principles of Measurement, Problems of Measurement by tests Tests administration and rapport, Factors affecting responses, Ethical Considerations in Testing	
UNIT II	Characteristics of a good test:	8 hrs
	Types of Tests and their Uses, Standardization of Tests, Steps in test construction, Test Reliability and Validity, Norms. Rating scales.	
UNIT III	Testing in Industries:	7 hrs
	Self-reports, Attitude scales, Situational test, Vocational Test, Self Confidence, Coping Scale Assessment Centre	
UNIT IV	Types of HR Research:	7 hrs
	i. Human Resource Planning Research ii. Compensation Research iii. Motivational Research iv. Training and Development Research v. Performance Management Research vi. Research on Organisational Culture and Development vii. HR Audit Research viii. Factor Analysis for HR Research ix. Six-Sigma in HR Research x. Organizational climate research.	

REFERENCES

1.	1. Singh, A. K. (1987): Tests, Measurement & Research Method in Behavioural Sciences, Tata McGraw Hill, Bombay.
2.	2. Bhattacharyya, D. K. (2007) Human Resource Research Methods, OUP.
3.	3. Anastasi, A. & Urbina, S. (1997). Psychological Testing. Seventh Edition. Pearson Education Asia, Delhi.
4.	4. Kaplan, R. M., Succuzzo, D. P. (2007). Psychological Testing: Principles, Applications and Issues. Sixth Edition. Thomas Learning Inc.
5.	5. Cronbach, L. J. (1970) Essentials of Psychological Testing, Harper and Row Publishers. New York

	Department of Psychology Faculty of Education & Psychology, The M. S. University of Baroda Lokmanya Tilak Road, Sayajigunj, Vadodara - 390002. Ph : +91 0265 2795019. E-mail : psychology_msu@yahoo.		ACAD EMIC YEAR 2019- 2020		
	POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Semester		Paper 10 : ORGANISATION THEORY, STRUCTURE & DESIGN		CREDIT	2
II				HOURS	30
OBJECTIVES					
To understand the theories of organization					
To make students aware of concepts of organizational culture, climate and design					
To understand the impact of globalization and information technology on organizational behaviour					
To facilitate the learning for diversity in organizations, major ethical concerns and steps to manage it					
COURSE CONTENT					
UNIT I		ORGANIZATIONAL THEORIES			8 hrs.
		Historical background, classical approaches: Biological Metaphor , Fayol, Chester Bernard, Weber Neo-classical approaches: systems approach, humanistic approach Modern approaches: contingency approach, ecological view, information processing, learning system, theory of political arena			
UNIT II		THE ORGANIZATION STRUCTURE AND DESIGN			8 hrs.
		Basic challenges to organizational Design, Designing Organizational structure: Authority and control, Designing Organizational structure: specialization and coordination Foundation of organization structure, what is organization structure and common organizational skills, new design options.			
UNIT III		THE ORGANIZATION ENVIRONMENT, CLIMATE AND CULTURE			8 hrs.
		The organization climate: meaning and approaches to definition and climate surveys The organizational culture :definition and characteristics, uniformity of culture, creating and maintaining the culture and changing the culture			
UNIT IV		ORGANISATIONAL EFFECTIVENESS			6 hrs.
Organizational effectiveness: Meaning and importance. Four approaches:goal attainment, systems, strategic constituencies and competing values					
REFERENCES					
1.	Duane Schultz, Sydney ellen Schuttz Psychology and Work Today (7 th Edition), Printice Hall, International Edition				
2.	John Arnold, Ivan T. Robertson Cary L. Cooper Work Psychology – Understanding Human Behaviour in the Work Place McMillian Publication				
3.	Paul M. Muchinsky Psychology Applied to work (6 th Edition) Wordsworth Thomson Learning				
4.	Robbins, S. P. (2009) Organizational Behaviour (12 th Edition) Prentice Hall of India, New Delhi				
5.	Luthans Fred(2005) Organizational Behaviour (tenth edition) Mc Graw Hill international edition				
6.	Robbins S.P.(1999)Organizational theory,structure,design, and applications (3 rd edition)Prentice Hall of India				
7.	Jones ,G and Mathew,M.(2009)organizational theory,Design and change.(5 th edition)Pearson Education, Inc. New Delhi				