

Bloom's Taxonomy Levels: 1. Remember 2. Understand 3. Application 4. Analysis 5. Evaluation 6. Creation

Programme Name: Post Graduate Diploma in Human Resource Development (PGDHRD).

Programme Specific Outcome (PSO)

PSO1 Analyze and Understand basic HRD concept and theory in current context.

PSO2 Learn, apply and evaluate existing theory and model of Human Resource Development and Management.

PSO3 Engage in meaningful, socially relevant research to update as well as introduce new knowledge framework.


PSO4 Develop training module for Organization Development and effectiveness.

PSO5 Apply the knowledge of Organizational Theories and models in contextualized situations.

PSO6 Analyze, appreciate and apply Industrial relation and labor law in Organizational context.

PSO7 Learn through hands-on training through internship, fieldtrips to develop professional skills and competences.

Syllabus of Courses


		The Maharaja Sayajirao University of Baroda Faculty of Arts Department of Psychology		Academic Year		2019-20					
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)											
Year	I	Paper 1 : Human Resource Development - Theory			Credits / Hours per week			02/30			
Semester	I	Year of Introduction: 2019 Year of Syllabus Revision: -			Maximum Marks / Grade			100			
Mode of Transaction		Lectures and Tutorials									
Course Outcome (CO) (Course code) CO1 Understand the concept of Human Resource Development and its fields in the Organization. CO2 Understanding the importance of Human Resource in making the Organization effective. CO3 Familiarize with the functions of Human Resource departments and its link with other functions in the Organization. CO4 Learn the skills for developing Human Resource in the Organization.											
Unit No.	Topic			Contact Hours	Weightage (%)	BT Level	CO	PSO	Element s of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)
1	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			8	30	BT 1,2	CO1	PSO 1	EMP, SD	L,N,R,G	PE

	HR. Where and how to begin the establishment of HRD process. Some critical issues in HRD.								
2	HRD Activities: Manpower planning, Forecasting, succession planning. HR audit, Job design, Job analysis, Job profiling, Job evaluation. Recruitment, selection, placement and induction.	8	20	BT1,2,4	CO2	PSO 1,2			
3	Managing and nurturing knowledge: Organizational learning and HRD : Argyris and Schon's approach to organizational learning. Knowledge management: Knowledge work and knowledge workers, HRD and knowledge management. Developing human and social capital.	8	25	BT 1,2	CO3	PSO1,2			
4	Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilization 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	25	BT 1,2,3,4,5	CO4	PSO 1,2			

Reference Books

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


Syllabus of Courses

	The Maharaja Sayajirao University of Baroda Faculty of Arts Department of Psychology		Academic Year	2019-20
	POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)			
Year	I	Paper 2 : International Human Resource Management	Credits / Hours per week	02/30
Semester	I	Year of Introduction: 2019 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Understand the concept and the theories of International Human Resources Management. CO2 Understand the recruitment and selection of staff in terms of International Human Resource Management context. CO3 Apply International Training skills in context to International Human Resource Management. CO4 Appreciate the Cross cultural Management of Global, Diverse work force.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	International HRM models: Introduction: International Organizations , 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 Institutions Perspective, International HRM Models: Poole’s Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM.	8	25	BT 1,2	CO1	PSO 1,2,4	EMP, SD	G	PE
2	Recruiting and Selecting International Staff: International Staffing Policy – Recruiting and Selecting Staff for International Assignments, issues in staff selection, expatriates, factors moderating performance, selection criteria.	8	25	BT1,2	CO2	PSO 1,2			
3	Managing Global, Diverse Workforce: Cultural Factors/Issues in Performance Management, Multinational Performance Management, Appraisal HCN employees, International business ethics and HR, Research issues and theoretical development.	8	25	BT 1,2,3,4	CO3	PSO 1,2,4			
4	Developing International Staff and Multinational Teams: Introduction, Role of expatriate training, components and effectiveness of pre departure training program and developing staff through international assignments.	6	25	BT 1,2,3,4,5	CO4	PSO 1,2,4			
Reference Books									
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, International Human Resource Management: An Integrated Approach, Sage Publication, London.
7.	Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing, Cincinnati .


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		The Maharaja Sayajirao University of Baroda Faculty of Arts Department of Psychology	Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 3 : Organizational Behaviour	Credits / Hours per week	02/30
Semester	I	Year of Introduction: 2019 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Appreciate the Organizational behavior in Indian Context. CO2 Students will demonstrate basic understanding of the major concepts like work motivation, Job satisfaction, Employee retention. CO3 Understand stress and its antecedents and consequences at workplace and impart skills to manage stress at workplace. CO4 Understand the effect of Culture in Organizational Behavior and Power tactic.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	<p>Foundation of Organizational Behaviour (OB): 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 behavior, Emotional Intelligence, Nature and development of Personality: job fit Personality.</p>	9	30	BT 1,2	CO1	PSO 1,2,4	SD	L,N,R,G	HV,PE
2	<p>Work Motivation and Organizational Commitment: 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</p>	9	30	BT 1,2,3,4	CO2	PSO 1,2,4			
3	<p>Stress and other new concept in OB: 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.</p>	8	20	BT 1,2,3,4,5	CO3	PSO 1,2,4			
4	<p>Organizational Culture and Organizational Power: Organizational Culture - conceptual frame work - Identifying components and various ways in 7 which organizational culture gets</p>	7	20	BT 1,2,3	CO4	PSO 1,2,4			

	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.								
Reference Books									
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.								

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	The Maharaja Sayajirao University of Baroda Faculty of Arts Department of Psychology		Academic Year	2019-20
	POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)			
Year	I	Paper 4 : Research Methodology and Statistics	Credits / Hours per week	02/30
Semester	I	Year of Introduction: 2019 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures and Tutorials		
Course Outcome (CO) (Course code) CO1 Make students understand meaning, nature and scope of research in organizational behavior context. CO2 Learn statistics and understand data and its types, central tendency and relationships between variables. CO3 Familiarize students with the different methods and techniques of data collection . CO4 Appreciate type of HR research and its applications.				


Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Introduction:	6	10	BT 1,2	CO1	PSO	SD	L/N/R/G	PE

	Introduction to Research, Types of Research - Basic, Applied, Empirical. Choosing the Problems for Research. Steps of research. Formulation of Problems and Hypothesis.					1,2,3,4			
2	Introduction to Statistics: 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	8	30	BT 1,2,3	CO2	PSO 1,2,3,4			
3	Tools and Techniques of HR Research: Tools for Data Collection: Questionnaire, Interview, Observation, Survey Methods. Measurements of Attitude and Opinions – Types of OD Research.	8	30	BT 1,2,3,4,5	CO3	PSO 1,2,3,4			
4	Biases in Research & Diagnostic Research: Sources of Biases in Research – ways to eliminate them. Uses of Statistics and Behavioral research and diagnosis and OD interventions.	8	30	BT 1,2,3	CO4	PSO 1,2,3,4			

Reference Books

1.	Singh, A. K. (1987): Tests, Measurement & Research Method in Behavioral Sciences, Tata McGraw Hill, Bombay.
2.	Bhattacharyya, D. K. (2007) Human Resource Research Methods, OUP.
3.	Levin, Richard I., Statistics for Management, Prentice Hall of India, New Delhi 7 th ed. 2001.
4.	Chau, Ya-Lun Statistical Analysis with Business needs 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 Behavioral science (Hot Rinehart 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.

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		The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology	Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 5 : PRINCIPLES OF MANAGEMENT	Credits / Hours per week	02/30
Semester	I	Year of Introduction: 2019 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Make students understand the Principles of Management. CO2 Enable students to apply the theory of Management in the organizational context. CO3 Enable students to learn various functions of Management. CO4 Implement the various functions of Management in the organizational context.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	BASICS OF MANAGEMENT:	8	25	BT 1,2	CO1	PSO	EMP,EN	L,N,R,G	HV, PE


	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.					1,2,5	T,SD		
2	MANAGEMENT FUNCTIONS: Various managerial functions. Planning, Organizing, staffing, Directing co-ordination, 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.	8	25	BT 1,2,3	CO2	PSO 1,2,5			
3	DIRECTING AND COORDINATING: Directing - Definition - Leadership, motivation, managing organizational and interpersonal communication in the organization. Co-coordinating: Co-ordination management activities, Responsibility for co-coordinating Organizational hierarchy, rules and procedures, and goal setting as techniques of coordinating.	6	25	BT 1,2,3	CO3	PSO 1,2,5			
4	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. Behavioral implications of control mechanisms. Role of managers - his work, skills, managerial organizations, managerial effectiveness.	8	25	BT 1,2,3,4,5	CO4	PSO 1,2,5			

Reference Books

1.	Peter Drunker: Management : Task, Responsibilities. Allied Publishers Private Ltd., New Delhi 1982.
2.	Druker, Peter F.: The Practice of Management. London, Heinemann 1955.
3.	Merrill, Harwood: Classics in Management. New York., American Management Association, 1960.
4.	Koontas, Harold, & O'Donnell, Cyril : Principles of Management. New York, McGraw-Hill 1972.
5.	Urwick, Dyndaall F. & Breach E. F. L. : The Making of Science Management. London, Pitman 1966.

6.	Urwick, Dyndall F. : The Golden Book of Management. London. Newman Neame 1956.
7.	Crozier, Michael: The Bureaucratic Phenomenon. Chicago, University of Chicago Press 1964.
8.	Drucker, Peter F.: Managing for Results. London, Heinemann 1964.
9.	Shacker, G. K. S.: Order and Time In Human Affairs. Cambridge University Press 1970.
10.	Beer Stafford: Decision and Control. New York, Wiley 1966.
11.	Steiner Geroqe A.: Top Management Planning. New York, MacMillan 1969.
12.	Fayol Henri : General and Industiral Management. London, Pitman 1967.

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		The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology	Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 6 : Applied Human Resource Development	Credits / Hours per week	02/30
Semester	II	Year of Introduction: 2019 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Enable student to understand the application of Human resource development. CO2 It enables students to demonstrate one-to-one counseling skills to employees who need help navigating career changes and adapting to change at workplace. CO3 Understand Coaching and Mentoring at workplace to enhance employee performance. CO4 Understand and design pre-training, training and post-training modules and assessments. CO5 Understanding HRD concept in terms of different Organization sizes.				


Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	PERFORMANCE MANAGEMENT: 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.	8	35	BT 1,2,	CO 1	PSO 1,2,4,5	EMP,SD	L,N,R,G	HV, PE
2	DEVELOPMENT INITIATIVES: Coaching: Introduction, objectives, need, characteristics, prerequisites and benefits. Mentoring : meaning and process of mentoring, type of mentoring, qualities of a mentor, differences between coaching, mentoring and training. Employee counseling: Guidelines for effective counseling, techniques of counseling, types of counseling, benefits of counseling and differences between counseling and coaching.	8	35	BT 1,2	CO 2	PSO 1,2,4,5			
3	TRAINING : 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	8	15	BT 1,2,3,4,5	CO 3	PSO 1,2,5,4			

	Training, Role Playing, Self-Management Training, Virtual Training, Career Development And Life Stages								
4	HRD IN small and medium size enterprises (SME's): Introduction to SME's , HRD in SME's, Formal HRD provision, Informal Learning in SME's.	6	15	BT 1,2,3,4,5	CO 4	PSO 1,2,4,5			

Reference Books


1.	Pattanayak Biswajeet(2008). Human Resource management. prentice-hall of india P limited, new delhi(HF 5549,P2H8)
2.	Haldar 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 5549.24T7/N2D3)
9.	S. Ramnarayan & Rao T. V. (2011). Organisation Development. Sage Response Business Book, New Delhi

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		The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology	Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 7 : Organizational Development	Credits / Hours per week	02/30
Semester	II	Year of Introduction: 2017-18 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code)				
CO1 Familiarize with the field of Organizational development, its history, ethics and values.				
CO2 Understand the role of OD practitioners and develop skills for organization consulting process.				
CO3 Appreciate different process and strategies to design organizational interventions and its applications.				
CO4 Understand and diagnose major issues in developing, imparting and evaluating organizational development interventions programs and to design solutions.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	AN INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT: The Field of Organizational Development, Definition of OD , History of OD Values, assumptions and beliefs of OD, Foundations of Organizational Development.	8	25	BT 1,2,3	CO 1	PSO 1,2,4,5	SD	L,N,R,G	HV, PE
2	THEORY AND MANAGEMENT OF OD: Managing the OD Processes Action Research and Organizational Development	6	25	BT 1,2,3	CO 2	PSO 1,2,4,5			
3	OD INTERVENTIONS An Overview of OD interventions, Team Interventions , Intergroup and Third party Peace- making Interventions	8	25	BT 1,2,3,4,5,6	CO 3	PSO 1,2,4,5			
4	KEY CONSIDERATIONS AND ISSUES: Issues in consultant client relationship, System ramification, Power, Politics and Organizational Development, Research on Organizational Development The future of Organizational Development	8	25	BT 1,2,3,4,5,6	CO 4	PSO 1,2,4,5			
Reference Books									
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								


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 <p>THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA सत्यं शिवं सुन्दरम्</p>	The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology		Academic Year	2019-20
	POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)			
Year	I	Paper 8 : Industrial Relations and Labour Law	Credits / Hours per week	02/30
Semester	II	Year of Introduction: 2017-18 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Make students understand the industrial relations and its importance in the Organizational context. CO2 Enable students to apply concept of Industrial relations to resolve industrial disputes and conflicts. CO3 Enable students to apply labour laws for Industrial relations and employees welfare. CO4 Enable students to apply labour laws for industrial peace and healthy industrial relations.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	INDUSTRIAL RELATIONS: 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	8	25	BT 1,2,3	CO 1	PSO 1,2,6	EMP,SD	L,N,R,G	HV, PE
2	INDUSTRIAL CONFLICTS AND GRIEVANCES 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.	8	25	BT 1,2,3,4,5,6	CO 2	PSO 1,2,6			
3	THE TRADE UNION AND COLLECTIVE BARGAINING 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.	8	25	BT 1,2,3,4,5,6	CO 3	PSO 1,2,6			
4	THE LABOUR LAWS 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	6	25	BT 1,2,3,4,5,6	CO 4	PSO 1,2,6			
Reference Books									
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 Yeark
5.	Padhi P.K.(2012). Industrial Relations and Labour Laws (2nd Edition). PHI Learning PVT.LTD. New Delhi.


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		The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology	Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 9 : Psychological Testing and HR Research	Credits / Hours per week	02/30
Semester	II	Year of Introduction: 2017-18 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Enable students apply psychological test in the HRD context. CO2 Enable students to understand the characteristics of standardized test. CO3 Enable students to demonstrate different Psychological tests. CO4 Prepare students for different HR researches.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Principles of test construction: Nature of Psychological Test, Basic Principles of Measurement, Problems of Measurement by tests. Tests administration and rapport, Factors affecting responses, Ethical Considerations in Testing	8	30	BT 1,2,3	CO 1	PSO 1,2,3,4,5	EMP,SD	L,N,R,G	PE
2	Characteristics of a good test: Types of Tests and their Uses, Standardization of Tests, Steps in test construction, Test Reliability and Validity, Norms. Rating scales.	8	20	BT 1,2,3	CO 2	PSO 1,2,3,4,5			
3	Testing in Industries: Self-reports, Attitude scales, Situational test, Vocational Test, Self Confidence, Coping Scale Assessment Centre	8	20	BT 1,2,3,4,5,6	CO 3	PSO 1,2,3,4,5			
4	Types of HR Research: I. Human Resource Planning Research II. Compensation Research III. Motivational Research IV. Training and Development Research V. Performance Management Research VI. Research on Organizational Culture and Development VII. HR Audit Research VIII. Factor Analysis for HR Research IX. Six-Sigma in HR Research X. Organizational climate research.	6	30	BT 1,2,3,4,5,6	CO 4	PSO 1,2,3,4,5			
Reference Books									

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


Syllabus of Courses

 <p>THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA सत्यं शिवं सुन्दरम्</p>	The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology		Academic Year	2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper 10 : Organisation Theory, Structure & Design	Credits / Hours per week	02/30
Semester	II	Year of Introduction: 2017-18 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Lectures		
Course Outcome (CO) (Course code) CO1 Familiarize with the classical and modern approaches to organizational theory and development. CO2 Understand and design organizational structure and its different aspects and to appreciate the structure-size relationship in the organization. CO3 Understand and assess the organizational environment climate and culture. To diagnose problem in climate and culture. To diagnose problem in climate and culture and to develop effective strategies to resolve it. CO4 Appreciate the role of diversity and ethics in building the competitive advantage for organizations in globalized world.				

Unit No.	Topic	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G)	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	ORGANIZATIONAL THEORIES 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	8	25	BT 1,2	CO 1	PSO 1,2,3,4	SD	L,N,R,G	ES,HV,PE
2	THE ORGANIZATION STRUCTURE AND DESIGN 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.	8	25	BT 1,2,4	CO 2	PSO 1,2,3,4			
3	THE ORGANIZATION ENVIRONMENT, CLIMATE AND CULTURE 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	8	25	BT 1,2,3,4	CO 3	PSO 1,2,3,4			
4	ORGANISATIONAL EFFECTIVENESS Organizational effectiveness: Meaning and importance. Four approaches: goal attainment, systems, strategic constituencies and competing values	6	25	BT 1,2,3,4	CO 4	PSO 1,2,3,4			
Reference Books									

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

Syllabus of Courses

 The Maharaja Sayajirao University of Baroda Faculty of Education and Psychology Department of Psychology		Academic Year		2019-20
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)				
Year	I	Paper : Internship and Viva-voce	Credits / Hours per week	02/30
Semester	I	Year of Introduction: 2017-18 Year of Syllabus Revision: -	Maximum Marks / Grade	100
Mode of Transaction		Internship and Viva		
Course Outcome (CO) Course Code CO1 Enhance the practical knowledge of Human Resource Development. CO2 Provide opportunity to students to learn all the functions of HRD practically. CO3 Enable student apply their theory and concepts in the contextualized situations.				

Unit No.	Topic	BT LEVEL	CO	PSO
1	Internship - I	2,3,4	CO 1,2,3	PSO 1,2,3,4,5,6,7

2	Viva voce - I	2,3		PSO 1,2,3,4,5,6,7
3	Internship - II	2,3,4	CO 1,2,3	PSO 1,2,3,4,5,6,7
4	Viva Voce - II	2,3		PSO 1,2,3,4,5,6,7