

UNIVERSITY OF THE PUNJAB

NOTIFICATION

It is hereby notified that the Syndicate at its meeting held on 17-12-2022 has approved the recommendations of the Academic Council made at its meetings dated 11-03-2022 and 21-03-2022 respectively regarding grant of permission to start the following Certificate/Diploma and alongwith Courses at the Centre for Leadership and Decision Making, University of the Punjab, Lahore with effect from the Academic Session, 2022-2023:-

1. Graduate Certificate Program in Psychology of Leadership.
2. Advance Diploma in Organization Psychology.

The Syllabi/Courses are enclosed herewith, vide Annexure 'A' & 'B'.

**Admin. Block,
Quaid-i-Azam Campus,
Lahore.
No. D/ 422 /Acad.**

Sd/-
**Shahid Javed
Registrar**

Dated: 25-01-2023.

Copy of the above is forwarded to the following for information and further necessary action: -

1. The Dean, Faculty of Behavioral & Social Sciences
2. The Director, Center for Leadership & Decision Making
3. Chairperson, DPCC
4. Director (IT) for Placement at website
5. Admin Officer (Statutes)
6. Secretary to the Vice-Chancellor
7. Secretary to the Registrar

Mazhar
Assistant Registrar (Academic)
for Registrar

Advance Diploma In Organizational Psychology

Total Credit Hours: (12 + 8) = 20

Semester I

Course Code	Course Title	Credit Hours
ADOP-501	Psychology Applied to Workplace	03
ADOP-502	Psychometrics: Selection and assessment in Organizations	3 +1 (1 for practical work)
ADOP-503	Leadership and Motivation	03
ADOP-504	Performance and Well being	02
	Total Credit Hours	12

Semester II

Course Code	Course Title	Credit Hours
ADOP-505	Research and Data analysis	03
ADOP-506	Ethics and Professional Skills	02
ADOP-507	Case Studies	03
	Total Credit Hours	8

Program Overview:

The goal of this advance diploma in Organizational Psychology is to acquire a basic understanding of Psychology as a science at workplace. The program enables students to explore facets of organizational psychology and aims at providing a comprehensive framework on the use of organizational psychology principles, theories and techniques at workplace, in organizations. The program is for passionate students as well as employees/managers who seek to understand psychology and workplace relationships, want to find answers to daily challenges faced at work, and are advocates of healthy and efficient workplaces. Students would be able to explore and learn about areas like organizational psychology, testing and assessment at workplace for hiring decision, wellbeing and health. Able to select and use the appropriate methods required to pursue a career in Psychology. To understand the theoretical background to, construction of, administration of and interpretation of psychology tests and assessment procedures.

SEMESTER I

ADOP-501: Psychology Applied to Workplace

Course Description: This course will begin with an introduction to Applied Psychology at work settings by taking a context based approach. Students will be introduced to the theories and principles of Psychology and will then see how various psychological theories help our understanding of, and contribute to explaining, human behavior in the workplace. This course will look at the application of Psychology in the context of organizational behavior, including leadership, working in groups, and employee motivation, satisfaction and wellbeing. This course covers the main concepts of Workplace Psychology, focusing on the techniques of Job Analysis, (which provides information about recruitment, selection and performance appraisal etc).

Course Objectives:

- To introduce students with Psychology applied to work
- To show students how various psychological approaches contribute to the understanding of workplace behavior

Course Outcomes: By end of the course, students will be able to learn how the science of human behavior is used to select, develop, and manage employees. They will develop the understanding of how theory and research are applied to work settings and may start linking the theory and practice of psychology to their own as well as others' work.

Course Content

- Module 1: Introduction to Organizational Psychology
- Introduction and Historical Influences of I/O psychology
 - Field of I/O psychology
 - Scientist Practitioners Model
 - Trends and Scope in I./O psychology
- Module 2: Job Analysis & Evaluation
- Job Analysis
 - Job description and Job specification
 - Job analysis approaches/techniques
 - Job evaluation: Methods and process
- Module 3: Employee Selection & Recruitment
- Talent management processes
 - Personnel planning and recruitment
 - Employee testing and selection
 - Tools and techniques for employee selection

- Module 4: Psychometrics and employee selection decisions
- Introduction to psychometrics and psychological testing
 - Psychological tests used at the workplace
 - Employee Selection decisions
 - Practical approaches to employee selection
- Module 5: Occupational Health Psychology
- The Origins of Occupational Health; Environmental Influences on Mental Health
 - Work Stress and Work/Family Conflict
 - Prevention and Intervention
 - Occupational Health and National Policy
 - Alcoholism and Drug Abuse in the Workplace
 - The Psychological Effects of Unemployment
- Module 6: Employee Performance and Appraisal
- Performance appraisal and Performance management
 - Rating formats
 - Employee comparison procedures
 - Rating errors and biases
 - Contemporary performance appraisal research
- Module 7: Leadership
- Leadership Defined; Approaches to Leadership
 - Theories of Leadership and Leadership Styles
 - Types of leadership
 - Leadership and interpersonal skills
 - Personality and leadership
 - Leadership issues
- Module 8: Training & Development
- Introduction to Training and Development; importance of training
 - Assessing training needs
 - Principles of learning
 - Individual Differences in Trainees
 - Characteristics of the Trainer
 - Transfer of training and approaches to training delivery
 - Training and Issues Related to Diversity

Recommended Readings

- Aamodt, M.G. (2015). Industrial/Organizational Psychology: An Applied Approach.
- Beehr, T. (2014). Psychological stress in the workplace (psychology revivals). Routledge.
- Cappelli, P. (2001). Making the most of on-line recruiting. Harvard business review, 79(3),139-148.

- Dattner, B. (2013). How to use psychometric testing in hiring. *Harvard Business Review*, 12, 2013.
- Landy, F. J., & Conte, J. M. (2016). *Work in the 21st century: An introduction to industrial and organizational psychology*. John Wiley & Sons.
- McKenna, E. (2020). *Business psychology and organizational behaviour*. Routledge.
- Robertson, I. T., & Cooper, C. (Eds.). (2015). *Personnel psychology and human resources management: A reader for students and practitioners*. John Wiley & Sons.
- Riggio, R. E. (2017). *Introduction to industrial/organizational psychology*. Routledge
- Spector, P. E. (2021). *Industrial and organizational psychology: Research and practice*. John Wiley & Sons.
- Schultz, D. P., & Schultz, S. E. (2020). *Psychology and work today: An introduction to industrial and organizational psychology*. Routledge.

ADOP-502: Psychometrics: Selection & Assessment in Organization

Course Description:

A skill-based course of the hard-core science of psychological testing and assessment in the organizational contexts. Psychometrics is a major course of the industrial/organizational psychology discipline because it not only helps in the generation of theory but also applied to the organizations can solve problems of organizational behaviors and enhance efficiency of employees.

Course Purpose:

As this course is designed for postgraduate students and employees working at an executive positions, it enables the students to construct and validate the psychological tests as per organizational demands. The major goal of this course is to introduce the students to the psychological assessment and interpretation of psychological tools of intelligence, cognitive ability, personality, skills and organizational behaviors.

Course Outcome:

After successful completion of this course the students will be able to:

- Understand psychological testing, its need and importance in hiring decisions and overview of how we do that.

Course Contents:

Module 1: Introduction to psychometrics

- History of psychological testing
- Psychological testing and assessment in organisations
- Types of tests used
- Practical use of psychometric instruments

Module 2: Standardization of a test

- Standardisation of test; meaning, characteristics and uses
- Types of standardised tests
- Process of test standardization
- Understanding test norms and test scores

Module 3: Reliability of a test

- What makes a good test?
- Test reliability
- Types of reliability estimates
- Standard error of measurement
- Interpretation of reliability information from test manuals and reviews

Module 4: Validity of a test

- Test validity
- Types of validity
- Methods for conducting validation studies
- Using validity evidence
- How to interpret validity information from test manuals

Module 5: Personality assessment in organizations

- Role of Personality at workplace
- Importance of Personality Tests at the Workplace
- Methods of personality assessment
- Big five model of personality and leadership

Module 6: Assessment of Cognitive abilities

- Cognitive ability tests and their use at workplace
- General cognitive ability tests
- Specific cognitive ability tests

Module 7: Assessment of emotional intelligence, integrity and empathy (core values)

- Emotional intelligence testing
- Integrity tests and its types
- Test measuring Empathy
- Other Custom tailored tools/tests

Module 8: Problems in testing: fundamental measurement issues, response sets, test bias

- Errors in measurement and testing
- Rating errors and biases
- Selection bias and experimenter bias
- Debiasing and debiasing techniques

Module 9: Practical use of psychometric instruments

- Application of psychometric instruments in organisations
- Benefits and limitations

Recommended Books

Baldwin, S. A. (2019). *Psychological statistics and psychometrics using Stata*. College Station, TX: Stata Press.

Cooper, C. (2019). *Psychological Testing Theory and Practice*. Routledge.

Furr, M. (2011). *Scale construction and psychometrics for social and personality psychology*. SAGE Publications Ltd.

Groth-Marnat, G. (2009). *Handbook of psychological assessment*. John Wiley & Sons.

Hansen, C. P., & Conrad, K. A. (1991). *A handbook of psychological assessment in business*. Quorum Books.

Scott, J. C., Dave, B., & Reynolds, D. H. (2017) *Next Generation Technology-Enhanced Assessment: Global Perspectives in Occupational and Workplace Testing*. Cambridge University Press.

ADOP-503: Leadership & Motivation

Course Description:

This course is designed to provide the essential soft skills to the leading employees to perform efficiently in their job roles and manifest their responsibilities through the effective expertise to motivate their teams to achieve the desired goals.

Course Purpose:

This course equips the professionals to lead their teams more effectively by understanding their intrinsic and extrinsic demands of motivation. The aim of this course is to enable the students to craft their leadership policies and motivate their employees through strategic compensation and benefits.

Course Outcome:

After successful completion of this course the students will be able to:

- Develop leadership styles according to the situational demands
- Avoid the common errors which hamper the performance of a leader
- Communicate their agenda more persuasively and confidently
- Identify the expectations and needs that employees have and how a supervisor can motivate them for improved performance by satisfying those needs.
- Design tasks for yourself and others that are motivating and effective.

Course Contents:

Module 1: Theoretical Principles of Leadership

- Leadership introduction scope and importance
- Theories of leadership: What makes a leader
- Motivation defined
- Theories and principles of motivation

Module 2: Paradigms of Leadership

- Charismatic Leadership, Intuitive Leadership; Bureaucracy and Management: Informal Leadership, Operational Leadership, Servant Leadership

Module 3: Theoretical Principles of Motivation

- Theories of Motivation
- Instrumental Motivation:

Module 4: Critical Thinking

- Introduction and importance of Critical thinking
- Reasoning and Logical thinking
- Parts/aspects of critical thinking

- Cognitive biases in critical thinking

Module 5: Team Building

- Team building; groups and work teams
- Approaches to teambuilding
- Team effectiveness
- Supporting Creativity in teams

Module 6: Coaching for Change Management

- The WHAT and Why of Change Management
- Steps of changes in the company
- Facilitating Change

Module 7: Communication & Interpersonal Attitudes

- Leadership and communication
- Verbal and non-verbal communication techniques
- Interpersonal skills and effective leadership

Module 8: Transformational Leadership

- Transformational leadership style
- Transformational theory
- Impact of Transformational leaders on organisations
- Linkage with job satisfaction and related constructs

Module 9: Motivational mentorship for Optimum Performance

- Motivating teams and groups
- Mentoring and coaching
- Increasing efficiency and performance through leading

Module 10: Psychological assessment for Leadership & motivation

- Tools used for leadership effectiveness
- Tools used for assessing motivation

Recommended Books

Collins, J. (2016). *Good to great: Why some companies make the leap and others don't*. Instaread.

Frey, B. S., & Osterloh, M. (Eds.). (2001). *Successful management by motivation: Balancing intrinsic and extrinsic incentives*. Springer Science & Business Media.

Lencioni, P. M. (2020). *The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities*. John Wiley & Sons.

Lussier, R. N., & Achua, C. F. (2015). *Leadership: Theory, application, & skill development*. Cengage learning.

Majluf, N., & Abarca, N. (2021). *Sensible Leadership: Human Centered, Insightful and Prudent*. Routledge.

Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications

Pritchard, R., & Ashwood, E. (2008). *Managing motivation: A manager's guide to diagnosing and improving motivation*. Routledge.

ADOP-504: Performance and Wellbeing

Course Description:

This course is formulated to enable the students to monitor, encourage and upgrade the performance of employees effectively. It will enable the students to promote healthy behaviors reinforcing their desirable behaviors which result in high performing employees.

Course Purpose:

This course is based on acquainting the students to cooperate with employees to align their goals with the company goals. The performance management, motivating the employees and guiding them to achieve company-oriented goals is the major concern of this course. The I/O psychologists will be able to create an atmosphere of positivity, passion and perseverance.

Course Outcome:

After successful completion of this course the students will be able to:

- Coach employees in creating their vision
- Formulate a collaborative approach to align the goals of employee with the business model
- Understand the nature and significance of employee wellness
- Appreciate health and wellbeing in employees for their work engagement and productivity

Course Contents:

Module 1: Introduction

- Historical context of wellbeing and existing definitions
- Overview of wellbeing and how its connected to performance

Module 2: Theoretical Principles of Performance & Employee wellness

- Theoretical principles of performance
- Overview of theoretical approaches to wellbeing in organizations

Module 3: Individual and workplace health needs and management

- Wellbeing across individuals' working lives
- Workplace health needs
- Managing wellbeing in organizations

Module 4: Individual and Organizational factors affecting employee's wellbeing

- Factors effecting employee wellbeing
- Positive and negative aspects of wellbeing
- Key issues around wellbeing for employees

Module 5: Traditional approaches to enhance employee performance and wellbeing

- Enhancing employee performance through wellbeing

- Lifestyle changes
- Identify health risks

Module 6: Employee Engagement & Involvement

- Finding meaning in work
- Goal Setting & Developing Competencies
- Ways of increasing employee engagement and involvement

Module 7: Occupational Health and Safety (OHS) services

- Keeping the workplace safe
- OHS safety trainings

Module 8: Stress management

- Organizational factors contributing to stress
- Tools for staying calm and focused (coping strategies)
- Work family balance
- Increasing performance

Recommended Books

- Armstrong, M. (2021). *Performance management*.
- Aguinis, H. (2019). *Performance management for dummies*. John Wiley & Sons.
- Crane, M. F. (Ed.). (2017). *Managing for resilience: A practical guide for employee wellbeing and organizational performance*. Taylor & Francis.
- Plachy, R. J., & Plachy, S. J. (2021). Performance management getting results from your performance planning and appraisal system.
- Smallwood, B. M. (2020). *Productivity Through Wellness for Live Entertainment and Theatre Technicians: Increasing Productivity, Avoiding Burnout, and Maximizing the Value of an Hour*. Routledge.
- Schechner, R., & Lucie, S. (2020). *Performance studies: An introduction*. Routledge.

Semester II

ADOP-505: Research & Data Analysis

Course Description: The main purpose of the Research Methods and Data Analysis course is to introduce students about quantitative and qualitative methods for conducting meaningful inquiry and research. They will gain an overview of research intent and design, methodology and technique, format and presentation, and data management and analysis informed by commonly used statistical methods. The course will develop each student's ability to use this knowledge to become more effective researcher in organizational psychology.

Course Purpose: The course will provide an overview of the important concepts of research design, data collection, statistical and interpretative analysis, and final report presentation. The focus of this course is not on mastery of statistics but on the ability to use research in organizational sector.

Course Outcome: This course will be designed to enable students to meet the following final terminal learning objectives:

- they will be able to learn the methods to investigate any behavior in organizations
- Prepare a preliminary research design for projects in their subject matter areas
- Accurately collect, analyze and report data
- Review and analyze research findings that affect their agency

Course Contents:

Module 1: History of Research Methods in Industrial and Organizational Psychology

- Introduction and History
- Research as a tool for I/O psychologist
- Application for consumer and business research

Module 2: Ethics in Research

- Ethical issues in research
- Deception and debriefing
- Informed consent and confidentiality Issues

Module 3: Usefulness of Various Empirical Research Designs

- Empirical research process
- Statement of the problem
- Design of the research study
- Primary research methods
- Usefulness of various research designs

Module 4: Organizational Survey Research

- What is survey research
- How we do survey research (steps)

- How and why and where its more applicable
- Advantages and limitations of survey research

Module 5: An Introduction to Qualitative Research: Its Potential for Industrial and Organizational Psychology

- Qualitative research: definition, scope and usefulness in I/O
- Qualitative research designs
- Case study designs

Module 6: Methodological Issues in Cross-Cultural Organizational Research

- Cross cultural research
- Trends in cross cultural research
- Methodological issues in Research at organisations
- Changing nature of work; An ethical dilemma

Module 7: Beyond Online Surveys: Internet Research Opportunities for Industrial-Organizational Psychology

- Online research
- Solving problems through online research platforms
- Advantages and limitations

Module 8: Data Analysis (Descriptive Statistics)

- Type of scales of measurement
- Organizing data (Frequency distribution, charts and graphs)
- Measures of central tendency
- Measures of dispersion
- Standard scores and normal distribution

Module 9: Data Analysis (Inferential statistics)

- Comparing means through T-Test
- ANOVA
- Correlation

Module 10: Reporting Research Findings

- APA standards for reporting research results
- Examples of APA reporting with different test statistics

Recommended Books

- Brentano, F. (2012). *Psychology from an empirical standpoint*. Routledge.
- Goodwin, C. J., & Goodwin, K. A. (2016). *Research in psychology methods and design*. John Wiley & Sons.
- Spector, P. E. (2021). *Industrial and organizational psychology: Research and practice*. John Wiley & Sons.
- Symon, G., & Cassell, C. (Eds.). (2012). *Qualitative organizational research: core methods and current challenges*. Sage.

- Whitley Jr, B. E., & Kite, M. E. (2012). *Principles of research in behavioral science*. Routledge.

ADOP-506; Ethics and Professional Skills

Course Objectives: The objective of this course is to introduce the intent, organization, procedural consideration, and scope of application of the Ethics Code and to guide psychologists toward the highest ideals of psychology in arriving at an ethical course of action. The Ethics Code is intended to provide guidance for psychologists and standards of professional conduct that can be applied by the International Psychological Association/ Societies and by other bodies that choose to adopt them. In applying the Ethics Code to their professional work, psychologists may consider other materials and guidelines that have been adopted or endorsed by scientific and professional psychological organizations and the dictates of their own conscience, as well as consult with others within the field..

Course Outcomes: At the completion of this course the students should be able to understand and Comply with the standards of the Ethics Code and to the rules and procedures used to strive to help the public in developing informed judgments and choices concerning human behavior. Committed to increasing scientific and professional knowledge of behavior and people's understanding of themselves and to improve the condition of individuals, organizations, and society.

Course Contents:

Module 1: Introduction and Applicability

Module 2: General Principles of Ethics

Principle A: Beneficence and Non-maleficance

Principle B: Fidelity and Responsibility

Principle C: Integrity

Principle D: Justice

Principle E: Respect for People's Rights and Dignity

Module 3: Ethical Standards

Module 4: Resolving Ethical Issues (Competence, Human Relations; Privacy/ Confidentiality)

Module 5: Advertising and Other Public Statements

Module 6: Assessment

Module 7: Professional skills required for an I/O psychologist

Suggested Readings:

American Educational Research Association, American Psychological Association & American Psychiatric Association (2000). *Diagnostic and Statistical Manual-IV-TR*.

APA Code of Ethics (1999). Ethical principles of psychologists and code of conduct. *American Psychologists*, 47, 1597-1611. American Psychological Association (2002).

- British Psychological Society (2009). *Ethical Guidelines and Support*. British Psychological Society.
- Canadian Psychological Association. (2000). *Canadian code of ethics for psychologists* (3rd ed.). Canadian Psychological Association.
- Kimmel, A.J. (2007). *Ethical issues in behavioural research : Basic and applied perspectives*. UK: Wiley-blackwell.
- National Council of Measurement in Educational (1985). *Standard for educational and psychological testing*. Washington, DC: American Psychological Association.
- Publication Manual of the American Psychological Association* (5th ed.). USA: American Psychological Association.

ADOP-507: Case reports/ Case studies (practical 3 credits)

Students will be taught about case method and will be given practical assignments of case reports/studies (from 1 to 3 cases) which they will study scientifically.

They can do already given case studies, or can come up/develop their own case studies and can present them.

Note: There is flexibility on this part, as it will be up to instructor if he/she go by case reports or case study approach.

