

## **Organizational Behavior and Human Resource Management**

*Course Title: Organizational Behavior and Human Resource Management*

*Course No.: MGT 504      Full Marks: 100*

*Nature of the course: Core      Pass Marks: 40*

*Duration of the course: 100 Lecture hours*

*Duration of the class: 60 minutes*

### **Course Objectives**

This course aims to familiarize the students with individual and group behavior dynamics in the context of different organizations and social systems. It also provides the students with insights into the concepts, approaches, techniques and issues in managing the different dimensions of human resources of an organization.

### **Course Description**

This course provides a basic framework for understanding the organizational behavior and includes organizational behavior concepts, individual behavior factors, group behavior analysis, leadership, communication, conflict management, and organizational change and development. The course also deals in the management of the human resources in the organization and includes development of human resource management, HRM system and environment, job design, human resource planning, recruitment and selection, human resource development system, employee training and management development, career planning, performance evaluation, compensation and labour relations,

### **Group "A" - Organizational Behavior,**

#### **Course Contents**

##### **Unit 1: Introduction LH 4**

Concept of Organizational Behavior (OB). OB system. Basic assumptions of OB. Levels of OB analysis. Contributing disciplines to the field of OB. Emerging trends in OB and Critical behavioral issues confronting the managers.

##### **Unit 2: Understanding Individual Behavior      LH 3**

Behavior as an input-output system. Mental process; beliefs, attitudes, values, needs, motives and behavior.

##### **Unit 3: Perception and Learning      LH 8**

- a) Perception: Concept. Perceptual process. Factors -affecting perception. Perceptual sets in organizational settings. Specific application of perception in organizations.
- b) Learning: Concept. Factors ' influencing learning. Major models of learning (Classical conditioning, Operant conditioning, Cognitive theory and Social learning theory). Principles of Learning. Behavior Modification.

##### **Unit 4: Personality      LH 5**

Concept. Personality traits and characteristics. Determinants of personality. Personality and behavior. Major personality attributes influencing OB, Matching personality with jobs.

**Unit 5: Motivation and Job Satisfaction LH 6**

Motivation: Concept and process. A brief review of motivation theories. Application of Motivation Theories: MBO, Employee involvement programs, Job redesign, Skill based pay plans, Flexible benefits. Issues in motivation. Job Satisfaction: Concept. Measuring job satisfaction. The effects of jobs satisfaction on employee performance, alienation and frustration.

**Unit 6: Groups in Organizations LH 6**

Concept. Reasons for group formation. Stages of groups development. Classification of groups. Nature and significance of informal groups. Work group behavior: group structure, group process and group task. Team work: Concept and types of teams. Quality circles. Group decision-making. Issues in managing work teams.

**Unit 7: Leadership LH 4**

- a) Concept. A brief review of trait and behavioral theories.
- b) Contingency theories (Fiedler's Contingency theory, Hersey Blanchard's situational theory and Path-Goal theory). Emerging approaches to leadership. Contemporary issues in leadership.

**Unit 8: Communication LH 4**

Concept. Functions and process of communication. Types of communication. Barriers to effective communication. Methods of securing effective employee communication. Current issues in communication.

**Unit 9: Conflict Management LH 4**

Concept: Nature, types and sources of individual and group level conflict. Dynamics of inter group conflict. Approaches to conflict management.

**Unit 10: Organizational Change and Development LH 6**

- a) Organizational change: Concept. Forces of change. Resistance to change. Approaches to managing 'organizational change (Lewin's three-step model and action research).
- b) Organizational Development: Concept. Characteristics of OD. OD values. Objectives and goals of OD. Pre-requisites to OD. OD process, interventions: Individual, group and organizational levels.

**Group "B" - Human Resource Management****Unit 1: Human Resource Management LH 4**

Concept of HRM. The rising interest of HRM. HRM system. Organizational outcomes of HRM system. Changing role of HR managers, HR challenges.

**Unit 2: HRM Environment LH 6**

Components of HRM environment, internal environment, External environment: Physical, social, political, legal, technological and labour market-, Ethical issues in HRM.

**Unit 3: Job Design LH 6**

Concept, and approaches of job design to individuals and groups. Impact of job design on motivation, productivity and QWL.

#### **Unit 4: Human Resource Planning LH 6**

Concept and approaches to HRP. HRP process. Role of information system in HRP. Relationship of HRP to Strategic planning. Techniques of forecasting human resource demand and supply. HRP practices in Nepalese organizations.

#### **Unit 5: Recruitment and Selection LH 6**

Concept. Development of recruitment policies. Recruitment methods, process and sources. Selection process. Recruitment and selection practices in Nepalese organizations.

#### **Unit 6: Human Resource Development (HRD) System LH 3**

Concept of HRD. Need of HRD. Principles, in designing HRD. HRD mechanisms.

#### **Unit 7: Employee Training and Management Development LH 6**

Determining training needs. A systems approach to training. Issues and challenges of training. Employees Training: on-the-job and off-the-job. Management development: on-the-job and off-the-job development techniques for managers. Evaluation of training programs: methods and process. Employee Training and management development practice in Nepalese Organizations.

#### **Unit 8: Career Planning LH 3**

Concept. Objectives of career planning. Need for career planning. Individual career counseling and mentoring. Process of career planning and development.

#### **Unit 9: Performance Evaluation LH 3**

Concept. Development of PE program. Selection of performance evaluation criteria. Performance evaluation methods: Problems of performance evaluation. Feedback of evaluation. Evaluation interviews. Challenges to effective performance evaluation.

#### **Unit 10: Compensation LH 3**

An overview of pay system mechanism. Determinants of pay structure and level. Job evaluation methods. Pay for performance and incentive systems. Gain-sharing. Establishing pay plans. The legal environment and pay system governance in Nepal.

#### **Unit 11: Labour Relations LH 4**

Concept. Actors and process of LR Unionism. Collective bargaining. Labour disputes: causes and settlement under Nepalese legislation. Contemporary issues in labour relations in Nepal.

#### **Basic References**

Arnold, H.J, and Heldman, D.C. (1986). *Organizational Behavior*. New York: McGraw Hill Book Company.

Aswathappa, K. (2008). *Organizational Behavior (8th Edition)*. New Delhi: Himalayan Publishing House. Cascio, W F. (1998). *Managing Human Resources*. Irwin: McGraw Hill.

Dessler, G. (2008). *Human Resource Management*. New Delhi: Pearson Education Ltd.

Dwivedi, R. S. (1997). Human Relations and Organizational **Behavior: A Global Perspective**. New Delhi: Macmillan India Limited.

Robbins, S.P. (2009). Organizational **Behavior**. New Delhi: Pearson *Education Ltd.*

### **Supplementary Readings**

Acharya, B S. (2009). Organizational **Behaviour**. Kathmandu: Asmita *.Books Publishers and Distributors (P) Ltd.*

Adhikari, D R. (2005). Organizational **Behaviour**. Kathmandu: *Buddha Academic Enterprises Pvt. Ltd.* Kathmandu: M.K. Publishers and Distributors.

Adhikari, D.R. (2008). *Human Resource Management (3rd Edition)*. Kathmandu: Buddha Academic Publishers and Distributors Pvt. Ltd  
Agrawal, G ;R. (2005). *Human Resource Management in Nepal*.

Armstrong, M. (1990). A Handbook of Human Resource Management *New Delhi: Aditya Books.*

Bajracharya, S.L. (2008).” *Human Resource Management*. Kathmandu: Quest Publications.

Fred, L. (2008). Organizational Behaviour. New Delhi: McGraw Hill *International*

Hellriegel, D., Slocum, J. W. and Woodmgn, R. W. (2001). *Organizational Behavior*. Singapore: South Western College *Publishing*.

Moorhead, G. and Griffin, R.W. (2000). Organizational Behaviour. *New Delhi: AITBS Publishers and Distributors.*

Newstorm, J.W. (1999). Organizational Behavior: Human Behavior at Work. *New Delhi: Tata McGraw-Hill Publishing Company Ltd.*  
Luthans, F. (2008). *Organizational Behavior*. New Delhi: McGraw Hill International.

Verman, P. (1996). *Emerging Issues in Human Resource Management* New Delhi: Oxford and IBH.