

MGT 223: Organizational Behavior & Human Resource Management

Full Marks: 100

Pass Marks: 35

Lecture Hours: 150

Course objectives

The objectives of this course are to introduce the basic concepts of Human Resource Management and Organizational Behavior. It also aims to enhance the knowledge and approaches of Human Resource Management and develop students' skills to handle tactfully emerging human resources challenges and issues and to provide students with an in-depth understanding of fundamental theories of organizational behavior.

Learning Outcomes

Upon successful completion of this course, the students will be able to;

- Develop basic understanding of organizational behavior
- Apply different dimensions of organizational behavior in organizational system and procedures
- Understand the importance and basic concepts of human resource management
- Know the functions of human resource management and their importance for organizational effectiveness

Course Description

This course contains Introduction to Human Resource Management, Human Resource Planning, Job Design and Analysis, Recruitment, Selection and Socialization, Training and Development, Motivation, Performance Appraisal and Reward Management, Compensation Management, Employees Discipline, Labor Relations, and Grievances and Dispute Settlement in Part I. In Part II, the course contains Introduction, Understanding Individual Behavior, Perception, Individual Decision Making and Learning in Organizations, Personality and Positive Organizational Behavior, Motivation, Job Satisfaction and Stress Management, Groups and Teams in Organizations, Leadership, Communication, Conflict and Organizational Change.

Course Details

Part I: Organizational Behavior

Unit 1: Introduction

14 LHs

Concept of organizational behavior; Levels of OB analysis; Organizational behavior system; Basic assumptions of organizational behavior; Contributing disciplines to the field of organizational behavior; Individual behavior as an input-output system; Mental process: beliefs, attitudes, values, needs, motives and behavior; Emotions and Cognitive dissonance; New challenges for manager in OB.

Unit 2: Perception and Learning

12 LHS

Concept of perception; Perceptual process; Factors affecting perception; Attribution theory; Attribution errors; Perception and individual decision making; Concept and principles of learning; Learning theories: classical theory, operant theory, cognitive learning and social learning; Behavior modification.

Unit 3: Personality

12 LHs

Concept and types of personality; Personality traits and characteristics; Determinants of personality; Emotions and personality; Major personality attributes influencing organizational behavior;

Unit 4: Job Satisfaction**8 LHs**

Concept and importance of job satisfaction; Measuring job satisfaction; Effects of job satisfaction on employees' performance.

Unit 5: Groups and Teams in Organizations**10 LHs**

Concept of group and group dynamics; Stages of Group formation; Types of groups; Nature and significance of informal groups; Teams: concept, nature and types, differences between group and team; Team performance factors; Issues in managing work teams.

Unit 6: Organizational Conflict and Stress**10 LHs**

Conflict: concept, nature, and types; Sources of conflict; Approaches to conflict management; Resolving conflict through negotiation; Functional and dysfunctional conflicts; Organizational stress: concept, causes and managing stress.

Unit 7: Organizational Change and Development**9 LHs**

Concept and forces of change; Resistance to change; Approaches to managing organizational change: Lewin's three steps model; Organizational development (OD): concept and features of OD and OD interventions.

Part II: Human Resource Management**Unit 8: Introduction****15 LHs**

Human Resource Management: concept, characteristics, objectives and functions; Human resource management system; Human resource outcomes: quality of work life, productivity and readiness to change; Challenges of human resource management. Human Resource Planning: concept, characteristics, process and importance.

Unit 9: Job Design and Analysis**12 LHs**

Meanings of job, task, position and occupation; Concept, benefits and methods of job design; Concept and purposes of job analysis; Sources of job analysis information; Job description, job specification and job evaluation: concept and contents.

Unit 10: Talent Acquisition and Development**18 LHs**

Talent, Talent management and Talent development: concept and importance; Meaning, sources and methods of recruitment; Concept of selection; Difference between selection and recruitment; Selection process, selection tests, interviews and their types; Concept and process of socialization; Concept and process of learning; Human resource development: concept and importance; Concept, objectives and benefits of training; Determining training needs; Training methods: on - the - job and off - the - job training ; Concept and techniques of management development; Evaluating training effectiveness

Unit 11: Performance Appraisal and Reward Management**8 LHs**

Concept and uses of performance appraisal; Methods of performance appraisal: graphic rating scale, alternative ranking, paired comparison, forced distribution, critical incident, essay and checklist methods; Concept of reward management; Types and qualities of effective rewards; Performance appraisal practices in Nepalese organizations.

Unit 12: Employee Maintenance and Emerging Issues in HRM**7 LHs**

Employee health and safety, employee welfare, social security; Grievance handling and redressal; General guidelines in administering employee's discipline; Emerging issues and challenges of

HRM: employee empowerment, downsizing, work- life balance, use of technology in HRM functions, e-HRM, green-HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy); HRM in Naples organization.

Suggested Readings

Aswathappa K., ***Human Resource and Personnel Management: Text and Cases***, New Delhi: Tata McGraw Hill.

Arnold, H.J. &Fieldman, D.C. ***Organizational Behavior***. New York: McGraw Hill Book Company.

Decenzo, D.A. and Robbins, S.P., ***Human Resource Management***, New Delhi: Prentice Hall of India Pvt. Ltd.

Dessler, G., ***A Framework of Human Resource Management***, New Delhi: Pearson Education.

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

Newstorm, J.W., ***Organizational Behavior: Human Behavior at Work***, New Delhi: Tata McGraw_Hill Publishing company.

Robbins, S.P., ***Organizational Behavior***, New Delhi: Pearson.

Chalise,M &Gautam,P.,***Organizational Behavior & Human Resource Management***, KEC Publication, Kathmandu, Nepal