

## **Organizational Behavior & Human Resource Management**

**Level:** Bachelor of information Management (BIM)

**Full Marks:** 100

**Semester:** Second

**Nature of the Course:** core

**Credit Hours:** 3(48 HRs)

### **Course objectives**

The objectives of this course are to introduce the basic concepts of Organizational Behavior and Human Resource Management. 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 concept and understanding 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

### **Learning Strategies**

The faculty member / course instructor strictly follow the following learning strategies while teaching the student

□ **Quizzes/ Surprise Test:** Quizzes to be taken individually without prior information. The quizzes include objective questions covering the related text chapter materials.

□ **Project & Live Projects:** The students should work in team for producing live project report as a part of experiential learning. They should go to the field, collect real time data and develop report. They also should present it in the class within 10 minutes of each group.

□ **Case analysis:** The students should submit analysis of the cases provided by the course instructor reflecting the text/ practice related problems, genesis of the problems. It may be presented in class too.

□ **Assignments:** The students tend to develop and deliver a presentation of 15 minutes on contemporary issues that are worthy enough. Home assignment in preparation of term paper can be provided.

□ **Simulation:** The students need to participate in the activities that are set inside the class room. Course Convenor should provide issues and make practice as in real life situation.

□ **Term paper & Thematic review:** The Course Convenor should provide issues that are importantly raised in the society and ask students to review related articles and develop the theme as the part of term paper and ask them to present in the class.

□ **Oral Presentation:** The Convenor should provide issues a day before and ask them to speak 5-10 minutes without any supportive materials in the class

### **Course Description**

This course contains introduction to OB, perception and learning, personality, job satisfaction, organizational conflict and stress, organizational change and development. It also covers

introduction to HRM, job design and analysis, talent management, performance management, reward, motivation and employee maintenance and emerging issues in HRM.

### **Course Details**

#### **Part I: Organizational Behavior**

##### **Unit 1: Introduction**

**6 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**

**4 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: cognitive learning and social learning; Behavior modification.

##### **Unit 3: Personality**

**4 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**

**2 LHs**

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

##### **Unit 5: Organizational Conflict and Stress**

**4 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 6: Organizational Change and Development**

**4 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.

#### **Part II: Human Resource Management**

##### **Unit 7: Introduction**

**6 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 8: Job Design and Analysis**

**4 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 9: Talent Acquisition and Development**

**5 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; 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;

#### **Unit 10: Performance Appraisal, Reward Management and Motivation**

**6 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. Motivation: Concept. Theories of motivation – Need Hierarchy and Motivation-Hygiene. Motivation through employee participation: quality of work life, and self- managed teams.

#### **Unit 11: Employee Maintenance and Emerging Issues in HRM**

**3 LHs**

Employee health and safety, employee welfare, social security; Grievance handling and redressal; General guidelines in administrating employee's discipline; Emerging issues and challenges of HRM: employee empowerment, downsizing, work- life balance, e-HRM, green-HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy); HRM in Nepalese 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