

MBA (FM)

Organizational Behavior and People Management

MGT 551

Credit hrs. 3

Lecture hrs. 48

Semester II

Course Description

This course incorporates diverse areas in organizational behavior ranging from Introduction of organizational behavior and its foundations, Perception, attribution and decision making, Personality, attitudes and positive organizational behavior, Stress, power and politics, Work teams in organizations, Motivation needs, processes and application, Leadership, Conflict and negotiation, and Human capital management strategies. While administering the course, Organization behavior dimensions will be linked with human resource management (human capital management) and managing people at workplace by discussing cases with practical issues. These inputs will enable students to gain knowledge and understanding of human behavior at work place and building capacity to manage human capital effectively for quality of work life and organizational productivity.

Learning Outcomes

On completion of the course, students are expected to be able to:

- Understand the individual behavior and group behavior of employees working in an organization.
- Deploy human capital for organizational productivity and employee wellbeing.
- Manage conflict when arises in organization and negotiate for organizational development.
- Motivate employees of an organization and handle stress at workplace.
- Develop people management strategies and lead the organization in a team.
- Articulate decisions related to people management and their behavior aspects.

Course Details

Unit 1: Introduction of Organizational Behavior and its Foundations 5 hrs.

Concept of organizational behavior and people management at work place; Contextual perspective of Organizational Behavior – people management approach, productivity approach, interactionalism approach, contingency approach, system approach; Theoretical Frameworks - cognitive framework, behavioristic framework, social cognitive framework; Foundations of individual behavior: Personal factors, environmental factors.

Unit 2: Perception, Attribution and Decision-making 4 hrs.

Meaning and definition of perception; Sensation verses perception; Perceptual organization; Attribution - attribution theory and managerial decision making, attribution Errors; Link

between perception, attribution and decision making in organizations; Workplace perception in Nepalese organization.

- Unit 3: Personality, Attitudes and Positive Organizational Behavior 7 hrs.
Concept of personality; Hofstede's framework of personality; Personality traits - locus of control, authoritarianism, dogmatism, Machiavellianism, risk propensity, self-esteem, self-monitoring; Concept of attitudes; Components of attitudes; Functions of attitudes; Changing attitudes - barriers to changing attitudes; Organizational commitment - meaning and dimensions (affective, continuance, and normative); Emotional intelligence in the workplace; Personality judgment and decisions for optimum management of human capital; Understanding personality and attitude of human at workplace of Nepal.
- Unit 4: Stress, Power and Politics 5 hrs.
Meaning of work stress; Individual level stressors, group level stressors, organizational level stressors, extra-organizational stressors; Stress and burnout; Stress coping strategies – individual strategies, organizational strategies; Power, authority and influence; Organizational politics; Political implications of power; Sexual harassment as consequence of unequal power in workplace; Stress, power and politics in Nepalese work settings.
- Unit 5: Work Teams in Organizations 3 hrs.
Concept of groups; Group dynamics; Group structure; Meaning, nature and types of work teams; Dysfunctions of groups and teams; Creating effective teams.; Practices of work team in Nepalese organizations.
- Unit 6: Motivation Needs, Processes, and Application 8 hrs.
Concept of employee motivation; Work-Motivation Theories – Herzberg's Two Factors theory, Porter-Lawler expectancy theory of work motivation, Equity theory of work motivation, Reinforcement theory of motivation; Implication of equity theory for organizational justice; Motivation through participation; Motivation through rewards; Motivation through job design (job rotation, job enlargement, job enrichment, job characteristics); Motivation through goal setting; Practices of employee motivation and their level of motivation in Nepal.
- Unit 7: Leadership 9 hrs.
Concept of leadership; Significance of leadership in managing people; Theories of leadership – trait theory, behavioral theories, contingency; Theories of leadership - Path-goal leadership theory; Leader-member exchange (LMX) theory; Modern theoretical processes of leadership – Charismatic leadership, transformational leadership, authentic leadership, ethical Leadership; Leadership practices in Nepalese organizations.
- Unit 8: Conflict and Negotiation 4 hrs.
Meaning of conflict; Conflict management processes; Bargaining and negotiation, Negotiation process; Individual differences in negotiation effectiveness; Third party negotiation, negotiation with employees and common practices of conflict management; Negotiation handling in Nepal.

Unit 9: People Management Strategies

3 hrs.

Concept of people management strategies; Linking people management strategies with business strategies- horizontal integration; Talent search and talent development strategies; Practices of people management strategies in Nepalese organizations and future directions.

Suggested Readings:

- Cascio, W. F & Aguinis, H., *Applied Psychology in Human Resource Management*. New Delhi: Prentice Hall of India.
- Robbins, S. P., *Organizational Behavior*, New Delhi: Pearson Education India.
- Agrawala, T., *Strategic Human Resource Management*, New Delhi: Oxford, India.
- Newstrom, J. W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw Hill Publishing Company.
- Luthans, F., *Organizational Behavior*, New Delhi: McGraw Hill.
- Gautam, D. K. & Gautam, P. K., *Management Cases of Nepal*, Kathmandu: KEC Publication.

Note: Latest edition of the suggested readings will be used and the faculty may recommend additional reading materials.
