

Chanakya National Law University, Patna
B.B.A., LL.B. (H)2022-23; SEMESTER- I

Course Title: Human Resource Management & Organizational Behaviour

Course Overview

The curriculum is designed to focus on the Human Resource aspect of the Management System. The course is combination of various pertinent topics from Organisational Behaviour and Human Resource Management. These concepts will be used by the future managers to shape the human behaviour in an organisational setting, for the purpose of extracting/ensuring the desired behaviour from the employees. This course will help the student to understand and manage themselves in the best possible way apart from analysing the behaviour of others and in this way build a strong and long term relationships with others in their life as well as workplace.

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Module one deals with introduction to Organisational Behaviour and understanding the foundation of Human Behaviour. It helps the student to know the importance of studying O.B. and about the various contributing Disciplines to OB. This chapter will also acquaint the students with the challenges Faced by Management. Whereas, the second part of the module will deal with the basic of human behaviour and its causation.

Module two focuses on introduction to Human Resource Management, its definition and a brief history. Through this module the students will learn importance of human resources & human resource management, its scope, functions as well as the objectives. Whereas, in the second part of the module revolves around the meaning and definition of human resource planning, its importance & objectives and lastly, the process of Human Resource Planning.

Module three has four different sections where it deals with the individual factor of human behaviour viz., Personality, Perception & Attitude. These topics are crucial to fulfil the basic objective of O.B., which is to be able to explain, predict, evaluate and modify the human behaviour. So, the first section deals with Personality, its concept & determinants, types & theories of Personality. Second section deals with the idea of Perception, perception vs. sensation. This module also deals with major concepts of O.B. such as Attitudes, Values and Job satisfaction as well as Employee Morale.

Module four covers definition and characteristics of group, types of groups and stages of group development. Secondly, it covers another topic of O.B. which is organisational culture, types of cultures, functions of culture, creating, sustaining, and changing a culture. Thirdly, last section of this module covers the essential element for organisational success, viz., communication, its nature, process and channels of communication.

Module five of the course is focused on key concepts of O.B., which are Learning, Motivation and Leadership. These are critical concepts of O.B. and have great relevance for modifying the human behaviour, which is the major objective of both the disciplines OB. and HRM.

Module six deals with major HRM Functions and the various steps involved, which are , Procurement Function, Human Resource Training and Employee Development , Performance Appraisal and Management System and Appraisal Process.

Module seven covers another set of HRM Functions which are, Job Analysis, Job Description, Job Specification, Job evaluation. The objective of the module is to acquaint the students with the retention functions of HRM. The module covers the objectives of these functions along with the steps involved. The last section of this module also deals with other pertinent practices of HRM such as Job Design, Job Enlargement, Quality of Work Life (QWL), Goal Setting and Management by objectives (MBO). It also covers the process involved in Internal Mobility and disciplinary actions.

Module Eight focuses on few other topics from O.B. which are Emotions and Moods Transactional Analysis (TA) and Organizational Citizenship Behaviour (OCB).

Learning Outcomes

The course aims at providing an understanding and in depth analysis of the HRM Functions along with human behavior in an organization both individually and in group and the impact of this behavior on the organizational effectiveness. The course also offers the students the knowledge of various HRM & OB theories and Concepts and their application at different managerial levels.

On completion of the course, students will be able to:

1. Understand different concepts of Organisational Behaviour and Process involved in managing Human Capital
2. Analyse the three key elements of Organisational Behaviour i.e., individual, group and the organisation
3. Critically analyse the concepts of Human Resource Management
4. Design and develop HR Plans, Training Programs, Recruitment functions etc.
5. Work upon their own personalities, interpersonal relationships and develop the sense of organisational citizenship behaviour

List of Topics/ Modules

Topic/ Module	Contents/ Concepts	Sessions / Lectures
Module I:	I.1 Introduction to Organizational Behaviour <ul style="list-style-type: none"> • Definitions and Key Elements of OB • Nature and Scope OB 	1-5

	<ul style="list-style-type: none"> • Need For Studying Organisational Behaviour • Contributing Disciplines to OB • The Challenges Faced by Management • Organisational Behaviour Process <p>I.2 Foundation of Individual Behaviour</p> <ul style="list-style-type: none"> • Introduction: The Individual and Individual Differences • Human Behaviour and Its Causation 	
Module II:	<p>II.1 Introduction to HRM</p> <ul style="list-style-type: none"> • Meaning and Definition • Brief History of Human Resource Management • Importance of Human Resources & Human Resource Management, • Scope of HRM, Functions and Objectives of HRM , • Qualities of an HR Manager <p>II.2 Human Resource Planning</p> <ul style="list-style-type: none"> • Introduction: Meaning and Definition of HRP, • Importance of HRP, Objectives of HRP, • Human Resource Planning Process- Meaning and Steps Involved 	6-14
Module III:	<p>III.1 Personality</p> <ul style="list-style-type: none"> • Concept & Determinants • Types & Theories of Personality <p>III.2 Perception</p> <ul style="list-style-type: none"> • What is Perception? • Perception Vs. Sensation • Perceptual Process & Factors Affecting <p>III.3 Attitudes, Values and Job Satisfaction</p> <ul style="list-style-type: none"> • Attitudes: Concept of Attitudes& Types of Attitudes, • Values: Concept,& Values Vs. Behaviour • Job Satisfaction: Concept & Measuring Job Satisfaction <p>III.4 Morale</p> <ul style="list-style-type: none"> • Meaning of Morale • Difference between Motivation and Morale • Factors Affecting Employee Morale 	15-21
Module IV:	<p>IV.1 Foundation of Group Behaviour</p> <ul style="list-style-type: none"> • Definition and Characteristics of Group 	22-29

	<ul style="list-style-type: none"> • Why Do People Form and Join Groups? • Types of Groups • Stages of Group Development <p>IV.2 Organisaional Culture</p> <ul style="list-style-type: none"> • Definition of Organisaional Culture • Types of Cultures • Functions of Culture • Creating, Sustaining, and Changing a Culture <p>IV.3 Communication</p> <ul style="list-style-type: none"> • What is meant by Communication? • Nature of and Need for Communication • Process of Communication • Channels of Communication 	
Module V:	<p>V.1 Learning</p> <ul style="list-style-type: none"> • Meaning and Definition • Determinants of Learning • Learning Theories • Learning and Behaviour <p>V.2 Motivation: Concepts</p> <ul style="list-style-type: none"> • Meaning of Motivation • Nature of Motivation • Motivation Cycle or Process • Need for Motivation • Theories of Motivation <p>V.3 Leadership</p> <ul style="list-style-type: none"> • What is Leadership? • Leadership Differs from Management • Functions of Leadership • Leadership Styles 	29-35
Module VI:	<p>VI.1 Procurement Function</p> <ul style="list-style-type: none"> • Recruitment: a) Concept & Objectives, b) Process c) Sources • Selection: a) Meaning & Objectives, b) Process c) GD-PI • Placement & Induction (Concept and Objectives) <p>VI.2 Human Resource Training and Employee Development</p> <ul style="list-style-type: none"> • Training: a) Meaning/Concept, b) Objectives, c) Steps Involved in Training Process d) Methods & Types of 	36-43

	<p>Training, Internship</p> <ul style="list-style-type: none"> • Employee Development: a) Meaning/Concept b) Objectives c) Importance • Differences between Training and Development <p>VI.3 Performance Appraisal and Management System</p> <ul style="list-style-type: none"> • Introduction: a) Meaning/Concept, b) Objectives • Appraisal Process Methods of Performance Appraisal: a) Concept Advantages and Disadvantages of Various Methods/Techniques 	
Module VII:	<p>VII.1 Job Analysis</p> <ul style="list-style-type: none"> • Job Analysis: a) Introduction: Meaning and Concept, b) Objectives, c) Process- Steps involved • Job Description: a) Introduction: Meaning and Concept, b) Objectives, c) Process- Steps involved • Job Specification: a) Introduction: Meaning and Concept, b) Objectives, c) Process- Steps involved • Job evaluation, a) Introduction: Meaning and Concept, b) Objectives, c) Method/ Process- Steps involved <p>VII.2 Job Design</p> <ul style="list-style-type: none"> • Job Enlargement • Quality of Work Life (QWL) • Goal Setting • Management by Objectives (MBO) <p>VII.3 Internal Mobility</p> <ul style="list-style-type: none"> • Promotion: a) Concept b) Objectives c) Importance • Demotions: a) Concept b) Objectives c) Importance • Transfer: a) Concept b) Objectives c) Importance • Separation: a) Concept b) Objectives c) Importance • Disciplinary Actions 	44-51
Module VIII:	<p>VIII.1 Emotions and Moods</p> <ul style="list-style-type: none"> • Meaning of Emotions and Moods • Types of Emotions • Sources of Emotions and Moods • Emotional Intelligence <p>VIII.2 Transactional Analysis (TA)</p> <ul style="list-style-type: none"> • Meaning of Transactional Analysis (TA) • Ego States 	52-60

	<ul style="list-style-type: none"> • Types of Transactions • Life Positions <p>VIII.3 Organizational Citizenship Behaviour (OCB)</p> <ul style="list-style-type: none"> • Introduction, OCB Defined • Theoretical Perspective of OCB • Determinants of OCB 	
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Recommended/Reference Text Books and Resources:	
Text Book	Author/Publication
Organisational Behaviour	Dr. S.S. KHANKA (S.Chand Publication)
Human Resource Management	K. Ashwathapa
Reference Books	Author/Publication
Organisational Behaviour	Robbins, Judge, Sanghi (Pearson)
Organisational Behaviour	McShane, Glinow (TMH)
Organisational Behaviour	Luthans, Fred (MGH)
Organisational Behaviour	Newstrom (TMH)
Organisational Behaviour: Text, Cases & Games	K. Ashwathappa (Himalya)
Organisational Behaviour	L. M. Prasad (S. S. Chand & Co.)
Human Resource Management (9th Edition)	Gary Dessler
Human Resource Management, 11th Edition International Student Version.	David A. DeCenzo, Stephen P. Robbins and Susan L. Verhulst
Personnel management and industrial relations	Dale Yoder
Personnel Management	E. B. Flippo

Instructor Details

Name of the Instructor:	Dr. Kirti (Assistant Professor)
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A handwritten signature in black ink, appearing to read 'Kirti', is enclosed in a light gray rectangular box. The signature is stylized and cursive.

Signature