

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Organizational Behavior and Human Resource Management**

Proposed Course Code: BSC-401

Credit Hours: 03

Program: BS Commerce

Semester: 7th

1.0 Introduction of the Course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Business Management

The course requires basic knowledge of management functions and business processes along with strong background of management theories.

The students must be have studied the following subjects in order to develop an acute understanding of the subject human resource management:

- Business Management
- Interpersonal Skills

Apart from these subjects, we also require our students to show some personal skills. Firstly, as the subject involves great understanding of actual workplace environment and managing people thereof, thus, students must be possessing good analytical skills. The subject is a theoretical one; therefore, it also requires our students to demonstrate better writing skills. Lastly, the subject is not restricted only to an exam and the students will be showing one or another form of managing people, therefore, they should also be possessing confidence and satisfactory communication skills.

3.0 Course Learning Outcomes s

1. The objective of the course is to make the students ready for a challenging environment in outside world. A place where virtual teams are replacing traditional committees, values and self-Leadership are replacing command-and-control supervision, knowledge is replacing structure and companies are looking for emotionally intelligent and technically smart people. The course will help students in understanding the emerging workplace realities and to develop themselves accordingly.
2. The objective of the course is to introduce the subject Human Resource management to business students. This syllabus will make them understand that how organizations can gain sustainable competitive advantage through people. The course would develop skills within students so that they can manage human, the most valuable resource, more effectively. This course enables the future stakeholders to actively participate in the strategic planning and decision making at their organizations as soon as they enter their professional life

4.0 Course Learning Outcomes

1. Different values and how it is linked with organizations?
2. To make student familiar with the concept of motivation and its different theories.
3. To make student familiar with the concept of motivation and its different theories.
4. To make students familiar with the concept of use of power and politics in organisations.
5. To teach students what is change and its different models.
6. To teach students how to manage change?
7. Discussion on Contemporary issues in Change Management
8. To make students familiar with stress, its causes and how to manage it.
9. Presentations
10. . First week objectives of the syllabus are to provide a basic background and understanding of the subject by refreshing the previously studied concept of management and linking it with HRM. Roles of HR managers and Present day challenges help to develop a better understanding of the subject.
11. Once the students develop basic understandings of the subject, they will be told about how HRM works in today's environment. Strategic HRM would make them learn HR management from a broader
12. From here the subject kicks start from the very first phase of HRM i.e. Acquiring people. The students, at the end of this week must know the basic process of acquiring people and how job analysis helps in acquiring of people and how is it done actually.
13. While studying job analysis, the basic information that is required for an effective job analysis shall be discussed and how does that information help us perform the actual job analysis. Furthermore, the ways in which that information can be collected shall also be discussed
14. Once job analysis has been done, it is very important to preserve it in a meaningful and easy to understand manner for future use. In this week it would be taught that how can we preserve the analysis in such a
15. Now the students will be given an understanding of various job
16. redesigning techniques
17. Moreover, the recruitment process would be started by discussing various sources that can be used by the HR mangers in recruiting the candidates, wither internally or externally.
18. After recruiting. The students shall be taught various testing techniques and their usefulness. This would also help the students understand the testing procedure once they apply for the job themselves.
19. The final step of acquiring shall be taught this week. How the interviews are carried out, what are various types, how can be an interview effective and what errors shall be avoided while conducting interviews. Again, a practical insight would be given to students which definitely shall help them when they give or take an organizational interview
20. The students will be taught that After they have been acquired, the employees will be given an introduction of the organization. Afterwards, they are trained according to the needs of the organization and it would be taught to the students about the process that can be followed while training them

21. The students will now be familiarized with the different training methods and technique prevalent presently around the world. They will also be able to learn how to measure the success of a training program
22. During this week we shall emphasize on the importance of appraisal to the organization. How does this relate to performance management and how can an effective appraisal process be conducted.
23. Carrying on with the performance appraisal, a detailed explanation of various currently practiced appraisal techniques and some problems that might arise while applying them and also the ways in which those problems can be avoided
24. Now, once appraisal has been done, it can be used multifariously. We shall firstly see how does the appraisal help in the career management of the employee and by this we mean career management at the organization
25. Next, the appraisal of the employee can also be used for promotions, transfers and retirement purposes as well. How do these rewards and punishments relate to performance appraisal is the key objective this week.
26. Money is an important aspect of a job and performance of an employee. How important is it and how do the terms performance and money relate is what we shall be able to answer at the end of this academic week
27. Last week of our course comprises of learning the various methods we can use or factors that must be considered while deciding on the remuneration of an employees. Other fringe benefits that organizations offer currently around the world to be learned

4.0 Course Requirements and Expectations

1. Inquisitiveness, critical and analytical thinking, and hard work are expected from all course participants throughout the course. All classes will be conducted using PowerPoint slides. It is essential that course participants regularly read the prescribed course book from the beginning of semester.

5.0 Course Contents:

Unit No.-I

- 1.1 Importance of Values, Types of Values, Hofstede's Framework The GLOBE Framework, Linking Personality and Values to the Workplace, Person-Job Fit, Person-Organization Fit
 - 1.1.1 Introduction to HRM
 - 1.1.2 Management
 - 1.1.3 Human Resource Management
 - 1.1.4 Functions of HR Managers
 - 1.1.5 Challenges to Human Resource Management

Unit No.-II

- 2.1 Motivation and its Theories
 - 2.1.1 Definition, Early Theories of Motivation, Hierarchy of Needs Theory, Theory X, Theory Y, Two Factor Theory, Contemporary Theories of Motivation, McClelland's Theory of Needs ERG Theory, Goal Setting Theory, Self-Efficacy, Reinforcement Theory, Equity Theory, Expectancy Theory
 - 2.1.2 Human Resource Manager Proficiencies

- 2.1.3 Strategic Human Resource Management
- 2.1.4 The Context of Human Resource Management

Unit No.-III

- 3.1 Leadership and its Theories
 - 3.1.1 Theories of Leadership, Trait Theories, Behavioral Theories Contingency Theories, Leader-Member Exchange Theory Decision Theory, Contemporary Theories, Charismatic Leadership Transformational Leadership, Authentic Leadership, Contemporary Leadership Roles
 - 3.1.2 Acquiring People
 - 3.1.3 Recruitment and Selection process, Why Selection is Important?
 - 3.1.4 Job Analysis (Job Description and Job Specifications)

Unit No.-IV

- 4.1 Power and Politics
 - 4.1.1 Defining Power, Bases of Power, Formal Power, Coercive Power Reward Power, Legitimate Power, Personal Power, Expert Power Referent Power, Dependency, Power tactics, Politics, Causes and consequences of Political Behavior
 - 4.1.2 Job Analysis Information and its Uses
 - 4.1.3 Methods of collecting Job Analysis Information

Unit No.-V

- 5.1 Change Management
 - 5.1.1 Forces for Change, Managing Planned Change, Resistance to change, Overcoming Resistance to change, Approaches to Manage Organizational Change, Lewin's Three-Step Model, Kotter's Eight-Step Plan, Action Research
 - 5.1.2 Writing JOB DESCRIPTION
 - 5.1.3 Writing JOB SPECIFICATIONS

Unit No.-VI

- 6.1 Organizational Development,
 - 6.1.1 Sensitivity Training, Survey Feedback Process Consultation, Team Building, Intergroup Development Appreciative Inquiry
 - 6.1.2 Job Design and related issues (Job Enlargement

Unit No.-VII

- 7.1 Contemporary issues in Change Management,
 - 7.1.1 Technology in Workplace, Stimulating Innovation, Creating a Learning Organization Cultural Differences
 - 7.1.2 Job Rotation, Job Enrichment)
 - 7.1.3 Recruiting (Internal and External Sources of Candidates)

Unit No.-VIII

- 8.1 Stress
 - 8.1.1 What is Stress?, Potential Sources of Stress, Environmental Factors, Organizational Factors, Personal Factors Individual Differences, Consequences of Stress, Physiological

- Symptoms Psychological Symptoms, Behavioral Symptoms Managing Stress,
Individual Approaches, Organizational Approaches
- 8.1.2 Testing (measuring Knowledge, Skills and Abilities)
 - 8.1.3 Types of Tests
 - 8.1.4 Methods of Testing

Unit No.-IX

- 9.1 Presentations on topics assigned to students
 - 9.1.1 Interview (Types of Interview, Interview's Usefulness)
 - 9.1.2 Errors that undermine interviews Usefulness

Unit No.-X

- 10.1 TRAINING PEOPLE (2 weeks)
 - 10.1.1 Orientation
 - 10.1.2 Training, Motivation and Learning
 - 10.1.3 Training and Development Process

Unit No.-XI

- 11.1 Training Methods (On-the-Job Training / Off- the-Job Training)
- 11.2 Evaluating the Training Effort

Unit No.-XII

- 12.1 APPRAISING PEOPLE (5 weeks)
 - 12.1.1 Performance Management
 - 12.1.2 Performance Appraisal
 - 12.1.3 Steps in Appraising Performance

Unit No. XIII

- 13.1 Performance appraisal techniques
- 13.2 Appraisal Problems
- 13.3 How to Avoid Appraisal Problems?

Unit No.-XIV

- 14.1 Who should do appraising?
- 14.2 Career Management, Career Development, Career Planning

Unit No.-XV

- 15.1 Roles in Career Development (Employee's Role, Employer's Role)
- 15.2 Promotions and Transfers
- 15.3 Retirement

Unit No.-XVI

- 16.1 COMPENSATING PEOPLE (2 weeks)
 - 16.1.1 Employee Compensation (Direct and Indirect Payments)
 - 16.1.2 Important Compensation Terms (Monetary and others)

Unit No.-XVII

- 17.1 How to establish Pay Rates?
- 17.2 Employee Incentives and Benefits
- 17.3 Individual Employee Incentives o
- 17.4 Group Incentives o
- 17.5 Organization-wide Pay Plans

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, activities, quiz and assignments will be conducted as an essential part of teaching.

7.0 Assignments- Types and Number with calendar**8.0 Assessment and Examinations:** As per University Rules

| | | |
|--------------------------|---|-------------|
| Mid-Term | Written Paper | 35 % |
| Final Examination | Written Paper | 40 % |
| Sessional | Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc. | 25 % |

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

- ✓ Robbins, S.P et al. "Organizational Behavior" 14th Edition
- ✓ Dessler, Human Resource Management, (Latest Edition •
- ✓ (DeCenzo, & Robbins) Human Resource Management, Latest Edition

10. Suggested Readings**10.1 Books**

- ✓ Luthans. F. "Organizational Behavior" 12th edition
- ✓ (M. Faisal)"Managing Human Resources"latest Edition
- ✓ (Cascio)
- ✓ Integration and Devolvment of HRM in Pakistan,

10.2 Journal Articles/ Reports

Websites for references and case studies or other additional resources will be provided in the class room as required.

- ✓ www.hrmguide.co.uk
- ✓ www.humanresources.about.com
- ✓ www.shrm.org
- ✓ www.hr.com
- ✓ www.humanresources.com