

<b>Course title:</b> Organizational Behaviour and Human Resource Management for Development Organizations				
<b>Course code:</b> MPD 185	<b>No. of credits :</b> 3	<b>L-T-P distribution:</b> 28-17-0	<b>Learning hours:</b> 45	
<b>Pre-requisite course code and title (if any):</b> None				
<b>Department:</b> Department of Policy Studies				
<b>Course coordinator (s):</b> Mr Vinay Sharma		<b>Course instructor (s):</b> Mr Vinay Sharma		
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<b>Course type :</b> Compulsory Core		<b>Course offered in:</b> Semester 2		
<b>Course Description:</b> <p>In today's dynamic environment, where technology and capital have ceased to provide competitive advantage, it is only an organization's human resources which have become the differentiating factor for organizational success and excellence. Interacting with other people and in organizations is characterized by complex dynamics. Thus, an understanding of Organizational Behaviour (OB) and Human Resource Management (HRM) becomes essential.</p> <p>OB provides perspectives and skills that enhance understanding of our own behaviour and our ability to influence the behaviour of others in organizational settings. Further, organizations must rely on effective human resource management for their long-term sustainability. Especially in development organizations, human resource managers must be concerned with unique issues of balancing organizational, board, staff, and volunteer concerns, while also maintaining a committed, motivated, and productive workforce. Also, OB and HRM are important in context of sustainability since embedding sustainability in an organization is a people-related challenge, not a technological one. OB and HRM together can instill sustainability deep within an organization's culture and embed a sustainability mindset in an organization and provide an integrated approach to sustainability.</p>				
<b>Course objectives:</b> <p>The course shall be conducted in an interactive manner since students learn best by active participation. Lecture and discussion method will be followed to familiarize students with the theories, concepts, techniques, etc. The instructor would also employ tools like case discussions, exercises, games, psychometric testing, etc. to aid students' understanding of theoretical concepts. Collaborative learning would be emphasized in the form of group exercises, group projects, role plays, etc. Thrust would be given to analysis and application of each topic from the perspective of development organizations.</p> <p>Students will require attending classes with in-advance readings of the topic(s) with reading material available in text/reference books and library resource Centre as per the course outline.</p>				
<b>Course content:</b>				
<b>Module</b>	<b>Topic</b>	<b>L</b>	<b>T</b>	<b>P</b>
1	<b>Introduction to the course</b> What is Organizational Behaviour (OB) and Human Resource Management (HRM) Difference between corporates and development organizations OB and HRM and Sustainable development OB and HRM:contribution and linkages with sustainability Importance of OB and HRMfor sustainable development practitioners	4		
2	<b>Knowing and Managing Yourself</b> Individual Behaviour: MARS model of individual behaviour Values: Values across cultures (Hofstede's framework); Personality: Big five model; MBTI; Use of personality tests; Personality attributes influencingOB Emotions: Understanding emotions; Emotional labour; Emotional Intelligence Attitudes: Attitudes v/s values; Job Satisfaction; Organizational Commitment Perception: Factors influencing perception;	4	3	

	Perceptual errors; Self-fulfilling prophecy; Know yourself: Johari window			
3	<b>Motivation in the workplace</b> What is motivation; Early theories of motivation; Contemporary theories of motivation; Designing motivating jobs: JCM model; motivation of social workers.	3	1	
4	<b>Work Teams</b> Teams v/s groups; Why teams; A model of Team effectiveness: Context, Composition, Work design, Process; Virtual teams; Turning individuals into team players	2	1	
5	<b>Communication</b> What is communication; Organizational communication: Formal networks and Grapevine; Electronic communications; Barriers to effective communication; non-verbal communication; Improving Interpersonal communication: Empathy and Active listening	2	1	
6	<b>Leadership</b> Difference between managers and leaders; Perspectives of leadership: Trait, Behavioural, Contingency; Inspirational leadership: Transactional, Transformational, Charismatic; NGO leadership	3	2	
7	<b>Job Analysis</b> Job description; Job Specification; Job Evaluation	2	1	
8	<b>Recruitment, Selection, Orientation</b> Sources of recruitment: Internal and external; Steps in selection process; Socialization and Induction; NGO recruitment	3	2	
9	<b>Performance Management</b> What is performance appraisal; Purposes, Process and Uses; Methods of Performance Appraisal: Traditional and Modern; problems in Performance Appraisal; Designing effective performance appraisal systems	3	1	
10	<b>Compensation Management</b> What is compensation; Objectives and factors determining compensation; Methods of Job Evaluation; Developing pay structures, Executive remuneration; components of compensation; Incentives	2	1	
11	<b>Group Project</b>	0	4	
<b>Total</b>		<b>28</b>	<b>17</b>	<b>0</b>

**Evaluation criteria:**

- Test 1: 2 Quizzes: 20 %
- Test 2: Group project and presentations: 30 %
- Test 3: End-term exam: 50 %

**Learning outcomes:**

**By the end of this course, students will;**

- Acquire critical, in-depth, and detailed understanding of various theories, techniques and concepts of OB and HRM (Test 1, 2 and 3)
- Develop skill sets for effective and sustainable behavioral and human resource management in complex organizational settings (All the tests)
- Develop structured thinking on a specific theme, build team spirits and enhance ability to analyze and apply various OB concepts and techniques and HR practices, principles and policies (Test 2)
- Understand and appraise both the theoretical and practical aspects of the OB and HRM and develop the ability to understand, interpret and relate various themes and topics studied (Test 3)

**Suggested Readings:**

- McShane, S.L. and Von Glinow, M.A., Organizational Behaviour, New Delhi, Tata McGraw- Hill Publishing company ltd.
- P. Jyothi, P. and Venkatesh, D.N., Human Resource Management, New Delhi, Oxford University Press.
- Denhardt, R.B., Denhardt, J.V., and Aristigueta, M.P. (2009), Managing Human Behaviour in Public and Non-Profit Organizations, Second edition. California, Sage Publications.
- Pynes, J.E. (2004). Human Resources Management for Public and Nonprofit Organizations, Second Edition. San Francisco, CA: Jossey- Bass Publishers.
- Drucker, Peter F. Managing the Non-profit Organization: Principles and Practices. Harper Business, 1990.

**Additional information (if any)****Student responsibilities:**

- Attendance: At-least 75% attendance will be necessary to be able to appear for the final exam.