

ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT

New Syllabus- 2065

Course No. : MGT 504

Nature of the Course: Core

Duration of the Course: 100 lecture hours

Duration of Class: 60 minutes

Full Marks: 100

Pass Marks: 40

CONTENTS

Group A: Organizational Behaviour

- | Unit | Topic | Hours |
|---------|---|-------|
| Unit 1. | Introduction | LH 4 |
| | Concept of Organizational Behavior (OB), OB system, Basic assumptions of OB, Levels of OB analysis, Contributing disciplines to the field of OB, Emerging trends in OB and Critical Behavioral issues confronting the managers. | |
| Unit 2. | Understanding Individual Behavior | LH 3 |
| | Behavior as an input-output system, Mental Process, Beliefs, attitudes, values, needs, motives and Behavior | |
| Unit 3. | Perception and Learning | LH 8 |
| a. | Perception: Concept, Perceptual process, Factors affecting perception, Perceptual sets in organizational settings, Specific application of perception in organizations. | |
| b. | Learning: Concept, Factors influencing learning, Major models of learning (Classical conditioning, operant conditioning, cognitive theory and, social learning theory). Principles of learning, Behavior modification | |
| Unit 4. | Personality | LH 5 |
| | Concept, Personality traits and characteristics, Determinants of personality; Personality and Behavior; Major personality attributes influencing OB, Matching personality with jobs | |
| Unit 5. | Motivation and Job Satisfaction | LH 6 |
| | Motivation: Concept and process. A brief review of motivation theories Application of Motivation Theories: MBO, Employee involvement programs, Job redesign, Skill based pay plans, Flexible benefits, Issues in motivation Job satisfaction: Concept, Measuring job satisfaction; The effects of job satisfaction on employee performance, alienation frustration. | |
| Unit 6. | Groups in Organizations | LH 6 |
| | Concept; Reasons for group formation, Stages of groups development; Classification of groups. Nature and significance of informal groups; Work group Behavior: Group structure, Group process and group task, Team work: Concept and types of teams. Quality circles; Group decision-making; Issues in managing work teams | |
| Unit 7. | Leadership | LH 4 |
| a. | Concept: A brief review of trait theories and Behavioral theories | |
| b. | Contingency theories: (Fiedler's Contingency Theory, Hersey-Blanchard's situational theory and Path-Goal theory), Emerging approaches to leadership; Contemporary issues in leadership. | |
| Unit 8. | Communication | LH 4 |
| | Concept, Functions and process of communication. Types of communication. Barriers to effective communication. Methods of securing effective employee communication; Current issues in communication | |
| Unit 9. | Conflict Management | LH 4 |
| | Concept; Nature, Types and sources of individual and group level conflict. Dynamics of inter-group conflict. Approaches to conflict management. | |

Unit 10. Organizational Change and Development **LH 6**

- a. **Organizational Change:** Concept, Forces of change; Resistance to change; Approaches to managing organizational change (Lewin's three-step model and action research).
- b. **Organizational Development:** Concept, Characteristics of OD, OD values, Objectives and goals of OD; Pre-requisites to OD; OD Process, OD interventions: Individual, group and organizational levels.

Group B: Human Resources Management**Unit 1. Human Resource Management (HRM)** **LH 4**

Concept of HRM. The rising interest of HRM; HRM System, Organizational Outcomes of HRM system, Changing role of HR managers; HR challenges.

Unit 2. Human Resource Management Environment **LH 6**

Components of HRM environment, Internal environment, External environment; Physical, social, Political, Legal, Technological and Labour Market, Ethical issues in HRM.

Unit 3. Job Design **LH 6**

Concept and approaches of job design to individuals and groups. Impact of job design on motivation, productivity and QWL.

Unit 4. Human Resource Planning **LH 6**

Concept and approaches to HRP; HRP process. Role of information system in HRP; Relationship of HRP to strategic planning; Techniques of forecasting human resource demand and supply, HRP practices in Nepalese organizations.

Unit 5. Recruitment and Selection **LH 6**

Concept Development of recruitment policies, Recruitment methods, process and sources, Selection process; Recruitment and selection practices in Nepalese organizations

Unit 6. Human Resource Development (HRD) System **LH 3**

Concept of HRD. Need of HRD. Principles in designing HRD. HRD mechanisms.

Unit 7. Employee Training and Management Development **LH 6**

Determining training needs. A systems approach to training; Issues and challenges of training. Employees training: on-the-job and off-the-job. Management development: On-the-job and off-the-job development techniques for managers. Evaluation of training programs: Methods and process. Employee Training and management development practice in Nepalese Organizations

Unit 8. Career Planning **LH 3**

Concept; Objectives of career planning. Need for career planning; Individual career counselling and mentoring. Process of career planning and development

Unit 9. Performance Evaluation (PE) **LH 3**

Concept; Development of PE programme; Selection of performance evaluation criteria; Performance evaluation methods; Problems of performance evaluation. Feedback of evaluation. Evaluation interviews. Challenges to effective performance evaluation.

Unit 10. Compensation **LH 3**

An overview of pay system mechanism; Determinants of pay structure and level; Job evaluation methods; Pay for performance and incentive systems; Gain-sharing; Establishing pay plans. The legal environment and pay system governance in Nepal.

Unit 11. Labour Relations **LH 4**

Concept; Actors and process of LR; Unionism; Collective bargaining; Labour disputes: Causes and settlement under Nepalese legislation. Contemporary issues in labour relations in Nepal

Basic References

- Arnold, H.J. and Fieldman D.C.(1986), **Organizational Behavior**, New York: McGraw Hill Book Company.
- Aswathappa, K. (2008). **Organizational Behavior** (8th Edition). New Delhi: Himalayan Publishing House.
- Cascio, W.F. (1998). **Managing Human Resources**. Irwin: McGraw Hill.
- Dessler, G. (2008). **Human Resource Management**. New Delhi: Pearson Education Ltd.
- Dwivedi, R.S. (1997). **Human Relations and Organizational Behavior: A Global Perspective**. New Delhi: Macmillan India Limited.
- Robbins, S.P. (2009). **Organizational Behavior**. New Delhi: Pearson Education Ltd.

Supplementary Readings

- Acharya, B.S. (2009). **Organizational Behaviour**. Kathmandu: Asmita Books Publishers and Distributors (P) Ltd.
- Adhikari, D.R. (2005). **Organizational Behaviour**. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.
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- Armstrong, M. (1990). **A Handbook of Human Resource Management**. New Delhi: Aditya Books.
- Bajracharya, S.L. (2008). **Human Resource Management**. Kathmandu: Quest Publications.
- Fred, L. (2008). **Organizational Behaviour**. New Delhi: McGraw Hill International
- Hellriegel, D., Slocum, J.W. and Woodman, R.W. (2001). **Organizational Behavior**. Singapore; South Western College Publishing.
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- Moorhead, G. and Griffin, R.W. (2000). **Organizational Behavior**. New Delhi: AITBS Publishers and Distributors.
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New Model Questions- 2066

Time: 4 hrs.

Full Marks: 100

Group A: Organizational Behaviour**Short Answer Questions:****[3 × 10 = 30]****Attempt any THREE questions.**

1. Define the organizational behaviour as system and explain the basic assumptions of organizational behaviour. [4 + 6]
2. Give the concepts of personality and explain the major personality attributes influencing organizational behaviour. [4 + 6]
3. Examine the objectives and goals of organizational development. [5 + 5]
4. How does the Fielder's contingency theory of leadership apply to leadership styles? Explain. [10]
5. Highlights on the nature and significance of informal groups in organization. [5 + 5]

Comprehensive Answer Questions:**Attempt any ONE question.****[1 × 20 = 20]**

6. Motivating staff in an organization is a crucial but equally paying factor. A practicing manager needs to address the issues of motivation in a right manner to get the things done through people. In the light of the above discuss the emerging issues in motivation and recommend the ways to combat such issues.
7. What is learning? What are the factors influencing learning? Discuss any two models of learning.

Group B: Human Resource Management**Short Answer Questions:****Attempt any THREE questions.****[3 × 10 = 30]**

1. What are the components of human resource management environment? Explain. [10]
2. What is recruitment policy? Identify the suitable process of selection for officer level staff in Nepalese organizations. [4 + 6]
3. Is there a need of performance evaluation system in organizations? Describe any four recognized methods of employees' performance evaluation. [4 + 6]
4. What causes labour disputes in Nepalese organization? Explain the process that could be useful to settle the labour disputes. [4 + 6]
5. Explain the impact of job design on motivation and productivity of the employees. [5 + 5]

Comprehensive Answer Questions:**Attempt any ONE questions.****[1 × 20 = 20]**

6. Employees training and management development programmes are directed towards updating and enabling the human resource of the organization to face the emerging challenges in jobs. In line with this discuss the different techniques of on-the-job and off-the-job training for managers and supervisions. [8 + 12]
7. What is human resource planning? Discuss the human resource planning process adopted in organizations. [5 + 15]

Group A: ORGANIZATIONAL BEHAVIOUR**1. INTRODUCTION****SHORT ANSWER QUESTIONS****1. 2071 Q.No. 1**

Describe the different levels of organizational behavioural analysis. [10]

2. 2070 Q.No. 1

What is organizational behaviour? Explain the basic assumptions of organizational behaviour. [10]

3. 2070 Old Q.No. 1

What is organizational behaviour system? Explain the levels of analysis of organizational behaviour. [8]

4. 2069 Q.No. 1

Define organizational behaviour. What are the contributing disciplines to the field of organizational behaviour? [10]

5. 2068 Q.No. 1

Explain the different levels of organizational behaviour analysis. [10]

6. 2067 (I) Q.No. 1

Define organizational behaviour. What are the contributing disciplines to the field of organizational behaviour? [10]

7. 2067 (II) Q.No. 1

What is organizational behaviour? Describe the emerging trends in organizational behaviour. [10]

8. 2067 (II) (Old) Q.No. 1

Give the concept of organizational behaviour and explain the emerging trends in organizational behaviour. [8]

9. 2066 Q.No. 1

What are the various disciplines contributing to the field of organizational behaviour? Explain. [10]

10. 2066 Partial Q.No. 1

What is organizational behaviour? Explain the basic assumptions of organizational behaviour.

11. 2065 (I) Q.No. 1

Explain the concept of organizational behaviour and describe its basic assumptions. [8]

12. 2065 (II) Q.No 1

Define organizational behaviour. Explain the critical behavioral issues faced by managers in organizations. [8]

13. 2064 Q.No. 2

Describe the concept of organizational behaviour and explain the emerging trends in organizational behaviour. [8]

14. 2063 Q.No. 1

What is organizational behaviour? Explain the fundamental concepts of OB. [8]

15. 2062 Q.No. 1

State and explain the critical behavioural issues confronted by managers. [8]

16. 2061 Q.No. 1

Describe the organizational behaviour as a system and explain the basic assumptions of organizational behaviour. [8]

17. 2060 Q.No. 1

What is OB system? State briefly the levels of analysis of OB. [4+4]

18. 2059 Q.No. 1

Define organizational behaviour and state its basic assumptions. [8]

19. 2058 Q.No. 1

What is organizational behaviour? Explain the critical behavioural issues confronting the managers. [3+5]

20. 2057 Q.No. 1

Explain the concept of organizational behaviour and evaluate the emerging trends in organizational behaviour. [8]

2. UNDERSTANDING INDIVIDUAL BEHAVIOR**SHORT ANSWER QUESTIONS****1. 2070 Q.No. 2**

Explain the concept of beliefs and attitudes in organizational behaviour. [10]

2. 2069 Q.No. 2

Elucidate the behaviour as an input-output system. [10]

3. 2068 Q.No. 3

What are attitudes? Describe the elements of attitudes. [10]

4. 2058 Q.No. 2

Define behaviour as input-output system. How does the biological foundation of behaviour help in understanding the individual behaviour? [4+4]

3. PERCEPTION AND LEARNING**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 2**

What is perception? What are the factors affecting individual's perception? [10]

2. 2071 Q.No. 3

What is learning? Describe the classical conditions theory of learning. [10]

3. 2070 Q.No. 3

What is perception? Explain the steps involved in the perceptual process. [10]

4. 2070 Q.No. 4

What is learning? What are the factors influencing learning in organization? [10]

5. 2070 Old Q.No. 6

What is perceptual set in organization settings? Explain with examples the factors that affect perceptual selectivity. [16]

6. 2069 Q.No. 3

What is learning? Explain the social learning theory. [10]

7. 2067 (I) Q.No. 2

Describe the key factors influencing individual perception. How does the concept of perception apply in organizations? [10]

8. 2067 (I) Q.No. 3

What is behaviour modification? Illustrate different steps involved in behaviour modification. [10]

9. 2063 Q.No. 3

Define person's perception and explain the factors distorting person's perception. [8]

10. 2062 Q.No. 3

Why is learning significant in organizations? Support your answer with reasons. [8]

11. 2061 Q.No. 3

What roles does learning play in organizational behaviour? Briefly, explain cognitive and social learning theories of learning. [4+4]

12. 2060 Q.No. 2

How attitude are formed? Describe the importance of classical and operant conditions of learning. [3+5]

13. 2057 Q.No. 2

Compare and contrast classical conditioning and operant conditioning. Explain the factors that may influence perception of a manager in the changing environment. [4+4]

COMPREHENSIVE ANSWER QUESTIONS**14. 2069 Q.No. 6**

"Perception is the process of selecting, organizing and interpreting information in order to make sense about the world." With this statement in mind, discuss the specific application of perception in organization. [20]

15. 2067 (II) Q.No. 7

What is perception? What are the processes involved in perception? Discuss the factors affecting perception. [20]

16. 2067 (II) (Old) Q.No. 7

Define learning. Discuss the operant conditioning model of learning. [16]

17. 2066 Q.No. 6

What is learning? What are the factors affecting learning? And also discuss the principles of learning. [20]

18. 2066 Partial Q.No. 6

What is perceptual set? Discuss the principles of perceptual selection. [16]

19. 2065 (I) Q.No. 6

Discuss the nature and significance of learning and briefly describe different principles of learning. [16]

20. 2065 (II) Q.No. 6

How does perception influence the decision making of individuals? Discuss the factors influencing perception. [16]

21. 2061 Q.No. 7

How does perception affect individual decision-making? Illustrate with reference to the various alternative decision making models. [8+8]

22. 2058 Q.No. 6

Perception is an important but complex mediating process. It is through perception process, person make interpretation of stimulus they are faced with. Perceptual selectivity within perception is one of such key elements that determine perceptual interpretations. In the light of the above, discuss the extreme attention factors that affect perceptual selectivity. [16]

23. 2057 Q.No. 7

What is perceptual set in organizational settings? Explain with examples the external factors that affect perceptual selectively. [8+8]

4. PERSONALITY**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 4**

What are the major personality attributes influencing organizational behaviour? [10]

2. 2070 Old Q.No. 2

Define personality and explain the determinants of personality. [8]

3. 2068 Q.No. 2

State the concept of personality. What are its major determinants? [10]

4. 2067 (II) (Old) Q.No. 2

What is personality? How is personality related with the behaviour? Explain [8]

5. 2066 Q.No. 2

What is personality? Explain the major determinants of personality. [10]

6. 2066 Partial Q.No. 2

Highlight on the concept of personality and explain the determinants of personality. [8]

7. 2065 (II) Q.No. 2

Explain the major personality attributes that influences the organizational behaviour. [8]

8. 2064 Q.No. 1

What factors determine the personality development of an individual? [8]

9. 2063 Q.No. 2

State and explain the major personality attributes influencing organizational behaviour. [8]

10. 2062 Q.No. 5

What are the major personality attributes influencing organizational behaviour? [8]

11. 2059 Q.No. 2

Provide the concept of personality and explain the major personality attributes influencing organizational behaviour. [4+4]

12. 2058 Q.No. 3

Distinguish between personality and behaviour. Explain the approaches you would follow for matching personality and jobs. [4+4]

COMPREHENSIVE ANSWER QUESTIONS**13. 2070 Q.No. 6**

What are the determinants of personality? Discuss the major personality attributes influencing organizational behaviour. [20]

5. MOTIVATION AND JOB SATISFACTION**SHORT ANSWER QUESTIONS****1. 2070 Q.No. 5**

Write a brief concept of job satisfaction. How does job satisfaction affect employee performance? [10]

2. 2070 Old Q.No. 3

What is motivation? Critically examine the Expectancy Model of Motivation. [8]

3. 2069 Q.No. 4

Define motivation. Explain the motivation process. [10]

4. 2068 Q.No. 5

How could a manager apply the concept of management by objectives (MBO) to motivate employees at work? Explain. [10]

5. 2067 (II) Q.No. 2

Explain employees involvement programs and skill based pay plans as the motivational tools. [10]

6. 2063 Q.No. 4

What is job satisfaction? What tools would you use to measure job satisfaction? [8]

7. 2061 Q.No. 4

Elucidate the expectancy model of motivation. [8]

8. 2060 Q.No. 3

Define equity theory of motivation point out its positive and negative aspects. [4+4]

9. 2057 Q.No. 3

Define motivation. Examine the issues in motivation. [3+5]

COMPREHENSIVE ANSWER QUESTIONS**10. 2067 (I) Q.No. 6**

"Job design is the application of motivation theory in organizations." In line with this statement how employees involvement programs and management by objectives could be helpful for motivating employees at work? Explain. [20]

11. 2067 (II) (Old) Q.No. 6

What is job satisfaction? Discuss the effects of job satisfaction on employee performance, alienation and frustration. [16]

12. 2065 (I) Q.No. 7

Define motivation. Discuss the components of expectancy theory of motivation along with its application in organizational settings. [16]

13. 2064 Q.No. 6

Discuss McClelland's theory of motivation. How does this theory help the managers in motivating employees? [16]

14. 2062 Q.No. 6

One of the major challenges faces by modern manager is to motivate the employees in the organization. In the context of this statement, discuss McClelland's theory of motivation and its application. [16]

15. 2057 Q.No. 6

The expectancy model is one of the widely accepted approaches to motivation which states that motivation is product of how much one wants something and the probability that a certain action will lead to it. In the light of the given postulates, discuss the operation of expectancy model to motivate persons in organization. [16]

6. GROUPS IN ORGANIZATIONS**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 5**

Elucidate the major issues in managing work teams in organizations. [10]

2. 2070 Old Q.No. 4

Highlight on the nature and significance of informal groups in organization. [8]

3. 2069 Q.No. 5

Define groups in organization. Why groups are formed? [10]

4. 2068 Q.No. 7

How are groups classified and formed in organizations? What steps are followed for groups development? Discuss. [20]

5. 2067 (II) Q.No. 3

What are the reasons for group formation? Explain the stages of group development. [10]

6. 2066 Q.No. 3

What is team work? Describe the issues in managing work teams. [10]

7. 2065 (I) Q.No. 3

Enumerate the stages of group development and explain the nature and significance of informal groups. [8]

8. 2064 Q.No. 3

What is meant by quality circle? How can this concept be introduced in an organization? [8]

9. 2063 Q.No. 5

Elucidate the concept of group dynamics and state how group norms are developed and enforced. [8]

10. 2062 Q.No. 2

What are the stages of group development? Describe with suitable example. [8]

11. 2061 Q.No. 2

Why should managers be aware of informal group? Describe the element of group cohesiveness. [4+4]

12. 2059 Q.No. 3

Highlight on the nature and significance of informal groups in organization. [8]

COMPREHENSIVE ANSWER QUESTIONS**13. 2067 (I) Q.No. 7**

What are groups in organizations? How does formal group differ with informal groups and also discuss the issues in managing a work teams. [20]

14. 2066 Partial Q.No. 7

Give the concept of groups in organizations. Discuss the classification of groups and their development. [16]

15. 2059 Q.No. 7

Explain the concept of self-managed work team and discuss the major issues in managing work teams. [6+10]

7. LEADERSHIP**SHORT ANSWER QUESTIONS****1. 2067 (I) Q.No. 5**

Explain the application of trait theory of leadership in organizations. How does trait theory differ from the behavioural theories? [10]

2. 2067 (II) Q.No. 4

Explain the path-goal theory of leadership. Also suggest its relevance in modern organization. [10]

3. 2067 (II) (Old) Q.No. 3

State and explain the contemporary issues in leadership. [8]

4. 2066 Q.No. 4

What is leadership? Explain the emerging approaches to leadership. [10]

5. 2066 Partial Q.No. 3

Define leadership. Describe the common styles of leadership. [8]

6. 2065 (I) Q.No. 2

What are leadership styles? Explain the emerging approaches to leadership. [8]

7. 2065 (II) Q.No. 3

Describe the main focus of traits and behavioural theories of leadership. [8]

8. 2062 Q.No. 4

Who is leader? Explain the traits that a leader should possess. [8]

9. 2061 Q.No. 5

How does a leader influence the behaviour of followers towards goal achievement? Explain with reference to the path-goal theory of leadership. [8]

10. 2058 Q.No. 4

How does the contingency model of leadership apply to leadership styles? [8]

COMPREHENSIVE ANSWER QUESTIONS**11. 2071 Q.No. 6**

Discuss the behavioural theories of leadership and also explain the contemporary issues in leadership. [20]

12. 2060 Q.No. 6

"Leadership is a process of influence to the people in organization to regulate their behaviour as desired by the leaders. But people are most difficult to understand and getting complex than the earlier days because of education and rising expectations." In line with the above statements explain the emerging approaches and current issues in leadership. [16]

8. COMMUNICATION**SHORT ANSWER QUESTIONS****1. 2068 Q.No. 4**

Why communication is important in organizations? Describe the basic functions of communication. [10]

2. 2067 (II) Q.No. 5

What is communication? Explain the methods of securing effective employee communication. [10]

3. 2067 (II) (Old) Q.No. 4

What are communication networks? Explain the current issues in communication. [8]

4. 2066 Partial Q.No. 4

What is communication system? What are the barriers to effective communication? [8]

5. 2065 (II) Q.No 4

What is communication? What methods do you recommend for securing effective employee communication in organizations? [8]

6. 2064 Q.No. 4

Describe different barriers to effective communication. How can you overcome these barriers? [8]

7. 2060 Q.No. 5

Show your acquaintance with the concept of communication networks. Give a short listing of current issues in communication. [5+3]

8. 2059 Q.No. 4

Why is communication within the management group important? Also explain the issues confronted by organizations in communication. [4+4]

9. 2057 Q.No. 4

What is interactive Communication? Explain the techniques of securing effective employee communication in organization. [3+5]

COMPREHENSIVE ANSWER QUESTIONS**10. 2071 Q.No. 7**

"Communication is the process by which a person, group, or organization transmits some types of information to another person, group or organization." In the context of this statement describe functions and process of communication in the organization. [20]

9. CONFLICT MANAGEMENT**SHORT ANSWER QUESTIONS****1. 2070 Old Q.No. 5**

Explain the nature and sources of conflicts in an organization. [8]

2. 2067 (II) (Old) Q.No. 5

Describe the approaches to conflict management. [8]

3. 2066 Q.No. 5

What are the sources of conflict? Explain the approaches to conflict management. [10]

4. 2066 Partial Q.No. 5

Why conflicts need to be managed in organizations? Explain the types of inter-group conflict. [8]

5. 2065 (I) Q.No. 5

What are the approaches to conflict management? Which of these do you think is most effective for managing conflict? [8]

6. 2065 (II) Q.No. 5

Explain the nature and sources of conflicts. [8]

7. 2064 Q.No. 5

Define conflict management. State the different approaches of conflict management and suggest the approach that you think is most effective for managing conflict. [8]

8. 2059 Q.No. 5

How do groups in conflict behave? What strategies can be used to manage inter-group conflict effectively? [3+5]

9. 2058 Q.No. 5

What is inter-group conflict? Explain the dynamics of inter-group conflict. [3+5]

COMPREHENSIVE ANSWER QUESTIONS**10. 2069 Q.No. 7**

Discuss approaches to conflict management in organization. [20]

11. 2060 Q.No. 7

Conflicts emerge as a natural process in organizations that relate with various levels/groups, and environments. In such context, explain the approaches applied for managing conflicts in organizations. [16]

10. ORGANIZATIONAL CHANGE AND DEVELOPMENT**SHORT ANSWER QUESTIONS****1. 2070 Old Q.No. 7**

Define organizational development? Discuss any two approaches to organizational development along with their advantages and limitations. [16]

2. 2067 (I) Q.No. 4

What are the objectives of organizational development? State different approaches to organizational development intervention. [10]

3. 2065 (I) Q.No. 4

Explain the major OD interventions. In your opinion, which OD interventions is most effective and why? [8]

4. 2060 Q.No. 4

Describe the goals of OD. What pre-requisites are required to OD. [3+5]

5. 2057 Q.No. 5

Examine the objectives and goals of organizational development. [4+4]

COMPREHENSIVE ANSWER QUESTIONS**6. 2070 Q.No. 7**

What is organizational change? Discuss the approaches to managing organizational change. [20]

7. 2068 Q.No. 6

A traditional-type textile factory plans to replace the current manual-type production technology with a newly introduced computerised one. Taking reference from the Lewin's three-step model, illustrate the driving and restraining forces to implement such changes. [20]

8. 2067 (II) Q.No. 6

Changes can be introduced successfully only when there are conducive factors in existence in the system. In the light of this statement how Kurt Lewin's three-step model would be helpful in managing organizational change. Discuss. [20]

9. 2066 Q.No. 7

Organizational development is the process of planned change and improvement of the organization through application of knowledge of the behavioural science. In the light of this statement discuss the various types of OD interventions directed at changing the attitudes and behaviours of organizational members. [20]

10. 2065 (II) Q.No 7

What is organizational development? Discuss the prerequisites and approaches to organizational development. [16]

11. 2064 Q.No. 7

Give the concept of organizational change and development. Discuss various strategic models of organizational change. [16]

12. 2063 Q.No. 6

Define OD. Discuss the various types of OD interventions directed at changing the attitudes and behaviours of organization members. [16]

13. 2063 Q.No. 7

Over the years dramatic changes are taking place in organizations. In the context of the key forces leading to these changes, discuss the major challengers that the managers are likely to confront with. [16]

14. 2062 Q.No. 7

What is organizational change? Why do employees resist to change? Describe the approaches to managing organizational change. [8+8]

15. 2061 Q.No. 6

Organizational change and development are imperative in view of dynamics of environmental forces. Discuss the major strategic models of organizational change. [16]

16. 2059 Q.No.6

Change is a necessary way of life in organization. Most organizations today are faced with tremendous forces for change stemming from different sources. A systematic and planned way of managing change successfully has become a primary responsibility of management, in this context; discuss the different approaches that you would recommend for managing organizational change. [16]

17. 2058 Q.No. 7

Define organizational development. Discuss any two approaches to organizational development along with their major advantages and limitations. [16]

Group B: HUMAN RESOURCES MANAGEMENT**11. HUMAN RESOURCE MANAGEMENT (HRM)****SHORT ANSWER QUESTIONS****1. 2071 Q.No. 8**

Define human resource management (HRM). Explain the organizational outcome of HRM systems. [10]

2. 2070 Q.No. 8

What is human resource management? Explain the ethical issues in human resource management. [10]

3. 2070 Old Q.No. 8

What are the organizational outcomes of HRM system? Describe the output components of HRM. [8]

4. 2069 Q.No. 8

Define human resource management. Explain the changing role of human resource managers. [10]

5. 2068 Q.No. 8

Describe the organizational outcomes of human resource management system. [10]

6. 2067 (I) Q.No. 8

What is human resource management? Why there has been rising interest in human resource management? [10]

7. 2067 (II) Q.No. 8

What is human resource management? Explain the changing role of human resource manager. [10]

8. 2067 (II) (Old) Q.No. 8

Explain the concept and functions of human resource management. [8]

9. 2067 (II) (Old) Q.No. 9

Describe the changing role of HRM in Nepalese organizations. [8]

10. 2066 Q.No. 8

What is human resource management system? Explain the organizational outcomes of human resource management system. [10]

11. 2066 Partial Q.No. 8

What is human resource management? Explain the characteristics of human resource management.

12. 2065 (I) Q.No. 8

Explain the strategic roles of human resource management. [8]

13. 2065 (II) Q.No. 8

Give the concept of HRM systems and explain its organizational outcomes. [8]

14. 2065 (II) Q.No. 9

Define human resource management. Explain the objectives of human resource management. [8]

15. 2064 Q.No. 8

Enumerate the concept of human resource management and explain the objectives of human resource management. [8]

16. 2063 Q.No. 8

Discuss HRM in system perspective and explain its organizational outcomes. [8]

17. 2062 Q.No. 8

Highlight the development of HRM concept and distinguish HRM with personnel management. [8]

18. 2062 Q.No. 9

What are the major roles and responsibilities of human resources management? [8]

19. 2060 Q.No. 8

Draw a distinction between personnel management and human resources management. [4+4]

20. 2060 Q.No. 9

What are the organizational outcomes of HRM system? Describe the output component of HRM. [4+4]

21. 2058 Q.No. 8

Enumerate the concept of HRM and explain the factors that have contributed for the development of HRM concept. [3+5]

22. 2057 Q.No. 8

Mention the organizational outcome of HRM system and describe the HRM functions. [4+4]

12. HUMAN RESOURCE MANAGEMENT ENVIRONMENT

SHORT ANSWER QUESTIONS

1. 2069 Q.No. 9

What are the major components of external human resource environment? [10]

2. 2068 Q.No. 9

What major ethical issues that our human resource managers are facing these days? Explain. [10]

3. 2066 Q.No. 10

Explain the internal components of human resources management environment. [10]

4. 2066 Partial Q.No. 9

State and explain the internal environment of an organization that affects human resource management. [8]

5. 2065 (I) Q.No. 9

How does external environmental influence human resource management in modern organizations? [8]

6. 2065 (II) Q.No. 10

State and explain the elements of HRM environment. [8]

7. 2061 Q.No. 8

Why HRM needs a continuous monitoring of changing forces in the environment? State the major changes taking place in the labour market and economic elements of the external environment. [4+4]

8. 2060 Q.No. 10

How do the social and technological environments affects in Nepalese organization? State in brief the changing role of HRM in Nepalese organization. [4+4]

9. 2059 Q.No. 8

How does the external environment of an organization influence HRM? [8]

10. 2058 Q.No. 9

What are the elements of HRM environment? Explain the changing role of HRM in Nepalese organization. [4+4]

13. JOB DESIGN

SHORT ANSWER QUESTIONS

1. 2071 Q.No. 9

What is job design? Explain the impact of job design on motivation and productivity. [10]

2. 2070 Q.No. 9

What is job design? Explain the approaches of job design best suited for groups. [10]

3. 2070 Old Q.No. 9

Define job design. Explain the basis and approaches of job design. [8]

4. 2067 (I) Q.No. 11

What is job design? Explain the approaches to job design. [10]

5. 2067 (II) Q.No. 11

What is job design? Explain the approaches to job design. [10]

6. 2067 (II) (Old) Q.No. 10

What role does job play in organizations? Explain the approaches to job design. [8]

7. 2066 Q.No. 9

What is job design? Explain the impact of job design on motivation and productivity. [10]

8. 2064 Q.No. 9

What are the methods of collecting job information? Describe the values of written job description in an organization. [8]

9. 2062 Q.No. 10

Define job design. Explain the basis and approaches of job design. [8]

10. 2061 Q.No. 10

What constitutes written job requirements? Explain the value of written job requirement. [4+4]

11. 2057 Q.No. 9

Distinguish between job description and job specification. Explain the contents of job description. [5+3]

COMPREHENSIVE ANSWER QUESTIONS**12. 2066 Partial Q.No. 13**

Job design in an organization plays important role in major aspects of organizational success. In line with this, discuss the concept and impact of job design on motivation, productivity and quality of work life. [16]

13. 2065 (I) Q.No. 13

What are the bases and approaches of job design? Discuss the impact of job design on motivation, productivity and quality of work life. [16]

14. 2063 Q.No. 14

In the rapidly changing management scenario of today, HRM has a crucial role to play. In the context of this statement discuss the major approaches to job design and their impact on employee motivation and productivity. [16]

15. 2058 Q.No. 13

Job design is a crucial activity of HRM, Any negligence or mistake if committed will undoubtedly curse the organization. The impact of job design on motivation, productivity and quality of work life are even more immense. In the context mentioned above, discuss the basis and approaches that you would follow for job design. [16]

16. 2057 Q.No. 14

Job information is key to effective management of human resources in organizations. Collecting authentic and adequate job information requires adoption of different methods by the management. In the line of this statement, compare and contrast the different methods of job information and discuss with justification the method most suitable to Nepalese organizations. [16]

14. HUMAN RESOURCE PLANNING**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 10**

Explain the non-statistical techniques of forecasting human resource demand. [10]

2. 2070 Q.No. 10

What is human resource planning? Explain the role of human resource information system in human resource planning. [10]

3. 2069 Q.No. 10

What is the human resource information system? Explain its role in forecasting human resource supply. [10]

4. 2068 Q.No. 10

Explain the uses of human resource information system while estimating manpower requirements in organizations. [10]

5. 2067 (I) Q.No. 9

What is human resource planning? Describe the relations between human resource planning and strategic planning. [10]

6. 2065 (I) Q.No. 10

Enumerate the approaches to Human Resource Planning and explain the role of information system in Human Resource Planning. [8]

7. 2063 Q.No. 11

Why organizations prepare human resource plan? Explain the role of information system in human resource planning. [8]

8. 2060 Q.No. 11

What role information system occupies in Human Resource planning? Show the relation of human resource planning with strategic planning? [4+4]

9. 2059 Q.No. 9

Describe the approaches to human resource planning and identify the relationship of HRP to strategic planning. [4+4]

COMPREHENSIVE ANSWER QUESTIONS**10. 2070 Old Q.No. 13**

Explain the significance of human resources planning and discuss the techniques of determining human resource requirements for an organization. [16]

11. 2067 (II) Q.No. 13

The purpose of human resource forecasting is to estimate employees requirements for future. In the light of this statement discuss the techniques of forecasting human resource demand and supply. [20]

12. 2065 (II) Q.No. 13

Define human resource planning. Discuss the techniques of determining human resource requirements for an organization. [16]

13. 2064 Q.No. 14

Human resource planning systematically forecasts an organization's future supply of, and demand for employees. As a human resource manager of an organization what methods and techniques would you apply in determining human resources requirements? [16]

14. 2061 Q.No. 13

One of the aims of human resource planning is to ensure that the organization is able to anticipate the problems arising from future HR surpluses or deficits. Discuss such problems and suggest methods and techniques to overcome. [16]

15. 2057 Q.No. 13

Human resource planning is deciding in advance the future requirements of human resource in organization. Discuss the method and techniques adopted by organizations in forecasting and determining the future need of human resource. [16]

15. RECRUITMENT AND SELECTION**SHORT ANSWER QUESTIONS****1. 2070 Q.No. 11**

Explain the recruitment practices in Nepalese organizations. [10]

2. 2067 (II) Q.No. 9

How is recruitment policies developed in an organization? Also explain the process and sources of recruitment. [10]

3. 2064 Q.No. 10

What are the sources of manpower in an organization? Explain the common process of manpower selection. [8]

4. 2061 Q.No. 11

Define selection test? What precautions would take while using selection test? Explain. [4+4]

5. 2058 Q.No. 10

What is recruitment planning? Identify the suitable process of selection for officer level staffs in organizations. [3+5]

COMPREHENSIVE ANSWER QUESTIONS**6. 2069 Q.No. 14**

Discuss the selection practices in Nepalese organization. [20]

7. 2068 Q.No. 13

"A carefully designed recruitment and selection process ensures the right man in the right job." In line with this statement discuss the recruitment and selection practices in Nepalese organizations. [20]

8. 2067 (II) (Old) Q.No. 13

What factors determine the recruitment policies? Discuss the recruitment methods and process commonly adopted by organizations. [16]

9. 2066 Q.No. 14

What is recruitment? What are its sources? Discuss the process of employees selection. [20]

10. 2066 Partial Q.No. 14

Discuss the selection process of employees in organizations. Also explain the importance of orientation and socialization of employees in organizations. [16]

11. 2065 (I) Q.No. 14

Why organizations need to practice formal selection process? Discuss the various types of tests and interviews suitable for selecting employees in a fast growing organizations. [16]

12. 2063 Q.No. 13

Proper selection can minimize the costs of replacement and training, legal challenges and result in a more productive workforce. In the light of this statement, discuss the selection procedures to ensure scientific selection. [16]

13. 2062 Q.No. 14

Why does an organization need recruitment policies? Discuss the process of selection of employees for a fast growing organization. [16]

14. 2059 Q.No. 14

Selection of suitable candidates for jobs in organizations are routine, time consuming and at the same time an intellectual process. Bearing in mind the above statement, discuss the factors that you would consider for an ideal selection decision. [16]

16. HUMAN RESOURCE DEVELOPMENT (HRD) SYSTEM

SHORT ANSWER QUESTIONS

1. 2071 Q.No. 11

What is human resource development? Explain the human resource development mechanism. [10]

2. 2067 (II) (Old) Q.No. 11

What is human resource development? What principles are followed in designing human resource development system? [8]

3. 2066 Partial Q.No. 10

Give the concept of human resource development and explain the need for human resource development in an organization. [8]

4. 2061 Q.No. 12

Explain the concept of HRD. How do you manage quality and productivity of HRD? [4+4]

5. 2057 Q.No. 10

Explain HRD. Why is there a need for human resource development in organizations? Specify the common principles applied by managers while designing HRD system. [4+4]

COMPREHENSIVE ANSWER QUESTIONS

6. 2070 Old Q.No. 14

What is human resource development? Critically discuss the human resource development mechanism. [16]

7. 2060 Q.No. 13

Investment in human resources development is most enduring to the organization because without it, organization is only a skeleton. In the light of this statement, explain the HRD, mechanism for managing quality and productivity. [16]

17. EMPLOYEE TRAINING AND MANAGEMENT DEVELOPMENT**SHORT ANSWER QUESTIONS**

1. 2069 Q.No. 11
Elucidate the system approach to training. [10]
2. 2065 (I) Q.No. 11
Explain the methods of training for non-managerial employees. [8]
3. 2063 Q.No. 9
How does training design affect the effectiveness of training program? Explain the major issues in designing training programs. [8]
4. 2057 Q.No. 11
What factors determine the training needs of employees? Explain the systems approach to training. [3+5]

COMPREHENSIVE ANSWER QUESTIONS

5. 2071 Q.No. 14
What is management development? Discuss the employee training and management development practices in Nepalese organizations. [20]
6. 2070 Q.No. 14
What are the major issues and challenges of training? [20]
7. 2068 Q.No. 14
How to assess training needs? What are the methods and process involved in evaluating a training program? [20]
8. 2067 (II) Q.No. 14
How do managers determine the training needs of the employees? Discuss the methods and process of evaluation of training programs. [20]
9. 2067 (II) (Old) Q.No. 14
Highlight on the systems approach to training and discuss the techniques of on-the-job and off-the-job training for non-management employees. [16]
10. 2066 Q.No. 13
Suppose you are going to design a training programme for newly hired junior level employees. Results from the need assessment indicate that they need training on different aspects of the job and about organization. In this context, discuss the different training methods. [20]
11. 2065 (II) Q.No 14
Training is an integral part of every organization for ensuring overall efficiency. In this statement, discuss the methods of determining training needs and issues in conducting training programs in organizations. [16]
12. 2064 Q.No. 13
Effective training has been considered as a mechanism to improve the overall efficiency of an organization. In line with this, discuss the different techniques of on-the-job and off-the-job training for managers and supervisors. [16]
13. 2062 Q.No. 13
Discuss on-the-job and off-the-job management development techniques for managers. [16]
14. 2059 Q.No. 13
Employee training and management development deserves special attention in human resources management of any organization. Training is needed at all levels of management. It is only through well-designed training; manpower of the organization can be prepared as per the need of the future. In the perspective of the given statement, discuss the issues in designing and conducting training programmes. [16]

15. 2058 Q.No. 14

Employee training and management development programmes are directed towards updating and enabling the human resource of the organization to face the emerging challenges in jobs. In line with this, discuss the difference techniques of on-the-job and off-the-job training for managers and supervisor or executive development. [16]

18. CAREER PLANNING**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 12**

What is career planning? Why career planning is needed? [10]

2. 2070 Old Q.No. 10

Explain the objectives and need of career planning. [8]

3. 2069 Q.No. 12

Explain the process of career planning and development in organization. [10]

4. 2068 Q.No. 11

What is individual career counselling? Explain different types of counselling. [10]

5. 2067 (I) Q.No. 10

Who are mentors? What are the requirements for effective mentoring? [10]

6. 2067 (II) Q.No. 10

What is career planning? Explain the process of career planning and development. [10]

7. 2066 Q.No. 11

Explain the objectives and need for career planning. [10]

8. 2066 Partial Q.No. 12

Define career planning. Distinguish between a career planning and a succession planning. [8]

9. 2065 (II) Q.No. 12

Explain the purpose and objectives of career planning. [8]

10. 2061 Q.No. 9

Why one should plan career? Explain the steps involved in the process of career planning. [3+5]

11. 2059 Q.No. 10

Explain career planning. Why is there a need for career planning in organizations? State the purpose and objectives of career planning. [4+4]

COMPREHENSIVE ANSWER QUESTIONS**12. 2067 (I) Q.No. 14**

Why the career planning is required? Discuss the process of career planning and development. [20]

19. PERFORMANCE EVALUATION (PE)**SHORT ANSWER QUESTIONS****1. 2071 Q.No. 13**

"Performance appraisal means evaluating employees' current and or past performance relative to their performance standards." In the light of this statement discuss the challenges of effective performance evaluation. [20]

2. 2070 Q.No. 12

Define performance evaluation. Describe problems associated with performance evaluation. [10]

3. 2070 Old Q.No. 11

What is performance evaluation? Describe any four methods of performance evaluation. [8]

4. 2066 Partial Q.No. 11

What is performance evaluation? Describe any four popular methods of performance evaluation. [8]

5. 2064 Q.No. 11

Explain the different methods of performance evaluation.

[8]

6. 2062 Q.No. 12

Why management by objectives (MBO) is considered as the best method for performance evaluation?

[8]

7. 2059 Q.No. 12

Is there a need of performance evaluation programme in organizations? Describe any five recognized methods of employee performance evaluation.

[4+4]

8. 2058 Q.No. 11

Why is performance evaluation regarded as an important component of HRM? Explain MBO as a method of performance evaluation on employees in organizations.

[4+4]

COMPREHENSIVE ANSWER QUESTIONS

9. 2067 (I) Q.No. 13

"Performance evaluation is the systematic description of job-relevant strengths and weaknesses of an individual or group." In line with this statement discuss the problem associated with performance evaluation.

[20]

20. COMPENSATION**SHORT ANSWER QUESTIONS**

1. 2070 Old Q.No. 12

State the concept of gain sharing and describe how the gain sharing plan can be implemented effectively.

[8]

2. 2067 (I) Q.No. 12

Give the concept of gain sharing. How to implement a gain sharing plan effectively?

[10]

3. 2067 (II) Q.No. 12

What is pay system mechanism? Explain the determinants of pay structure.

[10]

4. 2063 Q.No. 10

Enumerate the significance of pay plan. Explain the steps that are used for establishing pay plans.

[8]

5. 2060 Q.No. 12

Show your familiarity with the concept gain sharing. Enlist the government regulations of compensations.

[5+3]

6. 2059 Q.No. 11

What is compensation management? Clarify the relationship of pay and incentive systems in compensation.

[3+5]

COMPREHENSIVE ANSWER QUESTIONS

7. 2070 Q.No. 13

"The job evaluation is a formal and systematic comparison of jobs to determine the worth of one job relative to other." Considering this statement discuss the methods of job evaluation in organizations.

[20]

8. 2069 Q.No. 13

"Compensation is a broad term pertaining to the financial rewards received by persons through their employment relationship with an organization." In the light of this statement, discuss the determinants of pay structure.

[20]

21. LABOUR RELATIONS**SHORT ANSWER QUESTIONS**

1. 2068 Q.No. 12

What are the main reasons of labour disputes? How such disputes could be resolved as per the labour legislation of Nepal?

[10]

2. 2067 (II) (Old) Q.No. 12

What causes labour disputes in organizations? Also explain the methods of settlement of such disputes. [8]

3. 2066 Q.No. 12

What is collective bargaining? How are labour disputes settled under Nepalese labour legislation? [10]

4. 2065 (I) Q.No. 12

What causes labour disputes in an organization? Describe the process that would be useful to settle labour disputes in the organization. [8]

5. 2065 (II) Q.No. 11

What is collective bargaining? Why is it considered important for shaping better labour relation? [8]

6. 2064 Q.No. 12

What causes disputes in organizations? Describe the process of disputes settlement. [8]

7. 2063 Q.No. 12

Highlight the process of collective bargaining as a mechanism for the settlement of labour disputes. [8]

8. 2062 Q.No. 11

What causes labour disputes in organizations? Explain the process that could be useful to settle the labour disputes or as a manager of a company what process would you suggest to settle labour disputes in an organization. [8]

9. 2057 Q.No. 12

Define labour relations. Explain the actors and process of labour relations. [3+5]

COMPREHENSIVE ANSWER QUESTIONS**10. 2061 Q.No. 14**

Labour relations are the complex of inter-relations among three key action workers, managers and government. In the context of this statement discuss the contemporary issues in labour relation in Nepal. [16]

11. 2060 Q.No. 14

"Labour relations in Nepal have undergone tremendous change overtime." In the line with the statement, explain the contemporary issues in labour relations in Nepal. [16]

12. 2058 Q.No. 12

What causes labour disputes in organizations? Explain the process that could be useful to settle the labour disputes or as a manager of a company what process would you suggest to settle labour disputes in an organization. [16]

MANAGEMENT ACCOUNTING

New Syllabus- 2065

Course No.: ACC 507

Nature of the Course: Core

Duration of the Course: 50 lecture hours

Duration of the Class: 60 minutes

Full Marks: 50

Pass Marks: 20

CONTENTS

- Unit 1. Management Accounting Concept** **LH 2**
Concepts and objectives of management and Controllership function and responsibility
- Unit 2. Cost Allocation and Reporting** **LH 5**
Cost: Concept, accumulation; Classifications, estimation, segregation by two point method and regression analysis and determination and coefficient of determinates, allocation, apportionment and reapportionment of service department cost using step down and reciprocal techniques, and Cost reporting under Traditional Costing and Activity Based Costing (ABC) technique (recap), and Income measurement under variable costing and absorption costing technique and reconciliation of income between variable costing and absorption costing technique (recap)
- Unit 3. Cost Volume Profit Analysis** **LH 5**
Concepts; objectives of CVP analysis and application of CVP analysis for break even analysis and its sensitivity analysis (recap), and profit planning under multi-products concept; CVP analysis under constrain using graphical and linear programming models for maximizing profit and minimizing cost in single and multiple products condition, CVP analysis under the condition of uncertainty
- Unit 4. Decision regarding Alternative Choices** **LH 7**
Concepts, need and objectives of decision regarding alternative choices, Decision regarding Make or buy; Drop or continue; Product line and service department, Sales mix, Scarce resource allocation, Accept or reject a special offer, Equipments replacement, processing a joint products and lease or purchase
- Unit 5. Pricing Decision** **LH 5**
Concepts and objectives of pricing; types of pricing, Full cost and variable cost pricing technique; Target ROI pricing technique; ABC pricing technique; Target cost pricing technique; Internal pricing in decentralized organization- need and objectives; Transfer pricing for decentralized origination; buy-in and buy-out decision.
- Unit 6. Planning and Control System** **LH 6**
Concepts, need, importance and objectives of budgeting; budgeting for profit planning, Presentations of functional budgets (recap), and Master budget; Standard cost and control for direct material and direct labour under the condition of certainty and uncertainty, Flexible budget and overhead cost control (recap) and responsibility accounting.
- Unit 7. Investment Analysis** **LH 10**
Concept, need and objectives of capital budgeting; Measurement of profitability and capital investment decision under certainty (recap), risk and uncertainty using (a) Sensitivity analysis-range of discount rate and range of cash flows (b) Standard deviation, Coefficient of variation, probability distribution approach, decision tree; Foreign investment evaluation considering inflation and cost of capital as discounting factor and foreign currency transaction.
- Unit 8. Measuring Organizational Performance** **LH 10**
Concept, objectives, need and importance of performance appraisals; Tools of performance measurements:
(a) Analysis and interpretation of ratios for measuring productivity, profitability, activity, stability and possibility, ratios use to appraise the investment worthiness by prospective lenders and investors.
(b) Measurement and interpretation of return on investment and residual income