## DYNAMICS OF WORK & WORK ORGANIZATION
37:575:308:01

Professor William Dwyer  wmd3@smlr.rutgers.edu

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*This syllabus may be modified during the semester. Don't count on it after the course begins.*

**Course Goals**

Work groups of various types are increasingly important to modern organizations. Consequently, group skills are emerging as a core competency for managers and employees at all levels.

This course will focus on the functioning of teams and relations. It will be heavily experiential, with hands-on exercises to develop skills and understanding.

### *Grades*

- Grades will be based ⅓ on weekly assignments; ⅓ on the two group projects (weighted for your individual contribution); and ⅓ on the quizzes. I will also consider in-class participation as a factor in the final grade.

### *Course materials*

- Readings and all other course materials will be available on the course's Canvas site.

### *Assignments and assessment*

- Weekly assignments will consist of some combination of readings, writing, and exercises, and work on your group projects.

    - All readings will be posted on Canvas; there is no textbook.

    - Late assignments are not accepted unless you promptly report an emergency that prevents you from meeting the deadline to Professor Dwyer and receive special permission from him.

    - You may resubmit <u>one</u> assignment for grade reconsideration for this course.

    - Requests for regrading must be submitted within one week of receiving your grade for the assignment

    - Requests must be submitted via email to Prof. Dwyer and the Teaching Assistant(s)

- You will be a member of two different teams during the course. Each team will be required to complete a project. Further details will be given in class and on Canvas.

- There will be three **short quizzes** (~20 minutes each).

## Class schedule

| Class sessions | Week# | Date | Part 2 | Notes |
|---|---|---|---|---|
| Introduction | 1 | 1/22 | | |
| Personality types and group roles | 2 | 1/29 | Team Project | |
| Personality types and group roles | 3 | 2/5 | Alex Sander | |
| Effective feedback & ladder of inference | 4 | 2/12 | Team Project | |
| Effective feedback & ladder of inference | 5 | 2/19 | Karen Leary | *Paper outline due* |
| Group dynamics | 6 | 2/26 | Team Project | Quiz 1 |
| Group dynamics | 7 | 3/4 | Rebecca Collier | 1st team project due (Friday after class) |
| | | | *midpoint* | |
| Leadership | 8 | 3/11 | Team Project | |
| Leadership | 9 | 3/25 | Soul of a New Machine/Who's in Charge | |
| Mutual-gains negotiation | 10 | 4/1 | Team Project | Quiz 2 |
| Mutual-gains negotiation | 11 | 4/8 | Negotiating Corporate Change | |
| Group problem-solving | 12 | 4/15 | Team Project | Outline due |

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| Group problem-solving | 13 | 4/22 | Florida Power & Light | 2nd team project due (Sunday after class) |
| Conclusion | 14 | 4/29 | | Final Quiz 3 |

## Logistics & Requirements

### *Attendance*

- **This course requires regular attendance**: there will be considerable group work and open discussion during class. Given the interdependence of team members and the need for ongoing discussion of course material, you cannot pass this class if you slack off during the semester and try to make up for it at the end.

- I**f you expect to miss one or two required classes, please use the University absence reporting website** https://sims.rutgers.edu/ssra/ to indicate the date and reason for your absence. An email will be automatically sent to me.

- **If you expect to be absent more than twice, you *must* communicate with me as soon as possible**, in person or by email. I will try to work out a solution, but only if I know about it in a timely manner.

- I will excuse absences for good cause. I will *not* accept explanations that are not timely.

- More than two unexcused absences may lead to a failing grade for the course.

### *Lateness*

- People who arrive late or leave early are disruptive to the class and their teams. You are expected to arrive on time and to stay until the end.

- If you expect to be late, let me know in advance if possible.

- Two unexcused late arrivals will be marked as one absence. Students who leave early without excuse will be marked absent for the entire class.

### *Communication with the instructor*

- **I am open and available for discussion about any subject that affects your education**.

  My experience is that students don't use regular office hours. I am available at any time by email, and in person before and after class. We can also set up mutually convenient times to talk in person or by phone; just let me know.

- In a complex course there are likely to be logistical breakdowns I don't know about – Canvas may be down, or I may forget to post an assignment or a reminder,

or a requirement may be unclear, etc. It is in part your responsibility to let me know when you encounter such problems; I will try to fix them immediately.

## *Miscellaneous*

- The main email addresses for this course is [wmd3@smlr.rutgers.edu](mailto:wmd3@smlr.rutgers.edu)

- I will ask you at the start of the semester for an email address that you use regularly. Please use it consistently for course work - it will be needed for signing in to Google Docs, etc.

- I encourage you to bring computers to class - we will use them.

- All written homework should be submitted on Canvas.

## Honor Code and Academic Integrity:

Academic integrity is central to University life. Violations will get you in a lot of trouble. Essentially, it boils down to this:

> **You must cite all material that is drawn from others**, including other students or professors as well as published sources.

> **Direct quotations must be identified by quotation marks** *even if they're cited*. Don't cut and paste from the Internet without putting it in quotes! This trips up some students, and can be serious.

I am not very concerned with the exact form of your citation, as long as you make clear where a quote or passage came from.

Studying together is encouraged; but if answers from different students are the same or nearly the same it will be considered cheating. You should discuss the issues but not discuss detailed answers with each other.

Exams and papers will be submitted to Turnitin.com for comparison with others in this course, as well as with past exams from this course and with paper-writing services, other publications, and web sources.

**The fine print:**

**Student Learning Objectives**

Labor Studies and Employment Relations Department:

- Work productively in teams, in social networks, and on an individual basis (Goal 13).

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School of Management and Labor Relations:

- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Upon successful completion of this course, students will be able to:

- Demonstrate ability to structure team projects and work productively in groups.
- Demonstrate competence in diagnosing group performance problems using appropriate theories and models.
- Demonstrate an understanding of a model of effective groups in simulations and discussions.
- Demonstrate understanding of fundamental social science theories, and concepts relating to the dynamics of work teams, including the necessary conditions for effective cooperation and motivation.
- Demonstrate the ability to apply these general theories to the understanding of particular cases and current events.
- Demonstrate the ability to analyze and synthesize information and ideas from multiple sources to generate new insights.
- Demonstrate proficiency in written and oral communication.

### *Academic integrity*

Academic integrity requires that all academic work be wholly the product of an identified individual or individuals.  Joint efforts are legitimate only when the assistance of others is explicitly acknowledged and permitted by the assignment.  Ethical conduct is the obligation of every member of the University community, and breaches of academic integrity constitute serious offenses.  Any such issues will be submitted to the Dean of the Labor Studies and Employment Relations Department, as appropriate.  Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course.  Students are also expected to report incidents of academic dishonesty to the instructor or dean of the instructional unit.  Students are expected to abide by the Rutgers University Code of Student Conduct.  They are to conduct themselves with honesty and integrity.

The Rutgers academic integrity policy can be accessed at this link: http://studentconduct.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf

### *Disability services*

*From the Office of Disability Services:*

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

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