RUTGERS
School of Management
and Labor Relations

Labor Studies and Employment Relations

Organizational Behavior
37:575:345 (Sections 93 & 94)

Professor:
Anne-Michelle Marsden
To Interact: Send a message via Canvas Inbox messaging tool

This course is taught 100% online using the **Canvas** LMS.
Canvas login:
https://onlinelearning.rutgers.edu/canvas-login

Learning Objectives

The students in School of Management and Labor Relations are able to:

o   Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI).
o   Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. (Goal VI).

The students in Labor Studies and Employment Relations Department are able to:

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

Description

The field of organizational behavior (OB) is about understanding how people and groups in organizations behave, react, and interpret events. Drawing from fields including management, anthropology, sociology, information technology, ethics, economics, and psychology, OB provides a foundation for the effective management of people in organizations. Because it explains how organizations work from individual motivation to team dynamics to organizational structure, knowing about OB is essential to being effective at all organizational levels.

Organizational behavior is also the cornerstone of success for individuals in organizations. Even the most skilled nurse, salesperson, accountant, engineer, or anything else will be ineffective as an employee and as a manager without good OB skills, including interpersonal and communication skills and a solid understanding of managing and motivating individuals and teams.

Course Requirements

Readings and Other Resources

Textbook – Preloaded into the Online Course Shell
Griffin, Ricky W., Phillips, Jean. M. & Gully, Stanley. M. (2017). Organizational Behavior: Managing People and Organizations (12nd Edition), Cengage. ISBN: 978-1-305-50139-3

> **NOTE:**
>
> **Students must purchase required course resources through the Rutgers First Day program.** With the Rutgers First Day program, students can easily access the required materials for this course at a discounted price and benefit from not having to acquire a code to be used in the Canvas online course shell. Students pay for all Cengage course material as part of the bill for the course.
>
> **DO NOT OPT-OUT OF PURCHASING THE COURSE MATERIAL.** This course uses Cengage MindTap resources, which includes a digital version of our course textbook along with other required Cengage MindTap course resources. *Students cannot purchase an old hardback copy of the text and be able to access all the materials we use in the course.*
>
> The Rutgers Bookstore has a customer care center to assist students. If you have any questions about purchasing the Cengage MindTap materials (textbook + other required Cengage materials) call: 1-844-9-EBOOKS (1-844-932-6657)
>
> You can also access FAQs and Tutorial Videos for the First Day Program:
> https://customercare.bncollege.com/hc/en-us/categories/360000142447-First-Day-Inclusive-Access-FAQs

Other Resources
Other required resources, including video clips, journal articles and Internet material are preloaded into the course.

Assignments

Assignments & Assessments		
Discussions	200 points (20%)	4 @50 points
Quizzes	320 points (32 %)	10 Weekly Quizzes @ 15 points - 150 points Week 1 – 6 quiz - - 85 points Week 7, 8 & 10 quiz; 43 points 11- 13 quiz - 42 points
Writing Assignments	200 points (20%)	2 @ 100 points each
Portfolio	270 points (27%)	3 Parts @ 90 points each
Attending to Canvas Account Information	10 points (.10%)	10 points

Discussions
Worth 200 points **(20%)**
There are 5 forums. **Students must participate in 4 of the 5 forums**.
Students must participate in forum #2 as one of their 4 forum choices.
Each forum is worth 50 points.

If a student participates in all 5 forums, the lowest forum score will be removed week 12 of the semester.

Students are organized into discussion groups of around 10 members.

Forums open Wednesdays; first comment by Saturday *; Closes Tuesdays 11:59 pm

  * No 1st comment deadline for Forum 1.

Point Worth: 25 points for original comment; 14 points for discussion; 11points meeting technical requirements

Discussions are post first except for forum #2; students must make an original comment before viewing content of learning community member comments in forums 1, 3 - 5.

A grading rubric is used for all discussions.

Forum#/Week	Topic
#1 / Wk. 1	Managerial Skills & Organizational Behaviors that Support Employee Effectiveness
#2 / Wk. 3	The Contemporary Organization and Organizational Culture
#3 / Wk. 5	Perception of Fairness, Justice and Trust in the Workplace
#4 / Wk. 7	Theory and Real-World Teams
#5 / Wk. 11	Employee Negotiation

Assessments

Worth 320 points **(32%)**
See assessment types below

Test Yourself Quizzes
Worth – 150 points (15%)
Ten (10) assessments – each 15 points

Most weeks a brief test yourself quiz is assigned. Questions are organized under headings that represent the major topic areas in a chapter of the course textbook.

Students should recognize the test yourself quizzes as a learning opportunity. Each topic area in a quiz can be completed up to three times. Questions do not repeat. After submitting each set of questions in a topic area, students receive feedback according to the answer chosen for the questions.

Quizzes must be taken the week they are assigned. Students can review answers to the questions each time a topic area is submitted.

Quizzes
Worth 170 points (17%)
Wk 1 – 6 quiz - 85 points
Wk 7, 8 & 10 quiz; 43 points Wk 11- 13 quiz - 42 points

Students are assessed on knowledge gained throughout the semester. Quizzes involve true/false, multiple choice, multiple answer and matching. A large test pool is used to assess the content of each week; no two quizzes are the same. Quizzes are timed.

Students can take each of the three quizzes up to two times. Students have access to quiz results after quiz close date and time.

Writing Assignments

Worth 200 points **(20%)**
Two writing assignments, each 100 points

Writing Assignment 1

Topic: Contemporary Organizational Environment
Due wk. 2

Students choose a subtopic associated with one of the major week 2 topics.
Using at least two resources, students present 1) the contemporary nature of the subtopic, 2) basic and more complex concepts and issues, 3) impact of the subtopic on the workforce and organization. Students integrate a contemporary example of the subtopic in the workplace that supports any of the points 1 -3. (Overview - 500 words.)
In-text citations and a properly cited list of resources is required.

In a separate paragraph students communicate their thoughts and ideas associated with the subtopic investigated (Opinion Statements – 200 – 250 words.)

Subtopics from which students can choose:

Globalization and Business - Subtopic: Cultural Competence
Technology and Business- Subtopic: Artificial Intelligence
Ethics and Corporate Governance - Subtopic: Corporate Social Responsibility
New Employment Relationships- Subtopic: Forced Arbitration Agreements

Instructions and a grading rubric are provided.
NOTE:
Students must upload writing assignment1 in two locations: 1) Submit for grading through the Submit tab on the writing assignment 1 page; 2) copy and paste work into the Forum 2 discussion area so that discussion group members can review and discuss content. *Students who neglect to submit their work in the two locations receive a 5-point penalty in Forum 2.*

Writing Assignment 2

Topic: Decision Making, Problem Solving and Creativity Skills: Essential for Future Employment and Workplace Responsibilities
Due wk. 9

This assignment requires students to search for information on the Internet that supports the importance of decision making, problem solving and creativity skills, three skills of

focus within chapter 8 in course text. Through the assignment students recognize skill development and leveraging of competencies will support successful future careers.

Students locate information on a combination of any of the following in relation to one or more of key the competencies.
> • Importance of skills to employers.
> • Importance of skills to one's career or being hired/promoted.
> • Development of skills.
> • Application of skills in the workplace.
> • Challenges that can occur if one hasn't developed skills or is unable to leverage skills.

A minimum of 3 resources are required. In-text citations and a properly cited list of resources is required.

Writing assignment components: Overview section; Personal Reflections.

Students are expected to synthesize information from chosen resources when creating the overview.

Instructions and grading rubrics are provided.

Portfolio

Worth – 270 points **(27%)**
Three Portfolio sections, each 90 points
Due wk. 4 (Portfolio 1); wk.8 (Portfolio 2), wk. 13 (Portfolio 3)

Students use self-assessments embedded into the course to investigate their perspectives, attitudes, behaviors and competencies associated with course concepts.

There are 3 Portfolios. Within each Portfolio students complete and then reflect upon 4 -5 assessments. A total of 12 assessments are completed throughout the semester.

Portfolios are graded according to the extent to which high quality responses are developed. Points are earned through quality reflection on: 1) responses to assessment questions, assessment feedback and 2) knowledge of course content associated with the assessment topic.

Instructions, a template and grading rubrics are provided.

Schedule of assessment assignment and submission of Portfolio section:

Portfolio/Part	Assessment	Complete	Submit
Portfolio 1			
Part 1	Perceived Importance of Ethics & Social Responsibility	Week 2	
Part 2	What Is Your Preferred Type of Organizational Structure?	Week 3	
Part 3	Locus of Control – AND - What is Your Learning Style?	Week 4	
Portfolio 1: Parts 1 - 3			Week 4

Portfolio 2			
Part 4	Positive and Negative Affectivity – AND – Do You Follow Your Feelings?	Week 5	
Part 5	What Is Your Preference for Teamwork?	Week 7	
Part 6	How Do You Approach Decisions?	Week 8	
Portfolio 2: Parts 4 - 6			Week 8
Portfolio 3			
Part 7	Are You an Assertive Communicator? – AND – Listening Self-Assessment	Week 10	
Part 8	Your Preferred Conflict Management Style	Week 11	
Part 9	How to Gain Power and Influence People	Week 13	
Portfolio 3: Parts 7 - 9			Week 13

Course Policies

The course begins the 1st day of the semester. This is an **asynchronous** course. The course week begins on **WEDNESDAYS**.

Message Checking Policies

Messages Sent to Instructor's Canvas Inbox

Unless students receive advance notification, the instructor will check her Canvas Inbox by 10:00 am ET on regular workdays. (This excludes Sundays and Spring Break.) If a student sends a comment or question, the instructor will address the contents of the message within 24 hours.

Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

Weekly Message on Wednesday

A weekly message will be uploaded into the announcements area of the course Wednesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

Taking Quizzes and Forum Engagement

Weekly Test Yourself quizzes are open all week: Wednesday – Tuesday 11:59 pm.

Major quizzes may be taken anytime between the open and close day and time. These major quizzes must be completed by 11:59 pm on the close date. Once a student logs into the exam area, the quiz must be completed in one sitting.

All students are responsible for offering 3 comments in forum discussions. With the exception of week 1, a 1st comment deadline is set for Saturdays, 11:59 pm the week forums are held. When a student does not participate fully or at all by 11:59 pm on the day the commenting period closes, points cannot be made up.

Late Submission Policy – Portfolio and Writing Assignments

Portfolio and Writing Assignments can be submitted up until 11:59 pm on the stated due date with no penalty. Late Portfolio components (1 - 3) and writing assignments will be accepted up to 48 hours late from the due date and time for a deduction of 10% of the points attributed to the assignment. (This is a deduction of one letter grade.)

Things happen. When you don't have to attend a class session in person, it's easy to let a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use: the computer or Internet connection will act up at the most critical time. Because "things happen" it's a best practice not to wait until the last minute to take the quizzes, submit a Forum comment, or upload a Portfolio or writing assignment.

Contact the Canvas 24/7 toll free helpdesk if you experience any technical problems that prohibit you from completing an assignment. Technical problems are not a valid excuse for missing a due date. Contact information is located on the front page of the syllabus and in various locations in the course. (Course Homepage, Course Tools page.)

Grading

Each assignment is worth a certain number of points as identified in the assignments section of the syllabus. Highest number of points a student can earn is 1,000. Points accumulate to determine final percentage grade (percent of 1,000 points.) Information concerning use of one's gradebook and assignment rubrics for each assignment is available in the course shell.

Outstanding	Very Good	Good
100 – 90% = A	89 – 87% = B+	86 – 80% = B
Satisfactory	**Poor**	
79 – 77 points = C+	66 – 60 = D; 59% =F	
76 – 70 = C		

Students with Disabilities

To receive consideration for an accommodation, students with a disability must send their letter of accommodation to their instructors and discuss the needed accommodation(s) as early in the semester as possible. For more information regarding the process of applying for a letter of accommodation:
https://ods.rutgers.edu/students/documentation-guidelines
https://ods.rutgers.edu/students/registration-form

Academic Integrity

Conduct yourself in accordance with the Rutgers University Academic Integrity policy.
http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/

Recognize Best Practices and Use Them to Achieve Success

Students are offered specific directions on how to complete each assignment within the course. In addition, specific grading rubrics are published so that students understand how each assignment will be graded. It is expected that students will be attentive to directions and the grading criteria for assignments. *Paying attention is in the student's best interest.*

It is the student's responsibility to review best practices/grading rubrics and ask questions prior to submitting an assignment or engaging in forum work.

Schedule by Week

Unit I: Introduction to Organizational Behavior
Week 1 Introduction to the Course and Organizational Behavior
Reading

    Course Text: Chapter 1

    Chapter 1 Overview PowerPoint

Video

    Management Functions

Assignments

    Attending to Canvas Account Information

    Forum 1 Topic: Managerial Skills & Organizational Behaviors that Support Employee Effectiveness

    Test Yourself 1 - Overview of Organizational Behavior

Week 2 Contemporary Organizational Considerations
Reading

    Course Text Chapter 2 Segments:

    Globalization and Business; Technology and Business; Ethics and Corporate Governance; New Employment Relationships

    Chapter 2 Overview PowerPoint (edited for segments covered in chapter 2)

Videos

    Ethical Ladder (Criteria for making ethical decisions)

Assignments

    Portfolio 1 –Part 1: Perceived Importance of Ethics and Social Responsibility

    Writing Assignment #1 Topic: Contemporary Organizational Environment

    Students:

    Choose 1 subtopic associated with four major topics explored week 2:

        Globalization and Business – Subtopic: Cultural Competence

        Technology and Business - Subtopic: Artificial Intelligence

        Ethics and Corporate Governance - Subtopic: Corporate Social Responsibility

        New Employment Relationships - Subtopic: Forced Arbitration Agreements

    Locate at least 2 resources: a news piece about the subtopic and material that explains the subtopic.

    Present an overview of the subtopic, identifying within the content how the subtopic is impacting both the workforce and organizations. (500 words)

    Provide opinion statements on the subtopic investigated. (200 words)

Week 3 **Organizational Culture**
    Reading
        Course Text: Chapter 15
        Chapter 15 Overview PowerPoint

    Videos
        Elements of Culture
        Levels of Culture

    Assignments
        Portfolio 1 – Part 2: What Is Your Preferred Type of Organizational Structure?
        Forum 2 – Topic: The Contemporary Organization and Organizational Culture
        Test Yourself 2 - Organization Culture

Unit II: Individual Behaviors and Processes in Organizations
Week 4 **Individual Characteristics**
    Reading
        Course Text: Chapter 3
        Chapter 3 Overview PowerPoint

    Videos
        Big 5 Personality Factors
        Myers-Briggs Traits

    Assignments
        Portfolio 1 – Part 3 Locus of Control; What is Your Learning Style?
        Portfolio 1 Parts 1 - 3 Due this week.
        Test Yourself 3 Individual Characteristics

Week 5 **Individual Values, Perceptions, and Reactions**
    Reading
        Course Text: Chapter 4
        Chapter 4 Overview PowerPoint

        For Forum 3 Participation:
        Select sections of 1 of the following 3 articles:

        Woznyj,, H.,, Shanock, L.., Heggestad, E., & Long, S. (2017). What Did You Mean by That? Justice Implications of Interpersonal Interactions for Latino/as. *Journal of Latina/o Psychology*, 5(3), 195-212. doi:10.1037/lat0000073

            Required Excerpts: p. 195 - 199
            Introduction (about Latino/as), p. 195 - 196
            Organizational Justice, Interpersonal Justice, Informational Justice p. 196 - 199

        Caleo, S. (2016). Are Organizational Justice Rules Gendered? Reactions to Men's and Women's Justice Violations. *Journal of Applied Psychology*, 101(10), 1422-1435. doi:10.1037/apl0000131

            Required Excerpts: p. 1422 - 1424
            Introduction, Organizational Justice Rules, p. 1422 - 1423

Prescriptive Gender Stereotypes, Integration of Organizational Justice and Gender Stereotypes, p. 1423 - 1424

Video

Justice, Fairness and Employee Engagement

Ideas for Leaders

Perception

Assignments

Portfolio 2 – Part 4: Positive and Negative Affectivity; Do You Follow Your Feelings?

Forum 3 Topic: Perception of Fairness, Justice and Trust in the Workplace

Test Yourself 4: Individual Values, Perceptions, and Reactions

Week 6 Motivating Behavior with Work and Rewards

Reading

Course Text: Chapter 6

Chapter 6 Overview PowerPoint

Videos

Effects of Goal Setting on Behavior

Performance Evaluations/Appraisals

Types of Compensation

Assignments

Quiz Wks. 1 - 6

Refer to calendar for open; close dates.

Unit III: Social and Group Processes in Organizations

Week 7 Groups & Teams

Reading

Course Text: Chapter 7

Chapter 7 Overview PowerPoint

Videos

Stages of Team Development

Team Cohesiveness

Assignments

Portfolio 2 Part -5: What Is Your Preference for Teamwork?

Forum 4 – Topic: Theory and Real-World Teams

Test Yourself 5: Groups and Teams

Week 8 Decision Making and Problem Solving

Reading

Course Text: Chapter 8

Chapter 8 Overview PowerPoint

Knight-Wallace, C. (2017). Burn the Popcorn: Brainstorming Myths. *Journal for Quality & Participation*, 40(2), 30-34.

Videos

The 5 Whys

MindTools

Rational vs. Realistic Decision Making
Certainty/Uncertainty

Assignments

Portfolio 2 -Part 6: How Do You Approach Decisions?
Portfolio 2 Parts 4 - 6 due this week
Test Yourself 6: Decision Making and Problem Solving

Week 9 Writing Assignment Research and Development
Writing Assignment #2 – Decision Making, Problem Solving and Creativity Skills: Essential for Future Employment and Workplace Responsibilities

Week 10 Communication
Reading
Course Text: Chapter 9
Chapter 9 Overview PowerPoint
Videos
Channel Richness
Communication Process
Internet
Upward, Downward, Horizontal, Diagonal Communication
Assignments
Portfolio 3 – Part 7: Are You an Assertive Communicator? Listening Self-Assessment
Test Yourself 7: Communication
Quiz: Weeks 7, 8 and 10

Week 11 Conflict and Negotiation
Reading
Course Text: Chapter 10
Chapter 10 Overview PowerPoint

For Forum 6:
Students read all and choose 2 to use when developing initial comment and peer-to-peer replies.

Babcock, L., & Bear, J. (2017). 10 Myths About Negotiating Your First Salary. *Harvard Business* Review Digital Articles, 2-4.

Jones, K. (2016). Gender Can Be a Bigger Factor than Race in Raise Negotiations. *Harvard Business Review* Digital Articles, 2-6.

McKeown, G. (2015). Prioritize Your Life Before Your Manager Does It for You. *Harvard Business Review* Digital Articles, 2-5.

Molinsky, A. (2016). The Two Conversations You're Having When You Negotiate. *Harvard Business Review* Digital Articles, 2-4.

Wiltermuth, S. (2015). When You Shouldn't Try to Dominate a Negotiation. *Harvard Business Review* Digital Articles, 2-4.
Videos
Conflict

Integrative Negotiation

Assignments

Portfolio 3 - Part 8: Your Preferred Conflict Management Style; What's Your Negotiation Style?

Forum 5 – Employee Negotiation

Test Yourself 8: Conflict and Negotiation

Week 12 Modern Leadership Approaches

Reading

Course Text: Chapter 12

Chapter 12 Overview PowerPoint

Videos

Path/Goal Theory

Assignments

Test Yourself 9: Modern Leadership Approaches

Week 13 Power, Influence, and Politics

Reading

Course Text: Chapter 13

Chapter 13 Overview PowerPoint

Assignments

Portfolio 3 – Part 9: How to Gain Power and Influence People

Portfolio 3 Parts 7 - 9 Due this week.

Test Yourself 10: Power Influence and Politics

Week 14 Quiz 2

Assignment

Quiz Wks. 11 – 13