

# ORGANIZATIONAL BEHAVIOR AND WORK

(Course Number 37: 575: 345:03)

Fall 2012

Monday & Thursday, 12:35 – 1:55 pm

Cook/Douglas Campus, Hickman Hall Room 202

**Instructor:** Chunyun Li

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## COURSE OVERVIEW

This course explores factors that influence how people work in organizations, including individual personality and motivation, group communication and decision-making process, and organizational culture and human resource policies. This course will help students understand key concepts, models, and theories of Organizational Behavior and how to apply this knowledge to improve individual outcomes such as job satisfaction, group-level outcomes such as team effectiveness, and organizational outcomes such as firm productivity and performance. We will start with an introduction to the field, providing an overview of the course, and we will dive into the individual differences that shape people's behavior at work, and move on to group and organizational processes.

## COURSE MATERIAL

**Required Text Book:** Robbins, Stephen, P., & Timothy A. Judge. Organizational Behavior (14th ed.) Prentice Hall: New Jersey. ISBN: 978-0-13-612438-2

**Class Material:** All class material, including PowerPoint slides for the lectures and all assigned cases, will be posted on the course's Sakai website: <https://sakai.rutgers.edu> (use your eden ID and password). Please be prepared with the material before coming to class.

## GRADING RUBRIC

Your course grade will be calculated as such:

Activity	Points	Total Points	Grade
Attendance	15	90 -100	A
Exam 1	25	85 - 89.9	B+
Exam 2	20	80 - 84.5	B
Exam 3	20	75 - 79.9	C+
Group Case Report	20	70 - 74.9	C
Total	100	65 - 69.9	D
		< 64.9	F

## COURSE REQUIREMENTS

### Attendance and In-Class Participation (15 points)

Class participation consists of regular attendance and observation of classroom policies and contribution in class discussions. Everyone begins with 10 out of the total possible 15 points. Points can be gained for insightful contributions to class and good attendance. 0.5 point can be lost for each absence. You will also lose 0.5 point if you are more than 15 minutes late. **To facilitate classroom participation, each of you has an opportunity to earn up to 3 extra credits as rewards for active participation.**

To be an active and valuable classroom citizen and participant, you must come to class having carefully read ALL assigned materials. This careful attention to the readings will inform your comments during class, and will help to facilitate insightful class discussions and maximum learning for all.

Attendance at every class meeting is expected; however, things do come up. If you must miss a class session, you can get an excused absence by informing me in advance (the lack of notification at all is unacceptable and will not garner an excused absence, except in the case of a documented emergency). For each class session, it is important that you arrive ON TIME, prepared to completely participate in the session. Walking in and out of a session during a lecture, group activity, or class discussion is extremely distracting, and is thereby strongly discouraged. Again, things do come up, but please exercise both courtesy and common sense.

Additionally, cell phones should be turned to vibrate (no audible ringtone), and electronic devices such as mp3 players should be turned off completely and stowed. Texting on your cell phones during class is prohibited. Laptop use is allowed for note-taking, but should not be used for any other purposes (surfing the web, email, etc) that would distract you or those sitting near you from the lecture and/or class and group discussion. Finally, students are expected to remain in class for the entire duration of the class session.

### Exams (3 exams, 65 total points)

There will be 3 in-class and non-cumulative exams on the dates indicated on the course schedule. Since the first exam will include almost half of the entire topics, it will take 25 points. Each of the two remaining exams will take 20 points. These short exams are designed to help you retain, integrate, and deepen your understanding of the ideas we will be exploring throughout the semester. Exam formats will be discussed during the first few weeks of the course. Make-up examinations are only allowed in the case of documented family, work, and medical emergencies.

### Small Group Case Analysis Presentation & Paper (20 points)

At the beginning of the semester, students will be clustered into small groups of “Expert Advisory Teams” which will form the basis of weekly in-class group discussions, as well as the Small Group Case Analysis. For the Small Group Case Analysis, each Expert Advisory Team will be assigned a real-life organization-related scenario that deals with a topic of relevance to the course. Teams will be responsible for ONE case during the course of the semester. On the assigned topic, the advisory teams will present a 10 to 15 minute PowerPoint Presentation applying the concepts and ideas of the course **to propose a solution to the situation described in the case**. As will be discussed early in the course, effective case solutions typically involve (1) clear identification of the problem(s) and internal and external circumstances affecting the situation, (2) creation of alternative courses of action, which directly address the problems and circumstances you’ve identified, (3) analysis of the benefits and consequences of taking each possible course of action, and (4) fact-based recommendations for solution. Each Expert Advisory Team member is expected to contribute fully and fairly to their team’s work.

In addition to the in-class presentation, Expert Advisory Teams will be responsible for submitting a 3 page, single-spaced executive briefing (paper) on their case. Only one briefing is required per team; not one per person on the team. This briefing is simply a written version of your PowerPoint presentation, and should be written in a format that could be presented to a manager of an organization.

There will be peer evaluations of your group members’ contribution to the group case report. Each participating student is required to submit your peer evaluation via email to the instructor on the due date of team report. Don’t forget the name of the team and the names of each team member! The peer evaluation grades range from 0 to 20. Your final grade for the group project will be based on both your group performance (which will be evaluated by the instructor) and your average peer evaluations. For example, if your group gets 18 (the full mark is 20) for your group presentation, and your average peer evaluation score is 19/20, your final score for the group presentation will be  $18 \times \frac{19}{20} = 17.1$ .

### **ACADEMIC INTEGRITY**

Violations of academic integrity are not tolerated in this course or in any course that you take at Rutgers (or any institution of higher learning). Academic dishonesty, committed intentionally or unintentionally, has serious consequences. Please visit Rutgers University’s Academic Integrity website at: <http://academicintegrity.rutgers.edu/> to learn how you can steer clear of academic integrity violations. The Resources for Students link on the left menu of the homepage is an especially-useful tool for current students.

## TENTATIVE CLASS SECHDULE

Week	Date	Topic	Reading	Activity
1	9/6	Course Introduction	Ch.1	
2	9/10	Diversity in Organizations	Ch.2	
	9/13	Diversity in Organizations	Ch.2	
3	9/17	Attitudes and Job Satisfaction	Ch.3	Create Teams
	9/20	Attitudes and Job Satisfaction	Ch.3	
4	9/24	Emotions and Moods	Ch.4	
	9/27	Emotions and Moods	Ch.4	
5	10/1	Personality and Values	Ch.5	
	10/4	Personality and Values	Ch.5	Team 1 Case Report
6	10/8	Perception and Individual Decision making	Ch.6	
	10/11	Perception and Individual Decision making	Ch.6	Team 2 Case Report
7	10/15	Motivation	Ch.7	
	10/18	Motivation	Ch.8	Team 3 Case Report
8	<b>10/22</b>	<b>EXAMINATION 1: The Individual</b>		
	10/25	Foundations of Group Behavior	Ch.9	
9	10/29	Understanding Work Teams	Ch.10	Team 4 Case Report
	11/1	Communication	Ch.11	
10	11/5	Leadership	Ch.12	
	11/8	Leadership	Ch.12	Team 5 Case Report
11	11/12	Power and Politics	Ch.13	
	11/15	Conflict and Negotiation	Ch.14	Team 6 Case Report
12	<b>11/19</b>	<b>EXAMINATION 2: The Group</b>		
	11/22	<b>Thanksgiving Break</b>		
13	11/26	Foundations of Organization Structure	Ch.15	
	11/29	Organizational Culture	Ch.16	
14	12/3	Organizational Culture	Ch.16	Team 7 Case Report
	12/6	Human Resource Policies and Practices	Ch.17	
15	12/10	Organizational Change	Ch.18	
	12/13	Stress Management	Ch.18	
16	<b>12/TBD</b>	<b>EXAMINATION3: The Organization System</b>		

(Note: Ch. = chapter in the required textbook)