

Organizational Behavior and Work
Spring 2014, 37:575:345:04 (Index # 08663)
Mondays & Wednesdays 3:55 - 5:15 PM
Room 205 in Hickman Hall (Cook/Douglas Campus)

INSTRUCTOR INFORMATION

Professor: Valentyna Moskvina
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Office Hours: after class/by appointment

COURSE OVERVIEW

Why do you need to study Organizational Behavior? This course will teach you how to manage one of the most important organizational resources: People. At this time, you might think, “Hm, I am a person too; could it help me in any way?” And you are right! In this course you will learn a lot about yourself as well. To manage other people successfully you need to understand and be able to improve yourself. In this course we will spend some time exploring values, attitudes, personality, learning styles, and other things that will help you to learn more about yourself and use this knowledge for self-improvement. You can’t manage others successfully if you don’t know and can’t manage yourself.

Also, you will learn how to make a small group of people – your work team – more effective and more efficient. You will be able to apply your knowledge of group behavior to your work team right away, combining theory with practical experience. While trying to motivate, organize, coordinate, maybe even inspire people in your small group, you will get an idea of how challenging it could be to manage a large number of people in a whole organization. And again, knowledge from this course will help you with this as well. You will learn about leadership, power, politics, and other forms of influence in organizations. You will also learn about organizational cultures, and how societal cultures might interfere with them. From a very personal to a very global level: The scope of this course is impressive!

I am very enthusiastic about teaching organizational behavior, and I hope you will be enthusiastic about learning it. Together, we will be able to make it a success.

COURSE GOALS AND OBJECTIVES

Upon course completion, students will be able to:

1. Identify the external and internal factors that influence an organization’s culture and the behaviors of its employees.
2. Know how individual personality impacts an organization’s ability to perform effectively.

3. Analyze how an organization's leaders/managers utilize job design, group communications, positional power, and goal setting/performance management to motivate employees.
4. Identify leadership characteristics that produce high performing organizations.
5. Understand the process of change and factors that increase the likelihood of its success.

COURSE MATERIALS:

TEXT: Jean M. Phillips and Stanley M. Gully. Organizational behavior: Tools for success. Mason, OH: South-Western Cengage Learning. ISBN-13: 978-1-133-95360-9

OTHER READINGS: Articles will be assigned as additional input for class work.

GRADING:

Item	Nature of Assignment	Weight
Exam I	Individual	25%
Exam II	Individual	25%
Cases	Group	30%
Attendance & Class Participation (5% attendance & 15 % participation)	Individual/Group	20%
TOTAL POINTS		100%

Grading Scale

A = 90% to 100%	B+ = 85% - 89%	C+ = 75% - 79%	D = 60% - 69%
B = 80% - 84%	C = 70% - 74%	F = < 60%	

The class will be a combination of lecture, discussion, exercises, cases, and small group discussions/presentations.

Description of Requirements

- a. Homework: Chapter reading must be completed prior to class
- b. Exams: The exams are non-cumulative. Exams will consist of multiple choice, true/false, and short answers. Make up exams will be given only if there is a reason that is convincingly documented in the judgment of the professor. Otherwise, the student will have to take a cumulative final exam (based on all chapters that we studied in class) during final exam days.
- c. Case Studies: Teams will be formed during the second week of classes. Each team will make two short (around 10 minutes) presentations based on their case studies. For each case study, a team also will submit a short report (maximum 4 double spaced pages,

one report per case per team). Each student will also submit a one page “team work reflection report” for each case study. Based on information from these reports I will adjust individual grades of members of each group. Topics for case studies and more detailed instructions will be assigned after teams are formed.

- d. In Class Assignments: Exercises will be assigned at random classes for individual/or group work. Absence from class will impact the grade you receive for attendance and participation.

Class Policies

- **Laptops, cell phones, iPads**, and similar electronic devices **are prohibited in class**. Please make sure these are turned off and put away before class begins. No email, texting, tweeting, et al, or web surfing will be allowed in this class out of respect for others. If you have a pending emergency and need to use your phone, let me know before class and set your cell phone to vibrate.
- **Attendance** is expected and required. In the rare event, if you have to miss a class, be sure to alert me. It will be your responsibility to obtain class notes and/or handouts. Absences will decrease your grade and an excessive number will have a major impact on it.
 - **Tardiness**: On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions. If you are late three times, it will be considered as one absence. If you came to class after attendance was taken, it is YOUR responsibility to make sure that I marked you as present. If you leave class earlier without prior notification, it will be considered as tardiness.
- **Class preparation**: Much of the learning takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them as well.
- **Written assignments** are due on the date indicated unless prior approval has been granted. Late assignments will receive a 5 points reduction for each missed day (including weekends).
- **No extra-credit** projects will be given at the end of the semester.

Academic Integrity

Integrity is important in the “real world” and the classroom alike. When doing your written graded assignments for this class, you are not permitted to copy material from assignments done by you in another class or assignments of other students who have taken this class or other classes in the past. Individual assignments are to be done individually, without collaborating with other students. Cooperation between teams in preparing team assignments is also prohibited. It is also a violation of academic integrity to sign in on an attendance sheet for someone who is absent from class, or to otherwise misrepresent one's lack of attendance at class.

Clearly, activities such as sharing class notes or discussing in-class materials outside of class are not honor code violations. Indeed, such interactions are encouraged because they enhance learning.

Please refer to the University's Academic Integrity Policy <http://academicintegrity.rutgers.edu/integrity.shtml>.

Special arrangements

It is the policy of the department to accommodate students with disabilities when they present the appropriate university documentation. To provide accommodation for religious observances, you must make arrangements by contacting me in advance.

TENTATIVE Schedule

Day	Date	Topic	Chapter
W	1/22	Welcome – Discussion of Expectations Course overview	n/a
M	1/27	What is Organizational Behavior?	1
W	1/29	Creating Teams/Group Behavior and Effective Teams	12
M	2/3	Group Behavior and Effective Teams	12
W	2/5	Organizational Culture	15
M	2/10	Organizational Culture/Organizational Behavior/Individual Behavior	1, 15
W	2/12	Organizational Structure and Design	14
M	2/17	Diversity	2
W	2/19	Managing Across Cultures	2
M	2/24	Demographics, Personality	3

W	2/26	Intelligence, Learning Styles	3, 4
M	3/3	Self-Concept, Types of Fit	4
W	3/5	Attitudes and Values,	5
M	3/10	Exam 1 (Midterm)	
W	3/12	Moods, and Emotions	5
M	3/17,	Spring Break – NO CLASSES	
W	3/19		
M	3/24	Social Perception, Attributions	6
W	3/26	Perceived Fairness	6
M	3/31	Motivating Behavior	7
W	4/2	Motivating Behavior	7
M	4/7	Communication	8
W	4/9	Making Decisions	9
M	4/14	Power, Influence, and Politics	10
W	4/16	Managing Conflict and Negotiating	11
M	4/21	Managing Conflict and Negotiating	11
W	4/23	Leading	13
M	4/28	Leading	13
W	4/30	Organizational Change	15
M	5/5	Managing your career	16
5/8 - 5/14		FINAL EXAM PERIOD (Exam 2)	