

DYNAMICS OF WORK & WORK ORGANIZATION

37:575:308:80

Thursday 6:00pm-8:40pm
Freehold/WMHEC

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Please note: This syllabus is subject to change as the class progresses. Sakai will be the source for current communications regarding assignments during the semester.

Course Goals and Student Learning Objectives

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.

Student Learning Outcomes

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.
 - the ability to apply these general theories to the understanding of particular cases and current events.
 - the ability to analyze and synthesize information and ideas from multiple sources to generate new insights.
- Demonstrate proficiency in written and oral communication.

LOGISTICS & REQUIREMENTS

Scheduling

- The class will be organized in modules of two sessions. You will be required to come to class for the first hour every week, but in one of the two weeks in each module you will not have to stay for the remainder of the class. This will allow us

to do more intensive work with small groups. You are responsible for keeping this straight (or letting me know if you have questions about the schedule.)

Course materials

- Readings and all other course materials will be available on the course's Sakai 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 Sakai; there is no textbook.
 - Some of the writing tasks will be individual submissions. Others will involve discussion with your team in an online forum.
 - You may submit assignments up to one week late *only* if you have received advance permission from me. Some credit will be deducted.
- Classes will involve simulations and exercises that require demonstration of the targeted skills and competences.
- You will be a member of two different teams during the course. Each team will be required to do a project. Further details will be given in class and on Sakai.
- There will be three short quizzes (~15 minutes each). There will also be a final case analysis, done individually online during the week after the last class.

Grades

- Grades will be based 1/3 on weekly assignments and in-class participation; 1/3 on the two group projects; and 1/3 on the quizzes, the final case analysis, and other individual writing assignments.

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.
- If you expect to miss a class, you must 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 will result in an automatic grade of "F".

Lateness

- Students 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.

Academic integrity

Students are expected to be familiar with the University's Policy on Academic Integrity and follow it: <http://academicintegrity.rutgers.edu>

Please take a moment to review the following points from that site specific to proper citations to avoid plagiarism:

Plagiarism is the use of another person's words, ideas, or results without giving that person appropriate credit. To avoid plagiarism, every direct quotation must be identified by quotation marks or appropriate indentation and both direct quotation and paraphrasing must be cited properly according to the accepted format for the particular discipline or as required by the instructor in a course. Some common examples of plagiarism are:

- Copying word for word (i.e. quoting directly) from an oral, printed, or electronic source without proper attribution.
- Paraphrasing without proper attribution, i.e., presenting in one's own words another person's written words or ideas as if they were one's own.
- Submitting a purchased or downloaded term paper or other materials to satisfy a course requirement.
- Incorporating into one's work graphs, drawings, photographs, diagrams, tables, spreadsheets, computer programs, or other non-textual material from other sources without proper attribution.

Communication with the professor

I am available during office hours (TBD) or by appointment. My regular office hours will be in my office (135B) at the Labor Education Center. If this does not suit your schedule, please let me know and we can make other arrangements.

Miscellaneous

- When emailing me, you must use your Rutgers email address. I have your Rutgers addresses, and using other ones causes major confusion.
 - If you prefer to use another email account, set up your Rutgers email to forward automatically to it. You can do this by opening your Rutgers webmail account and going to "Webtools", then "forward."
 - If you need a response before the next class, write the word "urgent" in the heading.
- Cell phones and other mobile devices should be turned off during class.
- All written homework should be submitted on Sakai.

**CLASS SCHEDULE – DYNAMICS OF WORK AND WORK ORGANIZATION –
SPRING, 2014**

In each unit of two classes, everyone must attend the first part of class (approximately 60 minutes). However, for the second part of class, half of the teams attend one week and the other half attends the next week.

Class Sessions	Class #	Date	Attend Part 2	Notes
Introduction	1		All	
Overview	2		All	
Personality types and group roles	3		Teams 1 – 4	
	4		Teams 5 - 8	
Effective feedback & ladder of inference	5		Teams 5 - 8	Meet with Professor
	6		Teams 1 – 4	Meet with Professor
Group dynamics	7		Teams 1 – 4	Quiz
	8		Teams 5 - 8	1st Team project due (Friday after class)
Form new teams				
Leadership	9		Teams 1b – 4b	
	10		Teams 5b – 8b	
Mutual gains negotiation	11		Teams 5b – 8b	Quiz Meet with Professor
	12		Teams 1b – 4b	Meet with Professor
Group problem solving	13		Teams 1b – 4b	2nd Team project due (Friday after class)
	14		Teams 5b – 8b	
Conclusion	15		All	Quiz