ORGANIZATIONAL BEHAVIOR AND WORK
(Course Number 37:575:345:05)

Department of Labor Studies and Employment Relations
School of Management and Labor Relations
Rutgers, The State University of New Jersey

Fall 2012
Class Times: Tuesday, 7:15pm – 10:05pm
Class Location: Douglass Campus, Loree Building Room 115
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COURSE OVERVIEW
Organizational Behavior (OB) is a field of study that investigates the impact that individuals, groups, and organizational structures and systems have on human behavior within organizations. Factors such as individual motivation and personality, group communication and decision-making processes, and organizational culture and diversity all affect the way people behave at work. In turn, these behaviors can influence individual-level outcomes such as worker satisfaction, group-level outcomes such as team effectiveness, and organization-level outcomes such as firm productivity and performance. This course will review key concepts, models, and theories of OB, helping you to understand the role that OB plays in the world of work.

GRADING RUBRIC
Your course grades will be calculated as such:

Course Component	Raw Points Possible	% of Final Course Grade
Attendance & In-Class Participation	40	10%
Weekly Homework Assignments	60	15%
Small Group Case Presentation & Paper	100	25%
Midterm Exam	100	25%
Final Exam (non-comprehensive)	100	25%
Total	**400**	**100%**

In terms of the Rutgers University letter grade and grade point system, your final grade will be calculated as follows:

Total Raw Points	RU Letter Grade
400-360	A
359-340	B
339-320	B-
319-300	C
299-280	C-

279-240	D
239 and below	F

COURSE COMPONENTS

Attendance and In-Class Participation (40 points, 10% of final grade)

Your class participation grade is a combination of (1) your participation during class and small group discussions, and (2) your regular attendance and observation of classroom policies. The first item, participation, refers to the level and insightfulness of your in-class and in-group activities. You are fully expected to 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.

The second item that comprises your overall class participation grade is attendance and observation of classroom policies. Attendance at every meeting is expected; however, things do come up. If you must miss a class session, please either call or send me an email. 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 until the mid-session break. 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.

Weekly Homework Assignments (60 points, 15% of final grade)

For each week's required reading, I will assign anywhere from 1-4 questions based on the readings. You will answer all questions as part of your weekly homework assignment. **Each question requires ONLY a brief 2 or 3 sentence response.** Therefore, if there are 3 questions assigned for a particular week, your entire weekly homework assignment should be anywhere from 6-9 sentences long.

Weekly Homework Assignments are to be submitted via the "Assignments" section of Sakai **no later than the start of class.** Submissions are automatically time-stamped by Sakai, and late submissions will be penalized.

Small Group Case Analysis Presentation & Paper (100 points, 25% of final grade)

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 15 to 20 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.

Midterm and Final Examination (100 points each; each is 25% of final grade)
A 1.5 hour (each), in-class Midterm and Final Examination (non-comprehensive) will be administered. The Midterm will be scheduled near the middle of the course. The Final will be on the University-designated final exam date. 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.

In general, if and when students make a reasonable effort to study, they do quite well on these exams. However, to do well on them will require you to have a command of ALL of the materials in the course. We will prepare together in class for each exam the week before the test, and I will provide a handout of possible questions and/or topics that could show up on each test.

COURSE TEXTBOOK & SAKAI
Required Text: **Stephen P. Robbins and Timothy A. Judge. Organizational Behavior. 15th Edition. New Jersey: Prentice Hall. ISBN-10: 0132834871**

All students must have access to the Robbins and Judge textbook listed above! Having access can mean many things – purchasing a copy, renting it for the semester, buying an online e-book version, making photocopies of each and every page, or whatever else you can think of (within reason and legal, of course). However you choose to do it, you cannot succeed in this class if you try and skate around getting access to the Robbins and Judge book!

The Sakai course management system (https://sakai.rutgers.edu/portal) will be used heavily for the administration of this course. Weekly Homework Assignments and group case analysis briefings and presentations must be submitted via Sakai, and grades will be returned via Sakai. Sakai also has excellent discussion board functionality, and students are encouraged to create discussion threads when they have questions/comments about weekly readings, topics, and concepts.

I will rely on Sakai to make general class announcements and to send emails to students as necessary. Sakai is linked to your rutgers.edu email account. Therefore, **it is absolutely imperative that you monitor your rutgers.edu email account**, or set it up to forward messages to your personal email account. I will not be responsible for announcements and email messages sent via Sakai that you miss as a result of your not regularly monitoring your rutgers.edu email account.

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.

CLASS SCHEDULE

Week	Date	Topic	Assigned Readings and Class Activities
1	9/4	What is Organizational Behavior?	Robbins & Judge – Chapter 1
2	9/11	Diversity in Organizations Attitudes and Job Satisfaction	Robbins & Judge – Chapter 2 Robbins & Judge – Chapter 3
3	9/18	Emotions and Moods	Robbins & Judge – Chapter 4 Expert Advisory Team Assignments Practice Case Analysis
4	9/25	Personality and Values	Robbins & Judge – Chapter 5 Team 1 Case Analysis: *TBD*
5	10/2	Perception and Individual Decision Making	Robbins & Judge – Chapter 6 Team 2 Case Analysis: *TBD*
7	10/9	Motivation Concepts Motivation: From Concepts to Applications	Robbins & Judge – Chapter 7 Robbins & Judge – Chapter 8 Team 3 Case Analysis: *TBD*
8	10/16	Foundations of Group Behavior	Robbins & Judge – Chapter 9 Team 4 Case Analysis: *TBD*
9	10/23	Understanding Work Teams	Robbins & Judge- Chapter 10 Team 5 Case Analysis: *TBD* Mid-term Exam In-Class Review
10	10/30	MIDTERM EXAM	
11	11/6	Communication	Robbins & Judge – Chapter 11
12	11/13	Leadership	Robbins & Judge – Chapter 12 Team 6 Case Analysis: *TBD*
13	11/20	Power and Politics Conflict and Negotiation	Robbins & Judge – Chapter 13 Robbins & Judge – Chapter 14 Team 7 Case Analysis: *TBD*
14	11/27	Foundations of Organization Structure Organizational Culture	Robbins & Judge – Chapter 15 Robbins & Judge – Chapter 16 Team 8 Case Analysis: *TBD*
15	12/4	Human Resource Policies and Practices	Robbins & Judge – Chapter 17 Team 9 Case Analysis: *TBD*
16	12/11	Organizational Change and Stress Management	Robbins & Judge – Chapter 18 Final Exam In-Class Review
17	12/18	FINAL EXAM	