

**Organizational Behavior and Work**  
**Wednesdays 9:50am-12:50pm**  
**College Avenue, Campbell Hall A1**  
**37:575:345:01**

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**COURSE OVERVIEW:**

Why should we study Organizational Behavior? We will explore the answer to this question throughout this semester. But briefly, importance of Organizational Behavior lies in the fact that it helps us to understand organizations. It is not just important for individual who are trying to enter the fields of Human Resource Management or Business Administration, but it is important for any individual who plans to work in an organization. Organizational behavior increases individual understanding of how people work in organizations, how they interact with the organization and with each other, and as an employee how can you improve individual satisfaction and organizational productivity. In short, Organizational Behavior studies individuals, groups, and organizational structures and how they interact with each other. This being said, it would also be pertinent to add here that Organizational Behavior is a very vast subject and it would be almost impossible to cover it extensively in one semester. Therefore, the overall purpose of this course is to give you a basic understanding of the field and to provide you with basic tools to appreciate organizational complexities.

Over the course of the semester we will see that Organizational Behavior draws liberally from a number of other disciplines like: management, sociology, and industrial psychology. Therefore, another purpose of the course will be to understand and appreciate the contributions of other fields of study in Organizational Behavior. The course is divided into three levels: ***individual*** (e.g. personality, values, and motivation), ***group*** (e.g. communication and conflict) and ***organization*** (e.g. structure and culture). The concepts and theories studied will be applied in the class in class discussions and group work.

## **Class Structure:**

### **Class Format**

Each class will be structured in two to three sessions. The lecture will have several parts: lecture; videos; discussion (individual & Group); class exercises (individual & group); & short case studies. **Note: some of the exercises are located in the textbook so please make sure to bring it to each class.** There will be stress on participation and it is expected that you have read the readings before coming to the class.

### **Team Case-analysis Report:**

Team work will be crucial in the class both for understanding the subject matter of the readings and for your grade (as explained below). Teams will be used for two objectives. We will form groups that will be permanent in the beginning of the semester in each class these groups will be given in-class exercises and discussions. The groups will discuss these exercises and analyze them based on that week's reading assignments. Then the group will also share their analysis with the whole class. Additionally, each group will be assigned a comprehensive case (chosen from the textbook), to diagnose the issues and problems by applying theories and concepts learnt in the class, and finally provide your comments and recommendations. In the end, teams will present its report, and need to hand in a project report in a word format (5-7 double-spaced pages excluding cover page and references). The general guidelines for the report will be discussed in detail in the class.

\*I will put the teams and team members on Sakai before the second class

### **Evaluation as a team member:**

Because it is difficult for an outside person to evaluate individual contribution to the team, team members themselves will evaluate each other's performance. The grading should correspond with the level of effort and contribution one has put in group exercises and case-analysis report (more detail will be provided in class). On the due date of team report, you should submit the evaluations of your team members via email to the instructor. Don't forget to include the name of the team and names (and last names!) of each team member. **Failure to complete the team evaluation by the required date will result in 0 points for YOUR team evaluation score.**

### **Quiz:**

There will be three quizzes in the class. The dates are given in the class schedule. The format will be discussed in the class.

## **Final:**

There will be one final exam in this class. The final will be conducted in class, and will a close book test. The final will cover the chapters 9-18. The details about the examinations and format will be discussed in the class.

If you have any special needs and requirements, you will inform me in advance with the proper documentation, so that I can make the necessary arrangements.

## **Class Participation:**

Class participation is an important aspect of this class. You will be expected to come prepared for discussion, which would also require that you have read the readings before you come to the class. Class participation will be divided into two parts: one will be your attendance; and the other will be your contribution in class discussions.

- \*While contributing to class all students will be courteous and maintain decorum.
- \*Come prepared in the class, if participation is not done voluntarily then I will cold call you.
- \*If you are late more than 15 minutes in the class, you will not get the grade for attendance. If you are late more than 20 minutes in the class you will get a zero in that class' attendance and participation. There can be exceptions in mitigating circumstances.
- \*If you are going to be absent from the class you can get an excused absence if you inform me in advance.

## **Grade weighting**

Class participation	20%	(5% Attendance & 15% Participation)
Team case-analysis report	15%	
Team Project Presentation	10%	
Team evaluation	5%	
Quiz (3)	30%	(10% each)
Final	20%	
<b>Total:</b>	<b>100%</b>	

## **REQUIRED TEXT:**

**Textbook:** Robbins, Stephen, P. Organizational Behavior. (13<sup>th</sup> ed.) Prentice Hall: New Jersey.

**Articles/other resources & Class Power points:** other optional readings and power point slides will be emailed to you before each class or they will be available at Sakai.

**Note:** If you want to save some money, I suggest you buy this book on-line. You can also purchase the 12<sup>th</sup> or 11<sup>th</sup> edition, which are very similar. It covers the same chapters with a few minor changes (see page xxiii to xxiv in 13<sup>th</sup> ed. specific changes). The supplemental readings will be available on the Sakai course website.

### **ACADEMIC MISCONDUCT STATEMENT:**

Each member of the class is expected to abide by the University's standards for academic integrity. Violations of these standards includes, but are not limited to, cheating on assignments or examinations; plagiarizing, which means misrepresentation as your own work any part of work done by another, and handing in work done for another class as original to this class.

## Class Schedule and Important Dates

Class	Date	Topic	Reading Assignment	Activities
1	Jan 19 <sup>th</sup>	Introductions: Course Overview: Team Formations: What is OB? What is Organizational Behavior?	<b>Chapter 1;</b> & Drucker, P. (1999). Managing Oneself. Harvard Business Review, 77(2): 64-74.	
2	Jan 26 <sup>th</sup>	Individual Behavior I: Foundation Individual Behavior II: Attitudes and Job Satisfaction	<b>Chapter 2</b> <b>Chapter 3</b>	
3	Feb 2 <sup>nd</sup>	Individual Behavior III: Emotions Personality & Values	<b>Chapter 8</b> <b>Chapter 4</b>	
4	Feb 9 <sup>th</sup>	Motivation I: Concepts Motivation II: Application	<b>Chapter 6</b> <b>Chapter 7</b>	Case studies Assigned & Quiz # 1
5	Feb 16 <sup>th</sup>	Individual Decision-Making Group Foundation	<b>Chapter 5</b> <b>Chapter 9</b>	
	Feb 23 <sup>rd</sup>	Midterm		
6	March 2 <sup>nd</sup>	Group: Teams Group: Communication	<b>Chapter 10</b> <b>Chapter 11</b>	Quiz # 2
7	March 9 <sup>th</sup>	Leadership II: Contemporary Issues Leadership I: Basic Concepts	<b>Chapter 12</b> <b>Chapter 13</b>	
8	March 23 <sup>rd</sup>	Power and Politics Conflict and Negotiation	<b>Chapter 14</b> <b>Chapter 15</b>	Quiz # 3
9	March 30 <sup>th</sup>	Organizational Structure: Foundation	<b>Chapter 16 &amp;</b> <i>Moving from Products to Solutions; &amp; Burns &amp; Stalker. (1961). Mechanistic and Organic Systems of Management, from The Management of Innovation.</i>	
10	April 6 <sup>th</sup>	Organizational Culture	<b>Chapter 17 &amp;</b> Smartest Guys in the room-Enron	
11	April 13 <sup>th</sup>	HR Policies and Practices	<b>Chapter 18 &amp;</b> Drucker, P. "They're not employees, they're people"; "The Disappearing HR Department"& "Shinning New Light on a Growing Trend"	
12	April 20 <sup>th</sup>	Organizational Change & Stress Mgmt	<b>Chapter 19 &amp;</b> Inkpen, A. C. (2005). Learning Through Alliances: GENERAL MOTORS AND NUMMI. California Management Review, 47(4): 114-136 & "Leading Change (Palmisano)"	
13	April 27 <sup>th</sup>	Review of the Course & Team Project Presentations		Team reports and evaluations due
		Final		