

LSER 37:575:345:02: Organizational Behavior and Work – Spring 2011
Mondays/Wednesdays 2:15 - 3:35 pm, Hickman Hall 216

Instructor: Kaumudi Misra
E-mail: kmisra@rci.rutgers.edu
Office Hours: By appointment

Course Overview and Objectives

Organizational Behavior (OB) is a field of study that seeks to understand, explain, predict, and change human behavior as it occurs in the organizational work context. Nearly everything that is accomplished in our society is done through organizations. Because organizations are comprised of individuals, one of an organization's most important tasks is to manage, motivate and optimally utilize its human resources. A study of OB & Work helps in understanding how people work within organizations; how they interact with the organization and among each other; and as an employee, how could we improve our own individual satisfaction and productivity. As such, the study of organizational behavior and processes is not just important for individuals who are trying to enter the fields of Human Resource Management or Business Administration, but for anyone who plans to work in an organization.

LSER 37:575:345 is an introductory course intended to help students gain sufficient knowledge and understanding of key Organizational Behavior (OB) concepts and theories, and be able to apply them to real-life situations in the organizational work context. This course will help you:

- Understand key concepts, models and theories of OB
- Understand major OB needs of most organizations
- Gain an awareness and appreciation of the complexity associated with managing people working in an organization
- Apply knowledge of OB concepts from both professional and personal perspectives

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. This course is organized into three segments: First, we will look at behaviors of **individual** members of organizations. Then, the course will focus on the management of **groups** of individuals/teams within organizations. Lastly, we will look at how large **organizations** are structured and led. A combination of lecture, discussion, cases, and examination techniques will be used to achieve the course objective, with the goal that students will be able to apply the skills developed in this class to real world settings.

Required Text and Course Website

Textbook: *Robbins, Stephen, P. & Timothy A. Judge Organizational Behavior. (14th ed.) Prentice Hall: New Jersey. ISBN: 978-013612401-6*

[*Note to students:* If you want to save, you may buy the textbook on-line. You may even purchase the 13th [ISBN: 978-013600717-3] or 12th edition, which are very similar and cover the same chapters with a few minor changes (see inside cover of the 14th ed. for specific changes). An extra copy of the text will be in SMLR library on-hold].

Articles/other resources & Class Power points: Other supplemental readings and power point slides will be available at Sakai: (<https://sakai.rutgers.edu/portal>). Log in with your Rutgers NetID and password. Click on the course name. PowerPoint slides, supplemental course materials, important updates, and announcements will be posted on the course website. *You are responsible for keeping yourself up-to-date with information on the course website.*

Class Structure and Format

The course will be structured in two sections. One part will be lecture-based where we will cover the chapters from the textbook in an interactive format. The other part of the class will include individual and team exercises (see pp. 5-6 of syllabus). 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.

Midterm/ Final Exam and Quiz

There will be one midterm and a final exam in this class. The midterm is going to be an in-class, closed-book test. It will cover the first 11 Chapters. The final exam will have an open-book-type of format (to be determined by the Instructor), and will cover topics covered during the entire course. Additionally, students will be tested with 2 short quizzes, which will be included in the student's final grade. The details about the examinations and format will be discussed in the class.

Team Projects

Team Case-analysis Report:

Teamwork 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 ad hoc groups throughout the semester for our in-class exercises. These groups will discuss the in-class exercises and analyze them based on that week's reading assignments. Then the group will also share their analysis with the whole class. Additionally, we will also form groups for the Team Projects. Each group will be assigned a comprehensive case (chosen by me), to diagnose the OB issues and problems by applying theories and concepts learnt in the class, and finally provide their comments and recommendations. In the end, teams will present their analysis to the class, and need to hand in a project report in a word format (5-7 double-spaced pages excluding cover page and references). Further guidelines for the report and project presentation will be discussed in detail in the 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 the 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 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 OWN team evaluation score.*

Note on Assignments

All written assignments (individual or group) must be turned in on the due date at the beginning of class. The grade goes down one half-grade for each *day late* (e.g. from 4.0 to 3.5), except under extraordinary and documented circumstances. In case of illness or emergency that will affect your handing in an assignment, please contact me directly BEFORE the deadline via email. Otherwise, penalty points will be deducted. Incomplete written assignments will result in a deferred final grade until all required assignments are handed in.

All papers and projects should be reasonably spaced and "fonted", and all pages should be numbered with name of student(s) clearly written on the front page. A general guideline is 12-point font, double-spacing, Times New Roman, with one-inch margins.

Course Grading and Calculation

Learning Evaluation: Grades for the course are calculated based on a total of 100 possible points. Course grades will be based on the following components, all of which are explained in the sections below:

Learning Component	%
Individual Component	
In class Quizzes	10 %
Mid-term Exam	30 %
Final Exam	30 %
Class Participation	10 %
Team Project	
Team Analysis Report & Presentation	15 %
Team Evaluation	5 %
TOTAL	100 %

Grading Standards: Points earned are converted to a course grade on a four-point scale using the table below:

Total Points	Point Grade	Letter Grade
90-100	4.0	A
80-89	3.5	B+
70-79	3.0	B
60-69	2.5	C+
50-59	2.0	C
40-49	1.5	D
30-39	1.0	F
0-29	0.0	F

Attendance and Withdrawal Policy

This is a team-based, experiential, case- and activity-centered course. Consequently, attendance is critical as much of what we cover in class, and subsequently what is on the exams, comes from class activities. Upon the fourth absence, and for each subsequent absence, ten (10) points will be deducted from the student's final score, per missed class, regardless of reason. To avoid being counted as absent, a student must be present for the entire class session from beginning to end. If you are late to class and do not come up after class to be marked as present, you will be marked as absent. There are no exceptions. To provide accommodation for religious observances, you must make arrangements by contacting me in advance. Withdrawal from the course should be arranged with the registrar's office, but I should also be notified by you.

Note on Class Participation

Giving straight lectures is as boring as is listening to them. We will have interactive, informed discussions of the material we cover in class. Everyone is expected to contribute. You will be evaluated more on “what” you say than “how much” you say. If you have trouble “speaking-out”, come and see me. We will develop a plan that makes you a valuable contributor to the class. The purpose of class participation is to refine your oral communication skills (a very valuable skill in organizations). You are expected to attend every class, on time and prepared for discussion, which would also require that you have read the readings before you come to the class.

Academic Honesty

Each member of the class is expected to abide by the University's standards for academic integrity. Violations of these standards will not be tolerated and will be penalized as allowed by University policy. Violations of academic integrity include, 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. In keeping with University guidelines, you are expected to develop original work for this course (e.g. no work completed for a prior course). Any material from the internet or other sources must be quoted and fully documented.

Special Arrangements

If you require special arrangements, or have circumstances in your life that you feel I should be aware of that may influence your ability to meet the expectations of this class, please discuss these with me during the first week of class. It is the policy of the department to accommodate students with disabilities when they present the appropriate university documentation.

Syllabus Guiding Statement

This syllabus is not a contract, but a *plan* for action. I reserve the right to alter its stipulations, upon prior notification to students, if and when educational circumstances warrant changes.

Class Schedule and Important Dates

week	date		topic	assigned readings & class activities**
1	Jan 19		Introductions & Course Overview	Introduction to Organizational Behavior & Work
2	Jan 24	<i>Individual Level</i>	What is Organizational Behavior?	Robbins & Judge - Chapter 1
	Jan 26		Foundations of Individual Behavior	Robbins & Judge - Chapter 2
3	Jan 31		Review Exercises Attitudes and Job Satisfaction	Robbins & Judge - Chapter 3
	Feb 02		Personality & Values	Robbins & Judge - Chapter 5
4	Feb 07		Perception and Individual Decision Making	Robbins & Judge - Chapter 6
	Feb 09		Review Exercises Begin Motivation Concepts	Robbins & Judge - Chapter 7
5	Feb 14		Motivation Concepts (Contd.)	Quiz #1 <i>Robbins & Judge - Chapter 7</i>
	Feb 16		Motivation (from Concepts to Application)	Robbins & Judge - Chapter 8
6	Feb 21		Review Exercises	<i>Case Analysis -1</i>
	Feb 23	<i>Group Level</i>	Foundations of Group Behavior	Robbins & Judge – Chapter 9
7	Feb 28		Work Teams & Communication	Robbins & Judge – Chapters 10 & 11
	Mar 02		Review & Midterm Prep	
8	Mar 07	Midterm Exam		
	Mar 09		Leadership	Robbins & Judge – Chapter 12
9	Mar 14 & 16	Spring Break – no class		

10	Mar 21		Power & Politics	Robbins & Judge – Chapter 13
	Mar 23		Conflict & Negotiation	Robbins & Judge – Chapter 14
11	Mar 28		Review Exercises	
	Mar 30	<i>Organizational Level</i>	Foundations of Organization Structure	Robbins & Judge – Chapter 15
12	Apr 04		Review Exercises	Quiz #2
	Apr 06		Organizational Culture	Robbins & Judge – Chapter 16
13	Apr 11		Review Exercises	Group Meetings – Outline Due
	Apr 13		Human Resource Policies and Practices	Robbins & Judge – Chapter 17
14	Apr 18		Organizational Change and Stress Management	Robbins & Judge – Chapter 18
	Apr 20		Team Project Presentations Prep	
15	Apr 25		<i>In-class Team Project Presentations (All Team Reports due)</i>	
	Apr 27		<i>In-class Team Project Presentations (All Team Evaluations due)</i>	
16	May 02		Course Review and Wrap-up	
			<i>Reading Days & Final Exam (May 03 – May 11, 2011)</i>	

*** I will add supplemental Readings to class topics, as and when necessary.*