ORGANIZATIONAL BEHAVIOR AND WORK

(Course Number 37:575:34502 index 32559) Fall 2011 DRAFT – SUBJECT TO CHANGES

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

Class Times: Wednesdays, 8:40am - 11:40am

Class Location: TBA
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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 outcomes like worker satisfaction, group effectiveness, and 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.

The organization of course topics is straightforward. We'll start in week 1 with an introduction to the field of OB. In week 2, we'll talk generally about work organizations, asking fundamental questions such as "what are organizations?" and "what are the different ways in which work is structured?" After building a firm base upon which to study OB, from week 3 onward, we'll dive into the various individual (employee), group, and organizational processes that influence human behavior in organizations.

GRADING RUBRIC

Your course grades will be calculated as such:

	Raw Points	% of Final
Course Component	Possible	Course Grade
Attendance & In-Class Participation	40	10%
Weekly Homework "Memos"	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	В
339-320	В-
319-300	С
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 CALL ME OR LEAVE A VOICEMAIL MESSAGE BEFORE CLASS (an email, or 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 away. 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 session.

Weekly Homework Memos (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 memo. Each question requires ONLY a brief 2 or 3 sentence response, no more. Therefore, if there are 3 questions assigned for a particular week, your entire weekly homework memo should be anywhere from 6-9 sentences long. Longer responses are strongly discouraged, and will not garner additional points or extra credit. In fact, if you write too much, I may not read your entire response, and you may actually lose points because the portion that was read did not fully address the original question asked.

Memos 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 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 group will be assigned a real-life work-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, groups will present a 10-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 later, effective case solutions typically involve (1) clear identification of the problem or problems, (2) creation of alternative courses of action, which directly address the problems 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 small group member is expected to contribute to their group's project.

In addition to the 10-minute in-class presentation, teams will be responsible for submitting a 3 page (ONLY, no more and no less) paper on their case. Only one paper is required per team; not one paper per person on the team. This paper 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 last day of the course. 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 at the beginning 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. They are not terribly tough, and rarely do students need the entire 1.5 hour to finish. 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. <u>Organizational Behavior.</u> 14th Edition. New Jersey: Prentice Hall. ISBN: 978-0-13-612438-2

In driving school, you need a car in order to learn. At tennis lessons, your own tennis racquet is a must. And if you are enrolled in this course, without exception, you 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. However you 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. Homework memos and group case analysis papers 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			
	Course Introduction					
1	9/7	What is Organizational Behavior?	Robbins & Judge – Chapter 1			
	The Big Picture — Organizations and Organizing					
2	9/14	Organizational Structure Organizational Change	Robbins & Judge – Chapter 15 Robbins & Judge – Chapter 18			
	People and Processes – Individuals, Groups, Organizations					
4	9/28	Attitudes and Job Satisfaction	Robbins & Judge – Chapter 3			
5	10/5	Emotions and Mood	Robbins & Judge – Chapter 4			
6	10/12	Personality and Values	Robbins & Judge – Chapter 5			
7	10/19	Perception and Individual Decision Making	Robbins & Judge – Chapter 6			
8	10/26	MIDTERM EXAM				
9	11/2	Motivations Concepts Motivation Applications	Robbins & Judge – Chapter 7 Robbins & Judge – Chapter 8			
10	11/9	Communication Organizational Culture	Robbins & Judge – Chapter 11 Robbins & Judge – Chapter 16			
11	11/16	Diversity in Organizations	Robbins & Judge – Chapter 2			
12	11/21*	Leadership	Robbins & Judge – Chapter 12			

13	11/30	Foundations of Group Behavior Work Teams	Robbins & Judge – Chapter 9 Robbins & Judge – Chapter 10
14	12/7	Power and Politics Conflict and Negotiation	Robbins & Judge – Chapter 13 Robbins & Judge – Chapter 14
15	12/TBD	FINAL EXAM	

^{*} This is a Monday. Per the University schedule of classes, Wednesday classes will be held on Monday, 11/21. See http://scheduling.rutgers.edu/calendar.shtml for more info.