

# Organizational Behavior and Work

Wednesdays, 10:20am - 1:20pm, Lucy Stone Hall, Room B115 (Livingston Campus)

## Instructor

Dr. Tracy F. H. Chang, M.A.B., Ph.D.

Email: [tracy.chang@rutgers.edu](mailto:tracy.chang@rutgers.edu)

Office: Labor Education Center Room 146

Office Hours: By Appointment

## Course Description

*“Management is the most noble of professions if it’s practiced well. No other occupation offers as many ways to help others learn and grow, take responsibility and be recognized for achievement, and contribute to the success of a team. One of the most compelling trends in the teaching and practice of business management over the last two decades is the transformation of manager from someone expected to have all the answers to a person whose primary role is develop the people around them to their full capabilities.”*  
- Clay Christensen, Professor, Harvard Business School

Organizational Behavior (OB) is a field of study that explores human psychology and behavior at work, group processes and team dynamics, and organizational culture and design. This exploration yields an understanding of OB concepts and theories and builds self-mastery over one’s own thoughts, emotions, energy, and actions. This self-mastery enables students to function at their highest level of capabilities and become effective and competent at work. This competency also enables future managers to create conditions for employees to thrive, establish processes for teams to innovate, and design systems for organizations to succeed. This course uses a “flipped classroom” format - students complete readings and assignments prior to attending classes and class time is devoted to experiential activities and group discussions.

## Learning Objectives

School of Management and Labor Relations:

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI).
- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Labor Studies and Employment Relations Department:

- Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on, work (Goal 6).
- Work productively in teams, in social networks, and on an individual basis (Goal 13).

Course:

- Demonstrate skills and competencies on active listening, self-awareness and mastery, critical thinking, creativity, and problem solving.

## Textbook

- Angelo Kinicki and Mel Fugate (2018). Organizational Behavior (2nd edition) with access code to Connect. McGraw Hill. Access Connect assignments and quizzes via Canvas.

## Course Requirements

Students will be assessed based on the following criteria:

- Comprehension and Application (40%) - LearnSmart (5%), Video Case, (5%), Problem Solving Application Cases (PSAC) (5%), and quizzes (25%).

Connect assignments and quizzes are tools to prepare students to participate in class activities and discussions. Therefore, they are due **by noon on the day before class days. The deadline is firm** - no assignments or quizzes will be accepted after the due time. However, two lowest scores will be dropped to accommodate all personal situations, including technical issues, late registration, work, illness, religious holidays, and university-sponsored events.

- Attendance, Attention, Engagement, and Contribution to Learning (40%).

Students are required to (1) attend all classes on time and in their entirety and (2) fully engage in class activities and discussions. Students must **turn-off and stow-away** all electronic devices (smart watches included) to earn full credits; any use of device, however brief, will result in reduced credits. Late arrival or early departure from a class will also result in reduced credits. Two absences will be dropped to accommodate all personal situations (e.g., illness, university-sponsored events, work, and religious holidays).

Each student will sign up for an **“OB in Action”** case (5%) - (1) write a synopsis of the case (250 words) and an answer (250 words) to each discussion question and (2) lead a group discussion on a designated date. Each written answer must include definition and application of an OB concept (bold). Submit the written work by noon via Canvas on the discussion day. Late submission will receive deducted points.

- Team Projects (10%). The Team Project consist of three parts:
  1. Perform a role-play on the Problem-Solving Application Case at the end of the chapter and its solution. The role-play must include definition and application of three OB concepts.
  2. Lead a class discussion on the Legal/Ethical Challenge at the end of the chapter. The team will design 3 or 4 options for the challenge. Divide the class into 3 or 4 groups and lead each group in considering the pros and cons of an option.
  3. Summarize an academic research article that examines the effect of mindfulness on the chapter topic assigned to your team. **The research article must be submitted for approval by the end of the class on September 11th.** Late submission will receive 0 point. Each team will submit one 2-page written summary (double space, 1-inch margin, 12-point), including (1) the research question, (2) methodology, (3) findings, and (4) implications for managers. Submit the summary by noon on the day of team performance. Team members will verbally present this summary to the class.

Team performance will be assessed by peers. Absence on the day of a team presentation will result in a score of zero, regardless of the reason.

- Self-awareness/assessment lab and critical reflection paper (10%). Self-awareness and mastery exercises will be assigned. A 2-page critical reflection paper (double space, 1-inch margin, 12-point) is due by noon **December 11.**

## University Policies

- **Disability Services.** Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>
- **Academic Integrity.** Plagiarism is a major offense at Rutgers University. You are responsible for understanding the academic integrity policy and following these principles. Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. The complete academic integrity policy can be found here: <http://academicintegrity.rutgers.edu/>.

## Course Schedule

Dates		Topics	Readings & Assignments
<b>Week 1</b>	<b>9/4</b>	Introduction	
<b>Week 2</b>	<b>9/11</b>	Ch. 1 Making OB Work For Me	K & F, Chapter 1 <b>Quiz Due 9/10</b>
		Research Workshop - <b>Team Mindfulness Research Article PDF Due for Approval</b>	
<b>Week 3</b>	<b>9/18</b>	Ch. 2 Values and Attitudes	K & F, Chapter 2 <b>Quiz</b>
		"OB in Action" Sign-Up	
<b>Week 4</b>	<b>9/25</b>	Ch. 3 Individual Differences and Emotion	K & F, Chapter 3 <b>Quiz</b>
		Ch. 3 Team 3	
<b>Week 5</b>	<b>10/2</b>	Ch. 4 Social Perception and Managing Diversity	K & F, Chapter 4 <b>Quiz Due</b>
		Ch. 4 Team 4	
<b>Week 6</b>	<b>10/9</b>	Ch. 5 Foundations of Employee Motivation	K & F, Chapter 5 <b>Quiz Due</b>

Dates		Topics	Readings
		Ch. 5 Team 5	
<b>Week 7</b>	<b>10/16</b>	Ch. 6 Performance Management	K & F, Chapter 6 <b>Quiz Due</b>
		Ch. 6 Team 6	
<b>Week 8</b>	<b>10/23</b>	Ch. 7 Positive Organizational Behavior	K & F, Chapter 7 <b>Quiz Due</b>
		Ch. 7 Team 7	
<b>Week 9</b>	<b>10/30</b>	Ch. 8 Groups and Teams	K & F, Chapter 8 <b>Quiz Due</b>
		"OB in Action"	
<b>Week 10</b>	<b>11/6</b>	Ch. 9 Communication in the Digital Age	K & F, Chapter 9 <b>Quiz Due</b>
		"OB in Action"	
<b>Week 11</b>	<b>11/13</b>	Ch. 10 Managing Conflict and Negotiations	K & F, Chapter 10 <b>Quiz Due</b>
		"OB in Action"	
<b>Week 12</b>	<b>11/20</b>	Ch. 11 Decision Making and Creativity	K & F, Chapter 11 <b>Quiz Due</b>
<b>Week 13</b>	<b>11/27</b>	Ch. 12 Power, Influence, and Politics	K & F, Chapter 12 <b>Quiz Due</b>
		<b>Thanksgiving</b>	
<b>Week 14</b>	<b>12/4</b>	Ch. 13 Leadership Effectiveness	K & F, Chapter 13 <b>Quiz Due</b>
		"OB in Action"	
<b>Week 15</b>	<b>12/11</b>	Ch. 16 Managing Change and Stress	K & F, Chapter 16 <b>Quiz Due</b> <b>Critical Reflection Paper Due</b>
		"OB in Action"	