

# Human Resources Management and Organizational Behavior

Course Number:

37:533:324:01 or 37:624:325:01

Index: 20853 or 16021

Rutgers University  
School of Management and Labor Relations  
Human Resources Management Department

Fall 2020

Tuesday, September 1<sup>st</sup> – Tuesday, December 22<sup>nd</sup>

**Instructor:** Rebecca Greenbaum

**Class Day/Location:** This course will run asynchronously, whereby all material will be available for your *independent* learning, with the exception of the following dates. Please see the course schedule, at the end of this syllabus, for an explanation regarding the following synchronous dates, which will occur via WebEx.

## Synchronous Schedule:

- Thursday, September 3<sup>rd</sup>, 12:00 – 1:20 pm = Required
- Monday, September 21<sup>st</sup>, 12:00 – 1:20 pm = Required
- Thursday, September 24<sup>th</sup>, 12:00 – 1:20 pm = Exam / Required
- Monday, October 5<sup>th</sup> or Thursday October 8<sup>th</sup> = Required
  - See class schedule for times.
- Monday, October 26<sup>th</sup>, 12:00 – 1:20 pm = Optional
- Thursday, October 29<sup>th</sup>, 12:00 – 1:20 pm = Exam / Required
- Monday, November 16<sup>th</sup> or Thursday, November 19<sup>th</sup> = Required
  - See class schedule for times.
- Monday, November 30<sup>th</sup>, 12:00 – 1:20 pm = Optional
- Thursday, December 3<sup>rd</sup>, 12:00 – 1:20 pm = Exam / Required
- Thursday, December 10<sup>th</sup>, 12:00 – 1:20 pm = Exam / Optional

**Office:** 203 Janice H. Levin Building

**E-mail:** [Rebecca.greenbaum@rutgers.edu](mailto:Rebecca.greenbaum@rutgers.edu) (best way to contact me)

**Phone:** (848) 445-5830 (office phone)

**Office Hours:** Virtual office hours are available upon request. Please email the professor.

## Required Text / Course Packet

Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace*, Sixth Edition. McGraw-Hill: New York. ISBN: 978-1-259-92766-9

- I encourage you to purchase a used copy of this book, or an electronic copy, for the sake of saving money.

Harvard Business Publishing Course Packet

- The cases included in this course packet are copyrighted. Therefore, you must purchase your relevant cases to complete your case assignments. The course packet can be purchased for \$8.50 at the following website:

<https://hbsp.harvard.edu/import/747637>

**Course Description and Purpose**

Organizational Behavior provides tools to understand, explain, and improve human behavior in organizations. Because many organizations and managers tend to focus their efforts on enhancing employee job performance (i.e., the degree to which individuals perform the behaviors needed for the organization to achieve its goals) and organizational commitment (i.e., desires to remain a member of the organization), this course will introduce and explain individual, group, and organizational issues that affect organizations and will give particular attention to issues that influence job performance and organizational commitment. Topics, such as motivation, organizational justice, individual differences, team dynamics, leadership, and organizational culture, will be discussed.

This course fulfills the following learning objectives outlined by the *School of Management and Labor Relations*.

<b>Knowledge of Theory, Practice and Application</b>
<b>IV. Theoretical Perspectives</b> – Demonstrate an understanding of relevant theories and apply them given the background of a particular work situation. <ul style="list-style-type: none"><li>• Demonstrate an understanding of the practical perspectives, theories and concepts in the management field of study</li><li>• Evaluate and apply theories from social science disciplines to workplace issues</li></ul>
<b>V. Understanding Context</b> – Evaluate the context of workplace issues, public policies, and management decisions <ul style="list-style-type: none"><li>• Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work</li><li>• Analyze a contemporary global issue in the management field from a multi-disciplinary perspective</li><li>• Analyze issues related to business strategies, organizational structures, and work systems</li><li>• Analyze issues related to selection, motivation, and development of talent in a global context</li></ul>

**Course Outline** – Note that the underlined chapters do not occur in chronological order.

Part I: Introduction to Organizational Behavior

Chapter 1: What is Organizational Behavior?

Chapter 2: Job Performance

Chapter 3: Organizational Commitment

Part II: Individual Mechanisms

Chapter 4: Job Satisfaction  
 Chapter 6: Motivation  
 Chapter 5: Stress  
 Chapter 7: Trust, Justice, and Ethics  
 Chapter 8: Learning and Decision Making

Part III: Individual Characteristics

Chapter 9: Personality and Cultural Values  
 Chapter 10: Ability

Part IV: Group Mechanisms

Chapter 11: Teams – Characteristics and Diversity  
 Chapter 12: Teams – Processes and Communication  
 Chapter 13: Leadership – Power and Negotiation  
 Chapter 14: Leadership – Styles and Behaviors

Part V: Organizational Mechanisms

Chapter 16: Organizational Culture

**Course Format**

The course will include pre-recorded lectures for each chapter. To successfully complete this course, students are expected to watch lectures, read the assigned chapters, and complete the course assignments. Throughout the semester, the professor will meet with “learning pods” (i.e., small groups of students) to reinforce course concepts through the discussion of current events.

**Grading and Course Requirements**

Activity	Points	% of Grade
1. Open Book Exams	450	45%
2. Case Study Analysis	150	15%
3. Case Study Peer Review	150	15%
4. Chapter Quizzes	150	15%
5. Learning “Pod” Participation	100	10%
<b>Total Points</b>	<b>1000</b>	<b>100%</b>
6. Extra Credit	50	5%

---

Percentage	Points	Grade
90-100%	900-1000	A
85-89.9	850-899	B+
80-84.9	800-849	B
75-79.9	750-799	C+
70-74.9	700-749	C
60-69.9	600-699	D

≤ 59.9

≤ 599

F

**(1) Exams (150 points/exam, 450 points total, 45% of grade)**

There will be 3 non-cumulative exams and 1 final cumulative exam (i.e., 4 exams total). You are responsible for ALL assigned readings and lecture material scheduled before the exam. Please note that I will only count your highest three (3) exam grades towards your final grade in this course. Thus, the final exam can be considered optional. Each exam is worth 150 points, for a total of 450 points. Exams will include 30 multiple choice questions worth 4 points each (i.e., 120 points), and 10 true/false questions worth 3 points each (i.e., 30 points).

**Exam Content**

Exam I: Chapters 1, 2, 3, 4, 6

Exam II: Chapters 5, 7, 8, 9, 10, *Case Studies*

Exam III: Chapters 11, 12, 13, 14, 16

Exam IV: Cumulative

**Exam Procedures**

1. All exams will be administered via CANVAS using an online format.
2. The exams will be open book and open notes.
3. You are expected to complete your exam UNAIDED. Failure to do so will result in academic integrity charges being brought against you.
4. Exams will start promptly at the start of the designated time, typically on Thursdays at 12:00 pm. Exams will last 1 hour and 15 minutes, with all exams ending at the end of this timeframe. Thus, students arriving late for an exam will forfeit time on the exam.
5. After everyone has completed the exam, you are welcome to meet with me virtually to discuss your exam.
6. The optional cumulative final exam will be held during the last week of regularly scheduled classes. You may use this final exam grade to replace your lowest of the three prior exam grades, or you may opt out of taking this final and retain the scores on the first three exams.

**Make-up policy:** The dates of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who misses the exam without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor) or other critical circumstances such as a death in the family. A make-up exam date and time will be arranged at the discretion of the professor.

Rutgers policy on religious holidays: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

**(2) Case Study Analysis Paper (150 points, 15% of grade)**

You will be assigned one of two case studies to thoroughly read and to analyze. Your analysis should summarize the details of the case, identify the link between the theories and concepts taught in class and the case details, and provide recommendations of how the individuals in the case should proceed. I will provide you with a list of questions that you will need to answer for this assignment. This assignment should be completed independently, without the aid of classmates. A failure to complete the assignment independently will result in academic integrity violations.

### **(3) Case Study Peer Review (150 points, 15% of grade)**

You will be asked to review a classmate's case analysis per the "Case Study Analysis Paper" as detailed above. First, you will need to read the case study. Then, you will need to read your classmate's case analysis. From there, I will give you a set of questions to answer to "evaluate" your classmate's analysis. This will allow you to understand how other people think about critical elements of a case study and to compare it to your own thinking. This will also give your classmates exposure to a range of views regarding the case study. I, too, will be providing feedback on the case analysis, which will give students at least two other views on the particular dilemma. This assignment should be completed independently, without the aid of classmates. A failure to complete the assignment independently will result in academic integrity violations.

### **(4) Chapter Quizzes (150 points, 15% of grade)**

You will be required to take chapter quizzes through CANVAS. These quizzes will cover the week's textbook readings. Each quiz will cover 10 questions, with a mix of true/false and multiple-choice questions. Students will have 10 minutes to complete the quiz. Each quiz is worth 10 points, with a total of 15 quizzes (150 points total). I will drop your two lowest quiz scores and replace them with your two highest quiz scores. Thus, if you miss a quiz and receive a "0," that score will be replaced with your highest quiz score. Because I provide this benefit, I do not permit students to make up quizzes.

### **(5) Learning "Pod" Participation (100 points, 10% of grade)**

At the start of the semester, you will be given two dates and times to meet with your professor and a few other students in a small "learning pod." Prior to this meeting, you'll be asked to read a current event, which will be selected by your professor. During the scheduled meeting, you will discuss the current event with your professor and classmates and apply it to the specified course chapter. Your active participation in this "pod" will determine your grade. More than just showing up, you'll be expected to offer thoughtful and insightful comments regarding how the current event relates to course concepts. Your grade will also depend on how well you engage with other students regarding the particular topic. Students will meet through WebEx, preferably with the use of a video to increase engagement. There will be two sessions, each worth 50 points each, for a total of 100 points.

### **(6) Extra Credit**

Each chapter of your book includes a yellow excerpt labeled “OB at The Bookstore.” To receive extra credit, you may choose one of these books to read at your leisure. At the end of the semester, you will turn in a book report. Please note that your paper should go beyond what Colquitt et al. (the authors of your book) write in their excerpts. I am going to provide you with a lot of flexibility as to what you write in your book report, but I will be most interested in: (1) points from your chosen book that are different than your OB textbook, (2) illustrations from your book that nicely highlight a course concept, (3) reasons why you believe this book is or is not helpful to managers. Your paper should be approximately 5 pages, double spaced, 1-inch margins, Times New Roman Font. To receive full extra credit, it should be clear to me that you did indeed read your chosen book. See the course agenda for dates related to this opportunity.

## **University Guidelines and Resources**

### **Academic Honesty**

The University’s policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student’s answers on examinations; copying material that is not your own without providing proper quotations and documentation. In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

### **Students with Disabilities**

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

### **Counseling**

CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://rhscaps.rutgers.edu/services/counseling>

## **Statement as a Responsible Employee**

Rutgers faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. Rutgers has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The University strongly encourages all students to report any such incidents to the University. Please be aware that all Rutgers employees (other than those designated as confidential resources such as advocates, counselors, clergy and healthcare providers as listed in Appendix A to [Policy 10.3.12](#)) are required to report information about such discrimination and harassment to the University. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the University's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can find a list of resources in Appendix A to University Policy 10.3.12. For more information about your options at Rutgers, please visit [endsexualviolence.rutgers.edu](http://endsexualviolence.rutgers.edu)

## FALL SCHEDULE

*Note.* The schedule is subject to change at the discretion of the instructor.

### September 1 (Week 1)

- WebEx Meeting on Thursday, September 3<sup>rd</sup>, 12:00 – 1:20 pm
  - Syllabus
  - Class Introductions
  - Questions
- Chapter 1 – *What is Organizational Behavior?*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 1 Quiz: Due on Thursday, 9/3, 11:59 PM
  - Read, sign, and submit the Academic Integrity Contract.
    - Upload via CANVAS under “Assignments.”

### September 8 (Week 2)

- Chapter 2 – *Job Performance*
  - Read Chapter
  - Watch Lecture
- Chapter 3 – *Organizational Commitment*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 2 Quiz: Due on Thursday, 9/10, 11:59 PM
  - Chapter 3 Quiz: Due on Thursday, 9/10, 11:59 PM

### September 14 (Week 3)

- Chapter 4 – *Job Satisfaction*
  - Read Chapter
  - Watch Lecture
- Chapter 6 – *Motivation*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 4 Quiz: Due on Thursday, 9/17, 11:59 PM
  - Chapter 6 Quiz: Due on Thursday, 9/17, 11:59 PM

### September 21 (Week 4)

- Study for *Exam I* – Chapters 1, 2, 3, 4 and 6
  - Scheduled office hours via WebEx: Monday, September 21<sup>st</sup>, 12:00 – 1:20 pm
    - Answer exam-related questions
    - Review case study assignments
- **EXAM I** – Chapters 1, 2, 3, 4 and 6
  - Thursday, September 24<sup>th</sup>, 12:00 – 1:20 pm

- Taken via CANVAS

### September 28 (Week 5)

- Chapter 5 – *Stress*
  - Read Chapter
  - Watch Lecture
- Chapter 7 – *Trust, Justice, and Ethics*
  - Read Chapter
  - Watch Lecture I
  - Watch Lecture II
- Assignments/Due Dates:
  - Chapter 5 Quiz: Due on Thursday, 10/1, 11:59 PM
  - Chapter 7 Quiz: Due on Tuesday, 10/1, 11:59 PM

### October 5 (Week 6)

- “Current Event” Learning Pods – Related to *Trust, Justice, and Ethics*
  - Group 1: Monday, October 5<sup>th</sup>, 12:00 – 12:40 pm
  - Group 2: Monday, October 5<sup>th</sup>, 12:40 – 1:20 pm
  - Group 3: Thursday, October 8<sup>th</sup>, 12:00 – 12:40 pm
  - Group 4: Thursday, October 8<sup>th</sup>, 12:40 – 1:20 pm
- Assignments/Due Dates:
  - Case Study Assignment Due on Thursday, 10/8, 11:59 PM

### October 12 (Week 7)

- Chapter 8 – *Learning and Decision Making*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 8 Quiz: Due on Thursday, 10/15, 11:59 PM
  - Case Study Peer Review Due on Thursday, 10/15, 11:59 PM

### October 19 (Week 8)

- Chapter 9 – *Personality and Cultural Values*
  - Read Chapter
  - Watch Lecture
- Chapter 10 – *Ability*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 9 Quiz: Due on Thursday, 10/22, 11:59 PM
  - Chapter 10 Quiz: Due on Thursday, 10/22, 11:59 PM

### October 26 (Week 9)

- Study for *Exam II* – Chapters 5, 7, 8, 9, 10, and Case Studies
  - Scheduled office hours via WebEx: Monday, October 26<sup>th</sup>, 12:00 – 1:20 pm
    - Answer exam-related questions

- **EXAM II** – Chapters 5, 7, 8, 9, 10, and *Case Studies*
  - Thursday, October 29<sup>th</sup>, 12:00 – 1:20 pm
    - Taken via CANVAS

### November 2 (Week 10)

- Chapters 11 and 12 – *Teams* – Select portions for Chapter 12.
  - Read all of Chapter 11
  - Read all of Chapter 12 except these sections:
    - **Skip** Task work processes on “Decision Making”
    - **Skip** Task work processes on “Boundary Spanning”
    - **Skip** Teamwork processes on “Transition Processes”
    - **Skip** Teamwork processes on “Action Processes”
    - **Skip** the entire section on “Communication,” which ends with “Network Structure” (**skip** this last part too)
  - Watch Lecture 1
  - Watch Lecture 2
- Assignments/Due Dates:
  - Chapter 11 Quiz: Due on Thursday, 11/5, 11:59 PM
  - Chapter 12 Quiz: Due on Thursday, 11/5, 11:59 PM

### November 9 (Week 11)

- Chapter 13 – *Leadership – Power and Negotiation*
  - Read Chapter
  - Watch Lecture
- Chapter 14 – *Leadership – Styles and Behaviors*
  - Read Chapter
  - Watch Lecture
- Assignments/Due Dates:
  - Chapter 13 Quiz: Due on Thursday, 11/12, 11:59 PM
  - Chapter 14 Quiz: Due on Thursday, 11/12, 11:59 PM
  - Deadline to sign up for Extra Credit Book Report
    - By Thursday, 11/12, 11:59 PM, please email me your intention to complete extra credit and your top three books. I will email you by 11/13 with your approved book.

### November 16 (Week 12)

- Chapter 16 – *Organizational Culture*
  - Read Chapter
  - Watch Lecture
- “Current Event” Learning Pods – Related to *Leadership*
  - Group 1: Monday, November 16<sup>th</sup>, 12:00 – 12:40 pm
  - Group 2: Monday, November 16<sup>th</sup>, 12:40 – 1:20 pm
  - Group 3: Thursday, November 19<sup>th</sup>, 12:00 – 12:40 pm
  - Group 4: Thursday, November 19<sup>th</sup>, 12:40 – 1:20 pm
- Assignments/Due Dates:
  - Chapter 16 Quiz: Due on Thursday, 11/19, 11:59 PM

### **November 23 (Week 13)**

- *No Class* – Happy Thanksgiving!

### **November 30 (Week 14)**

- Study for *Exam III* – Chapters 11, 12, 13, 14 and 16
  - Scheduled office hours via WebEx: Monday, November 30<sup>th</sup>, 12:00 – 1:20 pm
    - Answer exam-related questions
- **EXAM III** – Chapters 11, 12, 13, 14 and 16
  - Thursday, December 3<sup>rd</sup>, 12:00 – 1:20 pm
    - Taken via CANVAS
- Assignments/Due Dates:
  - Extra Credit Book Report Due on Thursday, 12/3, by 11:59 pm

### **December 7 (Week 15)**

- Study for *Cumulative Final Exam* – All Chapters
  - Individual meetings available upon request on Monday, December 7<sup>th</sup>
    - If desired, email the professor
      - To discuss final grades
      - To answer questions about the final exam
- **FINAL EXAM** – All Course Material
  - Thursday, December 10<sup>th</sup>, 12:00 – 1:20 pm
    - Taken via CANVAS