

Topics in LER: Organizational Behavior 38:578:614

Instructor: Eugene Son

To Interact: Send a message via Canvas
Inbox messaging tool

This course is taught 100% online using the
Canvas LMS.

Canvas login:

<https://onlinelearning.rutgers.edu/canvas-login>

Learning Objectives

**The students in School of Management and
Labor Relations are able to:**

- 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).

The students in Labor Studies and Employment Relations Department are able to:

- 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).

Description

The field of organizational behavior (OB) is about understanding how people and groups in organizations behave, react, and interpret events. Drawing from fields including management, anthropology, sociology, information technology, ethics, economics, and psychology, OB provides a foundation for the effective management of people in organizations. Because it explains how organizations work from individual motivation to team dynamics to organizational structure, knowing about OB is essential to being effective at all organizational levels.

Because an organization's people are responsible for gaining and keeping a competitive advantage, understanding how to mobilize and motivate employees is critical to organizational performance. Businesses excel when employees understand how their behaviors influence an organization's performance and enable strategy execution, and when they are led effectively and are motivated to do their best. Competitors can often copy a firm's technologies, products, processes, and structures, but it is difficult to duplicate a core of talented, knowledgeable,

Get Help

Need Assistance with a technical question?

It is the student's responsibility to be able to perform technically in the course. Contact helpdesk staff if you need assistance using the **Canvas LMS**. Your instructor cannot assist you with technical issues – but the helpdesk staff can!

Helpdesk: Rutgers Teaching and Learning with
Technology Department

Email: help@Canvas.rutgers.edu

Call: 877-361-1134 24 hrs./7 days

motivated employees who work together to achieve the firm's goals and who care about their firm's success.

Organizational behavior is also the cornerstone of success for individuals in organizations. Even the most skilled nurse, salesperson, accountant, engineer, or anything else will be ineffective as an employee and as a manager without good OB skills, including interpersonal and communication skills and a solid understanding of managing and motivating individuals and teams.

Course Requirements

Readings and Other Resources

All readings for this course are uploaded into the course in advance of the semester.

Textbook

Griffin, Ricky W., Phillips, Jean. M. & Gully, Stanley. M. (2017). Organizational Behavior: Managing People and Organizations (12nd Edition), Cengage. ISBN: 978-1-305-50139-3

NOTE:

This course uses Cengage MindTap resources, which includes a digital version of our course textbook. Students can't purchase a hardback copy of the text and be able to access all the materials we use in the course.

Students must purchase a digital version of the textbook through the Rutgers bookstore. The digital version students purchase also involves access to Cengage resources that are used in the course (test yourself quizzes and portfolio based self-assessments)

LINK:

<https://rutgers.bncollege.com/webapp/wcs/stores/servlet/BNCBHomePage?storeId=58552&catalogId=10001&langId=-1>

Once payment is made, students receive a code that must be entered only once for use of textbook and other textbook related resources all semester.

For more information go to: **Accessing Cengage Materials** page in the course.

Students needing assistance in using textbook and all other Cengage resources: <http://support.cengage.com/victoriaweb/primarypage>

Other Resources

Other required resources, including video clips, journal articles and Internet material are preloaded into the course.

Assignments

| Assignments & Assessments | | |
|---------------------------|-----------------------|--|
| Briefing Papers | 360 points (36%) | Briefing Paper #1 – 100 points Briefing Paper #2 – 160 points Briefing Paper #3 - 100 points |
| Discussions | 300 points (30%) | 6 @50 points |
| Portfolio | 175 points (17.5%) | Portfolio 1 – 70 points Portfolio 2 – 105 points |
| Quizzes | 160 points (16%) | Week 6: Week 1 – 6 quiz - 90 points Week 14: Week 8 – 11; 14 quiz– 70 points |

| | | |
|--|-----------------|---|
| Attending to Canvas Related Information | 5 points (.05%) | Completing: General bio; uploading digital image; choosing default email address for notifications; deciding on notification type and frequency |
|--|-----------------|---|

Writing Assignments

Worth 360 points **(36%)**

3 Briefings; Point worth varies

NOTE:

Students must upload Briefing Paper 1 and Briefing Paper 3 in two locations: 1) Submit for grading through the Submit tab on the appropriate Briefing assignment page; 2) copy and paste work into the Forum 2 (Briefing 1) and forum 6 (Briefing 3) discussion areas so that learning community members can review and discuss.

Briefing Paper 1

Topic: Contemporary Organizational Environment – 100 points

Due wk. 2

Students choose a subtopic associated with one of the major week 2 topics.

Using at least two resources, students present 1) the contemporary nature of the subtopic, 2) basic and more complex concepts and issues, 3) impact of the subtopic on the workforce and organization. Students integrate a contemporary example of the subtopic in the workplace that supports any of the points 1 -3. (Overview - 500 words.) In-text citations and a properly cited list of resources is required.

In a separate paragraph students communicate their thoughts and ideas associated with the subtopic investigated (Opinion Statements – 200 – 250 words.)

Subtopics from which students can choose:

Globalization and Business - Subtopic: Cultural Competence

Technology and Business- Subtopic: Artificial Intelligence

Ethics and Corporate Governance - Subtopic: Corporate Social Responsibility

New Employment Relationships- Subtopic: Forced Arbitration Agreements

Instructions and a grading rubric are provided.

Briefing Paper 2

Topic: Critical Considerations in Employee Motivation & Support – 160 points

Due wk. 7

This assignment requires students to investigate two significant week 7 topics. The assignment involves information synthesis from multiple sources and reflection back to course text.

Students choose from a list of documents to develop briefings on:

Employee Motivation: Flexible Work Arrangements

Employee Motivation: Participation and Empowerment

A minimum of 3 resources support overview contents. Integrate concept for course text with recourses provided. In-text citations and a properly cited list of resources are required. Approximately 500 words for presentation on each topic.

Personal Reflections on each topic – 250 each topic.

Instructions and grading rubrics are provided.

Briefing Paper 3

Topic: Contemporary Leadership Issues – 100 points

Due wk. 12

Nearing the end of the semester students identify contemporary workplace issues that must be addressed by organizational leadership (team leaders, managers, supervisors.) Focusing on topics we address in the course and/or issues that students may face in a leadership position in the workplace, each chooses a leadership topic to investigate. Students submit their briefing week 12 for grading (leadership topics week); copy and paste for discussion by learning community in forum 6.

Discussions

Worth 250 points **(25%)**

6 Forums - each 50 points

| Forum#/Week | Topic |
|-------------|--|
| #1 / Wk. 1 | Managerial Skills & Organizational Behaviors that Support Employee Effectiveness |
| #2 / Wk. 3 | The Contemporary Organization and Organizational Culture |
| #3 / Wk. 5 | Perception of Fairness, Justice and Trust in the Workplace |
| #4 / Wk. 9 | Contemporary Team Issues |
| #5 / Wk. 10 | Employee Negotiation |
| #6/Wk. 13 | Leadership Issues (Discussion of Learning Community Briefing 3 papers) |

Students are organized into discussion groups of 8 – 10 members.

Forums open Tuesday; first comment by Friday *; Closes Monday 11:59 pm

* No 1st comment deadline for Forum 1. All other forums involve a first comment deadline.

Point Worth: 25 points for original comment; 14 points for discussion; 11 points meeting technical requirements

Most discussions are post first; students must make an original comment before viewing content of other discussion group comments in all but forums 2 and 6. A grading rubric is used for all discussions.

Quizzes

Quizzes

Worth 160 points (16%)

Wk. 1 -6 quiz - 90 points; Wk. 8 – 11; 14 quiz – 70 points

Students are assessed on knowledge gained weeks 1 – 6 and then 8 – 11 and 14. Quizzes involve true/false, multiple choice and multiple answer questions. A large test pool is used to assess text content of each week; no two quizzes are the same. Quizzes are timed. Students have access to quiz results after quiz closes.

QUIZ ASSISTANCE

Test Yourself Quizzes; 10 assessments; Open throughout the semester.

For every chapter a test yourself quiz is available. Questions are organized under headings that represent the major topic areas in a course textbook chapter. Completing the test yourself quizzes is recommended.

Students should recognize the test yourself quizzes as a learning opportunity. Each topic area in a quiz can be completed up to three times. Questions do not repeat. After submitting each set of questions in a topic area, students receive feedback according to the answer chosen for the questions.

Portfolio

Worth – 175 points **(17.5%)**

Two Portfolios

Portfolio 1 involves 4 sections – worth 70 points; Portfolio 2 involves 6 sections, worth 105 points. A total of 10 assessments are completed throughout the semester.

Due wk. 4 (Portfolio 1 – Parts 1 -3); *wk. 10* (Portfolio 2 – Parts 4 – 7)

Students use self-assessments embedded into the course to investigate their perspectives, attitudes, behaviors and competencies associated with course concepts.

Portfolios are graded according to the extent to which high quality responses within each of the sections are developed. Points are earned through quality reflection on: 1) responses to assessment questions, assessment feedback and 2) knowledge of course content associated with the assessment topic. Instructions, a template and grading rubrics are provided.

Schedule of assignment and submission of Portfolios:

| Portfolio/Part | Assessment | Complete | Submit |
|--------------------|--|----------|--------|
| Portfolio 1 | | | |
| Part 1 | Perceived Importance of Ethics & Social Responsibility | Week 2 | |
| Part 2 | What Is Your Preferred Type of Organizational Structure? | Week 3 | |
| Part 3 | Locus of Control – AND - What is Your Learning Style? | Week 4 | |

| | | | |
|--------------------------|---|---------|--------|
| Portfolio 1: Parts 1 - 3 | | | Week 4 |
| Portfolio 2 | | | |
| Part 4 | Positive and Negative Affectivity – AND – Do You Follow Your Feelings? | Week 5 | |
| Part 5 | Listening Self-Assessment – AND – Are You an Assertive Communicator? | Week 8 | |
| Part 6 | What Is Your Preference for Teamwork? | Week 9 | |
| Part 7 | Your Preferred Conflict Management Style | Week 10 | |
| Portfolio 2: Parts 4 - 7 | | | Week 9 |

Course Policies

The course begins the 1st day of the semester. Last assignment will be submitted on the last Monday of the semester. This is an **asynchronous** course. The course week begins on **Tuesdays**.

Message Checking Policies

Messages Sent to Instructor's Canvas Inbox

Unless students receive advance notification, the instructor will check his/her Canvas Inbox by 10:00 am ET on regular workdays. (This excludes Sundays.) If a student sends a comment or question, the instructor will address the contents of the message within 24 hours.

Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

Weekly Message on Tuesdays

A weekly message will be uploaded into the announcements area of the course Tuesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

Taking Quizzes and Forum Engagement

The two quizzes may be taken anytime between the open and close day and time. Quizzes must be completed by 11:59 pm on the close date. Once a student logs into the exam area, the quiz must be completed in one sitting.

All students are responsible for offering 3 comments in forum discussions. With the exception of week 1, a 1st comment deadline is set for Fridays, 11:59 pm the week forums are held. When a student does not participate fully or at all by 11:59 pm on the day the commenting period closes, points cannot be made up.

Late Submission Policy – Portfolio and Writing Assignments

Portfolio and Writing Assignments can be submitted up until 11:59 pm on the stated due date with no penalty. Late Portfolio components and writing assignments will be accepted up to 48 hours late from the due date and time for a deduction of 10% of the points attributed to the assignment. (This is a deduction of one letter grade.)

Grading

Each assignment is worth a certain number of points as identified in the assignments section of the syllabus. Highest number of points a student can earn is 1,000. Points accumulate to determine final percentage grade (percent of 1,000 points.) Information concerning use of one's gradebook and assignment rubrics for each assignment is available in the course shell.

| | | |
|--|-------------------------------------|-----------------------------|
| Outstanding 100 – 90% = A | Very Good 89 – 87% = B+ | Good 86 – 80% = B |
| Satisfactory 79 – 77 points = C+ | Poor 66 – 60 = D; 59% = F | |
| 76 – 70 = C | | |

Students with Disabilities

To receive consideration for an accommodation, students with a disability must send their letter of accommodation to their instructors and discuss the needed accommodation(s) as early in the semester as possible. For more information regarding the process of applying for a letter of accommodation:

<https://ods.rutgers.edu/students/documentation-guidelines>

<https://ods.rutgers.edu/students/registration-form>

Academic Integrity

Conduct yourself in accordance with the Rutgers University Academic Integrity policy.

<http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/>

Recognize Best Practices and Use Them to Achieve Success

Students are offered specific directions on how to complete each assignment within the course. In addition, specific grading rubrics are published so that students understand how each assignment will be graded. It is expected that students will be attentive to directions and the grading criteria for assignments. *Paying attention is in the student's best interest.*

It is the student's responsibility to review best practices/grading rubrics and ask questions prior to submitting an assignment or engaging in forum work.

Schedule by Week

Week 1 Introduction to the Course and Organizational Behavior

Reading

Course Text: Chapter 1
Chapter 1 Overview PowerPoint

Video

Management Functions

Assignments

Forum 1 Topic: Managerial Skills & Organizational Behaviors that Support Employee Effectiveness

Attending to Canvas Account Information

Week 2 Contemporary Organizational Considerations

Reading

Course Text Chapter 2 Segments:

Globalization and Business; Technology and Business; Ethics and Corporate Governance;
New Employment Relationships

Chapter 2 Overview PowerPoint (edited for segments covered in chapter 2)

Videos

Ethical Ladder (Criteria for making ethical decisions)

Assignments

Portfolio 1 –Part 1: Perceived Importance of Ethics and Social Responsibility

Briefing Paper #1 Topic: Contemporary Organizational Environment

Week 3 Organizational Culture

Reading

Course Text: Chapter 15

Chapter 15 Overview PowerPoint

Videos

Elements of Culture

Levels of Culture

Assignments

Portfolio 1 – Part 2: What Is Your Preferred Type of Organizational Structure?

Forum 2 – Topic: The Contemporary Organization and Organizational Culture
(Discussion of Learning Community Briefing 1 papers)

Week 4 Individual Characteristics

Reading

Course Text: Chapter 3

Chapter 3 Overview PowerPoint

Videos

Big 5 Personality Factors

Myers-Briggs Traits

Assignment

Portfolio 1 – Part 3 Locus of Control; What is Your Learning Style?

Portfolio 1 Parts 1 - 3 Due this week.

Week 5 Individual Values, Perceptions, and Reactions

Reading

Course Text: Chapter 4

Chapter 4 Overview PowerPoint

For Forum 3 Participation:

Woznyj, H., Shanock, L., Heggestad, E., & Long, S. (2017). What Did You Mean by That?
Justice Implications of Interpersonal Interactions for Latino/as. *Journal of Latina/o
Psychology*, 5(3), 195-212. doi:10.1037/lat0000073

Required Excerpts: p. 195 - 199

Introduction (about Latino/as), p. 195 - 196

Organizational Justice, Interpersonal Justice, Informational Justice p. 196 - 199

Caleo, S. (2016). Are Organizational Justice Rules Gendered? Reactions to Men's and Women's Justice Violations. *Journal of Applied Psychology*, 101(10), 1422-1435.
doi:10.1037/apl0000131

Required Excerpts: p. 1422 - 1424

Introduction, Organizational Justice Rules, p. 1422 - 1423

Prescriptive Gender Stereotypes, Integration of Organizational Justice and Gender Stereotypes, p. 1423 - 1424

Video

Justice, Fairness and Employee Engagement

Ideas for Leaders

Perception

Assignments

Portfolio 2 – Part 4: Positive and Negative Affectivity; Do You Follow Your Feelings?

Forum 3 Topic: Perception of Fairness, Justice and Trust in the Workplace

Week 6 Motivation Part I: Motivating Behavior

Reading

Course Text: Chapter 6 (Motivating Behavior with Work and Rewards)

Chapter 6 Overview PowerPoint

Assignment

Quiz: Weeks 1 -6 (90 points)

Week 7 Motivation Part II: Critical Considerations in Employee Motivation & Support

Reading

Topic: Employee Motivation: Flexible Work Arrangements

Munsch, C. L. (2016). Flexible Work, Flexible Penalties: The Effect of Gender, Childcare, and Type of Request on the Flexibility Bias. *Social Forces*, 94(4), 1567-1591.

doi:10.1093/sf/sov122

Required excerpts identified in course.

Sweet, S., Pitt-Catsouphes, M., & James, J. B. (2017). Manager Attitudes Concerning Flexible Work Arrangements: Fixed or Changeable? *Community, Work & Family*, 20(1), 50-71. doi:10.1080/13668803.2016.1271311

Required excerpts identified in course.

Bell, J. D. (2017). Is 'On-Call' Scheduling on the Way Out? HR is facing pressure to balance predictability, technology and the bottom line. *HR Magazine*, 62(9), 52-57.

Dougherty, T. (2017). Flexible Work Arrangements. *Benefits Magazine*, 54(12), 10-11.

Topic: Employee Motivation: Participation and Empowerment

Pigeon, M., Montani, F., & Boudrias, J. (2017). How do Empowering Conditions Lead to Empowered Behaviours? Test of a mediation model. *Journal of Managerial Psychology*, 32(5), 357-372. doi:10.1108/JMP-09-2016-0292

Required excerpts identified in course.

DeWitte, D. (2016). The Power of Cool. *Corridor Business Journal*, 12(48), 1.
(Highlight of an employee ownership business)

Marquet, D. (2015). 6 Myths About Empowering Employees. *Harvard Business Review*. Digital Articles, 2-4.

(April 8, 2014). Empowered Employees: Five Tips for Giving Your Staff a Sense of Purpose. Entrepreneurs Organization in *Forbes*. Access: <https://www.forbes.com/sites/entrepreneursorganization/2014/04/08/empowered-employees-five-tips-for-giving-your-staff-a-sense-of-purpose/#46b034345ae0>

Assignment

Briefing Paper #2

Week 8 Communication

Reading

Course Text: Chapter 9
Chapter 9 Overview PowerPoint

Videos

Channel Richness
Communication Process
Internet
Upward, Downward, Horizontal, Diagonal Communication

Assignment

Portfolio 2 – Part 5: Are You an Assertive Communicator? Listening Self-Assessment

Week 9 Groups & Teams

Reading

Course Text: Chapter 7
Chapter 7 Overview PowerPoint

For Forum 5:

Ellis, P. (2017). The Impact of Stress on the Team and How to Manage It. *Wounds UK*, 13(1), 54-55.

Ford, R. C., Piccolo, R. F., & Ford, L. R. (2017). Strategies for building effective virtual teams: Trust is key. *Business Horizons*, 6025-34. doi:10.1016/j.bushor.2016.08.009

Videos

Stages of Team Development
Team Cohesiveness

Assignments

Portfolio 2 Part 6: What Is Your Preference for Teamwork?
Forum 4 – Topic: Contemporary Team Issues
Identify Topic for Briefing Paper #3

Week 10 Conflict and Negotiation

Reading

Course Text: Chapter 10
Chapter 10 Overview PowerPoint

For Forum 5: Students read all and choose 2 to use when developing initial comment and peer-to-peer replies.

Babcock, L., & Bear, J. (2017). 10 Myths About Negotiating Your First Salary. *Harvard Business Review* Digital Articles, 2-4.

Jones, K. (2016). Gender Can Be a Bigger Factor than Race in Raise Negotiations. *Harvard Business Review Digital Articles*, 2-6.

McKeown, G. (2015). Prioritize Your Life Before Your Manager Does It for You. *Harvard Business Review Digital Articles*, 2-5.

Molinsky, A. (2016). The Two Conversations You're Having When You Negotiate. *Harvard Business Review Digital Articles*, 2-4.

Wiltermuth, S. (2015). When You Shouldn't Try to Dominate a Negotiation. *Harvard Business Review Digital Articles*, 2-4.

Videos

Conflict

Integrative Negotiation

Assignments

Portfolio 2 - Part 7: Your Preferred Conflict Management Style; What's Your Negotiation Style?

Portfolio 2 Parts 4 - 7 Due this week.

Forum 5 – Employee Negotiation

Week 11 Contemporary Leadership Approaches

Reading

Course Text: Chapter 12

Chapter 12 Overview PowerPoint

Videos

Path/Goal Theory

Week 12 Briefing 3 Research and Development

(Includes Thanksgiving Break)

Assignments

Briefing Paper 3 - Topic: Contemporary Leadership Issues

Week 13 Contemporary Leadership Issues

Assignments

Review Learning Community Member's Papers (Briefing 3)

Forum 6: Leadership Issues (Discussion of Learning Community Briefing 3 papers)

Week 14 Power, Influence and Politics

Reading

Course Text: Chapter 13

Chapter 13 Overview PowerPoint

Assignment

Quiz Wks. 8 – 11;14 (70 points)