Professor: Anne-Michelle Marsden
TA: Maureen Mallon

To Interact: Send a message via Canvas Inbox messaging tool (Inbox Icon in Canvas)
Call: 609-545-7835; Schedule a online virtual meeting

This course is taught 100% online using the Canvas LMS.
Canvas login: https://canvas.rutgers.edu/

What do we address in this course?
Course Description: Behavior by individuals and groups in the workplace; group and inter-group dynamics; organizational culture, structure, and change; leadership, employee motivation, job performance, and feedback.

Course Requirements

Readings and Other Resources

Textbook – Preloaded into the Online Course Shell

NOTE: Students must purchase required course resources through the Rutgers First Day program. With the Rutgers First Day program, students access the required materials for this course at a discounted price. Students pay for all Cengage course material as part of the bill for the course.

DO NOT OPT-OUT OF PURCHASING THE COURSE MATERIAL. This course uses Cengage MindTap resources, which includes a digital version of our course textbook along with other required Cengage MindTap course resources. Students cannot purchase an old hardback copy of the text and be able to access all the materials we use in the course.

The Rutgers Bookstore has a customer care center to assist students. If you have any questions about purchasing the Cengage MindTap materials call: 1-844-9-EBOOKS (1-844-932-6657)

Other Resources
Other required resources, including videos, journal articles and Internet material are preloaded into the course.
Learning Objectives

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

- **Understand Context:** Analyze the degree to which forms of human difference shape a person’s experience of and perspectives on work. (Goal V – DEI) *Measured through evaluating quality of: Discussion #3: Perception of Fairness, Justice, and Trust in the Workplace*

- **Application:** Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI). *Measured through evaluating quality of: Portfolio 3: Parts 7 – 10 Communication (focus on listening skills); Conflict Management; Working with Power and Influence*

- **Professional Development:** Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII). *Measured through evaluating quality of: Discussion #5: Employee Negotiation Strategies*

Assignments

<table>
<thead>
<tr>
<th>Assignments &amp; Assessments</th>
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</thead>
<tbody>
<tr>
<td><strong>Discussions</strong></td>
<td>280 points (28%)</td>
<td>3 @60 points (Out of 4 possible) - 180 1 @ 100 points (includes essay as original comment)</td>
</tr>
<tr>
<td><strong>Quizzes</strong></td>
<td>270 points (27%)</td>
<td>9 Test Yourself Quizzes @ 30 points – 270 points</td>
</tr>
<tr>
<td><strong>Portfolio</strong></td>
<td>390 points (39%)</td>
<td>3 Parts @ 130 points each</td>
</tr>
<tr>
<td><strong>Introduction</strong></td>
<td>60 points (.60%)</td>
<td>Attending to Canvas Account Information 10 points Initial Reflections on OB Essay – 50 points</td>
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</tbody>
</table>

**Discussions**  
Worth 280 points *(28%)*  
Forum 2 is worth 100 points; Forums 1, 3 – 5 are worth 60 points each.

<table>
<thead>
<tr>
<th>Forum#/Week</th>
<th>Topic</th>
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<tbody>
<tr>
<td>#1 / Wk. 1</td>
<td>Employee and Organization Perspectives and Relationship</td>
<td></td>
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<tr>
<td>#2 / Wk. 3</td>
<td>The Contemporary Organization and Organizational Culture</td>
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<tr>
<td>#3 / Wk. 7</td>
<td>Perception of Fairness, Justice, and Trust in the Workplace</td>
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<tr>
<td>#4 / Wk. 9</td>
<td>Theory and Real-World Teams</td>
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<tr>
<td>#5 / Wk. 12</td>
<td>Employee Negotiation Strategies</td>
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</tbody>
</table>

**Students must participate in 3 of the 4 forums 1, 3, 4, 5**  
Students can skip one of the following forums during the semester with no penalty – Forum 1, 3 – 5. If a student participates in all forums noted, the lowest forum score will be removed from their gradebook. **Point Worth for 1, 3 – 5 discussions: 30 points for original comment; 21 points for discussion; 9 points meeting technical requirements**

**Students must participate in Forum 2.**  
Students are organized into discussion groups of around 10 members.  
**Point Worth for Forum 2:** 50 points essay on contemporary issue (This will serve as a student’s original comment); 40 replies centering on organizational culture; 10 points meets technical requirements (6 point deduction for late upload of essay into forum 2)
Discussions are “post first.” Students must make an original comment before viewing content of learning community member comments. Forums open Thursdays; first comment by Saturday; Close Tuesdays 11:59 pm. A grading rubric is used for all discussions.

Assessments

Test Yourself Quizzes
Worth – 270 points (27%) Nine (9) assessments – each 30 points

Nine weeks during the semester a brief test yourself quiz is assigned. Questions are organized under headings that represent the major topic areas in a chapter of the course textbook.

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.

Quizzes must be taken the week they are assigned. Students can review answers to the questions each time a topic area is submitted.

Portfolio
Worth – 390 points (39%)
Three Portfolio sections, each 130 points

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

There are 3 Portfolios. Within each Portfolio students complete and then reflect upon 3 individual self-assessments. A total of 9 assessments are completed throughout the semester.

Portfolios are graded according to the extent to which high quality responses are developed. Points are earned through quality reflection on: 1) responses to assessment questions, assessment feedback – worth less points, and 2) knowledge of course content associated with the assessment topic – worth more points.

Instructions, a template, grading rubrics and several samples are provided.

Schedule of self-assessment assignment and submission of Portfolio section:

<table>
<thead>
<tr>
<th>Portfolio/Part</th>
<th>Assessment</th>
<th>Suggested Completion Week</th>
<th>Submit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Portfolio I</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Part 1</td>
<td>Diversity Awareness</td>
<td>Week 3</td>
<td></td>
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<tr>
<td>Part 2</td>
<td>Locus of Control</td>
<td>Week 5</td>
<td></td>
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<tr>
<td>Part 3</td>
<td>What is Your Learning Style?</td>
<td>Week 5</td>
<td></td>
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<tr>
<td>Portfolio 1: Parts 1 - 3</td>
<td></td>
<td></td>
<td>Week 6</td>
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<tr>
<td><strong>Portfolio II</strong></td>
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<tr>
<td>Part 4</td>
<td>Do You Follow Your Feelings?</td>
<td>Week 7</td>
<td></td>
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<tr>
<td>Part 5</td>
<td>What Is Your Preference for Teamwork?</td>
<td>Week 8</td>
<td></td>
</tr>
<tr>
<td>Part 6</td>
<td>How Do You Approach Decisions?</td>
<td>Week 10</td>
<td></td>
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<tr>
<td>Portfolio 2: Parts 3 - 5</td>
<td></td>
<td></td>
<td>Week 10</td>
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</tbody>
</table>
Organizational Behavior – Spring 2023

Introduction

Assignments

Worth - 60 points (.60%)
Attending to Canvas Account Information - 10 points
Initial Reflections on OB Essay – 50 points

Attending to Canvas Account Information
Publish digital image (3 points); publish a bio that includes academic, work and personal information to help learning community and your professor learn more about you. (7 points)

Initial Reflections on OB Essay
After reviewing required and recommended resources and locate any relevant Internet materials, students meet three stated objectives for the assignment through a 500 word essay. Students exhibit the ability to make both an academic and personal connection to our overall subject and the topics we explore throughout the semester; showcase critical thinking and provide a high quality writing sample.

Course Policies

The course begins the 1st day of the semester. This is an asynchronous course. The course week begins on WEDNESDAYS.

Message Checking Policies

Messages Sent to Professor’s Canvas Inbox
Unless students receive advance notification, your professor will check her Canvas Inbox by 10:00 am ET on regular workdays. (This excludes Sundays and Thanksgiving Break.) 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 Wednesday
A weekly message will be uploaded into the announcements area of the course Wednesday 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
Quizzes are open all week: Wednesday – Tuesday 11:59 pm.
Forums 1, 3- 5
All students are responsible for offering 3 comments in forum discussions. First comment deadline is set for Saturdays, 11:59 pm the week forums are held. When a student does not

Portfolio III

<table>
<thead>
<tr>
<th>Part</th>
<th>Assignment</th>
<th>Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Listening Self-Assessment</td>
<td>11</td>
</tr>
<tr>
<td>8</td>
<td>Your Preferred Conflict Management Style</td>
<td>12</td>
</tr>
<tr>
<td>9</td>
<td>How to Gain Power and Influence People</td>
<td>13</td>
</tr>
</tbody>
</table>

| Portfolio 3: Parts 6 - 9 | Week 13 |

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participate fully or at all by 11:59 pm on the day the commenting period closes, points cannot be made up.

Special Forum: Forum 2 involves a 450 – 500 word essay (plus resources appropriately listed) as the original comment. Original comment is due week 3; peer discussion comments/replies are due week 4. Late deduction for original comment (essay) if uploaded in week 4.

**Late Submission Policy** – Portfolio and Week 1 Initial Reflections Essay

Portfolio sections and the Initial Reflections assignment can be submitted up until 11:59 pm on the stated due date with no penalty. Late submissions 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.)

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**Things happen.** When you don’t have to attend a class session in person, it’s easy to let a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use: the computer or Internet connection will act up at the most critical time. Because “things happen” it’s a best practice not to wait until the last minute to take the quizzes, submit a Forum comment, or upload a Portfolio or writing assignment.

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**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.

<table>
<thead>
<tr>
<th>Outstanding</th>
<th>Very Good</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 – 90% = A</td>
<td>89 – 87% = B+</td>
<td>86 – 80% = B</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>Poor</td>
<td></td>
</tr>
<tr>
<td>79 – 77 points = C+</td>
<td>66 – 60 = D; 59% = F</td>
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<tr>
<td>76 – 70 = C</td>
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**Academic Integrity**

Conduct yourself in accordance with the Rutgers University Academic Integrity policy. [http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/](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.

**Student Support**

**Success Essentials**

Rutgers resources can serve as supports for student success. A clearinghouse “Success” website provides links to a variety of resources: [https://success.rutgers.edu/](https://success.rutgers.edu/)
Visit this area when you need to know where to go for:
- financial assistance
- counseling and other wellness opportunities
- feeling safe and getting urgent needs met
- tutoring, study groups, academic skills coaching and mentoring
- help building connections and joining Rutgers communities
- career development

SMLR Career Services
SMLR also offers career counseling and many other career related support:
https://smlr.rutgers.edu/career-services

Students with Disabilities
Need a disability-based accommodation? To learn more about what the Office of Disability Services offers and to apply for a letter of accommodation:
https://success.rutgers.edu/resource/disability-services
https://ods.rutgers.edu/

Schedule by Week

Unit 1: Introduction to Organizational Behavior

Weeks 1 & 2 Introduction to the Course
Organizational Behavior: Employee and Organization Perspectives and Relationships
Reading
Selected sections of: Course Text:
Chapter 1 (1 – 1 – a, b, c What is Organizational Behavior?

(Accessed through the RU library)
  1 Introduction: the meaning of organizational behaviour
  2 Differing perspectives on organizational behaviour
  3 Theory and practice in organizational behaviour
  4 Levels of organizational behaviour
  5 The employment relationship

There are recommended resources for students to connect how topics associated with organizational behavior connect with what's going on in society and the world of work now. (For Introduction Essay)

Assignments
Week 1:
Attending to Canvas Account Information
Essay: Introduction to Organizational Behavior: Initial Reflections
Week 2:
Forum 1 Topic: Employee and Organization Perspectives and Relationship

Week 3 Contemporary Organizational Considerations
Reading
Selected Sections of:
Course Text Chapter 2
Chapter 2 Overview PowerPoint
2 – 2 Globalization and Business; 2 – 3 Technology and Business; 2 – 4 Ethics and Corporate Governance; 2 – 5 New Employment Relationships


Chapter 2: Environmental Contest: Globalization, Diversity, and Ethics

Diversity in the Workplace: 27 – 38


Videos

Discrimination vs. Affirmative Action
Ethnocentrism vs. Ethnorelativism
Sexual Harassment
Ethical Ladder (Criteria for making ethical decisions)

Assignments

Portfolio I – Part 1: Diversity Awareness (Due week 6)
Forum #2 - Develop essay on a contemporary topic in organizations for use in forum 2. Essay is due in Forum 2 by the end of week 3.

Week 4 Organizational Culture

Reading

Course Text: Chapter 15
Chapter 15 Overview PowerPoint

Videos

Elements of Culture

Assignments

Forum 2 – Topic: The Contemporary Organization and Organizational Culture
Note: Responses involve critical thought on how organizational culture will impact the highlighted contemporary issues in organizations that were explored week 3.

Test Yourself 1 - Organization Culture

Unit II: Individual Behaviors and Processes in Organizations

Week 5 Individual Characteristics

Reading

Course Text: Chapter 3
Chapter 3 Overview PowerPoint

Videos

Big 5 Personality Factors
Myers-Briggs Traits

Assignments

Portfolio I – Parts 2 & 3 Locus of Control; What is Your Learning Style? (Due week 6)
Test Yourself 2 Individual Characteristics

Week 6 Portfolio 1 Work Week

Portfolio 1 Parts 1 - 3 Due this week.
Week 7 Individual Values, Perceptions, and Reactions

Reading

Course Text: Chapter 4
Chapter 4 Overview PowerPoint

For Forum 3 Participation:
Select sections of 1 of the following 3 articles:


Required Excerpts: p. 195 - 199
Introduction (about Latino/as), p. 195 - 196
Organizational Justice, Interpersonal Justice, Informational Justice p. 196 - 199


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
Perception

Assignments
Portfolio II – Part 4: Do You Follow Your Feelings? (Due week 10)
Forum 3 Topic: Perception of Fairness, Justice and Trust in the Workplace
Test Yourself 3: Individual Values, Perceptions, and Reactions

Unit III: Social and Group Processes in Organizations

Week 8 and 9 Groups & Teams (Wrapped around Spring Break)

Reading

Course Text: Chapter 7
Chapter 7 Overview PowerPoint

Videos
Stages of Team Development
Team Cohesiveness

Assignments
Forum 4 – Topic: Theory and Real-World Teams
Portfolio II Part -5: What Is Your Preference for Teamwork? (Due week 10)
Test Yourself 4: Groups and Teams

Week 10 Decision Making and Problem Solving

Reading

Course Text: Chapter 8
Chapter 8 Overview PowerPoint

**Videos**
- The 5 Whys
- MindTools
- Rational vs. Realistic Decision Making
- Certainty/Uncertainty

**Assignments**
- Portfolio II - Part 6: How Do You Approach Decisions?
- Portfolio II Parts 4 - 6 due this week
- Test Yourself 5: Decision Making and Problem Solving

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**Week 11 Communication**

**Reading**
- Course Text: Chapter 9
- Chapter 9 Overview PowerPoint

**Videos**
- Channel Richness
- Communication Process
- Internet
- Upward, Downward, Horizontal, Diagonal Communication

**Assignments**
- Portfolio III – Part 7: Listening Self-Assessment (Due week 13)
- Test Yourself 6: Communication

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**Week 12 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.


**Videos**
- Conflict
- Integrative Negotiation
Assignments
- Portfolio III - Part 8: Your Preferred Conflict Management Style (Due week 13)
- Forum 5 – Employee Negotiation
- Test Yourself 7: Conflict and Negotiation

**Week 13 Power, Influence, and Politics**

**Reading**
- Course Text: Chapter 13
- Chapter 13 Overview PowerPoint

**Assignments**
- Portfolio III – Part 9: How to Gain Power and Influence People
- Portfolio III Parts 7 - 9 Due this week.
- Test Yourself 8: Power Influence and Politics

**Week 14 Modern Leadership Approaches**

**Reading**
- Course Text: Chapter 12
- Chapter 12 Overview PowerPoint

**Videos**
- Path/Goal Theory

**Assignment**
- Test Yourself 9: Modern Leadership Approaches