

Organizational Behavior and Work
Course Number: 37:624:345:03
School of Management and Labor Relations
Rutgers University

Course Syllabus

Instructor:	Nazifa Zaman
E-Mail	Please only email me at nnz11@rutgers.edu . Any other email may not get a response.
Office Hours	Anytime by appointment (virtual or in-person)
Class Dates:	9/5/23 - 12/12/23
Credit Hours	3
Class Time/Location:	Tues/Thurs 3:50-5:10PM EST Livingston Beck Hall: room 251

Course Description: This course provides an overview of organizational behavior and work. Organizational behavior seeks to understand, explain, and improve human behavior in organizations. Much of the focus of organizational behavior is on employee performance and attitudes and we will cover topics related to performance and attitudinal outcomes such as individual differences, motivation, team dynamics, leadership, and organizational culture.

However, organizational behavior is also concerned with the health and well-being of employees and this course will also consider how each of the above topics can support or harm employee well-being as well as what employees can do to manage their work-related stress.

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

Knowledge of Theory, Practice and Application
<p>I. Written Communication - Communicate effectively at a level and in modes appropriate to an entry level professional.</p> <ul style="list-style-type: none"> • Communicate complex ideas effectively, in standard written English • Analyze and synthesize information and ideas from multiple sources to generate new insights • Produce quality research papers with proper convention of attribution/citation • Produce high quality executive summaries • Make an argument using contemporary and/or historical evidence • Present ideas and arguments in a logical and effective way
<p>IV. Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given</p>

the background of a particular work situation.

- Demonstrate an understanding of the practical perspectives, theories and concepts in the management field of study
- Evaluate and apply theories from social science disciplines to workplace issues

V. Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in the management field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues related to selection, motivation, and development of talent in a global context

VII. Professional Development - Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- o Develop career management skills to navigate one's career

Texts Used:

- Required: University of Minnesota Libraries. (2017). *Organizational Behavior*, 1st Edition
- Required: Selected articles/case studies uploaded in Canvas
- Optional: Colquitt, J., Lepine, J. A., & Wesson, M. J. (2014). *Organizational Behavior: Improving Performance and Commitment in the Workplace (6, 7, or 8th edition)*. New York, NY, USA: McGraw-Hill.

Prerequisite: None – any HRM major or minor can take this course.

Instructional Mode and Technology Requirements. This is an in-person course, meeting face-to-face.. If needed, the class may utilize virtual instruction, in which case access to Zoom is required. If any virtual classes take place, they will be conducted during our regular scheduled times for our course so we can continue to engage synchronously. All course materials will be available through Canvas and all course assignments must be submitted through Canvas. Office hours may be either in person or virtual via Zoom. As such, the only technology requirements are a computer that has the ability to create documents and presentations (Microsoft Office or Gmail account with access to Google Drive, Docs, and Slides), access to the internet, access to Canvas, and preferably access to Zoom.

Attendance Policy and Course Engagement. Although attendance isn't part of your grade, it is expected and highly recommended that you attend every class. It is expected that you will arrive on time and stay the duration of the scheduled time. However, I do recognize that things can come up, so if you cannot attend class or be there the entire time, please let me know in advance so we can schedule time to review class materials or address questions later if needed. In addition to attending class, you are expected to participate during lectures and engage in the weekly discussions outside of class. Attending all classes and actively participating will help you succeed in this class, especially because exam content comes directly from class materials.

Contacting Me. I want to support my students as best as I can, so I answer emails within a few hours between 9-5PM. If you haven't received a response in 24 hours, please follow up with me (please email me at mnz11@rutgers.edu) or email me directly through Canvas.

I do not have set office hours because I am available to meet with you at any time. Please send me an email and we can schedule a time (either online or in-person at my office in JLB).

Course Deliverables & Grades. Your grade in this course will be based on four components: two exams, one final project, and 10 weekly homework assignments (application questions) totalling 100 points.

Grades will be released via Canvas within one week of the due date with feedback if needed. Please review the feedback as it will help you improve your assignment submissions. Per Rutgers University policy, grades will only be shared through Canvas or in-person interactions (I can answer questions about your grades through email but cannot email you the scores).

The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course. If an incomplete is awarded, the remaining work must be completed within a reasonable timeframe after the end of the course as determined by the instructor. Once the additional coursework has been submitted, your grade will change to a regular letter grade.

Activity	Points
Midterm Exam	25
Final Exam	25
10 Application Questions	30
Final Project	20
Total	100
Extra Credit	3

The grading scale used in this course is presented below. Grades cannot be contested. I recommend you ask questions about your grades or seek additional feedback on graded assignments to improve. If you feel that I made a mistake grading, please let me know within one week of receiving the grade and I will fix it if there is indeed an error. Any grade-related questions need to be emailed to me.

Percentage	Points	Grade
89.5-100	90-100	A
84.5-89.4	85-89.9	B+
79.5-84.4	80-84.9	B
74.5-79.4	75-79.9	C+
69.5-74.4	70-74.9	C
59.5-69.4	60-69.9	D
≤ 59.4	≤ 59.9	F

1. **Exams.** Two non-cumulative exams will be given during the semester. The first exam (midterm) will be from the content from weeks 1-6 and the second exam (final) will be from content from weeks 8-14. Each exam will be 50 multiple choice questions (0.5 points each X 50 questions = 25 points) and you will have the full class time to take the exam. All exam questions will come directly from material covered in class (e.g., slides, lectures, discussions, etc.). We will have an exam review on Tuesday before the exam (scheduled for Thursday). No exam makeups will be granted unless appropriate documentation is provided. **25 points X 2 exams = 50 points**
2. **Final Project.** You are tasked with creating a case study with your group (10-15 pages, double-spaced, 12-point font) about a real problem that an organization has faced or is currently facing as well as your proposed solution. As you develop your case study, you must make sure to address at least three course topics as part of your problem or solution. You will have class-time to work on your project throughout the semester and the project will be due the week after the final exam. No late projects will be accepted and extensions will not be granted. See the grading rubric below. **20 points**
3. **Application Questions.** You will have 10 short-essay assignments to help you apply the content you are learning in class. Each question will be open for one week and late work is not accepted (you are encouraged to ask for an extension if you need it!). While there is no length requirement, you are expected to write a substantive and thoughtful response. See the grading rubric below. **3 points X 10 posts = 30 points**
4. **Extra Credit:** At the end of the semester, if you complete the SIRS course evaluation, you will be granted 3 points towards your final grade. **3 points X 1 course evaluation = 3 points**

The grading rubric for all written assignments are as follows. Please note that all assignments, except exams, will go through Turnitin. If there is a significant plagiarism score, I will have to report it to the University, and they will take appropriate action.

Application Questions	Final Project
<ul style="list-style-type: none"> ● 3 points - The response provides clear and well-reasoned answers to the entire prompt. Each argument is well supported by material from the course. The response is well-written and organized, and is 2-3 pages, double-spaced. All references are included. ● 2 points – The response provides an adequate answer to the prompts, but the rationale used to derive the arguments is unclear or lacks supporting evidence and more explanation is needed. The response is mostly well-written, and organized, and is 1-2 pages, double-spaced. Most references are included. ● 1 point – The response is incomplete with some prompts being addressed but others not. The answers are minimal and do not provide any supporting reasoning for the arguments. The response is poorly written and organized and is only 1 page or less, double-spaced. No references are included. ● 0 points – Not turned in or completely off-topic. 	<ul style="list-style-type: none"> ● 20 points – The submission is clear and well reasoned. At least 3 course topics are applied and all parts of the prompt are addressed. The response is well written and organized with a real problem at a real organization being identified, described well, and examined. A thoughtful solution is also presented and explained thoroughly. All references are included. ● 15 points – The submission applies 2 course topics and addresses most of the prompt. More work can be done to explain the problem and solution identified. Most references are included. ● 10 points – The submission addresses only 1 course topic, the problem is poorly described and the solution is weakly developed. References are not included. ● 5 points – The project is incomplete. It does not address any course topics and does not answer any parts of the prompt. References are not included. ● 0 points – Not turned in, no effort displayed, or completely off topic.

Exam Makeup Policy. Makeup exams will only be provided in the event that students have a legitimate reason for missing the scheduled exam. That includes family emergencies, religious holidays, illness, and other forms of emergencies. Please reference the absence policies stated above in the syllabus for more details. Please let me know as soon as possible if you need to arrange a makeup and we will work together to identify an alternative date and time for the exam. I reserve the right to offer an alternative exam in the same format (i.e., an exam containing different questions) if there are concerns about test security.

Ethics Statement. Students in this class and in all courses at Rutgers University are expected to uphold the highest standards of academic integrity. Cheating, plagiarism in written work, receiving and providing

unauthorized assistance, and sabotaging the work of others are among the behaviors that constitute violations of the Academic Integrity Policy. The Academic Integrity Policy defines all forms of cheating and the procedures for dealing with violations. You should be familiar with this policy: [University Policy 10.2.13 \(rutgers.edu\)](https://www.rutgers.edu/policy/10.2.13).

Health-Related Absences/Impacts on Coursework. While attendance is certainly important for your success and engagement in this course, I understand that some students may experience physical and/or mental health concerns during the semester. I do not require students to submit any documentation of such concerns to protect their privacy. I only ask that you communicate with me that you are experiencing a health concern that will impact your attendance and/or coursework. We will work together to arrange extensions for missed coursework that are commensurate with the severity and length of the health concern experienced. Long-term health concerns may require further documentation and will require involving the university, as per university policy.

Absences Due to Religious/Cultural Observances. I am also aware that many religious/cultural observances outside of the dominant/Christian tradition are not officially recognized by the university. Please communicate your absence with me in advance and request any extensions for assignments if needed. Please also note that I will not accept late assignments due to religious/cultural observances because late assignments for any reason are not accepted.

Students with Disabilities. Any student who feels they may need accommodation based on the impact of a disability should contact the Office of Disability Services at 848-202-3111 or dsoffice@echo.rutgers.edu. Students can alternatively visit the office located in Lucy Stone Hall, Suite A145. The Office of Disability Services will identify a Coordinator who will then provide documentation to the student. Students can register with the Office at the following link: [Getting Registered | Office of Disability Services \(rutgers.edu\)](https://www.rutgers.edu/disability-services).

Responsible Employee Reporting. 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 [Violence Prevention and Victim Assistance – Rutgers University | Division of Student Affairs – New Brunswick](https://www.rutgers.edu/violence-prevention).

Class Climate. A positive learning environment relies upon creating an atmosphere where diverse perspectives can be expressed. As such, I expect all students to engage in this course and with your classmates in an inclusive way that respects the diverse backgrounds, experiences, and perspectives of their classmates. I encourage everyone to participate and offer their input into the course. This includes being able to respectfully disagree with your classmates and challenge their ideas. However, it is crucial that we do so in an appropriate way. Any form of discriminatory language, including heterosexist, sexist,

transnegative, racist, ableist, ageist, bodyist, or otherwise derogatory comments, are not welcome in this course. Additionally, I ask students to adhere to the following during class discussions: present well-reasoned arguments that draw on evidence from the course and other sources, be mindful of the language you use and avoid personally criticizing your peers.

It is also my commitment to provide a class environment where, if something is occurring that prevents us from being able to succeed, we will talk about and address it. I may not always be aware of misconduct that happens, and I encourage students to bring any issues to my attention.

Pronouns and Names. It is my desire that I, and your fellow students, will honor the name and pronouns that you would like used when addressing you. I will create space within the classroom for you to notify me of your name and pronouns, but you may also contact me privately.

Child Policy. It is understandable that parents may occasionally have parenting responsibilities that conflict with the time of our class. Bringing a child to class on these occasions is permitted, as long as we do not exceed the COVID-19 safety capacity for the room. Additionally, exclusively breastfeeding babies are welcome in class. We can also discuss makeup work for occasions when you are required to stay home to provide childcare.

Student Well-Being Resources. Student Well-Being Resources. If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available at Rutgers University. Please contact Counseling Services at (848) 932-7884 or by visiting <http://health.rutgers.edu/medical-counseling-services/counseling/>. We additionally have a survivor advocacy program for students who have experienced violence and/or assault: (848) 932-1181 (for the crisis intervention line); <http://vpva.rutgers.edu/>. You can also use this link <https://smlr.rutgers.edu/academic-programs/current-students> to get access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies).

Course Schedule

Week	Topics	Required Assignments
1	9/5 - Course Orientation 9/7 - Ch. 1 What is Org Behavior?	<ul style="list-style-type: none"> ● Read textbook Chapter 1 ● Read and return Academic Integrity Contract ● Review Canvas Readings
2	9/12 - Ch. 2 Job Performance 9/14 - Ch. 3 Organizational Commitment	<ul style="list-style-type: none"> ● Review Canvas Readings ● Application Question 1
3	9/19 - Ch. 4 Job Satisfaction 9/21 - Ch. 5 Stress	<ul style="list-style-type: none"> ● Read textbook Chapter 7 ● Review Canvas Readings ● Application Question 2
4	9/26 - Ch. 6 Motivation & Learning 9/28 - Intro to Final Project	<ul style="list-style-type: none"> ● Read textbook Chapters 5 & 6 ● Review Canvas Readings ● Application Question 3
5	10/3 - Ch. 7 Learning & Decision Making 10/5 - Final Project Part 1	<ul style="list-style-type: none"> ● Read textbook Chapter 11 ● Review Canvas Readings ● Application Question 4
6	10/10 - Ch. 8 Trust, Justice, & Ethics 10/12 - Final Project Part 2	<ul style="list-style-type: none"> ● Read textbook Chapter 4 ● Review Canvas Readings ● Application Question 5
7	10/17 & 10/19 Midterm Exam Review & Midterm Exam!	<p>No homework! Study Ch. 1- 8</p>
8	10/24 - Ch. 9 Personality & Cultural Values 10/26 - Ch. 10 Ability	<ul style="list-style-type: none"> ● Read textbook Chapters 2 & 3 ● Review Canvas Readings ● Application Question 6
9	10/31 - Ch. 11 Teams (Characteristics & Diversity) 11/2 - Ch. 12 Teams (Processes & Communication)	<ul style="list-style-type: none"> ● Review Canvas Readings ● Application Question 7
10	11/7 - Ch. 13 Leadership (Power & Negotiation) 11/9 - Ch. 14 Leadership (Styles & Behaviors)	<ul style="list-style-type: none"> ● Read textbook Chapter 8 & 9 ● Review Canvas Readings ● Application Question 8
11	11/14 - Ch. 15 Org Structure 11/16 - Final Project Part 3	<ul style="list-style-type: none"> ● Read textbook Chapters 10, 12 & 13 ● Review Canvas Readings ● Application Question 9

12	11/21 - Extra Credit Assignment 11/23 - No class. Happy Thanksgiving!	<ul style="list-style-type: none"> ● Read textbook Chapter 14 ● Review Canvas Readings ● Application Question 10
13	11/28 - Ch. 16 Org Culture 11/30 - Final Project Part 4	<ul style="list-style-type: none"> ● Read textbook Chapter 15 ● Review Canvas Readings ● Work on final project
14	12/5 & 12/7 Final Exam Review & Final Exam!	No Homework! Study Ch. 9-16
15	Nothing.	Final project is due on Tuesday, 12/12