



2026SU - Organizational Behavior and Work 37:624:345 E1
(Summer, 2026 "CANVAS" Online Course)

Instructor: Ralph A. Rodriguez, Ph.D., SPHR

Office: To Be Arranged (as needed)

Office Hours: via WebEx by arrangement ([link is on our Canvas Front Page](#)).

Email: via the Canvas Mail function

THIS COURSE IS A FULLY ONLINE, ASYNCHRONOUS COURSE WITH NO REQUIRED FACE-TO-FACE CONTACT, EITHER "LIVE" OR ONLINE.

COURSE OVERVIEW:

"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.

SMLR Learning Objectives Addressed by This Course:

- ***Theoretical Perspectives: Demonstrate an understanding of relevant theories and apply them, given the background context of a particular work situation. (Goal IV)***
 - Demonstrate an understanding of the practical perspectives, theories, and concepts in their field of study
 - Evaluate and apply theories from social science disciplines to workplace issues
- ***Understanding Context – Evaluate the context of workplace issues, public policies, and management decisions. (Goal V)***

- 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
- **Application: Demonstrate an understanding of how to apply knowledge necessary for effective work performance. (Goal VI)**
 - Apply concepts and substantive institutional knowledge to understanding contemporary developments related to work
 - Understand the legal, regulatory, and ethical issues related to their field
 - Develop human resource management functional capabilities used to select, motivate, and develop workers
 - Understand the internal and external alignment and measurement of human resource practices

Course Outline

- 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 5: Stress
 - Chapter 6: Motivation
 - 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

Grading and Course Requirements

<u>Activity</u>	<u>% of Grade</u>
Quizzes	50%
Chapter Topic Discussions	30%
Current Event OB Case Presentation	20%

(1) Quizzes (50%): There will be 12 chapter quizzes. Only your TEN highest quiz grades will count towards your final grade in this course. Under no circumstances will the Due Dates for quizzes be extended. If you run into personal scheduling issues, be aware that you will be able to take the relevant quiz(zes) early. Quizzes will be taken electronically through the Canvas course site.

(2) Chapter Topic Discussions (30%): There will be several “Chapter Topic Discussions” presented in the course (1-2 per Module). Each “Chapter Topic” will have a “Discussion Assignment” link open for students to respond to the prompting question(s) posed therein. These links will be open for a limited time, generally ONE week ONLY. This assignment calls for you to respond to FIVE different “Discussion Topics”; one per module/week

(3) Current Event OB Case Presentation (20%): This assignment calls for you to research and present (by filming) an 8-10 minute CURRENT EVENT organizational situation that dramatizes a topic discussed in the text and/or online lectures. Your job is to present the situation generally, present its relevant details in light of the course content, and reflect **(using YOUR unique perspective)** on what it teaches about “Organizational Behavior”.

TEXT and Additional Resources:

Colquitt, J. A., LePine, J. A., & Wesson, M. J. (Seventh Edition, 2021). BE SURE TO GET ONLY THE 7TH EDITION! **Organizational Behavior: Improving Performance and Commitment in the Workplace.** Boston: McGraw-Hill Irwin, ISBN-978-1-260-26155-4. There are multiple online sites where this text is available. One such site is Amazon at [Organizational Behavior: Improving Performance and Commitment in the Workplace: Jason A Colquitt, Jeffery A LePine, Michael J. Wesson: 9781260571509: Amazon.com: Books.](https://www.amazon.com/Organizational-Behavior-Improving-Performance-and-Commitment-in-the-Workplace-Jason-A-Colquitt-Jeffery-A-LePine-Michael-J-Wesson/dp/9781260571509)

Our course Canvas site includes PPT voiceover videos that you must watch. These videos are NOT merely reviews of the text material. They use the text as a structure to frame and inform HR PRACTICES that are also presented, based on my personal history and observations over 20+ years of senior level HR experience.

You are also strongly advised to occasionally visit the following Professional Organizations’ Websites:

- The Society for Human Resource Management: www.shrm.org
- The Society for Industrial and Organizational Psychology: www.siop.org
- www.HR.com

Canvas: The Canvas website will be the primary digital home for this course, so you must be familiar with this mode of interaction. It will house the syllabus, PowerPoint slides to guide your independent reading of the text, recorded video voiceovers of my presentation of the textbook chapters, assignments, learning supports, and contact information. To access Canvas, follow the steps listed below. All assignments must be submitted through Canvas **using their related Assignment portal.**

Canvas will provide you access to this course and its related course syllabus, PowerPoint slides, and recorded video voiceovers of the chapters.

Using Canvas:

1. Go to: <https://canvas.rutgers.edu>
2. Login using your Rutgers netid and password
3. Click on the TAB “Org. Behavior and Wk”
4. If you do not see the TAB “Org. Behavior and Wk”, contact me at ralpharodriguezphdsphr@gmail.com as you may not be on the roster.
5. Click on the Syllabus link to download the current syllabus.

Need Assistance with a technological question? It is the student's responsibility to be able to perform technologically in the course. Contact helpdesk staff if you need assistance using Canvas. Your instructor cannot assist you with technical issues- but the helpdesk staff can! (In fact, they are really good at it.) Helpdesk: Rutgers Office of Information and Technology Email: <https://it.rutgers.edu/help-support> Call: 833-OIT-HELP.

Students are **expected** to be "current" on how the issues in this course are "played-out" in actual organizations. Therefore, students are expected to be familiar with current business news. An easy way to get updated is to

routinely watch the any one of the many nightly business reports on PBS, Bloomberg, or CNBC. If you are time-pressed, an excellent source is “Wall Street Week” on Bloomberg (also available via YouTube). If you find yourself more often in the digital world, Yahoo provides several excellent RSS feeds (general business) and hr.com provides excellent FREE resources (you have to register, also FREE). You will find that the material in the text will “stick” better when you are able to frame it in a richer context. **(Note: A command of current business events and topics is often persuasive in improving your candidacy for higher potential HR positions.)**

TIMELINESS AND FORMATTING OF ASSIGNMENTS: Assignments are **due by the “Due Date” and specific time indicated in the “Assignment” link in Canvas.** ALL LATE ASSIGNMENTS WILL BE PENALIZED 5 POINTS PER DAY NO MATTER WHAT THE EXCUSE/REASON. Only MS Word, PPTs, pdfs; pic, jpeg, MP4, and web URLs will be accepted.

ACCOMMODATIONS: I am committed to providing a welcoming and accessible classroom for ALL students. Students who are in need of accommodations due to a disability should provide me with the appropriate documentation from the Office of Disability Services for Students as early in the semester as possible, and definitely before the first exam.

University Statement on Accommodations: “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 professor and discuss the accommodations with him 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>.”

Therefore, 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> .

COURSE QUESTIONS: Should you have any administrative questions about homework, exams, due dates, etc., please take the following steps: 1) first check the syllabus; 2) next, you can check the CanvasChat to see whether others may have had the same question. 3) If your question has not been asked or answered, then you can pose your question in the CanvasChat. 4) If you do not receive a response to your question within 24 hours, then you should email the professor via Canvas.

ONLINE COURSE ASSESSMENT: Your constructive assessment of this course plays an indispensable role in shaping education at Rutgers. Upon completing the course, please take the time to fill out the online course evaluation.

INTELLECTUAL PROPERTY OF COURSE MATERIAL: All materials generated for this class, including but not limited to the syllabus, in-class materials, and exercises, may not be copied, sold or made available to third parties (including note-taking services), published, broadcasted, reprinted, included in your blog, posted on any websites or sent via text messaging from your phone without the explicit written permission of the professor. Any material that is distributed without such consent will be seen as a direct violation of academic integrity.

AI Policy for This Course: You are encouraged to use AI tools like ChatGPT, Google Bard and Microsoft Copilot to enhance your creativity, explore new ideas, and deepen your understanding of course content. I encourage you to use these tools to supplement but NOT replace your own thinking, efforts and engagement with the course content. Be aware that AI tools can generate content that may appear reliable but are often inaccurate, biased. Incomplete, or generic. Understanding these limitations is crucial. Using AI irresponsibly in your future career could lead to errors or get you fired. The goal is to learn how to use these tools effectively and ethically, without relying on them as substitutes for your own critical thinking and analysis.

Therefore, you are permitted to use AI as a collaborator, filling gaps in your understanding or/or exploring new perspectives. However, you're responsible for building on AI generated content with your unique insights and critical thinking. I am not interested in AI's opinion of anything related to this course. I am interested in yours and your voice. It is your duty to make it obvious to me that YOUR VOICE is shining through all of your assignments. Any AI-generated content must be properly cited and attributed, just as you would cite any other source (you must also include your search prompts).

Consequences for Misuse: Submitting work that appears to be generated by AI will be met by a conversation with me where you get to impress me by validating your cognitive processing and communication of what you submitted. Failure to comply will be treated as a potential violation of academic integrity.

CHANGES TO THE SYLLABUS: This syllabus represents my plan for the course. However, it is subject to modification at any time throughout the semester. Such changes will generally be negotiated with the class and announced in class. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

Course Schedule

Module #	Dates	Topic	Reading & Assignment	Complete?
1	May 26- May 31	Chapter 1: What is OB? Chapter 2: Job Performance	STUDY Syllabus Read Chapters 1 and 2 View Voiceover Presentations (Chapters 1 & 2) Complete Chapter 1 and 2 Quizzes Film personal Intro and comment on two others; get familiar with the filming production and submission process.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2	June 1- June 7	Chapter 3: Organizational Commitment Chapter 4: Job Satisfaction	Read Chapters 3 and 4 and View Voiceover Presentations (Chapters 3 & 4) Complete Chapter 3 and 4 Quizzes Respond to Chapters 3-4 Discussion (Mostly a Self-Assessment)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	June 8- June 14	Chapter 5: Stress Chapter 6: Motivation	Read Chapters 5 and 6 View Voiceover Presentations (Chapters 5 & 6) Complete Chapter 5 and 6 Quizzes	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4	June 15- June 21	Chapter 7: Trust, Justice, and Ethics Chapter 8: Learning and Decision-Making	Read Chapters 7 and 8 View Voiceover Presentations (Chapters 7 & 8) Complete Chapter 7 and 8 Quizzes Respond to Discussion Forum Module 4: Your Own Informed Opinion	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5	June 22- June 28	Chapter 9: Personality and Cultural Values Chapter 10: Ability	Read Chapters 9 and 10 View Voiceover Presentations (Chapters 9 & 10) Complete Chapter 9 and 10 Quizzes Complete Module #5 Assignment (Mostly a Self-Assessment Exercise.)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6	June 29- July 2	Chapter 11: Team Characteristics and Diversity Chapter 12: Team Process and Communication	Read Chapters 11 and 12 View Voiceover Presentations (Chapters 11 & 12) Complete Chapter 11 and 12 Quizzes POST YOUR CURRENT EVENT CASE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

FOR EVERY MODULE:

There is a Quiz on EVERY chapter. (Read the Chapter and watch the Voiceover Presentation first.)