

Organizational Behavior and Work 37:624:345 (Spring 2026)
("CANVAS" Online Course)

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

Office Hours (All times EST):

- **WEDNESDAYS 3:00-4:00 PM and 8:00-9:00 PM EST; also, quite happily, by Appointment (in my PUBLIC WebEx Room: see Link on our Canvas Front Page)**
- **Request Appointments via Canvas portal**

Email: ONLY via Canvas portal; ALL correspondence in the course should be via Canvas, NOT through direct university email addresses

THIS COURSE IS A FULLY ONLINE, ASYNCHRONOUS COURSE.

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 time windows for quizzes be extended. If you run into personal scheduling issues, 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. 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. This assignment calls for you to respond to FIVE different “Discussion Topics”.

(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 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-Commitment/dp/9781260571509)

HBR's 10 Must Reads on Employee Engagement (2025). By: Harvard Business Review. Available for @\$5 at [HBR's 10 Must Reads on Employee Engagement \(featuring "The Power of Hidden Teams" by Marcus Buckingham and Ashley Goodall\): Review, Harvard Business, Grant, Adam, Buckingham, Marcus, Mauborgne, Renee A., Cappelli, Peter: 9798892790949: Amazon.com: Books .](https://hbr.org/10-must-reads-on-employee-engagement)

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.

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 "Nightly Business Report" on PBS. 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.

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.

Spring, 2026 Class Schedule (Statistics for HRM)

Date	Topic	Primary Module Tasks
Module #1A Jan. 20-25	Chapter 1: What is OB?	<input type="checkbox"/> Study Syllabus (Expect Quiz) <input type="checkbox"/> Read Chapter 1 <input type="checkbox"/> View Ch. 1 Voiceover Presentation <input type="checkbox"/> Complete Ch. 1 Quiz <input type="checkbox"/> Film personal Intro and comment on two others; get familiar with the filming production and submission process.
Module #1B Jan. 26-Feb. 1	Chapter 2: Job Performance	<input type="checkbox"/> Read Chapter 2 <input type="checkbox"/> View Ch. 2 Voiceover Presentation <input type="checkbox"/> Complete Ch. 2 Quiz
Module #2A Feb. 2-8	Chapter 3: Organizational Commitment	<input type="checkbox"/> Read Chapter 3 <input type="checkbox"/> View Ch. 3 Voiceover Presentation <input type="checkbox"/> Complete Ch. 3 Quiz
Module #2B Feb. 9-15	Chapter 4: Job Satisfaction	<input type="checkbox"/> Read Chapter 4 <input type="checkbox"/> View Ch. 4 Voiceover Presentation <input type="checkbox"/> Complete Ch. 4 Quiz <input type="checkbox"/> Respond to Chapters 3-4 Discussion (Mostly a Self-Assessment)
Module #3A Feb. 16-22	Chapter 5: Stress	<input type="checkbox"/> Read Chapter 5 <input type="checkbox"/> View Ch. 5 Voiceover Presentation <input type="checkbox"/> Complete Ch. 5 Quiz
Module #3B Feb. 23-Mar. 1	Chapter 6: Motivation	<input type="checkbox"/> Read Chapter 6 <input type="checkbox"/> View Ch. 6 Voiceover Presentation <input type="checkbox"/> Complete Ch. 6 Quiz
Module #4A Mar. 2-8	Employee Engagement	<input type="checkbox"/> Read the HBR assigned readings <input type="checkbox"/> View the Voiceover Presentation <input type="checkbox"/> Complete this Module's Assignment (weighted as a "Quiz")
Module #4B Mar. 9-13 (extension to the 15 th)	How to Measure Employee Engagement; Survey Design	<input type="checkbox"/> Read this Module's readings and View the Voiceover Presentation <input type="checkbox"/> Complete and Post your own Student Engagement Survey; critically evaluate the Surveys of TWO other student-colleagues (be kind but specific and critical View Ch. 6 Voiceover Presentation). WEIGHTED AS A DOUBLE-DISCUSSION (TWO GRADES)!
March 14-22	SPRING BREAK!!!	

Module #5A Mar. 23-29	Chapter 7: Trust, Justice, and Ethics	<input type="checkbox"/> Read Chapter 7 <input type="checkbox"/> View Ch. 7 Voiceover Presentation <input type="checkbox"/> Complete Ch. 7 Quiz
Module #5B Mar. 30- Apr. 5	Chapter 8: Learning and Decision-Making	<input type="checkbox"/> Read Chapter 8 <input type="checkbox"/> View Ch. 8 Voiceover Presentation <input type="checkbox"/> Complete Ch. 8 Quiz <input type="checkbox"/> Respond to Discussion Forum: Your OWN INFORMED OPINION
Workshop #6A Apr. 6-12	Chapter 9: Personality and Cultural Values	<input type="checkbox"/> Read Chapter 9 <input type="checkbox"/> View Ch. 9 Voiceover Presentation <input type="checkbox"/> Complete Ch. 9 Quiz
Workshop #6B Apr. 13-19	Chapter 10: Ability	<input type="checkbox"/> Read Chapter 10 <input type="checkbox"/> View Ch. 10 Voiceover Presentation <input type="checkbox"/> Complete Ch. 10 Quiz <input type="checkbox"/> Complete Module Assignment (Mostly a Self-Assessment Exercise.)
Workshop #7A Apr. 20-26	Chapter 11: Team Characteristics and Diversity	<input type="checkbox"/> Read Chapter 11 <input type="checkbox"/> View Ch. 11 Voiceover Presentation <input type="checkbox"/> Complete Ch. 11 Quiz
Workshop #7B Apr. 27-May 4	Chapter 12: Team Process and Communication	<input type="checkbox"/> Read Chapter 12 <input type="checkbox"/> View Ch. 12 Voiceover Presentation <input type="checkbox"/> Complete Ch. 12 Quiz <input type="checkbox"/> Complete and Post Your Current Event Case