



Organizational Behavior

Tuesdays and Thursdays, 3:20pm - 4:40pm, Lucy Stone Hall, Room 267 (Livingston Campus)

Instructor

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Course Description

We can hardly go by a day without interacting with an organization. What is an organization? Why do we need organizations? How do we feel and behave differently in different groups, teams, and organizations? Why? How do teams and organizations influence our decisions and actions? Do you like some organizations more than the others? Why? How do organizations impact your life as a student, as an employee, and as a customer?

Organizational Behavior is a field of study that explores answers to these questions. Through readings, discussions, exercises, and simulations, students will learn how individuals, groups, and organizations affect each other's behaviors and how to design organizational processes, structures, and culture that maximize the performance and well-being of employees, teams, and the organization.

Learning Objectives

Upon completion of this course, students will know how to:

- Describe and explain key theories and concepts of individual behaviors, team dynamics, and organizational design, culture, and change.
- Acquire or improve professional skills - concentration, self-awareness, emotional intelligence, interpersonal, communication, creativity, negotiation, teamwork, leadership, stress management, and meet deadlines.
- Ask critical questions. Design innovative human resources policies and organizational processes, structures, and culture that will maximize the performance and well-being of people and of the organization.

Course Materials

- Stephen P. Robbins and Timothy A. Judge (2014). Organizational Behavior (16th edition) with access code to MyManagementLab, Pearson.
- Other materials as assigned.

Course Requirements

Students will be assessed based on the following criteria:

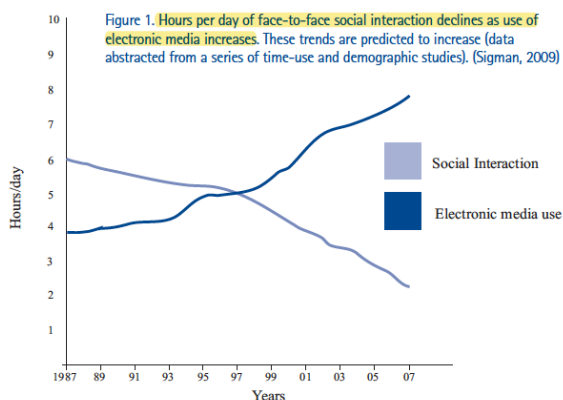
- Weekly Quizzes (30%) and Simulations (5%) - MyManagementLab

Weekly quizzes will account for 30% of the grade and simulations account for 5%. Students are responsible for obtaining access to MyManagementLab and resolving technical issues through its technical support. **No late submissions** - meeting deadlines is part of the professional training. Two lowest scores will be dropped to accommodate reasons such as university-sponsored events, technical issues, work, illness with or without doctor's note, or any other personal circumstances.

- Class attendance and participation* (30%)

Our face-to-face class time is precious in this age of "screen-based" communication. Over the last 20 years, people spend increasingly more time in eye-to-screen

(electronic devices) contact than in social interaction (eye-to-eye contact) (Figure 1). Managers need to develop their interpersonal, or people, skills in order to be effective in their jobs. Studies show that emotional intelligence is a key distinguishing factor in one's success in the workplace. Therefore, practicing paying attention to each other and engaging in quality social interaction by stowing away electronic devices is part of the curriculum. Students will be assessed based on (1) class attendance, (2) paying attention



and stowing away electronic devices, (3) active participation in individual and group activities, and (4) contribution to the learning experience of fellow students by building on other's ideas or expressing alternative perspectives thoughtfully, and (5) providing constructive feedback to fellow students. Two absences will be dropped to accommodate any reasons such as university-sponsored events, work, illness with or without doctor's note, or any other personal circumstances.

- Team presentation and facilitation (20%)

The team presentation and facilitation will be assessed by peers based on the rubric provided. Students learn how to work with others and understand team dynamics. Students will also learn how to conduct constructive feedback and assessment on fellow students' presentation and facilitation skills. Absence on the day of team presentation or facilitation will result in a zero score, regardless of reasons.

- Your Choice of the following (15%):

- A. Emotional Intelligence and Mindfulness practicum - daily practices, attendance of final comprehensive practice, and a 2-page of reflection essay. The daily practice will be recorded via an mobile app.
- B. Daily Self-Assessments (a total of 69) and a 2-page of reflection essay.

Other Considerations

- Students are expected to observe all Rutgers policies regarding student conducts and academic integrity.
- Students with disabilities will be accommodated according to university policies and procedures.

Course Schedule

- Course schedule is subject to modification as needed. The modification will be announced in-class or via Sakai.

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Dates		Topics	Readings & Assignments
Week 1	9/1	Introduction and Team Formation	
	9/3	What Is Organization?	R & J, Chapter 1*
Week 2	9/8	No class	
	9/10	What Is Organization?	
Week 3	9/15	Diversity in Organization	R & J, Chapter 2*
	9/17	Attitudes and Job Satisfaction	R & J, Chapter 3
Week 4	9/22	Presentation Teams 1 & 2	Case Incidents 1 & 2
	9/24	Emotions and Moods	R & J, Chapter 4
Week 5	9/29	Presentation Teams 3 & 4	Case Incidents 1 & 2
	10/1	Personality and Values	R & J, Chapter 5*
Week 6	10/6	Presentation Teams 5 & 6	Case Incidents 1 & 2
	10/8	Perception and Decision Making	R & J, Chapter 6*
Week 7	10/13	Presentation Teams 7 & 8	Case Incidents 1 & 2
	10/15	Motivation	R & J, Chapter 7*
Week 8	10/20	Presentation Teams 9 & 10	R & J, Chapter 8, Case Incidents 1 & 2
	10/22	Foundation of Group Behavior	
Week 9	10/27	Facilitation Team 1	R & J, Chapter 9
	10/29	Understanding Work Teams	
Week 10	11/3	Facilitation Team 2	R & J, Chapter 10*
	11/5	Communication Facilitation Team 3	R & J, Chapter 11*
Week 11	11/10	Leadership Facilitation Team 4	R & J, Chapter 12*
	11/12	Power and Politics Facilitation Team 5	R & J, Chapter 13
Week 12	11/17	Conflict and Negotiation Facilitation Team 6	R & J, Chapter 14
	11/19	Foundation of Organizational Structure Facilitation Team 7	R & J, Chapter 15*

Dates		Topics	Readings
Wee 13	11/24	Organizational Culture Facilitation Team 8	R & J, Chapter 16*
	11/26	Thanksgiving Holiday	
Week 14	12/1	Human Resource Policies and Practices Facilitation Team 9	R & J, Chapter 17*
	12/3	Organizational Change and Stress Management Facilitation Team 10	R & J, Chapter 18*
Week 15	12/8	The Challenge	
	12/10	Mindfulness Final Comprehensive Practice	
12/17	8:00-11:00am	Final Exam (Optional)	