



# Organizational Behavior

Mondays and Thursdays, 10:55a.m.-12:15p.m., Labor Education Center, Room 130/131

## Instructor

Professor Tracy F. H. Chang

[tracyc@work.rutgers.edu](mailto:tracyc@work.rutgers.edu), twitter: [@tracychang@selfworklife](https://twitter.com/tracychang), Labor Education Center Room 146

## Course Description

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

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:

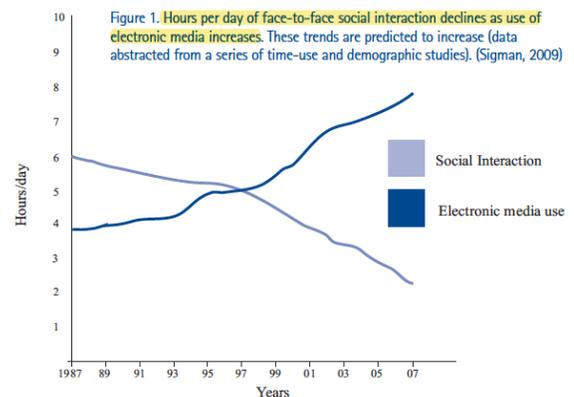
- Describe and explain key theories and concepts of individual behaviors, team dynamics, and organizational design, culture, and change.
- Improve professional management skills (e.g., self-awareness, communication, innovation, and leadership).
- Design innovative human resources policies and organizational processes, structures, and culture that maximize the performance and well-being of employees and the organization.

## Course Materials

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

## Course Requirements

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 to the right). Managers need to develop their interpersonal, or people, skills in order to be effective in their jobs. Therefore, practicing paying undivided attention to each other and engage in quality social interaction by stowing away our electronic devices is part of the curriculum. Students are expected to (1) arrive on-time and attend the entire class, (2) complete assigned readings and homework prior to attending classes, and (3) pay undivided attention to the instructor and fellow students, and (4) participate thoughtfully and constructively in class discussions and activities.



Students will be assessed based on the following criteria:

- Weekly Quizzes and Simulations\* (30%) - MyManagementLab
  - A. Quizzes (25%) - Students will be assessed on how well they study the assigned readings through quizzes prior to attending each class.
  - B. Simulations (5%) - Students will be assessed based on on how well they apply concepts and theories through simulations.

- Class attendance and participation\* (20%)

Students will be assessed based on (1) their class attendance, (2) participation in individual and group activities, and (3) contribution to the learning experience of fellow students by expressing their perspectives thoughtfully and building on each other's ideas, and (4) providing constructive feedback to fellow students.

- Short answers assignments\* (10%)

Students will respond to short answer questions via Qualtrics in order to prepare for in-class discussions.

- Team presentation (10%)

The team presentation 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.

- Your choice of (10%):

- C. Emotional Intelligence and Mindfulness practicum - daily, in-class, comprehensive skills practice, and a 2-page of reflection essay. The daily practice will be recorded via an mobile app.
- D. Self-Assessments (a total of 69) and a 2-page of reflection essay.

\* No late assignments will be accepted and the two lowest grades (including attendance) will be dropped to accommodate reasons such as technical issues, work, unverifiable illness and personal circumstances, university-sponsored events, or any other reasons.

- Final exam (20%)

The Final Exam will be comprehensive with 50 multiple-choice questions.

### **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**

- The MyManagementLab assignments are due by noon the day of class. Students are advised to complete those assignments early to avoid unforeseeable circumstances leading to late submissions.
- Course schedule and assignments are subject to modification as needed. The modifications will be announced in-class or via Sakai. Students, who missed class, are responsible for checking Sakai announcements.

Dates		Topics	Readings & Assignments
<b>Week 1</b>	<b>1/19</b>	MLK Holiday	
	<b>1/22</b>	Introduction, Get started with MyManagement Lab, Team Formation and Meeting	
<b>Week 2</b>	<b>1/26</b>	What Is Organization?	R & J, Chapter 1* (Continued) "Practicing Mindful Leadership"
	<b>1/29</b>	Attitudes and Job Satisfaction	R & J, Chapter 3
<b>Week 3</b>	<b>2/2</b>	Discussion of Job Satisfaction Research Results	"Leading Mindfully" on Sakai Qualtrics Survey
	<b>2/5</b>	Emotions and Moods	R & J, Chapter 4
<b>Week 4</b>	<b>2/9</b>	Presentation Team 1	Case Incident 1 "Mindfulness and Emotional Distress"
	<b>2/12</b>	Personality and Values	R & J, Chapter 5*
<b>Week 5</b>	<b>2/16</b>	Presentation Team 2	Case Incident 1 "Relationships between mindfulness, self-control, and psychological functioning" on Sakai
	<b>2/19</b>	Perception and Decision Making	R & J, Chapter 6*
<b>Week 6</b>	<b>2/23</b>	Presentation Team 3	Case Incident 2
	<b>2/26</b>	Motivation	R & J, Chapter 7* TED - Dan Pink: The Puzzle of Motivation
<b>Week 7</b>	<b>3/2</b>	Presentation Team 4	R & J, Chapter 8 Case Incident 2
	<b>3/5</b>	Foundation of Group Behavior	R & J, Chapter 9
<b>Week 8</b>	<b>3/9</b>	Presentation Team 5	
	<b>3/12</b>	Understanding Work Teams	R & J, Chapter 10*
<b>Week 9</b>	<b>3/16</b>	Spring Break	
	<b>3/19</b>	Spring Break	
<b>Week 10</b>	<b>3/23</b>	Presentation Team 6	Case Incident 1
	<b>3/26</b>	Communication	R & J, Chapter 11*

Dates		Topics	Readings
<b>Week 11</b>	<b>3/30</b>	Team Presentation 7	
	<b>4/2</b>	Leadership	R & J, Chapter 12*
<b>Week 12</b>	<b>4/6</b>	Team Presentation 8	“L 5 Leadership” and “Mindful Leadership” on Sakai TED - Simon Sinek: How Great Leaders Inspire Action
	<b>4/9</b>	Power and Politics Team Presentation 9	R & J, Chapter 13 Ethical Dilemma
<b>Wee 13</b>	<b>4/13</b>	Conflict and Negotiation Team Presentation 10	R & J, Chapter 14 Case Incident 2
	<b>4/16</b>	Foundation of Organizational Structure	R & J, Chapter 15*
<b>Week 14</b>	<b>4/20</b>	Organizational Culture	R & J, Chapter 16*
	<b>4/23</b>	Team Presentation 11	Ethical Dilemma - Ted - Paul Piff: Does money make you mean?
<b>Week 15</b>	<b>4/27</b>	Organizational Change and Stress Management	R & J, Chapter 18*
	<b>4/30</b>	Emotional Intelligence and Mindfulness Practicum	“Benefit of Mindfulness at Work” on Sakai
<b>5/11 9:00-11:00am</b>		Optional Final Exam	