



Organizational Behavior

Tuesdays and Thursdays, 3:20pm - 4:40pm, Lucy Stone Hall room B267

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 emotions, decisions, and actions? How do organizations impact your life as a student, as an employee, and as a customer? In these roles, do you like some organizations more than others? 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

The student is able to:

School of Management and Labor Relations:

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI).
- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Labor Studies and Employment Relations Department:

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on, work (Goal 6).
- Work productively in teams, in social networks, and on an individual basis (Goal 13).

Course:

- Describe and explain key theories and concepts of individual behaviors, team dynamics, and organizational design, culture, and change.
- Demonstrate professional habits, skills, attitudes, and mindsets - focusing, self-awareness and self-management, building authentic relationships, communicating effectively (including providing and receiving feedback), critical thinking and creative problem-solving, working collaboratively in teams, and taking initiatives and meeting responsibilities and deadlines.
- Design human resources policies and organizational processes, structures, and culture that will maximize the performance and well-being of employees.

Course Materials

- Stephen P. Robbins and Timothy A. Judge (2016). *Organizational Behavior* (17th edition) with access code to MyManagementLab, Pearson.
- Other materials as assigned.

Course Requirements

Students will be assessed based on the following criteria:

- **Reading Comprehension and Concept Application** through MyManagementLab - Chapter Dynamic Study Modules (DSM) and Warm-Up Questions (5%) and Quizzes (30%). Students are expected to complete readings and quizzes prior to attending classes and class time is devoted to interpersonal interaction and discussion. Students are responsible for obtaining access to MyManagementLab and resolving technical issues through Pearson's technical support timely. MyManagementLab assignments are due by noon on Tuesdays and Thursdays. **Assignments not submitted by the due time will receive 0 point.** Two lowest scores will be

dropped to accommodate all personal reasons, including technical issues, late registration, religious holidays, and university-sponsored events.

- **Attendance, Attention, Engagement, and Contribution to Learning (35%).** Students will be assessed based on (1) **full** class attendance, (2) **turn-off and stow-away** of electronic devices (otherwise credits will not be earned and deducted), (3) mindful listening and speaking, (4) engagement individual and group experiential exercises, (5) providing constructive feedback to fellow students, and (6) contributing to the learning experience of fellow students. Two absences will be dropped to accommodate all personal reasons, including university-sponsored events, work, illness with or without doctor's note, or religious holidays. Five percent of the requirement is for a student to present "In the News" and lead a class discussion (10 minutes). Student will research a recent news story that exemplifies either chapter's "Career Objectives," or "Point and Counter Point," and make his/her recommendations or present his/her position on the issue.
- **Team Presentation (15%).** The team presentation will be assessed by peers based on the rubric provided. Absence on the day of team presentation will result in a zero score, regardless of reasons. Team presentation will (1) answer and discuss the questions of the "case incident" by applying relevant concepts and theories in the chapter and (2) research and summarize an academic research journal article that examines the relationship between mindfulness and the chapter topic and discuss how the research evidence informs your analysis of the case.
- **MindLab (15%).** MindLab involves daily mindfulness practice, in-class practice, and final comprehensive practice, and a 3-page paper. The daily practices must be recorded via a mobile app. Credits will not be given without documentation of daily practice time. Students with special needs and circumstances may arrange an alternative to fulfill this requirement before the end of second week of the semester.

Other Considerations

- Students are expected to observe all Rutgers policies regarding student conducts and academic honesty, which applies to all course assignments, including the authenticity of mindfulness daily practice record.
- 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.

Dates		Topics	Readings & Assignments
Week 1	9/6	Introduction and Team Formation	
	9/8	What Is Organization?	R & J, Chapter 1*
Week 2	9/13	What Is Organization?	R & J, Chapter 1* Quiz Due
	9/15	Attitudes and Job Satisfaction	R & J, Chapter 3
Week 3	9/20	Attitudes and Job Satisfaction	
	9/22	Emotions and Moods	R & J, Chapter 4
Week 4	9/27	Presentation Team 1 - Ch 4 Case	
	9/29	Personality and Values	R & J, Chapter 5*
Week 5	10/4	Presentation Team 2	
	10/6	Perception and Decision Making	R & J, Chapter 6*
Week 6	10/11	Presentation Team 3	
	10/13	Motivation	R & J, Chapter 7*
Week 7	10/18	Midterm (Optional)	
	10/20	Presentation Team 4	R & J, Chapter 8
Week 8	10/25	Foundation of Group Behavior	R & J, Chapter 9
	10/27	Presentation Team 5	
Week 9	11/1	Understanding Work Teams Presentation Team 6	R & J, Chapter 10*
	11/3	Communication Presentation Team 7	R & J, Chapter 11*
Week 10	11/8	Communication	
	11/10	Leadership Presentation Team 8	R & J, Chapter 12*
Week 11	11/15	Power and Politics Presentation Team 9	R & J, Chapter 13
	11/17	Conflict and Negotiation Team 10	R & J, Chapter 14
Week 12	11/22	Simulations	
	11/24	Thanksgiving	

Dates		Topics	Readings
Wee 13	11/29	Foundation of Organizational Structure Presentation Team 11	R & J, Chapter 15*
	12/1	Organizational Culture Presentation Team 12	R & J, Chapter 16*
Week 14	12/6	Organizational Change and Stress Presentation Team 13	R & J, Chapter 18*
	12/8	MindLab Review	
Week 15	12/13	The Challenge	
12/19	12:00-3:00pm	Final Exam (Optional)	