Organizational behavior is the study of how individuals behave in various types of organizations. An organization may be defined as a group of individuals (two or more people) that functions to achieve a common goal or set of goals. Therefore, organizations may be as small as a dyad or as large as the largest corporation in the world. Organizational behavior provides frameworks for understanding and changing human behavior in all types of organizations. It is important to learn organizational behavior so that you may become an effective professional, team leader, supervisor, and/or manager in organizations.

In this course, we will examine some of the bases of individual behavior within organizations, then move to the level of the small group (generally a work group or team within a larger organization), and then examine the structure of larger organizations. These areas of study are based primarily on the fields of psychology and sociology. In this course, we will emphasize the management applications of knowledge gained from these basic disciplines.

All of you are currently members of organizations, and are preparing to become members of other organizations. In this class, we will take the perspective of an organizational member as well as the perspective of someone who has responsibility for managing others. At other times, we will emphasize the skills and knowledge that will be directly applicable to the management of other people or groups of people. Thus, much of what you will learn will be applicable regardless of your current level or responsibilities within an organization.

The course is designed to provide a variety of learning experiences and opportunities. Class activities will include class discussion, lecture, case analysis, exams, and presentations. For you to maximize your learning experience, you will need to prepare by reading the assigned material by the date it is to be covered in class (see the Class Schedule below).
This is a reading intensive course. Much of what you will learn will be based on your reading of the assigned material. The exams will include material in the book that is not covered in the lectures. Therefore, it is important that you read and understand all the material in the assigned readings. Much of the class will also be flipped. That is, you are required to do readings, go over PPT slides, listen to lectures, and complete assigned materials before you come to class. It will be assumed that you have done this and in-class time will be devoted to further exploration, practice, and skill building.

This is a business course, so you will be expected to take responsibility for your actions and conduct yourself in a professional manner. Please be on-time to class, attend all classes, complete assignments by the due dates, and read materials before the class in which they will be discussed. You should participate in class and you should treat yourself, your colleagues, guests, and your professor in a professional, courteous manner. Never say it can’t be done; think about how it can be accomplished!

Class Expectations:

The course policies described above require that you take responsibility for your own performance. I expect you to be professional, to stay informed about the progress of this class, and to complete assignments on time. My commitment is to provide you with a useful experience and to give each student a fair opportunity to perform well in this course. If at any time you have concerns about your progress in this course, please see me.

You are expected to read the book. I suggest that you read the assigned chapters multiple times.

Please refrain from using electronic devices in class when their use is not for classroom purposes.

Course Goals:

1. To understand the behavior of individuals and groups in organizations
2. To gain working knowledge of the contemporary theories and issues in organizational behavior
3. To develop the ability to effectively discuss and communicate issues in organizational behavior
4. To develop critical skills to analyze behavioral issues in organizations
5. To enhance your personal development by understanding the concepts of motivation and leadership

E-mail and Sakai:

I will send you emails at the account listed in Sakai. Please be sure that you can receive email sent to your RU Sakai account. Please send any correspondence to me at my Sakai account.

You may review your grades on Sakai. You may download the syllabus, lecture notes, and any other class information from Sakai, as well.
Grades:

A final course grade will be assigned based on the following student deliverables:

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<thead>
<tr>
<th>Weight:</th>
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<tbody>
<tr>
<td>Personal Bio</td>
<td>5%</td>
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<tr>
<td>RBS Paper</td>
<td>5%</td>
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<tr>
<td>Current Event</td>
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<tr>
<td>Team Project</td>
<td>30%</td>
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<tr>
<td>Exam I</td>
<td>15%</td>
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<td>Exam II</td>
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<td>Exam III</td>
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<td>Final Exam</td>
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<tr>
<td>Peer Assessment</td>
<td>5%</td>
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<tr>
<td>Attendance/Participation</td>
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Final grades will be determined using the following scale:

- A  100-90%
- B+  89-85
- B   84-80
- C+  79-75
- C   74-70
- D   69-60
- F   below 60%

Recommendations for doing well in the class:

- Buy / Rent / Borrow the book.
- Read the chapters before the corresponding lectures.
- Read the chapters as many times as needed to understand fully all the concepts presented.
- Attend all classes.
- Study all of the lectures and assigned readings.
- Adopt effective study techniques, do not cram.
- Ask questions when you do not understand something.

Class Participation:

Your attendance in class is important both for yourself and your classmates. It is, however, understood that occasionally illness or other extenuating circumstances arise, and a student may need to miss class. It is your responsibility to stay current with class activities that are not listed in the syllabus. The professor reserves to right to enforce all policies outlined in the RU student handbook.

Student Work:

Students will frequently work together on assignments as well as individually. All assignments that are turned in for a grade must be typed, double-spaced, Times New Roman, 12-point font. If citations are needed, they should be put in APA format.
**Student work is routinely checked for plagiarism.** Students who submit plagiarized work will have charges filed against them within the University honor program procedures. All students are required to know what constitutes plagiarism as defined in the University’s honor policy: If you're not clear on the distinction between plagiarism, paraphrasing and writing your own words, you'll find some useful information and examples online at: [http://www.libraries.rutgers.edu/rul/libs/robeson_lib/flash_present/text_plag.html](http://www.libraries.rutgers.edu/rul/libs/robeson_lib/flash_present/text_plag.html)

Late assignments will not be accepted. Any exceptions are completely at the discretion of the professor.

**Assignments:**

This class will require discipline and time management. A lot is expected of you. Make sure that you stay informed of which assignments are due and when, and stay informed about your team projects.

**Personal Biography:** Leaders need to get to know their followers, so write a brief bio (2-3 pages) on yourself, providing a little of your background (major, interests, current work status or jobs you’ve held, etc.), and specifically state your career goals. Identify your core values, leadership style, and pick one area in need of development. Describe both short term and long term goals for improvement in this area, and discuss an action plan for improvement. This will be graded on completion, grammar, conciseness, and ingenuity.

**Current Events:** You will be required to give a 5-7 minute presentation on a leader/manager/current situation that is in the news (e.g., print, television, radio, internet, etc.). Sources you might draw from include, but are not limited to: Bloomberg BusinessWeek, The Economist, Fortune, Forbes, Black Enterprise, Wall Street Journal, New York Times, CNN, etc. Provide an executive summary to the class explaining the major issue that the article is highlighting, making sure you synthesize the information in a manner that outlines how it applies to the course and may apply to your career. It is acceptable to state your opinions about the article, but please be prepared to answer questions in class. You need to sign up for a time to present. Current events will begin on.

**Team Project:** This is a management class so instead of just reading about management, you will actually have to employ your management/analysis skills in a significant way. Your team is tasked with researching an organization. Your team activities will be decided based on feedback from me and discussions with your teammates. Your main task will be to identify key challenges facing these organizations, internally and externally, and offer strategic feedback to help them overcome these challenges.

You are required to discuss at least 5 concepts/issues from class with regard to your selected organization and write about them in your accompanying team paper.

Teams cannot have overlapping projects (i.e., 1 team per organization). This is a very involved project, therefore, social loafing will not be tolerated in teams. Your team members can suggest that social loafers be disciplined up to and including removal from a team. Please consult with me as soon as possible when there are problems concerning team members so that issues can be rectified as soon as possible. You will have the opportunity to evaluate yourself and your team members.
Team Presentation/Paper: Each person needs to have at least 1 speaking part during the presentation. The presentation should be no longer than 15 minutes and you will have 5 minutes to answer questions. You will use PPT, but you should give a presentation, not have the slides full of text and simply read from the slides. The presentation should be professional and well-rehearsed. Your team will be graded on how well the presentation is given, how informative it is, and how well you respond to questions. Individual scores on this assignment will generally be the same for all the team members, unless I deem it necessary to vary individual scores. An accompanying group paper (6-9 pages) will be due on the first date we start presentations.

Peer Evaluation: Each person on the team is responsible to give each team member a grade for his/her performance. You will also have to justify this grade. Your team members will not know who gave which grades to whom. This will serve as an additional grade on your team project. This is also part of the university’s new Assurance of Learning protocol, so participation is mandatory.

Exams: There are four exams. Exam questions will be taken from the assigned readings, class lectures, and discussion. Please show up on time for the exams. Exams may not be taken outside of the classroom.

The regularly scheduled exams are multiple choice, T/F, and short answer. Make-up exams will only be given in extenuating circumstances. Students may drop their lowest exam score, or, if satisfied with scores on the first three exams, students may opt out of the fourth (final) exam. The first few exams will each cover 4-5 chapters of material. The final exam will be cumulative.

In-class activities: Class discussions and exercises are extremely important in this course. It is essential that you read the assigned text, cases, or other material before class so that you can meaningfully participate in class. To encourage active learning and critical thinking we will have several in class assignments where you will answer questions individually and with your colleagues.
This syllabus incorporates all RU rules, requirements, policies, and academic deadlines that apply to students. This syllabus also incorporates all the deadlines on the academic calendar. Please make yourself familiar with all rules, requirements, policies and deadlines including but not limited to Academic Integrity, University Statement Concerning Students with Disabilities, Computer Ethics Policy, Sexual Harassment Policy, RU Rules and Procedures including Rights and Prohibited Conduct, and course withdrawal deadlines.

**Academic Help:**

The Rutgers-Camden Learning Center located in Room 231 Armitage Hall is the main academic support center on campus offering students free course content tutoring, writing assistance, academic coaching, Supplemental Instruction Review Sessions, Academic Support Workshops and more. Students can go to their website at [http://learn.camden.rutgers.edu](http://learn.camden.rutgers.edu) to make an individual appointment for course content tutoring or writing assistance with one of our tutors.

**Weather and Emergency Information:**

Rutgers–Camden closes only in the event of severe weather or other significant circumstances. Notification of closure is prominently posted on our homepage in the event of inclement conditions. To find out if the campus is closed:

- Call the Rutgers–Camden operator’s line 856-225-1766. A recorded message will tell you if the campus is closed.
- Check CBS Philly if our campus is closed due to weather.
- Listen to KYW-AM (1060) Rutgers–Camden’s school closing numbers are 605 (day) and 2605 (evening).

If Rutgers is open and you wish to find out if your specific class is cancelled due to inclement weather, contact your professor.

Rutgers–Camden has an emergency text message notification system. You can register your cell phone number to receive alerts in the event of a major campus emergency.

**Academic Honor Code:**

All students in attendance at Rutgers University are expected to be honorable and observe standards of conduct appropriate to a community of scholars. Rutgers University expects from its students a higher standard of conduct than the minimum required to avoid discipline.

Academic misconduct includes all acts of dishonesty in any academic or related matter and any knowing or intentional help, attempt to help, or conspiracy to help, another student commit an act of academic dishonesty. Academic dishonesty includes, but is not limited to, the following acts, when performed in any type of academic or academically related matter, exercise, or activity:

- **Cheating:** using or attempting to use unauthorized materials, information, study aids, or computer-related information
- **Plagiarism:** representing the words, data, works, ideas, computer programs or output, or anything not generated in an authorized fashion, as one’s own
- **Fabrication:** presenting as genuine any invented or falsified citation or material
- **Misrepresentation:** falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites and transcripts.


The Honor System must be upheld and enforced by each member of Rutgers University community. The fundamental attributes of our community are honor and integrity. We are privileged to operate with this Honor System.

Understanding these guidelines will help you to encourage classroom behavior that does not detract from the quality of each student’s educational experience. Please read the student handbook and think about your role in promoting a University culture based on mutual respect and civility.

**Disability Services:**

The Office of Disability Services (ODS) is the central contact point for University students with disabilities. The goal of ODS is to ensure that University programs and services are accessible to qualified students with disabilities. ODS works with faculty and other members of the University community to provide individualized academic accommodations and support services while promoting student responsibility and self-advocacy. It is the student’s responsibility to make known a need for academic accommodations and services by providing appropriate documentation of the disability to ODS, formally requesting accommodations through meeting with an ODS case manager, and by presenting an official ODS accommodation letter to each of his/her professors.

For more information about services for students with disabilities, consult the Web site, [http://disabilityservices-uw.rutgers.edu/](http://disabilityservices-uw.rutgers.edu/), or call (856) 225-4285 (voice), or email at tdivaler@camden.rutgers.edu. Written correspondence should be addressed to The Office of Disability Services, 227 Penn Street, Camden, NJ 08102.
Class Schedule

This class schedule represents the instructor’s best estimate of the topics to be covered on various days. In some cases, several chapters may be covered on one day. As such, it is very important that you come to each class session as a lot of material will be covered. In addition, lectures may also be given on exam days and I reserve the right to alter this schedule at any time during the course.

**Jan. 19:**
- Introductions
- Syllabus

**Jan. 26:**
- Chapter 1
  - [https://www.youtube.com/watch?v=jpe-LKn-4gM](https://www.youtube.com/watch?v=jpe-LKn-4gM)
  - [http://www.ted.com/talks/jason_fried_why_work_doesn_t_happen_at_work?language=en](http://www.ted.com/talks/jason_fried_why_work_doesn_t_happen_at_work?language=en)

**Feb. 2:**
- Chapter 2
  - [https://www.youtube.com/watch?v=zdV8OpXhl2g](https://www.youtube.com/watch?v=zdV8OpXhl2g)
  - [https://www.youtube.com/watch?v=dD4wpjyhuQo](https://www.youtube.com/watch?v=dD4wpjyhuQo)
  - [https://www.youtube.com/watch?v=vMiSf7LpFQE](https://www.youtube.com/watch?v=vMiSf7LpFQE)

**Feb. 9:**
- Chapter 3
- Chapter 4
  - [http://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work](http://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work)

**Feb. 16:**
- Exam 1
- Group Selection Due

**Feb. 23:**
- Chapter 5
  - [https://www.youtube.com/watch?v=9X68dm92HV1](https://www.youtube.com/watch?v=9X68dm92HV1) Are We in Control of Our Decisions?
  - [https://www.youtube.com/watch?v=1pq5jnM1C-A](https://www.youtube.com/watch?v=1pq5jnM1C-A) Sheena

**Mar. 1:**
- Chapter 6
- Chapter 7
**Mar. 8:**
Chapter 8

**Mar. 15:**
Exam 2

**Mar. 22:**
Chapter 9
Chapter 10

**Mar. 29:**
Chapter 11
Chapter 12

**Apr. 5:**
Chapter 16

**Apr. 12:**
Exam 3

**Apr. 19:**
Free Period

**Apr. 26:**
Final Presentations
Final Exam Review

**May 3**
Free Period

*Additional videos, readings, and assignments may be assigned and/or altered at my discretion.*

*Final exam is TBD.*