

New Jersey Institute of Technology
School of Management

ORGANIZATIONAL BEHAVIOR
HRM 301-001

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Office Hours: Tuesdays, 4-6; Thursdays 1-2

Class schedule: Monday 1-2:25 and Thursday, 11:30 - 12:55
Cullimore Lecture II

**Course Materials- George/Jones, Understanding and Managing
Organizational Behavior, 5th ed. ISBN: 0-13-239457-X**

I. Course Description

The course covers the fundamentals of how people behave in organizations using lectures, cases, and student projects. Objectives of the course are:

- a. To define organizational behavior (OB) and its importance to managers.
- b. To analyze structures of large organizations and their impact on power.
- c. To identify how personalities and attitudes affect OB.
- d. To explore how perception, attribution and communication affect managing a diverse workforce.
- e. To analyze learning in organizations and how to increase the probability that people will learn desired behaviors.
- f. To analyze some theories of motivation.
- g. To analyze the role of informal groups and leadership on behavior and decision making.
- h. To explore the impact of change on workplace behavior.

II. Schedule of reading Assignments

Unit A - Chap. 1, pp. 4-29.

Unit B - Chap. 16 and chapter 13, pp. 429-435. Access NJIT's nine-page organization chart from the Institute's web page. Look at p. 5. Bring it to class as we will use that page to explain the

concepts of authority and span of control discussed in the textbook, chapter 16.

Unit C - Chaps. 2, pp. 53-62 and chapter 3.

Unit D - Chaps. 4 and 14.

Unit E - Chap. 5.

Unit F - Chaps. 6, 7 and 8

Unit G - Chaps. 10, 11, 12 and 15.

Unit H - Chap. 18.

III. Learning Goals and Learning Outcomes

Learning Goal 1: Analytical and Problem Solving Skills

Learning Goal 1.1. Demonstrates knowledge of business concepts and the ability to apply these concepts to solve business problems.

Learning Goal 2: Information and Communication Skills

Learning Outcome 2.1 (oral communication) - Ability to deliver effective presentations enhanced by technology

Learning outcome 2.2 (written communication and information literacy) - Ability to write clear and concise reports and case summaries.

Learning Goal 3 Interpersonal Skills and Team Dynamics

Learning outcome 3.1 Learn and manage to work effectively in teams as a leader and as a team member.

Learning Goal 4 Ethical Reasoning

Learning Outcome 4.1 Understand the moral implications and ethical schema of individual and organizational decisions and actions.

Learning Goal 5 Technological Skills

Learning Outcome 5.1 Ability to use technology for effective project management

Learning Goal 6 Globalization

Learning outcome 8.1 Understanding the global context in which business is conducted.

IV. Course Deliverables: Role Play Assignment

The assignment gives you the opportunity to work in a goal-directed group, motivate an audience to help you reach goals and reflect on your actions in relation to OB theories.

This is a group assignment. Each group prepares a simulation that requires the class to participate in one of the following:

- A. Brainstorming, p. 518 or
- B. Nominal group technique, pp. 518-519

The performing group presents to the class an organizational setting, a situation calling for use of the technique and roles for the group members and the class. During the exercise, group members explain the role play setting. Group members then lead the class through the exercise which should take approximately one hour. Each group member must take part in leading the class through the exercise. The technique must be relevant to the chosen situation.

Each person must submit to the instructor an individual 4-6 page paper using OB concepts to explain how the group interacted in preparing the role play, e.g., how leadership, informal group culture, etc., affected development of the role play. The paper should relate textbook and class concepts to the specific group dynamics. All students must cite sources when they are used. A bibliography at the end of the paper is not sufficient! Members of a single group may receive different grades for the exercise because of different in-class performance or different papers. I will allocate time in the class sessions to form groups and get started on the role play. Papers must have professional-level grammar and presentation. Students will not get a grade for this course without completing both the oral and written parts of this assignment.

IV. Course Deliverables: Assessment

First test	25%	Oct. 8
Second test	25%	Oct. 29
Role play	25%	for both oral and written grades combined.

Oral	Scattered throughout term
Written	Dec. 3, 2008

Oral grade also includes credit for participation in role plays of other groups and participation in group exercises during regular class sessions. For a good grade you must come to all role plays and take roles assigned to you by the presenting group.

Final exam	25%
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Extra-credit Assignments:

A. Due Sept. 10 before class begins. The assignment is worth 0 to 5 extra points on the first exam.

Read Dow Jones case on p. 563 in the textbook. Answer questions 1 and 2 on p. 564 as they pertain to this case.

B. Choose a leader as the text instructs and answer question 3 in the "OB: Increasing Self-Awareness" section of p. 420 in the textbook. I will announce the date the assignment is due in class. The assignment is worth 0 to 5 points on the final.

Extra-credit assignments must be submitted at the start of class. Students must be in the class and ready to participate in discussions about the assignment to get credit.

V. Course Policies

Additional information:

The NJIT Honor Code will be upheld in this class and violations will be brought to the attention of the Dean of Students.

Students will be consulted and must agree to deviations from syllabus content.

Tentative weekly activities

8/31 Introduction; defining OB
9/7 Structure and authority
9/14 Power
9/21 Personality and attitudes; group work;
9/28 - Job satisfaction; group work
10/5 Perception and attribution; group work
10/12 Communication
10/19 Managing a diverse workplace; test
10/26 Organizational learning
11/2 Organizational learning and motivation
11/9 -Motivation; test
11/16 - Informal groups
11/23 - Leadership
11/30 - Decision making; organizational change
12/7 - Summing up

Exact dates depend on number of role plays.

Please note that Tuesday, Nov. 24 is a Thursday at NJIT so we have class. Thursday, Nov. 26 is Thanksgiving.