

New Jersey Institute of Technology  
Martin Tuchman School of Management

ORGANIZATIONAL BEHAVIOR  
HRM 301-003

Prof. H. L. Schachter

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Fall 2024

E-mail address:schachte@njit.edu

Class schedule: T and Th 10 - 11:20 in 3052 CAB

Office hours: Tuesdays and Thursdays from 11: 30 to 12:30

**Course Materials- Stephen Robbins and Timothy Judge, *Essentials of Organizational Behavior*, Pearson 15<sup>th</sup> ed. ISBN 978-013-546889-0**

Please note that this textbook comes in a cost reduced version as a rental edition. The ISBN for the rental edition is 9780135468890. You can also buy this textbook in an e-book version by going to the Pearson learner site at <https://www.pearson.com/store/en-us/pearsonplus/p/9780137438617.html>

## **I. Course Description**

Organizational behavior (OB) is about how individuals and groups act within organizations and how these actions impact organizational performance. The main objective is to enhance organizational effectiveness. Topics covered include individual characteristics, motivation, reactions to the work experience, groups and team dynamics, organizational structure, organizational culture, organizational power and politics, leadership and organizational change. Throughout, where relevant, examples relate to context, trends and evolving practice in business.

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

- a. To define organizational behavior (OB) and why it is important to managers.
- b. To analyze structures of large organizations and their impact on power and to discuss the role of national culture on organizational design and power relations.
- c. To identify how personalities and attitudes affect OB.

- d. To explore how perception, attribution and communication affect how to manage a diverse workforce and business patterns in a globalized world.
- e. To analyze some theories of motivation and the impact of globalization for understanding motivation and key motivation theories.
- f. To analyze the role of informal groups and leadership on behavior and decision making in different national cultures.
- g. To explore the impact of change on workplace behavior in a globalized environment.

## **II. Schedule of reading Assignments**

Unit A - Chap. 1.

Unit B - Chap. 15 and chapter 13. Please access NJIT's 17-page organization chart which I will place on a Canvas discussion thread. We will use that chart to help explain the concepts of authority and span of control discussed in the textbook, chapter 16.

Unit C - Chap. 3.

Unit D - Chaps. 2,6 and 11.

Unit E - Chaps. 7 and 8

Unit F - Chaps. 9, 10, and 12.

Unit H - Chap. 16 and 17.

## **III. Learning Goals and Learning Outcomes**

Learning Goal 1: Develop an understanding of business concepts

Learning Outcome 1.1. Demonstrates knowledge of business concepts dealing with organizational behavior and the ability to apply these concepts to solve business problems as assessed by exams and role plays

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) - Ability to write clear and concise reports.

Learning Goal 3 Interact effectively in Teams

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

Learning Goal 4 Ethical Reasoning Skills

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 Understand the global context of business

Learning outcome 6.1 Understanding the global context in which business is conducted and its impact on organizational behavior.

### **V. Course structure**

This course offers work in full class and group settings. In some sessions we will break into small groups rather than work as a single unit so that class members can complete group exercises. Working in groups is an important part of the HRM 301 experience.

### **V. Course Deliverables:**

#### **A. Power Essay**

Look at the section on "Bases of Power" in the textbook. Using your own job experience or the experience of someone you know discuss how a manager used three bases of power using the framework supplied by the textbook. Write approximately two-to-four-pages as an essay that relates your case study to the theoretical framework. I will grade the essay for content, organization, language, and technical proficiency (e.g., spelling, grammar). Grading will follow the "Fatal Error Writing Policy" which I will put on canvas. Please read the grading policy carefully and let me know if you have any questions about how it works.

#### **B. 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, or
- B. Nominal group technique,

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. The core of the exercise is getting class members to generate alternate solutions to a problem that you explain to them. Each group member must take part in leading the class through the exercise. The technique must be relevant to the chosen situation. As a group, you will decide if you want to use any of various technologies to advance the role play and if so, which technologies you will use.

Each group must submit to the instructor a page paper using OB concepts to explain one way that 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 performance during the role play or different contribution to papers. You will form groups in class. You will have to meet in person or electronically with your group members to prepare the role play and other group assignments. Papers must have professional-level grammar and presentation. On the last sheet of the paper please list each team member's contributions to the document.

#### **IV. Course Deliverables: Assessment**

Power essay    October 8 10% Handed in as hard copy in class

First test      October 24 20%

Second test    Nov. 12      20%

Role play            20% for both oral and written grades combined.

Oral                  Scattered throughout term

Written              December 5, 2024

Oral grade also includes credit for participation in role plays of other groups and participation in answering questions I will raise in class. Some class periods may include students solving case problems and such participation will count for the grade. For a good grade you must participate in all role plays and take roles assigned to you by the presenting group.

Final exam      30%

Make up policy: Students can only make up missed exams or paper submissions because of serious illness or a funeral for a family member. Please submit the required documentation to the dean of students.

### **Group assignments**

October 3 group assignment due electronically by Oct. 3 at 11:20 am. Up to five points on the first exam.

October 17 group assignment due electronically by Oct. 17 at 11:20 am. Up to five points on the second exam.

### **Canvas**

Please note that some course materials and notifications will be sent to you on Canvas.

## **VI. Course Policies**

Additional information:

This class will uphold the NJIT Honor Code and violations will be brought to the attention of the Dean of Students.

Academic integrity is the cornerstone of higher education and is central to the ideals of this course. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community it is your responsibility to protect your educational investment by knowing and following the NJIT academic code of integrity.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the dean of students. Any student found violating the code by cheating, plagiarizing and using any online software inappropriately will face disciplinary action. This action may include a failing grade of F or even suspension.

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

Students who miss an exam or other assignment because of illness or family emergencies must submit validation to the Dean of Students office to take a make-up exercise.

Grading policies are that to get an "A" grade you need to have a weighted average of 90 or greater. B+ requires 85-89, B requires 80 to 84, C+ requires 75 to 79, C requires 70 to 74, and a D requires 60-69. A lower weighted average than 60 equals an "F" grade.

#### Tentative weekly activities

9/3 Introduction  
9/10 Structure and authority  
9/17 Power -power essay due  
9/24 Personality and attitudes  
10/1 Job satisfaction  
10/8 Perception and attribution  
10/15 Communication  
10/22 Decision making  
10/29 Managing a diverse workplace  
11/5 Motivation and organizational learning  
11/12 Motivation  
11/19 -Motivation  
11/26 - Informal groups - Leadership  
12/3 - Organizational change  
12/10- Wrap up

The last class of this term is set for December 10.

Exact dates for topics depend on the number of role plays.

Educational access means providing classroom accommodations, auxiliary aids and services to ensure equal educational opportunity for all students regardless of their disability. If you need accommodation due to a disability, please contact Scott Janz, Associate Director Office of Accessibility Resources and Services (OARS), Kupfrian 201, to discuss your specific needs. A letter of Access Eligibility from the OARS authorizing your accommodation will be required. Accommodation needs to be requested in advance and will not be granted retroactively.