Organizational Behavior/HRM 301 Syllabus

Fall 2024

Course Modality:

This is an online course, which will be conducted fully online, asynchronously via Canvas. For more information on using Canvas and other supported learning tools, visit the IST Service Desk [Knowledgebase](#).

Instructor Information

Instructor	Email	Office Hours
Dr. Jose C. Casal	Jose.c.casal@njit.edu	Virtual: DAY from START PM to END PM on [Webex](#). Also by appointment. in the office: By appointment only. Use email to make an appointment.

*I will respond to all emails/Inbox messages within 24 hours while classes are scheduled. Discussions and exercises will be graded weekly.

General Information
Course Description
A foundation course in individual and group behavior in organizations. Processes such as perception, motivation and leadership are examined with a focus on issues central to technology-based organizations (innovation, creativity, managing technical professionals).

Restrictions
Junior, Senior standing

Course Learning Outcomes

By the end of the course, students will be able to:

1. Articulate the importance of organizational behavior for the effectiveness of organizations.
2. Demonstrate the impact of personality and values on employee reactions to the work experience (emotions, attitudes, stress) and behavior.
3. Analyze employee reactions to the work experience (emotions, attitudes and stress) and their impact on employee behavior.
4. Assess employee motivation concepts and theories in the management of employee behavior and in diagnosing behavior and performance problems.
5. Use the major decision-making concepts and models to improve decision making in the organization as well as to diagnose flawed decisions.
6. Discuss teams in terms of their design and processes and demonstrate the impact of these on team effectiveness.
7. Evaluate organizations in terms of their structure, culture, power and politics to produce organizational forms that support an objective (e.g., innovation) as well as to diagnose organizational effectiveness problems.
8. Determine the appropriateness for different situations of the major leadership concepts and theories in the diagnosis of individual, team and organizational performance problems.
9. Evaluate the organizational change process and models in the management of employee behavior as well as to diagnose change effort failures.

Martin Tuchman School of Management Learning Competencies and Outcomes

In addition to content specific course objectives, the course intends to help students develop a wide range of skills, namely:

Competencies	Outcome
LC 1 Develop an Understanding of Business Concepts and the Technical Knowledge to Solve Business Problems	Our students will demonstrate the knowledge and application of business fundamentals. (LO 1.1)

Competencies	Outcome
	Our students will demonstrate the ability to solve business problems using current technology (LO 1.2)
LC 2 Develop Effective Communication Skills	Our students will demonstrate the ability to write clear and concise reports based on relevant information. (LO 2.2)

Required Materials
Organizational Behavior: Emerging Knowledge. Global Reality, 10 Edition
By Steven McShane, Mary Von Glinow
McGraw-Hill © 2024

ISBN10: 1266715509 | ISBN13: 9781266715501

Grading Policy
NJIT Grading Legend

Final Grade Calculation
Final grades for all assignments will be based on the following percentages:

Cases	40%
Assignments	35%
Discussion Forums	14%
Reactions to the Digital Workplace Paper	9%
Reflections (Key Takeaways)	2%

Course Work

Cases (40% of grade) You are required to do a short case for every major topic covered in the course. The cases give you the opportunity to demonstrate your ability to apply organizational behavior concepts to solve problems. In doing so you show your understanding of the relationships among the concepts and their impact on outcomes of interest not just to organizations but also to their members.

Assignments (35% of grade): You are to complete two exercises in every module. Within them are questions that rather directly ask what concepts are and how they are related to

each other. There are also questions that require you to apply a model or organizing framework to solving a problem. These exercises help prepare you for the cases.

Discussion forums (14% of grade): You are expected to participate in weekly discussion forums in Canvas. When all students participate in a discussion, it creates an active learning environment that will help you better understand the materials and be more successful in the class. You will post your response and your comments to two classmates' posts by Sunday at 11:59pm of the week they are listed.

Reactions to the Digital Workplace Paper (**9% of grade**): Digital technologies are changing the workplace. Some do so by changing communication and collaboration in the organization (chat, messaging apps, different mechanisms for visual conversations, various collaborative platforms, task boards) others by changing decision making within it (machine learning, artificial intelligence). The technology impacts individuals, teams and the organization as a whole. What you are to do, is consider what the changes would be and discuss how they could affect your work experience. Due at the end of the term.

Reflections (Key Takeaways) (2% of grade): This exercise is intended to get you to reflect on the significance of what we've covered and identify what you consider to be its two key take-aways things that you found significant, important, useful to you. Graded pass/fail.

Feedback

I will deliver feedback on each assignment using the comments feature in Canvas

Letter to Number Grade Conversions

A	90
B+	87
B	80
C+	77
C	70
D	60
F	< 60

Exam Information and Policies

This course does not have any exams. Per the NJIT Online Course Exam Proctoring Policy, this course will use authentic assessment, meaning you will be assessed and graded on your ability to deliver real-world outputs as well as your participation and feedback to other students.

Policy for Late and Missed Work

Late submissions

Discussions are not accepted late.

The assignments, cases and the Reactions to the Digital Workplace paper are accepted two days late with a 3% penalty for work submitted after midday (12:00 PM) of the first day. A day is a calendar day meaning that all days of the week (Monday to Sunday) are included in lateness calculations as are holidays and days in break or vacation periods.

Missed work submissions

Discussions can't be made-up. The discussion with the lowest grade is excluded from the course grade calculation.

Assignments can't be made-up. The exercise with the lowest grade is excluded from the course grade calculation.

Cases can't be made-up. **No** case is excluded from the course grade calculation.

The Reactions to the Digital Workplace paper can't be made-up .

Email Etiquette

This is a business course, and the expectation is that you will conform to appropriate business letter writing practice in all of your email to me. The following are the basics.

- Put the course name (e.g. course name or course number) in the subject line
- Identify the subject of the e-mail with a brief but descriptive summary of the topic: include a proper salutation and the assignment details such as the title, homework, or test.
- Proofread your email for proper sentence structure, capitalization, spelling and punctuation.
- Conclude the e-mail message with a proper closing (e.g. Regards, Sincerely) and your full name.

(Note: Do not email requests for additional grade points unless there is an error in the grading. Please note that any grade discrepancies must be addressed within 2 weeks of the assignment due date. Grades are not 'given out' by the professor; they are 'earned' by the student. So, make sure that you 'earn' a grade that you can live with.)

Academic Integrity

"Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. 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 policy*.*

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university. If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu*"*

Netiquette

Throughout this course, you are expected to be courteous and respectful to classmates by being polite, active participants. You should respond to discussion forum assignments in a timely manner so that your classmates have adequate time to respond to your posts.

Please respect opinions, even those that differ from your own, and avoid using profanity or offensive language.

Weekly Expectations

The course is organized by weekly modules. These modules cover one major topic each. In a typical week you would:

- Watch lectures
- Do the assigned readings
- Participate in a class discussion forum
- Complete an exercise
- Do a case study
- State what your "takeaways" are

In terms of weekly deliverables, the initial post for the discussions is due on Thursdays and your peer replies are due on Sundays. Assignments are due on Saturdays, case studies are due the Monday of the following week and reflections are due Wednesday of the following week. All assignments should be submitted by 11:59 pm.

Course Schedule

Week	Topic	Reading/Assignment	Due Dates
1	Introduction to the Field of Organizational Behavior	Read: Ch.1 and "What is the difference between a 'good' job and a 'bad' job?"	
		Discussion-Your Best and Worst Jobs	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Why Are The IT Employees Leaving?	Saturday
		Case 1-Mother Parkers Improves Safety in the Workplace	Monday (week 2)
		Reflection-Key Takeaways	Wednesday (week 2)
2	Personality, & Values	Read: Ch. 2 and "Could Your Personality Derail Your Career?"	

Week	Topic	Reading/Assignment	Due Dates
		Discussion-Could Your Personality Derail Your Career?	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Find Me Some Thrill Seekers!	Saturday
		Case 2-Personality and Values at Bridgewater Associates	Monday (week 3)
		Reflection-Key Takeaways	Wednesday (week 3)
3	Work Emotions, Attitudes, & Stress	Read: Ch. 4	
		Discussion-Are Happiness At Work And Job Satisfaction The Same Thing?	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Help! Instructors Are Falling Apart.	Saturday
		Case 3-Diana's Disappointment	Monday (week 4)
		Reflection-Key Takeaways	Wednesday (week 4)
4	Foundations of Employee Motivation	Read: Ch. 5 and "How To Keep Working When You Are Just Not Feeling It."	
		Discussion-How Good A Motivator Is Money?	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Just Not Feeling It At Work.	Saturday
		Case 4-Cincinnati Super Subs	Monday (week 5)
		Reflection-Key Takeaways	Wednesday (week 5)
5	Applied Performance Practices	Read: Ch. 6	

Week	Topic	Reading/Assignment	Due Dates
		Discussion-Electronic Performance Monitoring (EPM) Of Employees In The Workplace	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Student "Job" Design.	Saturday
		Case 5-YakkaTech Inc.	Monday (week 6)
		Reflection-Key Takeaways	Wednesday (week 6)
6	Decision Making and Creativity	Read: Ch. 7	
		Discussion-FOMO And FOBO In Decision Making.	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Procrastinators Take Heart, Procrastination May Be Good For Creativity.	Saturday
		Case 6-Dogged by the Wrong Problem.	Monday (week 7)
		Reflection-Key Takeaways	Wednesday (week 7)
7	Groups and Teams	Read: Ch. 8	
		Discussion-Social Loafing In Teams.	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Professor, You Messed Up Creating The Project Teams.	Saturday
		Case 7-The Shipping Industry Accounting Team.	Monday (week 8)
		Reflection-Key Takeaways	Wednesday (week 8)

Week	Topic	Reading/Assignment	Due Dates
8	Communicating in Teams & Organizations	Read: Ch. 9, "Why Job Seekers Should Clean Up Their Social Media Presence" and "Social Media Mistakes Can Cost You the Job"	
		Discussion-What Are You Communicating About Brand YOU On Social Media?	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Who's On First? Killing A Classic Comedy Routine By Improving Communication.	Saturday
		Case 8-Difficult Connections.	Monday (week 9)
		Reflection-Key Takeaways	Wednesday (week 9)
9	Power and Influence in the Workplace	Read: Ch.10 and "Cialdini's Six Principles of Influence"	
		Discussion-Should You Be Political?	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Are Instructors All-Powerful?	Saturday
		Case 9-Case Study Resonus Corporation.	Monday (week 10)
		Reflection-Key Takeaways	Wednesday (week10)
10	Conflict and Negotiation in the Workplace	Read: Ch. 11 and "Wall Street Journal How do you survive office competition?"	
		Discussion-Working With Hypercompetitive Employees/Students.	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Conflictful Team.	Saturday

Week	Topic	Reading/Assignment	Due Dates
		Case 10-Discord Investments.	Monday (week 11)
		Reflection-Key Takeaways	Wednesday (week 11)
11	Leadership in Organizational Settings	Read: Ch. 12	
		Discussion-Leadership Crisis In A Nuclear Submarine.	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Deciding How To Lead.	Saturday
		Case 11-IbexTel.	Monday (week 12)
		Reflection-Key Takeaways	Wednesday (week12)
12	Designing Organizational Structures	Read. Ch. 13	
		Discussion-Person-Organization Fit: Don't Be A Square Peg In A Round Hole.	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Organizational Design For A Former Small Start-Up.	Saturday
		Case 12-Sloan & Wu, Inc.	Monday (week 13)
		Reflection-Key Takeaways	Wednesday (week 13)
13	Organizational Culture	Read: Ch.14 and "What's your organization's cultural profile?"	
		Discussion-NJIT's Organizational Culture	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Strong Growing Pains?	Saturday
		Case 13-CommsOne Bank.	Monday (week 14)

Week	Topic	Reading/Assignment	Due Dates
		Reflection-Key Takeaways	Wednesday (week 14)
14	Organizational Change	Read: Ch. 15	
		Discussion-Changing NJIT	Initial Post-Thursday Peer Reply-Sunday
		Assignment-Levi-Strauss Force Field Analysis.	Saturday
		Case 14-Delta Palm Mill.	Monday (week 15)
		Reflection-Key Takeaways	Wednesday (week 15)
15	Reactions to the Digital Workplace Paper	Reactions to the Digital Workplace Paper	Sunday

Additional Information and Resources

Accessibility:
This course is offered through an accessible learning management system. For more information, please refer to Canvas's Accessibility Statement.

Requesting Accommodations:

The Office of Accessibility Resources and Services works in partnership with administrators, faculty, and staff to provide reasonable accommodations and support services for students with disabilities who have provided their office with medical documentation to receive services.

If you are in need of accommodations due to a disability, please contact the Office of Accessibility Resources and Services to discuss your specific needs.

Resources for NJIT Online Students

NJIT is committed to student excellence. To ensure your success in this course and your program, the university offers a range of academic support centers and services. To learn more, please review these Resources for NJIT Online Students, which include information related to technical support.