

General Information

HRM 601-102

Organizational Behavior in Technology-Based Companies

Spring 2025

Jose C. Casal

Telephone: 973-596-3254

E-mail: jose.c.casal@njit.edu

Office: Central Avenue Building, room 3024

Readings

Required Reading:

All required readings are on Canvas. They are available for download free of charge.

An open access textbook is also offered for download free of charge for students who wish to use a reference book.

Course Overview and Learning Objectives

Course Overview

Organizational behavior, in its most general sense, addresses how organizations operate. The sub-topics within this general domain area such as leadership, organizational culture, or motivation, are all concerned with the general question of how to design organizations, processes and policies that foster productive work environments and that enhance the quality of work and work life.

For most of the last century our primary concerns centered around increasing productivity. The rapid pace of technologically driven change coupled with increased uncertainty in all aspects of organizational life (and life in general) has presented leaders and their followers with new challenges. Competitive advantage today comes primarily from innovation, and not from efficiency.

Although most senior managers have realized that innovation is key, the “how to” remains elusive. Organizations, thus, remain in transition as their leaders experiment with new organizational forms and new ways of doing business. Organizational behavior itself remains in transition and, like it or not, we do not have any pre-packaged programs to address the problems facing most organizations today.

This course begins with an examination of the notion that bureaucratic organizations are not well suited to meeting challenges facing business. We then turn to an analysis of the newer ways of organizing which are emerging in response to disruption in business and

society. The course concludes with the study of change, and what it means for organizations and employees.

Course Specific Learning Objectives

The course has several objectives that revolve around the general theme of evolving organizational forms. Upon its completion you should be able to:

- Identify key elements of bureaucratic organizations and the policies associated with bureaucratic structures
- Model individual and coalitional politics in organizations and analyze how power is attained, maintained and lost
- Articulate a clear conception of emerging organizational forms
- Explain the importance of leadership in organizations and its role in shaping organizational culture
- Identify key issues in motivating individual employees and know which techniques are effective in doing so
- Analyze perceptual processes in organizations and their role in shaping the dominant logic of an organization
- Utilize the core elements of career planning and use them to develop a meaningful career plan
- Analyze the current and projected business environment and what it means for companies, managers, and employees

MBA & MSM Learning Objectives

As part of our Assurance of Learning assessment process that supports our AACSB accreditation, this course is designed to help students achieve mastery of the following learning goals:

- MSM & MBA students communicate effectively by presenting well-reasoned arguments in a clear and concise manner.
- MSM & MBA students have developed a moral schema to evaluate the behavior of individuals, groups, and firms. They know what is right and wrong and act accordingly.

Course Outline

Introduction

- I. *Introduction to Organizational Behavior:* Overview of organizational behavior as a field of inquiry. Introduction of key topic areas and key issues. Relationship of the “people side of the business” to organizational performance.

Organizations

- II. *Organizational Structures:* Organizational structures and processes. Bureaucracies and networked organizations.
- III. *Coalitions, Goals and Bargaining Coalitions and coalition formation.* Goals and goal formation.
- IV. *Power & Politics:* Power and powerlessness. Individual and coalitional power. Sources of power. Dynamics of power
- V. *Organizational Cultures & Employee Socialization:* Definition and key elements of organizational culture. Cultural vs. structural control of behavior in organizations. Culture and creativity. Success cultures. Dysfunctional cultures.
- VI. *Sensemaking & Strategy:* Environmental scanning, sense-making, competitive advantage, strategy formulation and evaluation.

People

- VII. *Leadership:* Leadership in modern work organizations: Leading vs. managing. leaders vs. occupants of leadership roles. Leadership challenges and leadership theory. The need for leadership throughout the organization.
- VIII. *Conflict & Negotiation:* Sources and bases of conflict. Types of conflict and conflict resolution strategies. The negotiation process and negotiation outcomes.
- IX. *Personality & Individual Differences:* Personality types and their implications for work and employees. Dysfunctional personalities and the dark triad. Personality and person-organization fit.
- X. *Emotions & Moods in Work Settings.* Emotions and moods at work. Emotional intelligence and leadership.

- XI. *Basic Motivational Concepts and Reward Systems*: Survey of theories of work motivation. Rational and irrational motives. Achievement motivation.

Outcomes

- XII. *Advanced Motivation Concepts: Performance Management*. Goal setting, performance management systems, managing poor performers.
- XIII. *Careers & Career Management*: Career and life stages and career planning. Issues in career management.
- XIV. *Managing Organizational Change*: The change process. What can be changed. Managing the change process. New organizational forms.

Grading

Grades are determined by performance on analysis and application assignments, self-development assignments, a group project, one in class presentation and an online discussion forum to present and share take-ways from the course. Weighting as follows:

35 percent-Analysis & Application Assignments
20 percent-Self-Development Assignments
34 percent-Group Project
01 percent-Group in Class Presentation (not part of the group project)
10 percent--Course Take-Aways

Scale for Determining Final Grades

90-100 A
87-89.99 B plus
80-86.99 B
77-79.99 C plus
70-76.99 C
less than 70 F

Penalties for late submissions are one letter grade per day for three days, after which the assignment will not be accepted and a grade of "zero" will be assigned. Special circumstances can be accommodated provided that extensions are requested before assignments are due.

Participation in group activities for the group project is required, and will be assessed at the end of the term. Non-participation will result in a grade of "0" for the group project.

Honor Code

Violation of NJIT's Honor Code results in a grade of "F" for the course at a minimum and all honor code violations will be forwarded to the Dean of Students for further action. ***If you violate the Honor Code, YOU WILL FAIL THE CLASS. No excuses, no exceptions, no second chances, no kidding.***

NJIT Honor Code: <https://www.njit.edu/doss/policies/conductcode/article5.php>