

# 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	<u>Virtual</u> : Wednesday from 2:00 PM to 4:00 PM on Zoom (links provided on Canvas). Other days, times by appointment. <u>In the office</u> : By appointment only.  To arrange for an appointment, contact the instructor by email.

\*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:

<b>Competencies</b>	<b>Outcome</b>
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:

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

### 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 an exercise in every module that may have questions that rather directly ask what concepts are and how they are related to each

and 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.

**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 primarily 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 and reflections (take-aways) are accepted two days late without penalty. The Reactions to the Digital Workplace paper is accepted one day late with a 3% penalty for work submitted after midday (12:00 PM).

The assignments and cases 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 and reflections (take-aways) can't be made-up. The discussion and the reflection (take-away) 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. One 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](mailto: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

**Course Schedule**

<b>Week</b>	<b>Topic</b>	<b>Reading/Assignment</b>	<b>Due Dates</b>
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	Thursday, September 5, 2024
		Assignment-Why Are the IT Employees Leaving?	Monday, September 9, 2024
		Case 1-Mother Parkers Improves Safety in the Workplace	Wednesday, September 11, 2024
		Reflection-Key Takeaways	Monday, September 9, 2024
2	Personality, & Values	Read: Ch. 2 and “Could Your Personality Derail Your Career?”	

<b>Week</b>	<b>Topic</b>	<b>Reading/Assignment</b>	<b>Due Dates</b>
		Discussion-Could Your Personality Derail Your Career?	Wednesday, September 11, 2024
		Assignment-Find Me Some Thrill Seekers!	Thursday, September 12, 2024
		Case 2-Personality and Values at Bridgewater Associates	Saturday, September 14, 2024
		Reflection-Key Takeaways	Thursday, September 12, 2024
<b>3</b>	Work Emotions, Attitudes, & Stress	Read: Ch. 4	
		Discussion-Are Happiness at Work and Job Satisfaction the Same Thing?	Saturday, September 14, 2024
		Assignment-Help! Instructors Are Falling Apart.	Sunday, September 15, 2024
		Case 3-Diana's Disappointment	Tuesday, September 17, 2024
		Reflection-Key Takeaways	Sunday, September 15, 2024
<b>4</b>	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?	Tuesday, September 17, 2024
		Assignment-Just Not Feeling It at Work.	Wednesday, September 18, 2024

<b>Week</b>	<b>Topic</b>	<b>Reading/Assignment</b>	<b>Due Dates</b>
		Case 4-Cincinnati Super Subs	Friday, September 20, 2024
		Reflection-Key Takeaways	Wednesday, September 18, 2024
<b>5</b>	Applied Performance Practices	Read: Ch. 6	
		Discussion-Electronic Performance Monitoring (EPM) Of Employees in The Workplace	Friday, September 20, 2024
		Assignment-Student "Job" Design.	Saturday, September 21, 2024
		Case 5-YakkaTech Inc.	Monday, September 23, 2024
		Reflection-Key Takeaways	Saturday, September 21, 2024
<b>6</b>	Decision Making and Creativity	Read: Ch. 7	
		Discussion-FOMO And FOBO In Decision Making.	Monday, September 23, 2024
		Assignment-Procrastinators Take Heart, Procrastination May Be Good for Creativity.	Tuesday, September 24, 2024
		Case 6-Dogged by the Wrong Problem.	Thursday, September 26, 2024
		Reflection-Key Takeaways	Tuesday, September 24, 2024
<b>7</b>	Groups and Teams	Read: Ch. 8	

Week	Topic	Reading/Assignment	Due Dates
		Discussion-Social Loafing in Teams.	Thursday, September 26, 2024
		Assignment-Professor, You Messed Up Creating the Project Teams.	Friday, September 27, 2024
		Case 7-The Shipping Industry Accounting Team.	Sunday, September 29, 2024
		Reflection-Key Takeaways	Friday, September 27, 2024
<b>8</b>	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?	Sunday, September 29, 2024
		Assignment-Who's on First? Killing A Classic Comedy Routine by Improving Communication.	Friday, September 27, 2024
		Case 8-Difficult Connections.	Wednesday, October 2, 2024
		Reflection-Key Takeaways	Monday, September 30, 2024
<b>9</b>	Power and Influence in the Workplace	Read: Ch.10 and "Cialdini's Six Principles of Influence"	
		Discussion-Should You Be Political?	Wednesday, October 2, 2024

<b>Week</b>	<b>Topic</b>	<b>Reading/Assignment</b>	<b>Due Dates</b>
		Assignment-Are Instructors All-Powerful?	Thursday, October 3, 2024
		Case 9-Case Study Resonus Corporation.	Saturday, October 5, 2024
		Reflection-Key Takeaways	Thursday, October 3, 2024
<b>10</b>	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.	Saturday, October 5, 2024
		Assignment-Conflictful Team.	Sunday, October 6, 2024
		Case 10-Discord Investments.	Tuesday, October 8, 2024
		Reflection-Key Takeaways	Sunday, October 6, 2024
<b>11</b>	Leadership in Organizational Settings	Read: Ch. 12	
		Discussion-Leadership Crisis in A Nuclear Submarine.	Tuesday, October 8, 2024
		Assignment-Deciding How to Lead.	Wednesday, October 9, 2024
		Case 11-IbexTel.	Friday, October 11, 2024

<b>Week</b>	<b>Topic</b>	<b>Reading/Assignment</b>	<b>Due Dates</b>
		Reflection-Key Takeaways	Wednesday, October 9, 2024
<b>12</b>	Designing Organizational Structures	Read. Ch. 13	
		Discussion-Person-Organization Fit: Don't Be a Square Peg in A Round Hole.	Friday, October 11, 2024
		Assignment-Organizational Design For A Former Small Start-Up.	Saturday, October 12, 2024
		Case 12-Sloan & Wu, Inc.	Monday, October 14, 2024
		Reflection-Key Takeaways	Saturday, October 12, 2024
<b>13</b>	Organizational Culture	Read: Ch. 14 and "What's your organization's cultural profile?"	
		Discussion-NJIT's Organizational Culture	Monday, October 14, 2024
		Assignment-Strong Growing Pains?	Tuesday, October 15, 2024
		Case 13-CommsOne Bank.	Thursday, October 17, 2024
		Reflection-Key Takeaways	Tuesday, October 15, 2024
<b>14</b>	Organizational Change	Read: Ch. 15	

Week	Topic	Reading/Assignment	Due Dates
		Discussion-Changing NJIT	Thursday, October 17, 2024
		Assignment-Levi-Strauss Force Field Analysis.	Friday, October 18, 2024
		Case 14-Delta Palm Mill.	Sunday, October 20, 2024
		Reflection-Key Takeaways	Friday, October 18, 2024
15	Reactions to the Digital Workplace Paper	Reactions to the Digital Workplace Paper	Monday, October 20, 2024

## 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.