

Organizational Behavior and Work
Course Number: 37:624:345:02
School of Management and Labor Relations
Rutgers University

Course Syllabus

Instructor:	Alondrea Hubbard
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Office Hours	Anytime by appointment (virtual or in-person)
Class Dates:	January 17, 2024 – May 8, 2024
Credit Hours	3
Class Time/Location:	Wednesday 10:20AM-1:20PM EST Janice H. Levin Building: Room 006

Course Description: This course provides an overview of organizational behavior and work. Organizational behavior seeks to understand, explain, and improve human behavior in organizations. Much of the focus of organizational behavior is on employee performance and attitudes and we will cover topics related to performance and attitudinal outcomes such as individual differences, motivation, team dynamics, leadership, and organizational culture.

However, organizational behavior is also concerned with the health and well-being of employees and this course will also consider how each of the above topics can support or harm employee well-being as well as what employees can do to manage their work-related stress.

Course Objectives: This course fulfills the following learning objectives outlined by the *School of Management and Labor Relations*.

Knowledge of Theory, Practice and Application
<p>I. <i>Written Communication</i> - Communicate effectively at a level and in modes appropriate to an entry level professional.</p> <ul style="list-style-type: none"> • Communicate complex ideas effectively, in standard written English. • Analyze and synthesize information and ideas from multiple sources to generate new insights. • Produce quality research papers with proper convention of attribution/citation. • Produce high quality executive summaries. • Make an argument using contemporary and/or historical evidence. • Present ideas and arguments in a logical and effective way.
<p>IV. <i>Theoretical Perspectives</i> - Demonstrate an understanding of relevant theories and apply them given the background of a particular work situation.</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the practical perspectives, theories and concepts in the management field of study. • Evaluate and apply theories from social science disciplines to workplace issues
<p>V. <i>Understanding Context</i> - Evaluate the context of workplace issues, public policies, and management decisions.</p>

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work.
- Analyze a contemporary global issue in the management field from a multi-disciplinary perspective.
- Analyze issues related to business strategies, organizational structures, and work systems.
- Analyze issues related to selection, motivation, and development of talent in a global context

VII. Professional Development - Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations.

- Develop effective presentation skills appropriate for different settings and audiences.
- Develop career management skills to navigate one's career

Texts Used:

- Required: University of Minnesota Libraries. (2017). *Organizational Behavior*, 1st Edition. [Available in Canvas.](#)
- Required: Selected articles/case studies uploaded in Canvas
- Optional: Colquitt, J., Lepine, J. A., & Wesson, M. J. (2014). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (6, 7, or 8th edition). New York, NY, USA: McGraw-Hill.

Prerequisite: None – any HRM major or minor can take this course.

Instructional Mode and Technology Requirements. This is an in-person course, meeting face-to-face. If needed, the class may utilize virtual instruction, in which case access to Zoom is required. If any virtual classes take place, they will be conducted during our regular scheduled times for our course so we can continue to engage synchronously. All course materials will be available through Canvas and all course assignments must be submitted through Canvas. Office hours may be either in person or virtual via Zoom. As such, the only technology requirements are a computer that has the ability to create documents and presentations (Microsoft Office or Gmail account with access to Google Drive, Docs, and Slides), access to the internet, access to Canvas, and preferably access to Zoom.

Attendance Policy and Course Engagement. Although attendance isn't part of your grade, it is expected and highly recommended that you attend every class. It is expected that you will arrive on time and stay the duration of the scheduled time. However, I do recognize that things can come up, so if you cannot attend class or be there the entire time, please let me know in advance so we can schedule time to review class materials or address questions later if needed. In addition to attending class, you are expected to participate during lectures and engage in the weekly discussions outside of class. Attending all classes and actively participating will help you succeed in this class, especially because exam content comes directly from class materials.

Contacting Me. I want to support my students as best as I can, so I answer emails within a few hours between 9AM-5PM. If you haven't received a response in 24 hours, please follow up with me (please email me at amh405@rutgers.edu) or email me directly through Canvas.

I do not have set office hours because I am available to meet with you at any time. Please send me an email and we can schedule a time (either online or in-person at my office in Janice H. Levin Building).

Course Grades. Your grade in this course will be based on five components: a series of in-class assignments, a series of application questions to be completed outside of class, three exams, a final project, and leading a brief class discussion. Each of these components is described below:

In-Class Quiz. The first component of your grade for this course is a series of quizzes that will be completed each week during class time. To encourage consistent preparation ahead of class, there will be weekly quizzes that must be completed on Canvas before the start of a new chapter. We will discuss the quiz results at the beginning of each chapter, so you will not be able to take the quiz after it is closed. I will drop 1 of the lowest scores. Make-up in-class quizzes will never be administered. *These quizzes are worth 50 points.*

Exams. Three noncumulative exams will be given during the semester. Each exam will consist of 30 multiple choice questions (worth 1 point each), 10 fill-in-the-blank questions (worth 1 point each), and 2 short answer questions (worth 5 points each). All material covered in class (e.g., lectures, discussions, etc.) and all material in the textbook (unless otherwise stated) may be covered on an exam. Therefore, topics not covered in class but included in the textbook, or not in the textbook but covered in class, may appear on the exams. These exams will be administered via Canvas using the Lockdown Browser. *150 points (3 x 50 points each)*

Exam #4 is an OPTIONAL CUMULATIVE exam. If you choose to take Exam #4, your lowest score from Exams #1-4 will be dropped and will not count towards your final grade. The optional Exam #4 will be administered via Canvas.

Final Project. Students will also complete a final project that focuses on identifying an organizational issue related to the course material and then proposing a potential solution to the identified problem. The solution should be evidence-based and should incorporate information from outside of the course material. More detailed instructions can be found in Canvas. The final project is due on December 19th at 5:00pm. *60 points.*

Cross-Cultural Presentation/Discussion Lead. Throughout this course, we will discuss a number of topics as they relate to organizational practices and employees' work experiences. However, most of our discussion will center on practices common in the United States. There are a multitude of ways that organizational behavior differs in other countries and the goal of this assignment is to identify unique cross-cultural work practices and/or employee behaviors. Students will work in small groups to identify a cross-cultural practice relevant to organizational behavior. The groups will then present the cross-cultural practice to the class and facilitate a discussion about the practice. More detailed instructions are available through Canvas. *40 points*

Extra Credit:

- Study worksheets will be available via Canvas to help students prepare for each exam. Print the worksheet, handwrite the answers and turn them in the class before the exam for 2 bonus points. *6 points (3 x 2 points each).*
- Opportunities to participate in research conducted by Rutgers SMLR students and faculty. Students will be notified via Canvas and in-class if the option to participate in research becomes available. Complete participation will be awarded 5 bonus points for each research study.

To summarize, the total points available in the course and the points that can be earned for each assignment are shown below:

Activity	Points
In-class Quiz	50
Exams	150
Final project	60
Presentation/Discussion lead	40

Extra Credit*	6
Total	306

*Depending on availability

Grades will be released via Canvas within one week of the due date with feedback if needed. Please review the feedback as it will help you improve your assignment submissions. Per Rutgers University policy, grades will only be shared through Canvas or in-person interactions (I can answer questions about your grades through email but cannot email you the scores).

The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course. If an incomplete is awarded, the remaining work must be completed within a reasonable timeframe after the end of the course as determined by the instructor. Once the additional coursework has been submitted, your grade will change to a regular letter grade.

Percentage	Points	Grade
90-100	270-300	A
85-89.9	255-269	B+
80-84.9	240-254	B
75-79.9	225-239	C+
70-74.9	210-224	C
60-69.9	180-209	D
≤ 59.9	≤ 179	F

Exam Makeup Policy. Makeup exams will only be provided in the event that students have a legitimate reason for missing the scheduled exam. That includes family emergencies, religious holidays, illness, and other forms of emergencies. Please reference the absence policies stated above in the syllabus for more details. Please let me know as soon as possible if you need to arrange a makeup and we will work together to identify an alternative date and time for the exam. I reserve the right to offer an alternative exam in the same format (i.e., an exam containing different questions) if there are concerns about test security.

Ethics Statement. Students in this class and in all courses at Rutgers University are expected to uphold the highest standards of academic integrity. Cheating, plagiarism in written work, receiving and providing unauthorized assistance, and sabotaging the work of others are among the behaviors that constitute violations of the Academic Integrity Policy. The Academic Integrity Policy defines all forms of cheating and the procedures for dealing with violations. You should be familiar with this policy: [University Policy 10.2.13 \(rutgers.edu\)](https://www.rutgers.edu/academic-integrity-policy).

Health-Related Absences/Impacts on Coursework. While attendance is certainly important for your success and engagement in this course, I understand that some students may experience physical and/or mental health concerns during the semester. I do not require students to submit any documentation of such concerns to protect their privacy. I only ask that you communicate with me that you are experiencing a health concern that will impact your attendance and/or coursework. We will work together to arrange extensions for missed coursework that are commensurate with the severity and length of the health concern experienced. Long-term health concerns may require further documentation and will require involving the university, as per university policy.

Absences Due to Religious/Cultural Observances. I am also aware that many religious/cultural observances outside of the dominant/Christian tradition are not officially recognized by the university. Please communicate your absence with me in advance and request any extensions for assignments if needed. Please also note that I will not accept late assignments due to religious/cultural observances because late assignments for any reason are not accepted.

Students with Disabilities. Any student who feels they may need accommodation based on the impact of a disability should contact the Office of Disability Services at 848-202-3111 or dsoffice@echo.rutgers.edu. Students can alternatively visit the office located in Lucy Stone Hall, Suite A145. The Office of Disability Services will identify a Coordinator who will then provide documentation to the student. Students can register with the Office at the following link: [Getting Registered | Office of Disability Services \(rutgers.edu\)](#).

Responsible Employee Reporting. Rutgers faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. Rutgers has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The University strongly encourages all students to report any such incidents to the University. Please be aware that all Rutgers employees (other than those designated as confidential resources such as advocates, counselors, clergy, and healthcare providers as listed in Appendix A to Policy 10.3.12) are required to report information about such discrimination and harassment to the University. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence or other related misconduct, the faculty member must share that information with the University's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can find a list of resources in Appendix A to University Policy 10.3.12. For more information about your options at Rutgers, please visit [Violence Prevention and Victim Assistance – Rutgers University | Division of Student Affairs – New Brunswick](#).

Class Climate. A positive learning environment relies upon creating an atmosphere where diverse perspectives can be expressed. As such, I expect all students to engage in this course and with your classmates in an inclusive way that respects the diverse backgrounds, experiences, and perspectives of their classmates. I encourage everyone to participate and offer their input into the course. This includes being able to respectfully disagree with your classmates and challenge their ideas. However, it is crucial that we do so in an appropriate way. Any form of discriminatory language, including heterosexist, sexist, transnegative, racist, ableist, ageist, bodyist, or otherwise derogatory comments, are not welcome in this course. Additionally, I ask students to adhere to the following during class discussions: present well-reasoned arguments that draw on evidence from the course and other sources, be mindful of the language you use and avoid personally criticizing your peers.

It is also my commitment to provide a class environment where, if something is occurring that prevents us from being able to succeed, we will talk about and address it. I may not always be aware of misconduct that happens, and I encourage students to bring any issues to my attention.

Pronouns and Names. It is my desire that I, and your fellow students, will honor the name and pronouns that you would like used when addressing you. I will create space within the classroom for you to notify me of your name and pronouns, but you may also contact me privately.

Child Policy. It is understandable that parents may occasionally have parenting responsibilities that conflict with the time of our class. Bringing a child to class on these occasions is permitted, as long as we do not exceed the COVID-19 safety capacity for the room. Additionally, exclusively breastfeeding babies are welcome in class. We can also discuss makeup work for occasions when you are required to stay home to provide childcare.

Student Well-Being & Support Resources.

If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available at Rutgers University. Please contact Counseling Services at (848) 932-7884 or by visiting <http://health.rutgers.edu/medical-counseling-services/counseling/>.

We additionally have a survivor advocacy program for students who have experienced violence and/or assault: (848) 932-1181 (for the crisis intervention line); <http://vpva.rutgers.edu/>.

You can also use this link <https://smlr.rutgers.edu/academic-programs/current-students> and <https://studentsupport.rutgers.edu/> to get access to information on how to receive extra support for (a) victim and mental health services, (b) academics, (c) financial assistance (mainly emergencies), and (d) absences, etc.

Rutgers is committed to your success and offers free academic services to all students. The Learning Centers provide tutoring, writing support, study groups, and review sessions for your courses. They also host workshops and provide individual academic coaching to help further develop your study strategies and task-management skills. To learn more about how the LCs can help you succeed, visit learningcenters.rutgers.edu

COURSE SCHEDULE AND READING LIST

Date	Topic	Class Activity	Due In Class
January 17 th	Introduction to OB	NA	
January 24 th	Job Attitudes		
January 31 st	Job Performance		
February 7 th	Individual Differences	Exam Review	Extra Credit Worksheet
February 14 th	EXAM 1		
February 21 st	Motivation	Julie Peters on Information Literacy	
February 28 th	Stress & Well Being		
March 6 th	Learning and Decision Making		
March 13 th	NO CLASS – SPRING RECESS		
March 20 th	Diversity	Exam Review	Extra Credit Worksheet
March 27 th	EXAM 2		
April 3 rd	Teams		
April 10 th	Leadership		
April 17 th	Organizational Climate	Exam Review	Extra Credit Worksheet
April 24 th	CROSS-CULTURAL PRESENTATIONS		
May 1 st	NO CLASS – READING DAY		
May 8 th	EXAM 3		
May 15 th	FINAL PROJECTS DUE BY 5:00PM		