General Information

HRM 301
Organizational Behavior
M. Somers
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Office: 3025 Central Avenue Bldg.

In-Person Office Hours: Wednesdays 2 to 5pm and by appointment

Online Office Hours: During the course of the semester, three one-hour online office hours will be held on WebEx. Attendance is optional and office hours will be recorded for students who cannot attend.

Readings

Text Book:

Open Access Text

This course makes use of an open access text as part of the university’s open access textbook (OAT) initiative. Your text is available for download on moodle as a pdf file free of charge. To meet open access requirements, the publisher and authors of your text are not available to end users so that the book will simply be referred as “text” on this syllabus and on moodle.

Course Overview and Learning Objectives

Course Overview

In this course, we study how to manage organizations and people with the goal of fostering individual and collective success. It is designed to prepare for you for a world where organizations are smarter, faster and flatter; a world where you will have more opportunity, but more accountability as well.

BSB 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:

- BSB students are able to make effective presentations that are enhanced by technology
• BSB students work effectively in teams as both team leaders and team members
• BSB students develop an ethical schema to help them understand the moral implications of individual and organizational decisions and actions

Course Outline

I. Introduction to Organizational Behavior. Definition and overview of organizational behavior as a field of inquiry.

Reading: Text: Chapter 1

II. Understanding Organizational Structure: Organizational structures and processes. Bureaucracies and networked organizations. Coalitions and coalition formation. Goals and goal formation.


III. International Aspects of Organizational Behavior: Hofstede’s dimensions of culture. Influence of national culture on leadership, work teams and organizational culture. Behavior as culturally bound.

Reading: Article on moodle.

Assignment: Reflective Exercise on moodle


Reading: Text: Chapter: 13

V. Coalitions & Groups: Coalition formation and behavior. Goal setting and goal alignment. Resources and bargaining. The dominant coalition.

Reading: Text: Chapter 9

Assignment: Application Exercise on moodle.

VI. Cultures in Organizations: Definition and key elements of organizational culture. Cultural vs. structural control of behavior in organizations. Culture and competitive advantage.

Reading: Text: Chapter 15

**Reading:** Text: Chapter 3 pp. 114-117

VIII.  First Exam


**Reading:** Text: Chapter 10


**Reading:** Text: Chapter 5

**Assignment: Reflective Exercise on moodle**


**Reading:** Text: Chapter 7

XII.  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.

**Reading:** Text: Chapter 12

**Assignment: Application Exercise on moodle**

XIII.  Personality: Definition. Big 5 personality traits. The dark triad. Narcissism.

**Reading:** Text: Chapter 3 pp. 103-113

**Assignment: Reflective Exercise on moodle**

XIV.  Managing Organizational Change: The change process. What can be changed. Managing the change process. New organizational forms.

**Reading:** Text: Chapter 15 pp. 597-603.

XV.  Second Exam

**Course Requirements and Grading**
**Grading:**

Your grade will be determined as follows:

33%--First Exam
33%--Second Exam
33%--Reflective Exercises and Application Exercises

**First and Second Exams**

The first and second exams are in take-home, essay format. The first exam will be given around mid-semester, and the second during the last week of class. The second exam is not cumulative and is not a final exam.

Students are given 10 days to complete each exam. Late exams are penalized at 3 points per day for a period of five days. After five days, exams will not be accepted and a grade of “zero” will be assigned.

**Reflective Exercises**

During the semester, three reflective exercises will be posted. Each reflective exercise requires you to think about a specific topic in-depth using course material, and then consider how you will improve your skills in the area covered by the exercise. For example, a reflective exercise on leadership might ask you to define what a leader is and then devise a plan to develop your leadership skills.

Reflective exercises can be no more than 3 pages. Students will be given one week to complete reflective exercises. Late submissions are penalized at 3 points per day for a period of five days. After five days, exams will not be accepted and a grade of “zero” will be assigned. Each reflective exercise is worth about 6 percent of your final grade.

**Application Exercises**

During the course of the semester two application exercises will be posted on moodle. Application exercises might take the form of a video or a scenario. With each application exercise, a discussion forum will be posted. To get credit for an application exercise, students must post one meaningful comment and one reply to another student’s comment. Individual posts are not graded, but rather are evaluated in terms of credit or no credit. Discussion forums will be open for 10 days, after which time they will close and students who have not posted will receive no credit for them. Each application exercise is worth about 6 percent of your final grade.
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. You may, in some cases, be required to do outside research. It is completely acceptable to use outside sources provided that they are cited. Failure to cite sources is a violation of the Honor Code and will treated as such. If you violate the Honor Code, you will fail the course. No exceptions, no excuses, no second chances, no kidding.