

# HRM 601

## Organizational Behavior<sup>1</sup>

(Hybrid format)

### **General Information**

#### *Contact information:*

Instructor: Prof. Jose C. Casal

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Office Hours: Tuesday 2:30 PM to 4:30 PM, Wednesday 4:00 PM to 5:00 PM and at other times by appointment

#### *Course location and meeting time*

#### Weeks meet face to face:

Classroom: KUPF 208

Class time: Friday, 6:00 PM to 9:05 PM

#### Weeks meet online:

Classroom: Online at <http://moodle.njit.edu>

Class time: There is no set meeting time for online weeks but you should visit the Moodle site twice a week.

### **Readings**

#### *Required Reading:*

All required readings on the Moodle site for this course. <http://moodle.njit.edu>

There is no textbook or other books to purchase.

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<sup>1</sup> Prof. Mark Somers designed this course. He is kindly allowing me to use the lectures he recorded for it and I am following his syllabus although the actual readings, exercises and discussion topics I am using are not identical to those he chose. – Prof. Casal

## Course Overview and Learning Objectives

### *Course Overview*

Organizational behavior, in its most general sense, addresses how organizations work. The sub-topics within this general domain area such as leadership, culture, or motivation, are all concerned with the general question of how to design organizations, processes and policies that allow people to make meaningful contributions to organizations.

For most of the last century our primary concerns centered on 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 managers with new challenges. Competitive advantage today comes primarily from innovation and not from efficiency.

While 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 or cutting edge theory to address the problems facing most organizations today.

This course begins with the assumption that the largely bureaucratic organizations that are slowly unraveling are not well suited to meeting challenges facing business today. The course begins with an analysis as to why and then turn to the newer ways of organizing which are emerging in response to structural changes in business and society.

### *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 to Distance Learning and to the Course*

- I. Introduction to Distance Learning:* The DL process and what it takes to benefit from a DL course.
- II. 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.

*Do Online Readings*

### **Managing The Present**

- III. Understanding Complex Organizations:* Organizational structures and processes. Bureaucracies and networked organizations. Coalitions and coalition formation. Goals and goal formation.

*Do Online Readings*

- IV. Power & Politics:* Power and powerlessness. Individual and coalitional power. Sources of power. Dynamics of power.

*Do Online Readings*

- 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.

*Do Online Reading*

- VI. *Decision-Making and Evaluation*: decision-making process. Decision-making conflict, post-decision processes.

*Do Online Readings*

### ***Envisioning The Future***

- VII. *Sensemaking & Strategy*: Environmental scanning, sensemaking, competitive advantage, strategy formulation and evaluation.

*Do Online Readings*

- VIII. *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.

*Do Online Readings*

- IX. *Diversity in Organizations*: Demographic, cultural diversity and diversity of thought. Responses to diversity. Global, networked organizations. Self-critical organizations.

*Do Online Readings*

### ***Making It Happen***

- X. *Work Motivation, Basic Concepts*: Survey of theories of work motivation. Rational and irrational motives. Achievement motivation.

*Do Online Readings*

- XI. *Work Motivation, Advanced Concepts*: Goal setting, performance management systems, managing poor performers.

*Do Online Readings*

- XII. *Careers & Career Management*: Career and life stages and career planning. Issues in career management.

*Do Online Readings*

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

*Do Online Readings*

## **Epilogue**

### *XIV. Epilogue.*

No readings for the epilogue.

## **Grading**

Grades are determined by thought exercises and by participation in online forums.

### **• Thought Exercises**

Ninety percent of your grade (88%) will be determined by your performance on thought exercises.

At least eight and no more than ten thought exercises will be posted during the semester. You must complete at least six, and you may choose any six to complete. If more than six thought exercises are submitted, your grade will be based on the six highest scores. Thus, if you submit 7 thought exercises, your lowest grade will be dropped, 8 and the two lowest grades will be dropped, and so on. If you complete all the thought exercises your grade will be based on your six highest scores.

Thought exercises are posted on Moodle and must be submitted on Moodle. DO NOT e-mail them to me.

*Assignments are due at 11:30pm. There is a penalty of half a letter grade (5 points) for each day an assignment is late. Lateness penalties can be waived for valid reasons, but I must be contacted by e-mail at least two days before the assignment is due. There are no make-ups.*

### **• Participation**

Twelve percent of your grade will be determined by your participation in class activities.

## **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 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 be treated as such.