

General Information

HRM 601

Organizational Behavior

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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.

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 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 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
- Explain individual and coalitional politics in organizations and analyze how power is attained, maintained and lost
- Articulate a clear conception of emerging organizational forms
- Analyze 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
- Identify 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 the Course

- 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.

Do Online Readings

Managing The Present

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

Do Online Readings

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

Do Online Readings

- IV. *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 Readings

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

Do Online Readings

Envisioning The Future

- VI. *Sensemaking & Strategy*: Environmental scanning, sense-making, competitive advantage, strategy formulation and evaluation.

Do Online Readings

- 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.

Do Online Readings

- VIII. *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

- IX. *Work Motivation: Foundation Concepts*-Survey of theories of work motivation. Rational and irrational motives. Achievement motivation.

Do Online Readings

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

Do Online Readings

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

Do Online Readings

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

Do Online Readings

Epilogue

XIII. Epilogue.

No readings for the epilogue.

Grading

Grades are determined by thought exercises and by

- **Thought Exercises**

Eighty percent of your grade (80%) will be determined by your performance on thought exercises.

Ten Thought Exercises will be posted during the semester. You must complete at least five, and you may choose any five to complete. If more than five thought exercises are submitted, your grade will be based on the five highest scores. Thus, if you submit 6 thought exercises, your lowest grade will be dropped, 7 and the two lowest grades will be dropped, and so on. If you complete all 10 thought exercises your grade will be based on your five 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 one full letter grade 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.

- **Take-Aways From Class Discussions**

This is a hybrid course that meets every other week. Class time will be used to discuss course lectures and readings. At the end of the term, a report worth twenty percent of your grade (20%) is to be submitted that explains what you learned from class discussions (take-aways) and how you plan to use these insights in your work lives.

Please note that class discussions will differ from the content of the online lectures. Thus, if you do not attend class, you will not be able to successfully complete this assignment.

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.