



52:620:303
Term: Spring 2025

Professor: Jose R. Beltran
Office Hours: M-W, 11 am-12 pm or by appointment, Room 260
E-mail: jr.bel@rutgers.edu

Course Description

This course, Organizational Behavior, provides an overview of behavioral science theory, research, and practice. Organizational Behavior (OB) is an interdisciplinary field dedicated to better understanding and managing people at work. Topics covered in this course include job performance and organizational commitment, individual characteristics, attitudes, and behaviors, group characteristics and processes, and organizational characteristics. This course will blend conceptual (i.e., the way things are designed to work) and practical (i.e., the way things actually work) perspectives.

Required Course Materials

Textbook: Colquitt, J. A., LePine, J. A., & Wesson, M. J. Organizational Behavior: Improving Performance and Commitment in the Workplace, 8th Edition. New York: McGraw Hill Education.

The textbook is available at the bookstore. You are responsible for any related reading and assignments.

Course Objectives

- 1. Be effective communicators**
2. Be problem solvers
3. Understand business concepts
4. Recognize ethical and legal responsibilities to organizations

Items in bold have significant coverage in this course.

Instructor Objectives

The three basic levels of analysis in organizational behavior are the individual, group, and organization. To be an effective employee and manager, it is essential that you acquire knowledge that spans all three of these levels and develop a set of practical tools and skills for understanding and managing people and groups within the complex dynamics of organizations. Therefore, this course applies theories of individual behavior, group behavior, and organizational dynamics to solve a host of performance-based problems associated with organizational effectiveness. We will examine three general types of issues:

1. Understanding and managing individual behavior in organizations.
2. Understanding and managing group and social processes.
3. Understanding and managing organizational processes and problems.

By the end of this course, you will be able to:

- Describe the field of “organizational behavior” and its relevance to managers and employees in work organizations.
- Understand the causes of individual behavior, attitudes, and decision-making, and use this knowledge to reinforce and change behavior at work.
- Increase personal awareness of your own behaviors, attitudes, personality, interpersonal skills, and preferred working environment.
- Understand how to diagnose and improve effectiveness at the individual, group, and organizational levels.

Grade appeals and questions

All questions regarding your grade should be addressed directly to me (the instructor). Specific results of exam questions, graded assignments, or any other graded results will not be discussed before, during, or after the scheduled class period. There will be a 24-hour waiting period before grade results will be discussed. After this period, if you believe that you have been graded unfairly, or that your grade does not reflect the quality of your work, you must communicate your concern to me in writing (typed hard copy or e-mail) and schedule an appointment to discuss the issue. Your appeal should address your concern and identify specific reasons why you feel the grade is unfair or inappropriate. At the time of the appointment, you must bring your typed appeal, copy of the syllabus and additional assignment information (if applicable), and the original graded assignment. Any appeal must be submitted within 1 week after your receipt of the graded material. **Please note:** *If you ask me to re-evaluate work that was previously graded, your revised score may be higher or lower than the prior score.*

Presentation Slides

You will be provided with the Powerpoint slides from every class. Class lectures have been designed to eliminate/minimize the need for notes to be taken in class in favor of class discussion and participation.

Grading and Grading Policies

	POINTS	PERCENT	GRADING SCALE	
Exams			900-1000	A
Exam 1	200	20.00%	870-899	B+
Exam 2	200	20.00%	800-869	B
Exam 3	200	20.00%	770-799	C+
Exam 4 (optional, replaces lowest exam)	-	-	700-769	C
		<u>60.00%</u>	600-699	D
			0-599	F
Assignments				
TED Talks (x2)	150	15.00%		
Personality assignment	50	5.00%		
		<u>20.00%</u>		
Class Project				
Individual portion	200	20.00%		
		<u>20.00%</u>		
TOTAL POINTS		1000		

Graded Materials

Individual assignments: Exams. Exams will be completed individually. Exams are designed to test your basic knowledge of concepts in organizational behavior as well as your ability to synthesize the theories and applications of the course. Exam questions may consist of multiple question types, including multiple-choice, true-false, fill-in-the-blank, matching, short answers, and essays. Questions will be drawn from the reading assignments, lectures, and class materials.

Late Assignments

Assignments are due *by* the dates listed. **Late assignments are accepted for a 80% reduction in points.** *For extra-ordinary circumstances or school approved absences:* contact and make arrangements with me as soon as possible.

If an assignment is required to be submitted via Canvas and the Canvas system is unavailable, you will need to submit your assignment to my e-mail address (jr.bel@rutgers.edu by the assignment deadline)

Exam Make-up Policy

If, for a university approved reason, you cannot take an exam at the scheduled time you must give the professor written notice at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after a missed exam. Make-up exams for non-university approved reasons are not guaranteed. The professor reserves the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders).

Exams must be taken on the day listed. Make-up exams will not be offered, except under extremely unusual or compelling circumstances. **Personal travel or vacation plans that conflict with an exam date are not a valid reason for missing an exam and no accommodation will be offered for these situations.** It is your responsibility to contact me as soon as possible to request to miss an exam and you must provide credible, written documentation or verifiable evidence of the compelling circumstances. It is your responsibility to ensure that I have advanced knowledge of your need to miss an exam. You (or someone representing you) must e-mail me or call me prior to missing an exam. Do not assume that your e-mail has been received if you do not receive timely confirmation from me as to your request to take a make-up exam. If you miss an exam due to unforeseen circumstances, you (or someone representing you) must contact me as soon as possible to request a make-up exam. **Please note:** Make-up exams will not be in the same format and may contain alternative questions than the original exam.

Optional Final

The 4th exam is optional and replaces the lowest exam grade. If the optional final exam score is lower than the lowest grade, it is not counted (i.e., taking the optional final exam *cannot* hurt your grade, only improve it)

Extra Credit

In an effort to be organizationally just and fair to all students, extra credit opportunities are only given if each and every student is able to receive the points (i.e., *no individual cases*).

Policy Statements

Disability Services/Accommodations

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their

services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

Academic Integrity

The Academic Integrity policy can be found at <https://studentconduct.rutgers.edu/processes/university-code-student-conduct> <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:

- properly acknowledge and cite all use of the ideas, results, or words of others,
- properly acknowledge all contributors to a given piece of work,
- make sure that all work submitted as your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

Artificial Intelligence Use

Use Prohibited

The use of generative AI tools (such as ChatGPT, DALL-E, etc.) are not permitted in this class; therefore, any use of AI tools for work in this class may be considered a violation of Rutgers University's Academic Honesty policy and Student Conduct Code, since the work is not your own. When in doubt about permitted usage, please ask for clarification.

Code of Student Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University, you are expected adhere to the Code of Student Conduct.

To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

Expectations of Classroom Civility (online or in-person)

The following protocols on the codes of behavior reflect professional business norms on manners, courtesy, and respect. ***(In general, you should treat others as you would like others to treat yourself. Be***

mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a classroom or in an online conversation with an instructor.)

This could also include a statement regarding what your students can expect from you (*example: I will be prepared and on time for class; I will respect you and your opinions*).

- Classroom attendance is a necessary part of this course; therefore, (include specific requirements and any impact on grades).
- You are expected to do your own work. Cheating, plagiarism, and any other form of academic dishonesty will not be tolerated and will result in (include consequences).
- Meaningful and constructive dialogue is encouraged in this class and requires a willingness to listen, tolerance for different points of view, and mutual respect from all participants. All course members will be expected to show respect for individual differences and viewpoints at all times.
- The use of electronic devices can be disruptive to those around you. As a result, the use of such devices should be limited to class-related tasks.