**Organizational Theory and Behavior**

**NEBM 202**

**Directed Study Fall 2021**

**Course Objective:**



How can one not only manage individuals and/or an organization, but, lead them in the optimal manner? This question has engaged both scholars and students of management for over 100 years. This course will expose the student to a variety of important issues that underlie the study of organizations and those in them, such as: individual differences and organizational or work related attitudes, learning, interpersonal perception, organizational communication, groups and teams at work, decision making, power and politics in the organizational setting and leadership. Specifically, the course will examine the intersection of the individual and the organization with a belief that the explication of the above can be of benefit to both.

Though there is not "recipe" for success, it is clear that knowledge regarding organizations and those who work in them can be of tremendous benefit to both the "regular" employee as well as managers operating at different levels of the organization.

This is a Directed Study course, which means that the student will meet with the instructor four times over the semester but is otherwise studying independently.

***Policies:***

Students with a learning disability or handicap should speak with the instructor or the school administration. Touro College, as a matter of policy, will attempt to accommodate learning disabilities or handicaps as best as possible without degrading the quality of the course. Students, however, must bring the disability or handicap to the instructor/administration’s attention at the beginning of the semester.

# ACADEMIC INTEGRITY STATEMENT

Touro College and University System is a community of scholars and learners committed to maintaining the highest standards of personal integrity in all aspects of our professional and academic lives. Students and faculty are expected to share a mutual respect for teaching, learning and the development of knowledge. Because intellectual integrity is a hallmark of scholarly and scientific inquiry as well as a core value of the Jewish tradition on which our university system was founded, students and faculty are expected to adhere to the highest standards of honesty, fairness, professional conduct of academic work and respect for all community members.

Academic honesty supports our shared intellectual culture and our ability to trust one another. Students must avoid all acts of dishonesty, including, but not limited to:

* cheating
* plagiarizing (presenting the work or ideas of others as your own)
* fabricating (making up information, data, or research results)
* tampering (unauthorized removal or alteration of College documents, software, equipment, or other academic-related materials, including other students’ work)
* lying
* working with others when assignments or exams require individual work
* making unauthorized copies of copyrighted material
* facilitating or tolerating the dishonesty of others

Academic dishonesty lowers scholastic quality and adversely affects those who will eventually depend on the knowledge and integrity of our graduates. Failure to uphold the principles of academic integrity negatively impacts the reputation of Touro, the value of each and every degree awarded by the institution, and the future success of our graduates.

The Touro College and University System views violations of academic integrity with the utmost gravity. Such violations will lead to appropriate sanctions, from failure in coursework up to and including expulsion from the Touro College and University System. We commit ourselves to the shared vision of academic excellence that can only flourish in a climate of integrity**.**

**Course Description:**

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| **Reading** | **Topic** | **Class** |
| Readings in the text | **Part I: Getting Started**  |  |
| Chapter 1: What is Organizational Behavior?  | Introduction to Course and Underlying Principles of Organizational Behavior | **1** |
| Chapter 2: Diversity in Organizations | Diversity in today’s organizations is a given. How | **2** |
|  | De we deal with it from a management perspective? |
|  | **Homework 1** |  |
|  | **Part II: Making and Implementing Decisions** |  |
| Chapter 6: Perceptions and Individual Decision Making | Perception can sometimes override reality. How does  | **3** |
|  | management keep control over the two? |
| Chapter 7: Motivation Concepts  | Motivation is crucial to organizational success. Our first step | **4** |
|  | is to understand motivation and its sources. |  |
| Chapter 8: Motivation: From Concepts to Application  | Now that we have an understanding of motivation, how do we | **5** |
|  | implement that understanding? |
|  | **Homework 2** |  |
|  | **Part III: Communicating in Organizations** |  |
| Chapter 9: Foundations of Group Behavior | We need to distinguish between groups and teams. Let’s first | 6 |
|  | take a look at Groups.  |  |
| Chapter 10: Understanding Work Teams | Now let’s take a look at Teams.  | 7 |
| Chapter 11: Communication | Now that we have an understanding of the two, how do we  | 8 |
|  | get them talking? |  |
| Chapter 14: Conflict and Negotiation | They say that conflict is part of human nature. How do keep  | 9 |
|  | that “nature” from disrupting the organization?  |  |
|  | **Homework 3** |  |
|  | **Part IV: Organizational Structure** |  |
| Chapter 15: Foundations of Organizational Structure | Structure can influence individuals, as well as the other way  | 10 |
|  | Around. Let’s take a look at how to structure our organization.  |  |
| Chapter 16: Organizational Cultures | Just as societies have cultures, so do organizations.  | 11 |
| Chapter 17: HR Policies and Practices | An important member of any organizational team is the  | 12 |
|  | personnel or Human Resources Department. |  |
| Chapter 18: Organizational Change and Stress Management | Let’s wrap this up by chilling out. | 13 |
|  | **Homework 4** |  |

**Evaluation criteria:**

Each reading assignment section will be followed by a home work. You can download the text and the home works from the web site: [www.mdhcourses.com](http://www.mdhcourses.com). Home works consist of 30 questions each; a mix of multiple choice, True/False, and open questions. Home works represent 65% of your final grade. Home works are to be turned in electronically (by email). Home works will be returned after grading.

The Final Exam will be made up of 33 questions, similar to those of the home works. The Exam will cover all topics covered over the course of the semester. The Final Exam is open book, open materials. No electronic devices are allowed during the exam.

Homework Assignments (65%) and

Final Exam (35%):

**Prerequisite Courses:**

Introduction to Management

Bibliography:

Required:

Essentials of Organizational Behavior, 15th edition, Robbins and Judge