



Managing People in Organizations (Organizational Behavior Micro 1224-3103) Syllabus - 2022-2023

About the Lecturer

Sharon Toker is currently an Associate Professor and the head of the Healthcare Management program at Tel Aviv University's Coller School of Management. Her research strives to discover the extent to which occupational and environmental factors, stress perceptions, and organizational resources affect the physical and mental wellbeing of employees. She also strives to identify effective ways of coping with such risks. As an expert in the field of work stress and health, Prof.



Toker's research serves as the basis for policy change on both national and international scales. Prof. Toker graduated from Tel Aviv University and completed her postdoc at Stanford University. She has published more than 40 papers and book chapters and was awarded the Early Career Achievement Award by the American Psychological Association (APA) and the National Institute of Occupational Safety & Health (NIOSH) in 2013.

In addition to her academic activity, Prof. Toker is an active advocate for employees' wellbeing. She is working with the Israeli Ministry of Health and with the Ministry of Law to reduce employees' burnout levels. She is also an illustrator, translating her research findings into visual images. Her illustrations appear in both academic and non-academic outlets.

Course Section Details

Section	Day	Hour	Lecturer	Classroom
Class	Monday	12:15-14:45	Sharon Toker	Recanati 301

Contact details: tokersha@tauex.tau.ac.il

Office hours: after class, contingent upon an appointment.



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Course Description

The overarching goal of this course is to make you better at your future job by way of making your people and organization better.

We will focus on individual and group behavior in organizational settings. Topics include individual differences, leadership, teamwork, motivation, job satisfaction, stress, and other concepts that influence individual, group, and organizational effectiveness and wellbeing.

As part of this course, you will create a vision for yourself as a manager by explaining and critically analyzing concepts and problems in organizational behavior (OB) using assigned readings, case analyses, lectures, discussions, and team projects. You will also improve your critical thinking and presentation skills.

To maximize the course's value for you I ask that you recognize and embrace your student role as an "active learner". Some sessions will be on site and others on-line (pre-recorded).

As an active learner, you will be asked to share your knowledge and experience with your classmates, and present (and criticize) in class the topics **that you find interesting**. Your classmates will enhance your presentation skills by giving you constructive feedback.

Assessment and Grade Distribution

	Grade weight	Assignment
Group presentations	35 %	Developing my managerial future-self project
Case/study Quiz	60 %	Short quiz
Participation	5%	Active participation

Course Assignments

- **Participation.** In classes 1-9, students will get to know core models and theories in Organizational Behavior and apply them to work scenarios. Participation will determine 5% of the final grade. It will be assessed on the basis of active and INFORMED participation in class assignments. In order to offer informed contributions in class, students should make every effort to complete the assigned readings for that



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week's session BEFORE coming to class and to complete the tasks that are given during class.

- **Developing my managerial future-self project:** During classes 10-12 students will present their self-development assignment. The purpose of this assignment is threefold: (1) to facilitate the retention of the core themes, ideas, research, and frameworks in the course; (2) to see what themes emerge in your development of your managerial skills and (3) to generate a deliverable that you can refer to in years to come. This assignment will determine 35% of the final grade. Specific instructions will be given during the second session.
- **Final Exam:** Will cover all of the course's materials – lectures and readings (other than the case study), and will determine 60% of the final grade. Students will receive a case-based assignment as well as a quiz and will be asked to complete it during class hours. Each student should bring his/her laptop to the last session.

Should a student become unable to complete an assignment or course requirement, s/he must notify the TA of the course in advance via email.

Grading Policy

As of the 2018/19 academic year, the faculty has implemented a grading policy for all undergraduate level courses. This policy applies to all undergraduate courses in the faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is a core course) will fall between 78-82.

Additional information regarding this policy can be found on the Faculty website.



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Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students (For example: exam details and updates regarding assignments). Therefore, it is recommended to periodically check the course site in general, before each lesson, and at the end of the course.

Course slides will be available on the course site.

Please note that topics which are not covered in the slides, but are discussed in class, are considered an integral part of the course material and may be tested on in examinations.

Course TOPICS*

Part I. The manager as a researcher

- A. Applied research as a managerial tool.

Part II. Managing individuals in organizations

- B. Attitudes & Job Satisfaction.
- C. Motivation- from Concepts to application.
- D. Stress & Well-Being
- E. Recruitment & Socialization.

Part III. Being a manager

- A. The managerial Role.
- B. Leadership skills & behaviors.
- C. Developing my managerial future self.

*** note the coverage of these topics may change slightly.**



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Course Outline*

Week	Class/ online	Topic	Reading	Exercise/ Assignment
Week 1 24.10	Class	Applied research as a managerial tool	<p>Required:</p> <ul style="list-style-type: none"> Robbins, S. & Judge, T., (2017). . . Research in Organizational behavior. Organizational Behaviour, 17th edition, Appendix. <p>Optional:</p> <ul style="list-style-type: none"> Thomke, S. & Lovman, G. W., (2022). Act like a scientist. Harvard Business Review, May-June, 2022. https://hbr.org/2022/05/act-like-a-scientist 	Class assignment
Week 2 31.10	Class	Attitudes & Job Satisfaction	<p>Required:</p> <p>Robbins, S. & Judge, T., (2022). Organizational Behaviour, 18th edition, pages</p> <ul style="list-style-type: none"> Chapter 1: What is Organizational Behavior; Pages 34-43, 47-49, 58-64. Chapter 3: Attitudes and Job Satisfaction; Pages 106-127. <p>Optional:</p> <p>Littlefield, C., 2022, How to ask whether an employee is happy at work. Harvard Business Review. April 14, 2022</p>	Job satisfaction interview
Week 3 7.11	Class	Motivation- from Concepts to application	<p>Required:</p> <p>Robbins, S. & Judge, T., (2022).. Organizational Behaviour, 18th edition, pages.</p> <ul style="list-style-type: none"> Chapter 7: Motivation concepts; Pages 247-275. <p>Optional:</p> <p>Grant, A. M., & Shandell, M. S. (2022). Social motivation at work: the organizational psychology of effort for, against, and with others. <i>Annual review of psychology</i>, 73, 301-326.</p>	Class assignment



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Week 4 14.11	Class	Motivation- from Concepts to application	<p>Required: Robbins, S. & Judge, T., (2022).. Organizational Behaviour, 18th edition,.</p> <ul style="list-style-type: none"> • Chapter 8: Motivation from concepts to application; Pages 284-299. <p>Optional: Buckingham, M., <u>Designing Work That People Love</u>. Harvard Business Review, May-June, 2022.</p>	Class assignment
5 21.11	class	Stress & Well- Being	<p>Required: Robbins, S. & Judge, T., (2022).. Organizational Behaviour, 18th edition,.</p> <ul style="list-style-type: none"> • Chapter 6: Emotions and moods; Pages 208-235. • Chapter 17: The Organization system (stress): 641-654. <p>Optional:</p> <ul style="list-style-type: none"> • Moss, J. (2021). <u>Beyond burned out</u>. <i>Harvard Business Review</i>, 10. • Gabriel, K. P., & Aguinis, H. (2021). <u>How to Prevent and Combat Employee Burnout and Create Healthier Workplaces During Crises and Beyond</u>. <i>Business Horizons</i> 	Class assignment
Week 6 28.11	class	Stress & Well- Being- Continued	As in class 5	Class assignment
Week 7 5.12	Class	Recruitment & Socialization	<p>Required: Robbins, S. & Judge, T., (2022). Organizational Behaviour, 18th edition,</p> <ul style="list-style-type: none"> • Chapter 16: Human resources Policies and Practices, Recruitment practices, selection practices, selection; Pages 580-591. • Chapter 5: Perception and Individual Decision Making: 173-180. 	Class assignment
Week 8	Class	Recruitment & Socialization	As in class 7	Class assignment



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12.12				
Week 9 19.12	Class	The managerial Role- Leadership skills & behaviors	<p>Required: Robbins, S. & Judge, T., (2022). TBD. Organizational Behaviour, 18th edition,.</p> <ul style="list-style-type: none"> • Chapter 13: leadership; Pages 462-493. <p>Optional: McAllister, C., Moss, S., & Martinko, M. J. (2019). Why likable leaders seem more effective. Harvard Business Review. https://hbr.org/2019/10/why-likable-leaders-seem-more-effective</p>	Class assignment
Week 10 26.12	Class	Developing my managerial future-self project	Group Presentations (three groups)	Group presentations
Week 11 Jan 2	Class	Developing my managerial future-self project	Group Presentations (three groups)	Group presentations
Week 12 Jan 9	Class	Developing my managerial future-self project	Group Presentations (three groups)	Group presentations
Week 13 Jan 16	Class	Case study assignment / quiz	Students will receive a case-based assignment and will be asked to complete it during class hours. Each student should bring his/her laptop to class.	Case study + quiz

Required Reading

- Robbins, Judge, and Judge, Tim. Organizational Behavior. 18 edition, Global edition. Harlow: Pearson, 2017. Print.