This course is designed to enhance your understanding of your own motivation and behavior, as well as that of others, in order to increase your effectiveness in present and future positions and (more importantly) your satisfaction with your career. By the end of the course, you should better understand what motivates you and what kinds of environments make you most productive and satisfied with your work. You also should better understand how to manage and motivate other people.

Course Readings
Class participants can access the course readings on Sakai (https://sakai.rutgers.edu/portal) under the Managing People and Organizations heading. There will be a charge for use of the case studies and a few of the other readings, which will be collected in class.

Course Requirements

Class Participation
Because this is a seminar, active and informed participation in class discussions is critical and will count for 25% of the overall course grade. It is difficult to participate if you’re not in class, so participation will include attendance. Each course participant will be allowed one absence. Any additional absences, with the exception of those caused by emergencies, will result in a 5-point reduction off the total grade. Anyone who knows in advance that s/he will miss class must let the professor know as soon as possible.

In-Class Presentation
Each course participant will research and present a short illustrative case study or learning exercise to the class, which will be worth 10% of the overall grade. These individual presentations should last approximately 10 minutes and should help the class better understand a particular week’s topic. Two participants also may choose to do a joint presentation (about 20 minutes). The presentations will take place during the last 30 minutes of each class.

Weekly Response Papers/Assignments
Course participants are required to write short (one to two pages, single spaced), weekly response papers analyzing that week’s readings and case study. These will not be returned with individual grades and comments, but will be read carefully by me in preparation for each week’s class and will count for 40% of the overall grade. These must be uploaded to the Sakai site by 2 pm on the Tuesday before class. Any papers submitted later than that will not be accepted.

Final Paper
Course participants will write a 10 to 15 page paper that uses the course learning to analyze their personality, motivations, interests and career options going forward. The purpose of this paper is to help you reflect on where you are right now in terms of personal and professional development, and to consider where you would like to be in the future and how to get there. This paper will be read only by me and will be graded only on the quality of the work you have done in putting it together and not on your findings. Additional information about the paper is available on the course Sakai site under Assignments. The paper will count for 25% of the overall course grade and is due by 5 pm on Friday, May 3rd.

The Rutgers University policy on academic integrity and plagiarism is available at: http://academicintegrity.rutgers.edu/integrity.shtml

Week 1: January 23
Introduction and Course Overview
Week 2: January 30

Knowing Yourself

- CASE STUDY: Jonah Creighton A

Assignment: Do the Lifeline (p. 21-22), Knowing Yourself (p. 22), Increasing Self-Knowledge (p. 35-36), A Vision Statement (p. 36), Personal Values Inventory (p. 40-45), Fundamental Interpersonal Relations Orientation-Behavior Inventory (p. 46-50), Locus of Control (p. 51-53), Career Orientation Inventory (p. 54-57), and Emotional Intelligence (p. 58) self-assessment exercises in Chapter 2 of Managing Human Behavior. Incorporate your findings into your response paper, which also should analyze the case study. These findings also will be important for your end of semester paper, so take time to do the exercises carefully and fully.

Week 3: February 6 - Understanding Others

- CASE STUDY to be distributed during the February 6th class.

Week 4: February 13 - Motivating Yourself and Others

- CASE STUDY: Ben and Jerry

Week 5: February 20 – Leadership

- CASE STUDIES: Martin Luther King, Jr. and Oprah

Week 6: February 27

Power and Influence


GUEST SPEAKER: Gordon MacInnes, President, New Jersey Policy Perspectives Gordon joined NJPP in April 2012, bringing with him a long track record of success in New Jersey’s worlds of policy, nonprofits and politics. He has served in both the Assembly and the Senate; led New Jersey Network, the Fund for New Jersey and Citizens for Better Schools; and served as assistant education commissioner from 2002 to 2007. Most recently, MacInnes was a fellow at the Century Foundation. MacInnes, a graduate of Occidental College and of the Woodrow Wilson School of Princeton University, is also a member of the Board of Governors for Rutgers University and a trustee of Occidental College.
Week 7: March 6
Understanding an Organization’s Culture
- CASE STUDY: Suzanne de Passe at Motown Productions.

Week 8: March 13 - Working in Groups and Teams

March 20 - Spring Break

Week 9: March 27 - Communicating Effectively with Others and Managing Meaning
- CASE STUDY: Dan Silver

Week 10: April 3 - Managing Conflict
- Productive Conflict: The Importance of Conflict Management and Conflict Issue
- CASE STUDY: Thurgood Marshall High School

Week 11: April 10 - Negotiating Effectively
- Third Party Interventions

Week 12: April 17 - Fostering Creativity and Innovation
- **CASE STUDY: Creativity Under the Gun at Litmus Corporation**

**Week 13: April 24 - Decision-Making**
- **CASE STUDY: Dave Armstrong**

**OPTIONAL READING**

**Week 14: May 1 - Organizational Change**
- **CASE STUDY: Craig Coy**