

**Bridgewater State University**  
**2019 Summer Program**  
**MGMT 303 Organizational Behavior**  
**Course Outline**

**Term: May 27 – June 21, 2019**

**Class Hours: 15:30-17:20 (Monday through Friday)**

**Course Code: MGMT 303**

**Instructor: Martin Grossman**

**Office Hours: by appointment**

**Email: TBD**

**Credit: 3**

**Course Description:**

In this course we will review aspects of human behaviors in organizations with focus on skills and techniques required for effective leadership in contemporary organizations. These skills are related to communication, building relationships with different stakeholders, individual and group decision making, gaining and retaining power, influencing others, and leading cross-cultural teams. We will also address personal characteristics, communication style, cultural and ethical sensitivity, and discuss how these personal attributes can influence managerial activities and effectiveness. The course integrates concepts and theories with the realities of managing in contemporary organizations.

The course uses a combination of lectures, class discussions and experiential activities. During class meetings will go deeper and explain in more details some of the concepts discussed in the book. Class discussions will be based on the readings, homework, your experiences, in-class activities, and current events in the economy and society. Experiential activities will include group exercises, role plays, and individual assignments. You will learn from your experiences in and outside of the classroom, from interactions and discussions with your classmates and with the instructor. Therefore, to get the most benefits from this type of collaborative learning, you have to complete the readings prior to class and come to class ready to participate in discussions.

**Course Objectives**

This course will help you to become knowledgeable about modern concepts in organizational behavior and to improve your leadership skills that – regardless of your professional career choices – will be also indispensable in other roles you will take during the course of your life such as a spouse, parent, volunteer, civic and community leader, etc. In particular, this course will assist you in:

- a) Understanding the dynamics and processes in contemporary organizations.
- b) Discovering, understanding and building on the strengths of your personality traits so that you become a more effective leader,
- c) Honing your skills helpful in managing and leading organizations, teams and individuals,

d) Reflecting on, developing of and compensating for weaknesses in your leadership skills.

**Learning Outcomes**

By the end of this course you should be able to:

- a) Analyze and evaluate common challenges managers face in contemporary organizations, using relevant frameworks to improve your understanding of the situation and ability to create & implement most effective solutions;
- b) Synthesize the elements from that analysis in a manner that helps you in making decisions to achieve interests and goals of your organization, team, and yourself;
- c) Assess your strengths and weaknesses for a leadership role;
- d) Create a development plan for yourself to continue improving your skills and abilities in managing yourself and others.

**Required Textbooks:**

Kinicki, A., & Fugate, M. (2016) *Organizational Behavior: A Practical, Problem Solving Approach*. (1 Ed.) Boston, MA: McGraw-Hill

**Grading & Evaluation:**

Exam	30 %
Homework Assignments	30 %
Team Project	25 %
Participation in Class Discussions	15 %

**Exam.** There will be a final exam that will consist of a combination of multiple-choice and short answer questions that will cover all the assigned readings and class discussions.

**Homework Assignments.** You will have to complete several homework assignments that are designed to expand upon and reinforce concepts from the readings and class meetings.

**Team Project.** Details of the team project will be distributed in class in Week 1.

**Class Participation.** You will get points by actively participating in class exercises, discussion and other activities.

The final letter grade will be based on the total points combined from all assignments such as: A = 100-90%, B = 89-80%, C = 79-70%, D = 69-60% and F < 60%.

**Course Policies**

Participation during class meetings is very important, as you will learn from interactions and discussions with your classmates. I expect students to contribute substantively and willingly in class. Participation is a significant component of your grade so please regularly raise your hands and be active in class discussions. Willingness to participate actively and critically in discussions and class exercises helps the class as a whole, and I consider it very important in assessing your contribution. Some activities and exercises will require working in groups. Groups may be asked to present their insights or outcomes to the rest of the class and also to turn in group-work outcomes.

Please treat class participation as an opportunity to practice some of your leadership skills in a friendly and supportive environment. Do not feel discouraged when I ask follow up questions to your comments. These questions are not intended to criticize your opinions but to help all of us develop critical thinking.

## Class Citizenship and Responsibilities

Class citizenship include doing the readings and assignments before the due dates, arriving to class on time, staying for the entire class without taking any breaks, leaving your cell phone and other electronic devices silenced and put away, listening attentively when others are speaking, and not engaging in personal conversations during class discussions. You are expected to do your assignments on time. Late submissions, if accepted, will incur a grade penalty.

## Academic Honesty

Academic integrity is unconditionally upheld in this course. Homework assignments, quizzes and exams are to be completed independently. However, active discussion and team spirit are encouraged in appropriate context, for example, before and after you complete an assignment, in preparation of the quizzes and exams, reviewing a topic or studying it in advance, etc. Cheating and plagiarism in any fashion are absolutely unacceptable. Upon verification, violators will lose points commensurate with the violation up to failing the course.

## Course Schedule

Week	Day	Main topic	Readings and <i>assignments</i> due before the class
1 5/27- 5/31	Mon	Intro to Organizational Behavior	Chapter 1.1, 1.4-6, 13.1
	Tue	Values and attitudes	Ch. 2
	Wed	Individual differences	Ch. 3.1-4, 13.2
	Thu	Leadership effectiveness	Ch. 13.3
	Fri	Situational leadership	Ch. 3.5-6, 13.4, <i>High performance standards</i>
2 6/3- 6/7	Mon	Decision making	Ch. 11.1-4, 11.6, Decision making traps
	Tue		
	Wed	Ethical leadership	Ch. 1.3, Ch. 11., Corporate scandals
	Thu		
	Fri	Groups and Teams	Ch. 8, <i>Leadership Insights</i>
3 6/10- 6/14	Mon	Communication	Ch. 9
	Tue	Power & politicking	Ch. 12.1-2, 12.4
	Wed	Power & influencing	Ch. 12.3
	Thu	Leading in diverse & global contexts	Ch. 4.4-7, Joseph and the company party, <i>Addiopizzo</i>
	Fri		
4 6/17- 6/21	Mon	Social & organizational change	Ch. 16.1-3
	Tue	Organizational Behavior case	Margin Call
	Wed	Team presentations	<i>Team project</i>
	Thu	Course review & wrap-up	Ch. 3.7, In praise of the incomplete leader
	Fri	Final Exam	