

**Bridgewater State University  
Ricciardi College of Business  
Management Department**

**MGMT 303 Organizational Behavior**

Section: Online Summer 1 2020  
Room: Cyber Space ☺  
Time: Monday-Friday  
Instructor: Dr. Stan Ross  
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Office Hours: Email, call or make an appointment

Course Description: This course introduces students to fundamental concepts and behavioral skills in such areas as leadership, communication, group dynamics, motivation and decision-making. Emphasis will be placed upon skill development enabling the student to function in professional and managerial roles in work organizations.

Prerequisite: MGMT 130 Principles of Management

Required Texts: *Managing behavior in organizations* by Jerald Greenberg. Sixth Edition. Pearson Publishers.  
ISBN: 978-0-13-272983-3

*Training and Development in Organizations: An Essential Guide for Trainers* by Stanley C. Ross. Routledge Publishing. 2019  
ISBN: 978-1-138-09731-5. Paperback Version.

- Course Objectives:
1. Students demonstrate an understanding of the role of change management within an organization.
  2. Students demonstrate an understanding of the methods associated with creating a systematic change management process.
  3. Students are able to explain the relationship between strategic goals and change management.
  4. Students can identify and describe the important factors associated with effective leadership.

Learning Objectives: After completing the course students are able to do the following:

1. Identify and describe the major steps involved in leading the organizational transformation process.
2. Identify and describe the major steps involved in designing a plan for promoting change.
3. Prepare a complete plan and present the plan in a report.
4. Identify actual problems to solve by differentiating between symptoms and problems.
5. Develop a plan to facilitate specific types of changes within an organization.
6. Create and implement a plan to develop self-leadership values and skills.
7. Successfully achieve goals as part of a personal self-change plan.

Attendance: N/A

Grading System:	1. Final Exam (essays)	10%
	2. Report #1	15%
	3. Report #2	35%
	4. Report #3	40%

Extra Credit                      No set limit<sup>1</sup>

- Top 5 ranked reports each time (5,4,3,2,1 points); based on total score.

<b><u>Topic</u></b>	<b><u>Form</u></b>	<b><u>Comments</u></b>
1. Final Exam	Essays	+Demonstrate an understanding of important concepts and issues.
2. Reports	Memorandum	+Demonstrate how to apply the Concepts.

### **Course Policies**

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<sup>1</sup> Extra credit includes assignments routinely announced via email on Blackboard. Instructions provided.

1. The final exam is optional. Students averaging a score of 82.5 or better for 90% of the grade (excluding the extra credit) are credited with an “A” for the final exam.
2. Students compete for extra credit on each report. The top report earns 5%, the second ranked report earns 4%, third receives 3%, fourth place receives 2% and the fifth report receives 1%. Rankings determined by point totals earned. Points added to the final grade points to determine the course grade.
3. Extra credit points added to personal pronouns (1 if earn all points) and passive voice (2 if earn all points). For example, if earn points for personal pronouns I add 1 more point.
4. Extra credit points from “flash” assignments. Every 10 points earned earns 1% added to your overall course grade. These are daily emails I send out that need to be responded to the same day sent.
5. **Video lectures are a part of this course. Video lectures occur on Monday and Wednesday**

### **Calculate Grade**

Method for keeping track of your grade. Example.

<b><u>Item</u></b>	<b><u>Grade</u></b>	<b><u>Weight</u></b>	<b>= <u>Score</u></b>
<b>Report #1</b>	<b>100</b>	<b>.15</b>	<b>15</b>
<b>Report #2</b>	<b>100</b>	<b>.35</b>	<b>35</b>
<b>Report #3</b>	<b>100</b>	<b>.40</b>	<b>40</b>
<b>Final</b>	<b>100</b>	<b>.10</b>	<b><u>10</u></b>
		<b>Total</b>	<b>100 = A</b>

### **Report Topics**

Three reports required. Assume the role of Chief Operations Officer responsible for facilitating changes in the organization (Option: use your current place of employment) in order to position the organization to achieve the strategic goals. The purpose of the reports is to learn how to apply the concepts covered throughout the course. As you can read, everything pertains to some type of process (routine).

**Report #1:** Create a standard model to use to guide the hiring process for the organization. What you are designing is NOT a recruitment process. The two processes are different though linked.

**Issues:** Hiring, Work Processes, Management Systems, Policies

**Report Plan #2:** Change the employee performance evaluation process for cashiers or clerical workers in your organization. The federal government now requires a formal evaluation process.

**Issues:** Organizational Structure, Training & Development, Organizational Culture

**Report Plan #3:** Create a leadership development training program for new supervisors in the organization. This is a one-week program introducing new and current supervisors to knowledge and skills associated with leadership.

**Issues:** Leadership, Teams, Organizational Culture, Training

### **Format of Class**

The format of this online class encompasses three parts.

1. Review of key concepts
2. Discussion of key concepts
3. Application of key concepts

### **Questions to Answer**

The following questions provide focus in helping the reader of the reports understand how you expect to solve a specific problem. What you propose is only a draft to present to the CEO.

### **Report #1**

**Focus:** Develop a formal hiring process (do not include the recruitment process) in a company that presently has an informal hiring process (assume). This involves outlining a step-by-step process. I suggest you use Google to conduct research on how to get information on formal hiring processes.

1. Identify and describe the situation by briefly stating the purpose of the report. Purpose refers to the reason(s) why a formal hiring process is necessary. **Make up reasons why the firm might need to formalize the hiring process. A Google search should help.**
2. Identify and briefly describe the problem(s). (Different from the symptoms) **What causes the reasons that you identified in answering Q1?**
3. Identify and briefly describe your vision of the new hiring process after the completion of training of hiring personnel (This pertains to what will be different with a formal hiring process).
4. Identify and briefly explain the goals in formalizing the hiring process (Need to be measurable; only 2-3 necessary). Use SMART (Specific, Measurable, Attainable, Realistic and Timely) goals.
5. Identify and describe the new hiring process in detail (Identify steps: Be careful as most people do not provide all the important steps (major and minor; sequence the steps). **This is important and your research is critical to identify possible steps.**
6. Identify and describe the recommended approach for training hiring managers and hiring staff (who need to learn the new hiring process) before implementing the new hiring

process. This section requires thorough elaboration. **How would you train those who need to learn about the new hiring process? Use the Ross book as a guide.**

7. Identify and describe the method(s) and process for evaluating the effectiveness of the recommended hiring process. **What methods would you use to evaluate the effectiveness of the new hiring process?**
8. What are your conclusions (two or more required) (This is not a summary. Conclusions can include insights learned; lessons learned; additional problems to solve, etc.)?

## **Report #2**

**Focus: Design a formal employee performance evaluation and review process that managers can use in evaluating the performance of cashiers at Stop and Shop. Design a training program to train the managers to learn the new performance evaluation and review process.**

1. Identify and describe the situation by briefly stating the purpose of the report. Purpose refers to the reason(s) the change is necessary. Reasons why the organization did not conduct a performance evaluation review process. **Conduct a Google search if necessary. I suggest going to a supermarket to observe cashiers at work.**
2. Briefly identify and describe the steps on the cashier's work process. Identify and briefly describe the problem(s). (Different from the symptoms)
3. Identify and briefly describe your vision of the end state after the completion of training (See #3 under Report #1). What do you expect to be different among the cashiers?
4. Identify and briefly explain the goals of the training program (See #4 under Report #1).
5. Identify and describe the new performance evaluation review process in detail (Present the process in measurable steps sequenced to some end point for that process; state the endpoint of the process). Basically, describe how a manager will conduct the performance review process with each of the cashiers.
6. Identify and describe the recommended model training program plan for achieving the goals and realizing the recommended vision. This section requires thorough elaboration. The training program is for **cashier managers** who supervise the cashiers. Training Program: Include learning objectives, instructional methods, assessment methods, length of the training process, and description of the training process. Use the Ross book as a guide.
7. Identify and describe the method(s) and process for evaluating the effectiveness of the recommended training program. One method can involve assessment post-training.
8. What are your conclusions (two or more required) (see #8 under Report #1)

## **Report #3**

**Focus:** The attrition rate for supervisory managers exceeds the benchmarks set by competitors and managers at other management levels within the organization. Supervisors are hesitant to take initiative for fear of failing. Feedback from a variety of sources indicates that many of the supervisory managers do not have the self-confidence to handle the job requirements. Purpose of the report: design a one-week training program for all supervisor managers to develop their leadership abilities. Use the Ross book as a guide in developing the training program. Assume that the trainees work while participating in the training program.

1. Identify and describe the situation by briefly stating the purpose of the report. Purpose refers to the reason(s) the change is necessary. **Conduct a Google search if necessary, to learn about types of symptoms.**
2. Identify and briefly describe the problems. These are the causes that result in the symptoms.
3. Identify and briefly describe your vision of the end state after the completion of training (See #3 under Report #1). What do you expect to be different?
4. Identify and briefly explain the goals of the training program (See #4 under Report #1).
5. Identify and briefly describe the subjects to cover in the training program. You are creating a program to help build the confidence of supervisory managers. This section requires careful elaboration. You are selecting subjects that in time develop leadership abilities.
6. Identify and describe the recommended leadership development training program that will enable supervisory managers to become effective leaders. The design aims to achieve the goals and realize the vision. This section requires thorough elaboration. Training Program: Include learning objectives, instructional methods, assessment methods, length of the training process, and description of the training process.
7. Identify and describe the method(s) and process for evaluating the effectiveness of the recommended training program. One method can involve assessment post-training.
8. What are your conclusions (two or more required) (see #8 under Report #1)?

<u>Date (Week of)</u>	<u>Topic</u>	<u>Assignment</u>
5/26/20	Introduction to the Course Organizational Behavior-Concepts  <b>Review Report Format and Themes</b>	Chaps. 1, 3 Ross
6/01/20	Organizational Behavior-Concepts  <b>Report #1 Due 6/04/20</b>	Chaps. 4-6
6/08/20	Organizational Behavior-Concepts	Chaps. 7-9 Ross
6/15/20	Organizational Behavior-Concepts	Chaps. 10-11

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**Report #2 Due 6/18/20**

6/22/20 Organizational Behavior-Concepts

Chaps. 12-14

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**Report #3 Due 6/25/20**

6/29/20 **Final Exam Due on 6/29/20**