



Framingham

State University

MGMT 280-Organizational Behavior

COURSE INFORMATION

| | |
|----------------|---------------------------------|
| Semester | : July 6, 2020 - August 7, 2020 |
| Credit | : 4 |
| Teaching Hours | : 50 Hours |
| Location | : Online |
| Professor | : David Christafore |
| Email | : david.r.christafore@gmail.com |

A. COURSE DESCRIPTION

An in-depth study of the application of management theory to the behavior of individuals and groups in organizations. Topics in the course include: organizational culture, decision making, teamwork, organizational structure and design, change management, motivation, job design, leadership, communication and power in organizations.

Students will study psychological, sociological, and organizational theories and principles underlying interpersonal communication in the organization. Through written analysis of case studies and role playing, students will analyze the impact of varying organizational decisions and dynamics on employee and management behavior. Specific emphasis will be placed on discussing how embracing human differences and implementing diversity initiatives contribute to both organizational performance and the advancement of the society as a whole.

B. STUDENT LEARNING OUTCOMES

Based on satisfactory completion of this course, a student should be able to:

- Apply Organizational Behavior frameworks, tools, and concepts to enhance individual, group, and organizational effectiveness.
- Examine the influence of organizational culture and processes on organizational effectiveness.
- Reflect on a leadership approach that supports achievement of organizational goals.

C. PREREQUISITES

Sophomore standing

D. REQUIRED MATERIALS

Connect for Organizational Behavior: A Practical Problem-Solving Approach 3rd edition, by Angelo Kinicki, McGraw Hill

Connect is a Learning Management System (LMS) provided by McGraw Hill. Since this course is being taught online, purchasing access to Connect is **required** for all students. All exams and most assignments will be submitted through this LMS. Instructions for signing up for Connect are provided in Blackboard.



E. TEACHING METHODOLOGY

The course will be entirely conducted through Blackboard. For each covered topic, you should read the related chapter and complete the SmartBook assignment. Your understanding of these materials will be assessed through five exams, four problem-solving assignments, and a consulting paper. I encourage you to communicate with me throughout the semester. Any questions that you have on course materials, course administration, or assignments should be posted on the discussion board. In addition to the use of the discussion board, I am happy to meet with you through live video on Zoom. Please email me to arrange a meeting.

F. GRADING

Course grades will be determined as follows:

| | |
|------------------------------|-----|
| Exam 1: | 10% |
| Exam 2: | 10% |
| Exam 3: | 10% |
| Exam 4: | 10% |
| Exam 5: | 10% |
| SmartBook Assignments: | 20% |
| Problem-Solving Assignments: | 10% |
| Consulting Paper: | 20% |

Exams

Exams can consist of multiple choice, short-answer, and essay questions. I will let you know the exact format of each exam as it approaches. Exams are not cumulative per se but there will be concepts learned in class that serve as a foundation for future topics. You can use your textbook and class notes on the exams. However, you are not permitted to collaborate in any way with other students. Students with similar exam answers will be considered to have cheated and receive a 0.

Problem-Solving Assignments

These assignments are intended to prepare you for your research paper. You will typically be asked to discuss one of the ethical challenges and/or to analyze one of the problem-solving applications (using the three-step problem solving approach) presented in the textbook. Directions for the problem-solving assignments will be posted on Blackboard.

Consulting Paper

You will act as a consultant hired to analyze organizational needs and performance, and provide recommendations based on the frameworks and concepts discussed in this course. You can choose to study an organization you are familiar with or an organization often discussed in business press such Forbes, WSJ, The Economist, Fortune. Follow these steps to prepare your final paper (and see Blackboard for more detailed instructions):

- Identify and analyze an organization with respect to one of the topics covered in this course. The following are an examples: Motivation in the workplace; Creativity and



Framingham

State University

innovation; Groups and teams; Leadership; Persuasion; Organizational power; and Communication.

- Describe the situation faced by the organization at a moment in time: what problem(s) was the organization dealing with?
- Evaluate the organization's performance in the areas you decided to focus on.
- Recommend how the organization should act (what to change or to maintain moving forward).

SmartBook Assignments

One of the main advantages of teaching this class using Connect from McGraw Hill are the associated SmartBook Assignments. These are assignments integrated with the textbook that serve to reinforce your chapter readings. You are required to complete a SmartBook assignment for each chapter in the textbook by the assigned due date. These assignments are graded based only on completion.

Grades for the entire course will be determined as follows:

| | | |
|--------------|--------------|--------------|
| A: 93 – 100 | B -: 80 – 82 | D +: 67 – 69 |
| A -: 90 – 92 | C +: 77 – 79 | D: 63 – 66 |
| B +: 87 – 89 | C: 73 – 76 | D -: 60 – 62 |
| B: 83 – 86 | C -: 70 – 72 | F: < 60 |

G. COURSE EXPECTATIONS

For our accreditation, it is essential that all Framingham State University credit courses follow the Federal Definition of credit hour: for every one hour of classroom or direct faculty instruction, a minimum of two hours of out-of-class student work is required. Since the summer courses meet for two contact hours daily (10 contact hours of classroom time weekly), the expectation is that students spend 20 hours per week doing out-of-class work. For the five week 4-credit course, this reflects 50 hours of classroom time and 100 hours of out-of-class time since the credit hour is defined as 50 minutes.

H. HOW TO DO WELL IN THIS CLASS

1. Read newspapers, watch TV news, and monitor internet reporting about what is happening in the world.
2. Keep up with assignments.
3. Participate in discussions on the discussion board.
4. Come to me for help any time you run into difficulties with the course or material.
5. Put forth your best effort on homework assignments.
6. Prepare for exams on an ongoing basis.

I. GENERAL CLASS POLICIES

1) Missed or Late Assignments



Framingham

State University

If you do not submit an assignment (including, but not restricted to, exams, quizzes, case studies, papers, and presentations) by the required time/date, your grade is “0” unless your absence is due to a documented medical issue. To be accommodated for a rescheduled exam because of a documented medical issue, the student is required to contact the instructor to request accommodation. Traveling out of town is not an excuse for not meeting a deadline. Exceptions will not be granted for activities such as trips, sporting events, etc.

2) Extra Credit

No extra credit is offered for this class.

3) Student Conduct

Framingham State University has established rules and regulations that all students are expected to follow. Students have a right to expect enforcement of these rules and regulations. The University also has the right to expect students to abide by these regulations in a manner that benefits the responsibilities given to students as members of the University community. Knowledge of these rules and regulations can prove beneficial to students in utilizing and protecting their rights. Lack of familiarity with institutional rules or regulations is not grounds for excusing infractions. For all the details on Students’ Code of Conduct please visit: <http://ramhandbook.com/>.

4) Academic Honesty Policy

Integrity is essential to academic life. Consequently, students who enroll at Framingham State University agree to maintain high standards of academic honesty and scholarly practice. You will be responsible for familiarizing yourself with the published policies and procedures regarding academic honesty. Infractions of the include, but are not limited to:

1. Plagiarism: claiming as one’s own work the published or unpublished literal or paraphrased work of another. It should be recognized that plagiarism is not only academically dishonest but also illegal.
2. Cheating on exams, tests, quizzes, assignments, and papers, including the giving or acceptance of these materials and other sources of information without the permission of the instructor(s).
3. Unauthorized collaboration with other individuals in the preparation of course assignments.
4. Submitting without authorization the same assignment for credit in more than one course.
5. Use of dishonest procedures in computer, laboratory, studio, or field work.
6. Misuse of the University’s technical facilities (computer machinery, laboratories, media equipment, etc.), either maliciously or for personal gain.
7. Falsification of forms used to document the academic record and to conduct the



Framingham

State University

academic business of the University.

A cordial, respectful and professional relationship is expected not only between instructor and student but also among students. Constructive criticism/dialogue is encouraged but must always be communicated in a respectful and collegial manner.

J. ACKNOWLEDGMENT OF SYLLABUS CONTENT

By remaining enrolled in (not dropping) this class, I acknowledge that I have read and understood the course syllabus for MGMT 280: Organizational Behavior, taught by the designated instructor in the summer semester, 2020. I agree to the terms stated in this syllabus.

K. FSU NOTICE OF NON-DISCRIMINATION AND DIVERSITY

Framingham State University is committed to a policy of non-discrimination, equal opportunity, diversity, and affirmative action. The University is dedicated to providing educational, working, and living environments that value the diverse backgrounds of all people. Furthermore, the Massachusetts Civil Rights Act ("MCRA," M.G.L. c. 12, §§ 11H, 11I, 11J) protects the rights of all residents of and visitors to Massachusetts to be free from bias-motivated threats, intimidation, and coercion that interfere with their civil rights. The MCRA protects the right to attend school, live peacefully, and enjoy other basic rights.

L. U.S. COPYRIGHT LAW

This course website may contain copyrighted materials that are used in compliance with the U.S. Copyright Law. Under that law, materials may not be saved to your computer, revised, copied, or distributed without permission. They are to be used in support of instructional activity as part of this course only and shall be limited to the duration of the course, unless otherwise specified by the instructor or owner of the material. You may only download or print materials at the direction of your instructor who knows which materials are copyrighted and which are not.



M. SCHEDULE OF CLASS MEETINGS

| Week | Due | Chapters |
|-----------------------|---|--|
| Week 1: 07/06 – 07/10 | <ul style="list-style-type: none">• SmartBooks for Ch. 1-3• Problem-Solving 1• Exam 1 | 1. Making OB Work for Me 2. Values and Attitudes 3. Individual Differences and Emotions |
| Week 2: 07/13 – 07/17 | <ul style="list-style-type: none">• SmartBooks for Ch. 4-7• Problem-Solving 2• Exam 2 | 4. Social Perception and Managing Diversity 5. Foundations of Employee Motivation 6. Performance Management 7. Positive Organizational Behavior |
| Week 3: 07/20 – 07/24 | <ul style="list-style-type: none">• SmartBooks for Ch. 8-10• Problem-Solving 3• Exam 3 | 8. Groups and Teams 9. Communication in the Digital Age 10. Managing Conflict and Negotiation |
| Week 4: 07/27 – 07/31 | <ul style="list-style-type: none">• SmartBooks for Ch. 10-13• Problem-Solving 4• Exam 4 | 11. Decision Making and Creativity 12. Power, Influence, and Politics 13. Leadership and Effectiveness |
| Week 5: 08/03 – 08/07 | <ul style="list-style-type: none">• SmartBooks for Ch. 14-16• Consulting Paper• Exam 5 | 14. Organizational Culture 15. Organizational Design, Effectiveness, and Innovation 16. Managing Change and Stress |

All assigned activities are due by 11:59 pm on Friday of the assigned week. The due dates and times are according to Mountain Daylight Time (MDT, GMT -6). Be sure to adjust the due dates and times to the time zone you are located in.