Organizational Behavior and Management Design

My name

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Knowledge about organizational behavior (OB) in today’s business environment can help managers build a better work related understanding of the organization. As the environment of business is always changing, the role of managers becomes more delicate. In order to know how to handle a workforce and deal with the complications of new environments, supervisors need to develop their information about attitude and behavior of individuals and groups in the organization. OB is the study of how people react in the individual and group setting as it relates to an organization’s effectiveness. OB knowledge is not just for traditional managers but those of an organization that assume more responsibilities as companies remove layers of bureaucracy and give teams more autonomy over their work. OB helps every Walgreens employee work more effectively within the organization.

Mission Statement

A mission statement is a written statement that describes the organization’s purpose for existence. Walgreens mission statement: We will provide the most convenient access to consumer goods and services, pharmacy, health and wellness services in America; We will earn the trust of our customers and build shareholder value; We will treat each other with respect and dignity and do the same for all we serve; and We will offer employees of all backgrounds a place to build careers.

Walgreens mission statement combines their ethical position, desired public image, a description of their products and services, and growth and profitability. Walgreens mission statement provides guidance through the course of their goals and decision making, and defines a sense of direction.

Vision

Walgreens vision reflects the everyday values of Charles R. Walgreen by operating fairly and benefitting others. The visions are:

* Supporting the community through services, resources and outreach. Some examples are offering flu shots, prescription savings club, work site health center, and infusion nurse services.
* Approaching technology, efficiency and opportunity in a new way. Examples are disability inclusion for disabled workforce, marketplace and supply chain.
* Valuing differences and serving a diverse America. Community service, outreach program, recruiting, and retention are examples.
* Reflecting neighborhood diversity through products found at Walgreens stores. Examples are Community Corner program and supplier diversity.

Goals

Walgreens recently completed one of its long standing goals of opening their seven thousandth store. The future goals of Walgreens are expanding of preventative health offerings, home infusion services, Take Care Clinics, more private brand offerings, and to introducing beer and wine. Walgreens will continue their growth strategy of leveraging the best store network in America; enhancing the customer experience; and driving cost reduction and productivity gain.

Because of Walgreens goal setting, they can focus conducive energy on creating action plans for accomplishing the goals.

Developing strategies of various ways to accomplish successful goal completion will also develop surprising ideas and solutions.

Philosophy

Philosophy is any personal belief about how to live or how to deal with a situation. When Charles Walgreen worked at other pharmacies in Chicago, he was very frustrated with the old fashioned, complacent way of running a drugstore. Charles philosophy was one of supplying excellent service to customers, innovating merchandise and store displays, supplying essential goods to customers at an affordable price, and most of all to please and serve customers. Walgreen’s learned lessons from his experience at other pharmacies and guided Walgreens to national prominence for many years to come.

When Walgreen opened his second store, he assembled a management team made up of employees that valued Walgreen’s standards. Walgreen also acquired a talent for hiring, recognizing, and promoting employees. More than an executive mandate or strategy for success, it is best described as a philosophy aimed at cultivating a strong sense of loyalty among employees.

Code of Ethics

A code of ethics is an organization’s formal statement of ethical rules that must be communicated well and endorsed by top management officials. An empirical study of eighty-three corporate codes found that the content of the codes fell into three general areas: be a dependable organizational citizen; do not do anything unlawful or improper that could harm the organization; and be good to customers (Hunsaker, Alessandra, 2008).

Walgreens developed their code of ethics by setting realistic goals that motivate employees, not discourage. To further the importance of workplace ethics, Walgreens requires employees to attend ethics seminars once a year. The seminars will reinforce Walgreens high standards and clarify actions that are not allowed. Walgreens encourages ethical behavior right at the start of the hiring process through conducting interviews, performing background checks, and required testing for selected employees. The following Walgreens ethics statement is what is expected of all Walgreens employees, board of directors, affiliated companies, and its subsidiaries. Following a code of ethical and professional standards allows Walgreens to continually meet and exceed the expectations of people and the organizations Walgreens does business with—customers, patients, co-workers, vendors, payors, and shareholders.

Walgreens Code of Ethics Statement:

Business Conduct

Honesty and Integrity of Employees

* Maintain a high standards of behavior.
* Conduct business with highest standards of performance.
* Comply with health, safety, and security regulations.
* Avoid the appearance of impropriety.
* Be honest with co-workers, other organizations, and outside entities.
* Maintain attendance and punctuality.
* Walgreen promotes equal opportunity employement.
* Employees have a work environment free of harassment.

Confidentiality and Privacy

Privacy Law Requirements

* Employees shall not use proprietary or confidential information for purposes unrelated to Company business, to anyone, at anytime during or after employment.
* Customer, patient, and employee information must be done in accordance with Walgreens procedures for privacy and confidentiality including Health Insurance Portability and Accountability Act.
* All documents with customer, patient, and employee information will be handles and disposed of as stated in Walgreens privacy procedures.

Computer Security

* All employees that use Walgreens computer systems and software will comply with federal copyright laws, Walgreens policies and procedures. No employee shall access any Walgreens computer system using another individual’s password, or for purposes unrelated to employment duties. There will be no downloading, uploading, or transmitting commercially licensed or copyrighted materials without authorization from management.

Government Programs

* Walgreens complies with all state and federal healthcare statutes, regulations and guidelines, Medicaid, Medicare, and other government healthcare programs. Walgreens is committed to generating accurate billing of healthcare programs.

Controlled Substances/Pharmacy Ethics

* Comply fully with all state and federal laws and regulations, and related laws of the Drug Enforcement Administration for handling controlled substances.

Organizational Structure

Walgreens organization is arranged in a manner that indicates a chain of authority for communications and assignment of duties. The organizational structure ascertains the way and how for each position. The level of power and responsibility are indicated and controlled in a manner that flows between the levels of management. The structure of Walgreens organization reflects the goals and plan for accomplishment. The upper level has most decision making power starting with the shareholders, board of directors, chairman, and president executive officer. Next are operations management divisions of pharmacy with healthcare and wellness divisions, and regional operations that include supply chain management and merchandising division. The supporting divisions start with legal, administration and finance divisions with human resources and information technology following. The centralized type of organizational structure that Walgreens established follows much the same in the store structures.

Staffing

In tough economic times Walgreens continues to provide jobs to individuals in the community. The Walgreens in Two Rivers is a smaller store so employment is limited to one person for each department of retail, and two full-time pharmacists, two pharmacy assistants, and one pharmacy technician. While staffing may seem small, employees are very dedicated to customer service, efficiency, and short waiting times at the pharmacy.

Walgreens understands the importance of customer and patient service and does this best by staffing the store with a diverse workforce. Walgreens core values of respect and dignity are the base of providing an atmosphere that includes the individuality of the community and staff. The hiring process seeks out skilled and diverse individuals so customers and patients find the service expected of Walgreens.

Some of the positions on the retail side of Walgreens are service clerks, photo specialist, beauty advisor, and a store team lead. The retail positions are diverse and have potential for advancement both in the store and beyond. The pharmacy positions are pharmacists, assistants, and sometimes a pharmacy assistant externship. Walgreens pharmacy potential employees must attend training programs accredited by the American Society of Health System Pharmacists.

Roles and Responsibilities

New employees at Walgreens attend robust training so employees are absolute and confident in their exact roles and responsibilities for each position.

Training clearly defines all the duties and responsibilities for day-to-day operations and quality of service. Employee duties during an emergency are also included in the training sessions. Duties that most employees share are handling buying and selling transactions, record keeping, customer service, inventory, vendor orders, and privacy of information.

Leadership, Communication, and Organizational Behavior

Walgreens wishes the best from employees and to keep them motivated by developing high performance work teams. The Walgreens teams are made up of different skilled individuals that can learn from others solutions, issues, and experiences. Team members share common values and objectives, and hold themselves accountable to approach their goals. A creative team will solve problems efficiently, support other team members, instill knowledge, promote a learning work environment, and appreciate and take advantage of diversity.

Leadership will set clear goals and encourage employees to work as a team. A crucial standard at Walgreens is mutual trust that is built on openness, feedback, availability, respect, consistent actions, honesty, and dependability. Each team member is evaluated and based on overall team performance—a process to encourage individual contribution and discourage riding on the backs of others.

Effective communications involves feedback, listening, and questioning. Not everyone can clearly understand what an individual communicates. Feedback may be the most important aspect of interpersonal communications if conversation is to continue for any length of time and still have meaning for the parties involved (Hunsaker, Alessandra, 2008). Walgreens encourages employees to ensure communication is accurate and clarified to prevent errors, understand properly, and identify concerns.

The saying, *the only stupid question is the one that wasn’t asked,* is a true statement among the retail and especially the pharmacuitical industry. Verification of information and the ability to answer customer and patient questions is critical to Walgreens success. Questions are to acquire information, gain other’s views, affect conversation, verify information, and to build trust.

Mistakes and misunderstandings, especially in the pharmacy department, are not an option at Walgreens which is why listening is also a critical part of communications. Walgreens encourages the practice of concentrate, acknowledge, research, exercise emotional control, sense the nonverbal message, and structure (CARESS). Concentrating by paying attention only to the speaker will help to receive messages clearly; acknowledge by showing interest and attention to the speaker; research by compiling information on the speaker and their objectives so the message is understood and ability to respond to promote communication; sensing the nonverbal message are the speaker gestures and language; and structure is organization of information as it is received (Hunsaker, Alessandra, 2008).

Organizational behavior is the study of individuals and their behavior within the context of the organization in a workplace setting (Lamb, 2010). Managers at Walgreens understand that to get things done one must understand why individuals engage in certain behaviors. Motives are individual drives, needs or wants. To achieve motivation, managers must motivate employees to perform their best. Walgreens offers employees opportunities with rewards and recognition to keep their employees motivated. Employees at Walgreens can earn rewards by good performance. Some of the opportunities are promotions, employee of the month who receives a $25.00 gift card and reserved parking spot, cash rewards for best sales department, prestigious awards for pharmacy staff, and wage increases. To further motivate employees Walgreens offers a competitive wage, benefits package, 15 percent store discount including prescriptions, and convenient working hours and a good work environment. Management praises employees and distributes rewards timely. Walgreens does a review every year and asks for suggestions for motivation, currently profit sharing is being discussed as an optional reward. Walgreens continues to empower employees with the chance for learning, open feedback, redesigning jobs, and combining tasks.

Preliminary Budget

Training $26,000

Background Checks @ $50.00/person

* 21 retail $1050.00
* 6 pharmacist 16 assistants $1100.00

Testing $32,000

Seminars $18,000

Rewards $1075.00

Staffing:

* Retail (20 @ $23,630 $472,600
* Pharmacist (6 @ $92,670 $556,020
* Pharmacy Assistants (16 @ $24,110) $385,760
* Store Manager (2 @ $51,800) $103,600

Conclusion

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