

**MHR 3200—*Managing Individuals in Organizations:  
Organizational Behavior and Human Resources***

**Schoenbaum Hall 105, Tuesday & Thursday 5:30 - 6:50 pm  
Fisher College of Business  
The Ohio State University  
Autumn 2017**

Instructor: Charles J. Buchanan  
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Office Hours: By Appointment

**Course Description**

The purpose of this course is to study human behavior in organizational settings. In particular, we will be looking at topics related to the behavior of individuals (e.g., leadership, values and attitudes, motivation, etc.) the behavior of groups (e.g., teamwork), and organizational-level topics such as culture and organizational change. We will also discuss many of the organizational practices (such as selection, training and development, compensation, etc.) that have a direct effect on these behaviors and the organization's resulting performance.

In addition, as we discuss these content areas I'll be asking you to be introspective and think about your own knowledge, skills, and abilities in these areas and how you can improve to maximize your success (both current and future) as an individual contributor and improve your personal leadership capability.

While the majority of examples and situations discussed will occur in "traditional" organizations, it is important to remember that these concepts apply equally well to nontraditional organizations (non-profits, volunteer organizations, social organizations, etc.) as well.

We will integrate simulations throughout the course in order to allow you to experience key areas. The simulations will give you a better understanding of the topics. More information will be published in class.

**Course Text**

We will be using two textbooks in this course, with selected chapter readings from each:

Kinicki, A., & Fugate, M. (2017). Organizational Behavior: A Practical, Problem-Solving Approach (2nd edition). Boston, MA: McGraw-Hill.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2017). Fundamentals of Human Resource Management (7<sup>th</sup> edition). Boston, MA: McGraw-Hill.

**Web Page (Canvas)**

Course information, PowerPoint presentations, etc. will be available on the Canvas site for this course. Let me know if you have any problems accessing the page for this course.

**Course Requirements**

Grading for this course will be based on your performance on 3 examinations worth 100 points each. The format for the exams will be multiple choice. These exams will not be cumulative in nature, and will be spaced at roughly equal intervals throughout the semester. You are

expected to take the exams when scheduled; failure to take an exam at the appointed time will result in your receiving a score of 0 points for that exam. Students with exam schedule conflicts must speak to me prior to the exam date. Make-up exams will only be granted with a legitimate excuse.

Class attendance and participation is measured through Top Hat. Students can earn up to 10 bonus points for class attendance and participation. Since these are BONUS POINTS, there are no excused absences. Not receiving the bonus points will not negatively affect your grade therefore you only receive points for coming to class. Additionally, you can miss 3 classes and still earn the maximum amount of bonus points. This is to account for absences that would be traditionally “excused”.

An attendance code will be provided at each class.

Attendance bonus points are assessed for attendance based on the following scale:

Attend 90% of classes = 10 points
Attend 85% of classes = 8 points
Attend 80% of classes = 6 points
Attend 75% of classes = 4 points
Attend 70% of classes = 2 points

Please also note that our third exam (not a cumulative final) will be held on our last scheduled day of class. Due to the large number of students in this course, please do NOT ask for a different exam date unless you have a VERY pressing and legitimate need (e.g., 3 or more exams on the same day, etc.). Wanting to leave campus earlier vs. later, already scheduled travel arrangements, starting a new job, etc. are NOT sufficient reasons to warrant a different exam date as this would introduce a logistical nightmare and is simply not practical. It is your responsibility to be at our third exam as scheduled, so plan your schedule, travel arrangements, etc. accordingly.

### **Overall Course Grade**

Your overall course grade will be a function of your total points earned at the end of the semester. I will not be assigning grades to individual exams or takeaways. There are 300 total points possible for the course, the final grade will be adjusted. The adjustment is made as follows. I will take the student with the highest point total and subtract that from 300. I will then add that number to all students’ point totals. For example, say the highest student’s point total was 275. I will take 300 and subtract 275 leaving a difference of 25 (300-275=25). I will then add 25 points to every students’ final grade. This would mean that the top student would have an adjusted point total of 300. Bonus points for attendance will be added before the adjusted grade is calculated.

### **Grade Ranges**

Grade	Percentage Range (%)	Minimum Points
A	93-100	279
A-	90-92.9	270
B+	87-89.9	261
B	83-86.9	249
B-	80-82.9	240
C+	77-79.9	231
C	73-76.9	219
C-	70-72.9	210
D+	67-69.9	201
D	60-66.9	180

## **My Expectations**

- I expect you to show a genuine interest in the topic material. This is demonstrated through consistent class attendance and participation.
- I expect you to be prepared for class. This is done by completing the reading assignments and coming to class ready to ask questions. Questions will also be presented through the Top Hat program, it is expected that you fully participate in answering those questions.
- I fully expect you to be professional. This is done by being timely in attendance and limiting distractions in class. This means limiting mobile device usage to the Top Hat program. It is extremely distracting to have students on computers and cell phones during class.
- When you are in class, be in class. We have very few class sessions to cover an extremely important subject. Be focused to maximize this opportunity.
- Finally, I have an expectation that upon completion of this course you will have a much greater understanding of, and appreciation for, the complexities of human behavior in organizations. I hope you will try to apply this material to your own work situation, either now and/or in the future. This course is for your benefit and development, and you will get the most out of the course (and ultimately be most successful) by making it relevant to your own life situation.

## **General Comments**

Any issues concerning grading need to be called to my attention via email within one week of receipt of the grading. Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with these needs are responsible for making me aware of their situation. Academic misconduct and dishonesty will not be tolerated. Suspicion of academic misconduct will be acted upon in accordance with The Ohio State University and Fisher College of Business policy. Note: Use of any electronic device (cell phone, PDA, etc.) during an examination is strictly forbidden.

Grades assigned at the end of the semester are not negotiable. Because of the grading system that OSU uses, there will likely be a large number of times in a class this size that a student is just a few points away from the next grade. I do not round up, nor do I generally provide any opportunity for extra credit; the time to accumulate points is during the semester, NOT at the end of it.

Finally, I want you to keep in mind that your larger mission here at OSU is to learn so that five years (and later) from now, you are as effective and successful as possible. Your ability to apply and retain this information in a meaningful way will help enhance your later success. While I adhere strictly to my grading policies above, I am also available to help you with any difficulties or questions you have during the semester. See me when you have questions about the course (or related) material.

## **Top Hat**

We will be using the Top Hat ([www.tophat.com](http://www.tophat.com)) classroom response system in class. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message.

You can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>) within the Top Hat Success Center which outlines how

you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system.

An email invitation will be sent to you by email, but if don't receive this email, you can register by simply visiting our course website: <https://app.tophat.com/e/395376>

Note: our Course Join Code is: **395376**

Top Hat is free through OSU. Please go to <https://resourcecenter.odee.osu.edu/top-hat> for additional information.

Should you require assistance with Top Hat at any time, due to the fact that they require specific user information to troubleshoot these issues, please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in app support button, or by calling 1-888-663-5491.

**Academic Misconduct:** The Ohio State University's Code of Student Conduct, Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. For more information, please reference:

<http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement>

**OSU Disability Policy:** Every effort will be made to provide each student with a meaningful learning opportunity. If there are obstacles which prevent you from learning effectively, please schedule an appointment with the instructor so we can address this issue(s). Any student who feels that s/he needs an accommodation based on the impact of a disability should contact the instructor and/or The Office for Disability Services. This office is located in 150 Pomerene Hall, 1760 Neil Avenue. Telephone 292-3307, TDD 292-0901, <http://www.ods.ohio-state.edu/>

Additionally, the University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 12<sup>th</sup> Avenue.

**Course Schedule—MHR 3200, Autumn 2017**

<b>Date</b>	<b>Topic</b>	<b>Text Reading</b>
8/22	Course Introduction	N/A
8/24	Strategy and Strategic Organizational Behavior	K&F, Ch. 1
8/29	Motivation and Engagement	K&F, Ch. 5
8/31	Motivation and Engagement (cont.)	K&F, Ch. 5
9/5	Compensation	Noe, Ch. 13
9/7	Benefits	Noe, Ch. 14
9/12	Equal Employment Opportunity and Safety	Noe, Ch. 3
9/14	Group and Team Effectiveness	K&F, Ch. 8
9/19	TBD	
9/21	<b>Exam 1</b>	
9/26	Performance Management	Noe, Ch. 10, K&F Ch. 6
9/28	Managing Conflict and Negotiations	K&F, Ch. 10
10/3	Power, Influence and Politics	K&F, Ch. 12
10/5	Leadership	K&F, Ch. 13
10/10	Leadership (cont.)	K&F, Ch. 13
10/12	Autumn Break—No Class	
10/17	Human Resource Planning	Noe, Ch. 5 (132-146)
10/19	Employee Training and Development	Noe, Chs. 7, 8
10/24	Global Organizational Behavior	Noe Ch. 16
10/26	TBD	
10/31	<b>Exam 2</b>	
11/2	Organizational Culture and	K&F, Ch. 14
11/7	Social Perception and Individual Differences	K&F, Chs. 3, 4
11/9	Social Perception and Individual Differences	K&F, Chs. 3, 4
11/14	Recruiting, Interviewing and Selection	Noe, Chs. 5 (146-164), 6
11/16	Recruiting, Interviewing and Selection (cont.)	Noe, Chs. 5 (146-164), 6
11/21	Organization Design, Effectiveness & Innovation	K&F, Ch. 15
11/23	Thanksgiving	
11/28	Managing Organization Change	K&F, Ch. 16
11/30	TBD	
12/5	<b>Exam 3</b>	