

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

**Schoenbaum 105, Tuesday, Thursday 8:40-10:00 pm
Fisher College of Business
The Ohio State University
Spring 2017**

Instructor

Hee Man Park
Department of Management and Human Resources
Office: 256D Fisher Hall
Phone: 292-5317
Email: park.1378@osu.edu

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 organization 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 non-traditional organizations (non-profits, volunteer organizations, social organizations, etc.) as well.

Course Text

Two textbooks will be used in this course, with selected chapter readings from each:

Kinicki, A., & Fugate, M. (2016) Organizational Behavior: A Practical, Problem Solving Approach. (1/e, First Edition) Boston, MA: McGraw-Hill

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2015) Fundamentals of Human Resource Management. (6th edition) Boston, MA: McGraw-Hill

*The above two books are new versions with significantly enhanced interactivity from "SmartBook" learning technology. **It is strongly recommended that it is purchased new using ISBN # 9781259709234 as the color, soft bound edition with the required "Connect" Code Card for digital access** (Details to be reviewed in class). The ISBN is for both books together. You will receive both the hard copies and the online digital versions with this purchase. They come as a bundled package with a significantly discounted price (70% percent below list from the publisher). Therefore, getting an older (used) version will end up being more expensive as you will then need to purchase two separate free-standing digital "Connect" code cards for*

both books at the normal retail rate (i.e. more than three times the cost of the OSU volume discount rate). The online 'Connect' system for each book is required to get a part of bonus points.

Web Page (Canvas)

Course information, PowerPoint presentations, etc. will be available on the Carmen site for this course. Carmen's address is: <http://carmen.osu.edu>. Let me know if you have any problems accessing the page for this course.

Instructional Philosophy

Each of us is responsible for the success of this class. I have designed this course to maximize your learning by including lectures, reflections, video clips, and regular introspection. Application of these skills may not be available to you until you graduate and enter the "real world;" because of this, I challenge you to apply the skills you learn to the organizations of which you are currently a part of and to your own individual experiences. 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 situations.

Course Policies

1. **Attendance.** A decent grade will not be acquired by reliance on readings instead of class attendance or vice versa. I strongly encourage you to attend class. —both physically and mentally—on a regular basis throughout the term, arriving on time and remaining in class through my final comments.

o **Absences.** You are expected to take exams when scheduled. A request for a different exam date should be given to me well before the scheduled exam and will only be granted in extreme circumstances. , the judgment of which is up to me. Students will not be allowed to make-up a missed exam without a documented, legitimate excuse. Otherwise, the failure to take an exam at the appointed time will result in a score of 0 points for that exam.

2. **Preparation.** Each day of class has recommended readings. Read the material prior to coming to class, and then integrate the lecture notes into the notes you took from reading the assigned material after class. This will increase your understanding of the material and make studying for exams go much more smoothly.

3. **Contribution.** Make one. Answer questions, ask questions, and share your thoughts and personal experiences.

4. **Professionalism.** Be respectful of each other and demonstrate a high level of courtesy and professionalism to your fellow classmates. This includes having all electronic devices turned off during class and not engaging in side talking.

5. **Disability.** Anyone needing special accommodation because of a disability or other unique circumstances should notify me within the first week of class. Students with special needs are responsible for making me aware of their situation.

Grading

There is a possible 300 points to earn in this class. Final grades are non-negotiable and will be given based strictly on the scale listed below. Note that academic dishonesty will not be tolerated; any suspicion of academic misconduct will be acted upon in accordance with university policy.

Point Range Final Letter Grade

278 – 300 A
269 - 277 A-
260 - 268 B+
248 - 259 B
239 - 247 B-
230 – 238 C+
218 – 229 C
209 – 217 C-
200 – 208 D+
179 – 199 D
0 - 178 E

• **Exams (75%: 225 points).** There are three closed-book, in-class exams, each consisting of 50 multiple-choice questions for a total of 225 points (75 points for each exam). The exams assess your understanding of and ability to integrate and apply the concepts, processes, and issues covered in lectures and in the reading assignments. The exams are **NOT cumulative**, but the material throughout this course does build upon itself.

Please also note that our last exam will be held during Finals Week. 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. 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 last exam as scheduled, so plan your schedule, travel arrangements, etc. accordingly.

• **In-Class Exercise (15%: 45 points):** In some classes, students will be given exercises and be asked to submit results. Exercises are designed for students to have opportunities to think about concepts learned in classes. We will have about 9 exercises (5 points per exercise) in selected classes. By submitting results in class, you will get full 5 points per exercise.

• **Video assignment (10%: 30 points):** Students are required to find and submit two video clips (e.g. company news/cases/HR practices; max. 5 min) for two assigned classes, and explain why the video is relevant to classes. Selected videos will be shared with the whole class. Again, by simply submitting the video links, you will earn 15 points per video link.

• **Bonus Points**

- **Class participation:** Each class where you make a comment is worth 1 point (limit of 2 point per lecture).
- **Connect reading/assignment:** You can also earn bonus points by reading assigned chapters textbook and answering questions in online 'Connect'. The

reading must be finished before each class starts. You can earn 2 points per lecture.

- **Others:** There may be at least one unannounced opportunity for bonus points during the semester (e.g. lab study or survey participation). This Bonus will be announced during class and may not be made up for any reason.

Performance Concerns. If you are concerned about your class performance, contact me as soon as those concerns arise. I will try to help you improve your performance in the course, but you must take the initiative to do so. Do not approach me during the last week of the term looking for extra points; the time to accumulate points is during the term, not at the end of the term.

Grade Appeals. If you believe an exam grade is incorrect, you may submit a written appeal (email is fine) within one week of when the grade is returned to you. Your appeal should contain (a) a clear identification of what you are appealing and (b) an explanation of why you think the assigned grade was incorrect, including support for that position. Note that for multiple choice questions, it is not enough to demonstrate that the answer you selected could be considered correct; it must be demonstrated that the selected answer is the *best* answer to the question. You will receive a written response within one week of when the appeal was received. I reserve the right to re-grade the entire assignment or exam if need be.

Academic Integrity:

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. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "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*, *submitting the same or similar work for credit in more than one class*, 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, so you need to review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct. If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct in this class could include a failing grade for the course, disciplinary probation, suspension or dismissal from the University.

Course Schedule—MHR 3200, Spring 2017

<u>Date</u>	<u>Topic</u>	<u>Text Reading</u>
1/10	Course Introduction	n/a
1/12	Social Perception and Individual Differences	K&F, Chap. 4, 5
1/17	Social Perception/Individual Differences (cont.)	K&F, Chap. 4, 5
1/19	Motivation	K&F, Chap. 6, 7
1/24	Motivation (cont.)	K&F, Chap. 6, 7
1/26	Feedback, Rewards and Reinforcement	K&F, Chap. 8
1/31	Group and Team Effectiveness	K&F, Chap. 9
2/2	Group and Team Effectiveness (cont.)	K&F, Chap. 9
2/7	Catch - Up/ Exam Review Session	
2/9	Exam 1	
2/14	Conflict, Power and Politics	K&F, Chap. 12, 13
2/16	Decision making, Fairness, and Ethics	K&F, Chap. 11
2/21	Leadership	K&F, Chap. 14
2/23	Leadership (cont.)	K&F, Chap. 14
2/28	Strategy and Strategic Organizational Behavior	K&F, Chap. 1
3/2	Human Resource Planning	Noe, Chap. 5 (130-143)
3/4 (Sat)	Catch - Up/ Review Session	
3/7	Exam 2	
3/9	No Class (supplemental class will be scheduled)	
3/14	No Class (Spring Break)	
3/16	No Class (Spring Break)	
3/21	Negotiation, Conflict Management	K&F, Chap. 10
3/23	Global HR	K&F, Chap. 11, 13
3/28	Recruiting, Interviewing	Noe, Chap. 5 (143-159), 6
3/30	Selection	Noe, Chap. 5 (143-159), 6
4/4	Employee Training and Development	Noe, Chap. 7, 9
4/6	Performance Management	Noe, Chap. 8
4/11	Compensation & Benefit	Noe, Chap. 12, 13
4/13	Organizational Culture and Socialization	K&F, Chap. 2
4/18	Organization Structure, Development & Change	K&F, Chaps. 15, 16
4/20	Catch - Up/ Exam Review Session	
4/25	Exam 3	

*I reserve the right to make changes to scheduled readings/topics. In the event that I do make any changes, I will announce these changes both in class and via Carmen.