

BUSMHR 3100 - Foundations of Management and Human Resources
Course Syllabus
Autumn, 2016 (Section 4067)
Fisher College of Business
The Ohio State University

Professor Information

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Course information

Days: Tuesday, Thursday
8:00 am - 9:20 am
Hitchcock Hall - 131

Office Hours

Tuesday: 3:00 – 4:30 pm
Wednesday: 11:00 – 12:30 pm
Or 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 a majority of examples and situations discussed will occur in "traditional" commercial and government organizations, it is important to remember that these concepts apply equally well to non-traditional organizations (e.g. non-profit, family businesses, public sector, faith-based, athletic, special interest and volunteer organizations).

REQUIRED MATERIALS:

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 updated versions with enhanced interactivity from McGraw-Hill's "SmartBook" and "Connect Assignments" learning technology. It is strongly recommended that the books are purchased new using **ISBN # 9781259912177** as the color, soft bound edition with the*

embedded required “Connect” Custom Access Card for digital access (Details to be reviewed in class). The single ISBN (number) is for both books and the access card together. The ISBN number provides you with the correct books/card versions and a significantly discounted price (70% percent below list from the publisher). It is still not cheap, but due to volume, OSU has been given the deepest discount in the country. (Please note, you are obviously allowed to purchase *used* version 1 and 6e course books BUT you must also purchase the McGraw-Hill digital “Custom Access Card” in addition, as an added expense, if you are not buying the course bundle that includes the card and books together. When you do the comparison math, the bundled new books and new access card against the old/used books with the new access card comes out as comparable in price. Your choice though...)

Finally, course information, power-point presentations, etc. will be available on the Canvas site for this course. Canvas’s address is: <http://carmen.osu.edu>. Let me know if you have any problems accessing the page for this course.

COURSE EXPECTATIONS:

Each of us is responsible for the success of this class. I have designed the course to maximize learning and I am committed to creating a positive learning environment in the classroom. What you get out of the course is, however, ultimately up to you. Therefore, regular attendance throughout the semester is critical. Keep up with the readings. Engage in regular introspection and apply the course material to your own experiences. Come ready for class and I hope that you will ask questions (even in this large classroom).

Also, I fully expect a high level of courtesy and professionalism in the classroom setting; this means minimal talking, only course-related screen activity, no IMing, no surfing the web, no text messaging, etc. These behaviors are distracting and disrespectful not only to me but to your fellow students as well, and they reflect poorly on you as an adult. If you come in late to class be sure that you do so in a way that does not distract your peers. If you don’t want to be in class, don’t be in class. **When you’re here, be here.**

Audio or video recording of lectures are not permitted without instructor permission. Moreover, posting of course materials on the web is not permitted.

Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with special needs are responsible for making me aware of their situation.

Remember, 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. If we both do our parts, this course will make a difference for you and be a positive learning experience for all of us.

GRADING:

Grades

You will be evaluated based on Connect assignments and three exams.

Course Component	Points	% of Grade
Connect Required Assignments: 25 (10 points/exercise)	250 points	25%
First Exam	250 points	25%
Second Exam	250 points	25%
Third Exam (non-cumulative, final – last day of class)	250 points	25%
Total Points	1000 points	100%

Connect Assignments (250 points)

The class schedule includes relevant required Connect activities that need to be completed on a weekly basis. The activities are found on the McGraw-Hill Connect website, for which you need to register at the beginning of the semester. There will be at least one required Connect activities per chapter; some may include two required activities.

The activities include video case analysis, drag and drop exercises, self-assessments, manager's hot seat video case, and brief case analysis exercises. Though the types of these activities will vary, each activity is worth 10 points. You will have three attempts to attain a perfect score. Immediate answers and solutions will be provided after each activity. Points will be tallied on a weekly basis. (Connect assignments start during the first week but are not due till the end of the third week of class. From then on, Connect assignments are due weekly)

No points can be earned after the assigned due dates for the Connect assignments.

NO EXCEPTIONS! (Please do not even ask.)

Exams (250 points each, 3 exams = 750 points total)

There will be three exams comprised of 50 multiple-choice and true/false test questions. The exams will cover twenty chapters during the semester. You will have 120 minutes to complete the exam and only one attempt. Each chapter will cover roughly 9-10% of the exam questions.

The primary component of your grade in this course will be based on three exams (each worth 250 points). The format for the exams will be non-essay, and will be multiple choice and true-false. These exams will not be cumulative in nature and will be spaced at roughly equal intervals throughout the quarter. All three (paper-based) exams are closed book and the use of notes is not allowed during an exam. The use of all electronic devices (laptop, cell phone, tablet, etc.) during exams is strictly forbidden. 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 under extreme, immutable conditions or rationale beyond your control.

Please also note that our third exam will be held during the 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., three or more exams on the same day). 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 and final, non-cumulative exam as scheduled, so plan your schedule, travel arrangements, etc. accordingly.

It is inevitable in a class of this size that some students will just be a few points away from the next grade. The cut-off points and final grades based on those cut-offs are NOT NEGOTIABLE. I am not sympathetic to students who approach me during the last week of the semester looking for extra points. The time to accumulate points is during the semester, not at the end of the semester.

Any issues concerning grading (e.g. exam scoring) need to be called to my attention via e-mail within one week of receipt of the grading. 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 but you must take the initiative to do so (Note: Optional points from 20 supplemental Connect exercises offer an extra 100 bonus points). In addition, there may be one or more opportunities to earn extra credit by participating in research. *If an extra credit opportunity arises, I will announce it in class and provide additional details.*

A straight 1000 point scale, provided below, will be used to determine your final grade based on the total points you earn during the semester (see below).

COURSE GRADING SCHEME					
Letter Grade	Point Range	% within Letter Grade	Raw Point Range	Raw Range per Letter	% for Total Letter
A	924 - 1000	72	77	107	10.67
A-	894 - 923	28	30		
B+	864 - 893	30	30	100	10
B	824 - 863	40	40		
B-	794 - 823	30	30		
C+	764 - 793	30	30	100	10
C	724 - 763	40	40		
C-	694 - 725	30	30		
D+	664 - 693	30	30	100	10
D	594 - 663	70	70		
E	0 - 593	100	593	593	59.33

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. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Course Outline and Assigned Reading*

Week 1 Course Intro; Strategy and Strategic Organizational Behavior

<u>Date</u>	<u>Assigned Reading and Required Assignments</u>
Tue, Aug 23	Course Introduction; Syllabus and Courseware Navigation
Thu, Aug 25	K&F, Ch. 1

Week 2 Organizational Culture and Socialization; Global Organizational Behavior

Tue, Aug 30	K&F, Ch. 14 (K&F) Required: Drag & Drop Exercise - Conceptual Framework for Organizational Culture (Connect Digital Assignment #1)
Thu, Sept 1	Noe, et al., Ch. 16

Week 3 Social Perception and Individual Differences

Tue, Sept 6 **K&F, Ch. 3**

(K&F) Required: Drag & Drop Exercise: Emotional Intelligence
(Connect Digital Assignment #2)

Thu, Sept 8 **K&F, Ch. 4**

(K&F) Required: Drag & Drop Exercise - Barriers and Challenges of Diversity
(Connect Digital Assignment #3)

Week 4 Recruiting, Interviewing and Selection

Tue, Sept 13 **Noe, et al. Ch. 5 (146-164)**

(Noe) Required: Manager's Hot Seat Video Case 14: Diversity in Hiring –
Candidate Conundrum (Connect Digital Assignment #4)

Thu, Sept 15 **Noe, et al., Ch. 6**

(Noe) Required: Case Analysis - Conducting Interviews
(Connect Digital Assignment #5)

Week 5 Test Prep and Exam #1

Tue, Sept 20 **Exam #1 Test Prep Session:** In-Class Polling with mobile devices

(Register and download free Top-Hat app prior to class)

Thu, Sept 22 **Exam #1**

Week 6 Motivation and Positive Organizational Behavior

Tue, Sept 27 **K&F, Ch. 5**

(K&F) Required: Video Case - Employee Motivation at Hot Topic
(Connect Digital Assignment #6)

Thu, Sept 29 **K&F, Ch 7**

(K&F) Required: Drag & Drop Exercise - Motivational Theories
(Connect Digital Assignment #7)

Week 7 Groups & Team Effectiveness; Managing Conflict and Negotiations

Tue, Oct 4 **K&F, Ch.8**

(K&F) Required: Drag & Drop Exercise - Building an Effective Team
(Connect Digital Assignment #8)

Thu, Oct 6 **K&F, Ch. 10**

(K&F) Required: Video Case - Managing Conflict and Negotiations at Starbucks (Connect Digital Assignment #9)

(K&F) Required: Drag & Drop Exercise - Five Conflict Handling Styles
(Connect Digital Assignment #10)

Week 8 Power & Influence

Tue, Oct 11 **K&F, Ch. 12**

(K&F) Required Drag & Drop Exercise: Nine Generic Influence Tactics
(Connect Digital Assignment #11)

(K&F) Required: Self-Assessment 12.2: *Which Influence Tactics Do I Use?*
(Connect Digital Assignment #12)

Thu, Oct 13 Autumn Break, No Classes

Week 9 Decision Making & Creativity; Leadership Effectiveness

Tue, Oct 18 **K&F, Ch 11**

(K&F) Required Self-Assessment 11.2: *What is My Decision-Making Style*
(Connect Digital Assignment #13)

Thu, Oct 20

K&F, Ch 13

(K&F) Required Drag & Drop Exercise: Four Basic Skills for Leaders
(Connect Digital Assignment #14)

(K&F) Required Self-Assessment 13.2: *My Task-and Relationship-Oriented Leadership Style* (Connect Digital Assignment #15)

Week 10 Exam Test Prep and Exam #2

Tue, Oct 25 **Exam #2 Test Prep Session:** In-Class Polling with mobile devices

(Register and download free Top-Hat app prior to class)

Thu, Oct 27 **Exam #2**

Week 11 Compensation / Benefits

Tue, Nov 1 **Noe et al., Ch. 13**

(Noe) Required: Manager's Hot Seat Video Case 3: Negotiation - Thawing the Salary Freeze (Connect Digital Assignment #16)

Thu, Nov 3 **Noe et al., Ch. 14**

(Noe) Required: Video Case Analysis - The Business Strategy of Employee Benefits (Connect Digital Assignment #17)

Week 12 Human Resource Planning; and Performance Management

Tue, Nov 8 **Noe, et al.. Ch. 5**

(Noe) Required: Case Analysis - Planning to Hire
(Connect Digital Assignment #18)

Thu, Nov 10 **Noe, et al., Ch. 10**

(Noe) Required: Video Case Analysis -Providing Feedback to Employees
(Connect Digital Assignment #19)

(K&F) Required: Self-Assessment 6.2: *What Rewards Do I Value Most?*
(Connect Digital Assignment #20)

Week 13 Employee Training & Development

Tue, Nov 15 **Noe, et al.. Ch. 7**

(Noe) Required: Video Case - eLearning at Johnson & Johnson
(Connect Digital Assignment #21)

Thu, Nov 17 **Noe, et al.. Ch. 8**

(Noe) Required: Video Case - Hiring Great People at The Container Store
(Connect Digital Assignment #22)

(Noe) Required: Case Analysis - Determining Employee Development
(Connect Digital Assignment #23)

Week 14 Organization Design and Effectiveness

Tue, Nov 22 **K&F, Ch. 15**

(K&F) Required: Drag & Drop Exercise - Generic Organizational Effectiveness Criteria (Connect Digital Assignment #24)

Thu, Nov 24 Thanksgiving, No Classes

Week 15 Innovation & Exam #3 Test Prep

Tue, Nov 29 **K&F, Ch. 15 (Continued)**

(K&F) Required: Drag & Drop Exercise - Seeds of Innovation (Connect Digital Assignment #25)

Thu, Dec 1 **Exam #3 Test Prep Session:** In-Class Polling with mobile devices

Week 16

Tue, Dec 6 **Exam #3** (Final Class/Last Day; Final Non Cumulative Exam)

*** I reserve the right to make changes to the readings and/or topics as needed. In the event that I do make changes, I will announce these changes in class and via Canvas.**