

**BUSMHR #3200 – Organization Behavior and HR**  
**Course Syllabus** <sup>(v1)</sup>  
**Spring, 2018 (Section 4078)**  
**Fisher College of Business**  
**The Ohio State University**

**Professor Information**

Dr. Mark J. Sullivan, Ph.D.  
313 Fisher Hall  
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**Course information**

Days: Tuesday, Thursday  
8:40-10:00pm  
Schoenbaum Hall - 105

**Office Hours**

(Office Location: 313 Fisher Hall)  
Tuesday: 1:00 – 2:30pm  
Thursday: 1:30-3pm

TA: Shawn Merrill  
[Merrill.137@osu.edu](mailto:Merrill.137@osu.edu)

Learning Technologist:  
Megan Troyer  
[Troyer.59@osu.edu](mailto:Troyer.59@osu.edu)

*See pages 2-3 to determine where to go for specific types of course questions.*

**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. \(2018\) \*Organizational Behavior: A Practical, Problem Solving Approach\*. \(OB 2e Edition\) Boston, MA: McGraw-Hill](#)

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2018) *Fundamentals of Human Resource Management*. (7e edition) Boston, MA: McGraw-Hill

*The above two books are updated versions with enhanced interactivity from McGraw-Hill's "Connect Assignments" learning technology. It is strongly encouraged that the books are purchased new using **ISBN # 9781260231328** 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, for purchasing the PHYSICAL book version.***

The ISBN number provides you with the correct books/card versions (to do the readings and assignments) 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.

**A digital (non-physical book) version does not use the above ISBN number when purchasing the e-books.** This is an approved alternate approach to purchasing the content. Be sure your e-book is registered correctly with McGraw-Hill and with OSU Carmen-Canvas. If not, your weekly assignments will not be recorded in time and you will lose points. No make-up or do-overs for incorrectly registering e-books so please get it right, if you go down this path.

Finally, course information, power-point class lecture presentations, etc. will be available on the Carmen-Canvas site for this course. Canvas's address is: <http://carmen.osu.edu>. Additionally, you must also register with the McGraw-Hill learning platform (the publishers for your course books) in-order to access and complete the weekly assigned on-line "Connect" exercises (i.e. in-order to earn points toward your grade). You will not be able to do this if you buy a used book, as it will not have the Spring 2018, time-based, electronic access card to do the "Connect" exercises.

### **WHERE TO GO FOR HELP:** Course Questions

Your Professor has as many as 900 students per semester. To get the help you need as quickly and as efficiently as possible use the following resources below. (Do not email the Professor for technology/technical issues or McGraw-Hill Publishing questions. Dr. Sullivan is dedicated to spend the time in areas that have the biggest impact with your learning and career progress, not on technical questions.)

### **Course Content and Career Discussion Opportunity Areas:**

- Dr. Sullivan: [Sullivan.956@osu.edu](mailto:Sullivan.956@osu.edu)  
or during Tuesday-Thursday Office Hours

### **McGraw-Hill Course/Book Registration & Navigation:**

- Tech Support Help Line: (800)331-5094
- Canvas Technologist (Instructional Designer) - Megan Troyer: [Troyer.59@osu.edu](mailto:Troyer.59@osu.edu)
- DO NOT CONTACT THE PROFESSOR FOR THESE QUESTIONS!

**Exam Make-Up Procedure:** (Rare, exception-basis only, cleared first in-person by the Professor)

- Teaching Assistant - Shawn Merrill: [Merrill.137@osu.edu](mailto:Merrill.137@osu.edu)

**Weekly ‘Connect’ Assignments and Technical Issues:**

- McGraw-Hill Tech Support Help Line: (800) 331-5094
- Canvas Technologist (Instructional Designer) - Megan Troyer: [Troyer.59@osu.edu](mailto:Troyer.59@osu.edu)
- DO NOT CONTACT THE PROFESSOR FOR THESE QUESTIONS!

**Other Course Issues:**

- Post on *Course Discussion Board* to solicit answers and insights from fellow students. It’s a great place to create informal study groups or to get a quick question answered from your peers.

## **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 only appropriate course related talking between each other (particularly in the many learning partner exercises); and of course, only relevant course-related screen activity. The intent is to be respectful and not distracting to your fellow students, so it does not reflect poorly on you or others, 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 *Attendance*, *Connect Assignments* and three *Exams*.

Course Component	Points	% of Grade
Class Attendance (Will be recorded through TopHat)	150 points	15%
“Connect” Required Assignments: 25 (4 points/exercise)	100 points	10%
First Exam	250 points	25%
Second Exam	250 points	25%
Third Exam (non-cumulative, final – last day of class)	250 points	25%
<b>Total Points</b>	<b>1000 points</b>	<b>100%</b>

### Class Attendance (150 points)

**This is a course about life. Yours!** About how you engage recruiters when you are job searching; about how you manage or contribute to teams; about how you address and manage conflict and collaboration in multiple settings; about how you set, execute and optimize goals that will have impact and value for you now and for your future. And so much more!

Some of this content you will never get from a book. Yet the classes will reinforce the book – and then some. Most student alums have strongly declared that what you get in class is well worth it! Your professor wants you to get the most out of this class. Not simply a good grade. Show up and you will see the difference (hopefully in you, particularly).

*(Amongst other things in class, your Professor will be sharing key insights and practices for making a difference as someone that has 38 years as a senior executive for McKinsey & Co, Accenture, Honeywell, Battelle and United Airlines. He wants you to have BIG, successful future on multiple fronts – personal and professional)*

#### Attendance Rules (Please Read):

- Starting with the second week: Record your attendance during the first five minutes of the class, by using the TopHat daily/class code number.
- Should you arrive a few minutes late to class, you may reach out to the student tech coordinator (only and) immediately after class, to re-open the code screen for just a moment.
- **Note, there are no make-ups for missed class regardless of the reason**. There will be significant optional extra credit exercises offered that can be used should you want to catch up on points from an attendance or Connect homework perspective.

### Connect Assignments (100 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 4 points. You will have unlimited attempts to attain a perfect score. The best

score versus the average score will be documented. 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.).

Note: You are allowed to work ahead and get weekly assignments done early if you will be particularly busy during a certain time period (example: participating in out of town interviews and conferences; a week where there are multiple scheduled assignments due). Some students have actually completed all the assignments during the first month! Also, remember, you are being offered a significant number of *optional extra credit exercises* to make-up missed points.

### **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. **DO NOT EVEN THINK OF COMING TO ME AT THE END OF THE SEMESTER LOOKING TO BARGAIN FOR MORE POINTS OR A HIGHER GRADE.... UNDERSTOOD!**

**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, there may possibly 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\*

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### Week 1 Course Intro; Strategy and Strategic Organizational Behavior

<u>Date</u>	<u>Assigned Reading and Required Assignments</u>
Tue, Jan 9	<i>NO CLASS – COURSE STARTS ON THURSDAY, JANUARY 11<sup>TH</sup> @ 8am</i>
Thu, Jan 11	<b>Course Introduction; Syllabus, Grades, Expectation and Courseware Navigation</b>  <b>K&amp;F*, Ch. 1: Making OB Work For Me</b>  * K&F: Stands for “Kinicki, A., & Fugate, M. (2018) <u>Organizational Behavior: A Practical, Problem Solving Approach</u> . (2/e, Second Edition) Boston, MA: McGraw-Hill”  (No assigned weekly Connect exercise during the first week)

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### Week 2 Organizational Culture and Socialization; Global Organizational Behavior

Tue, Jan 16	<b>K&amp;F, Ch. 14: Organizational Culture, Socialization, and Mentoring</b>  (K&F) Required: Drag & Drop Exercise - <i>Conceptual Framework for Organizational Culture</i> (Connect Digital Assignment #1: Due Friday, Jan 19 <sup>th</sup> , 11:59pm)
Thu, Jan 18	<b>Noe*, et al., Ch. 16:</b>  * Stands for, “Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2018) <u>Fundamentals of Human Resource Management</u> . (7 <sup>th</sup> edition) Boston, MA: McGraw-Hill”

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### Week 3 Social Perception and Individual Differences

Tue, Jan 23      **K&F, Ch. 3: Individual Differences and Emotions**  
  
(K&F) Required: Drag & Drop Exercise: *Emotional Intelligence*  
(Connect Digital Assignment #2; Due Friday, Friday, Jan 19<sup>th</sup>, 11:59pm)

Thu, Jan 25      **K&F, Ch. 4: Social Perception and Managing Diversity**  
  
(K&F) Required: Drag & Drop Exercise - *Barriers and Challenges of Diversity* (Connect Digital Assignment #3; Due Friday, Friday, Jan 19<sup>th</sup>, 11:59pm)

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## **Week 4    Recruiting, Interviewing and Selection**

Tue, Jan 30      **Noe, et al., Ch. 5: Planning for and Recruiting Human Resources**  
  
(Noe) Required: Manager's Hot Seat Video Case 14: *Diversity in Hiring – Candidate Conundrum* (Connect Digital Assignment #4; Due Friday, Jan 26<sup>th</sup>, 11:59pm)

Thu, Feb 1      **Noe, et al., Ch. 6: Selecting Employees and Placing Them in Jobs**  
  
(Noe) Required: Case Analysis - *Conducting Interviews*  
(Connect Digital Assignment #5; Due Friday, Friday, Jan 26<sup>th</sup>, 11:59pm)

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## **Week 5      Test Prep and Exam #1**

Tue, Feb 6      **Exam #1 Test Prep Session:** Review Practice Test Questions

Thu, Feb 8      **Exam #1**

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## **Week 6      Motivation and Positive Organizational Behavior**

Tue, Feb 13      **K&F, Ch. 5: Foundations of Employee Motivation**



(K&F) Required: Video Case - *Employee Motivation at Hot Topic* (Connect Digital Assignment #6; Due Friday, Feb 16<sup>th</sup>, 11:59pm)

Thu, Feb 15      **K&F, Ch. 7: Positive Organizational Behavior**

(K&F) Required: Drag & Drop Exercise - *Motivational Theories*  
(Connect Digital Assignment #7; Due Friday, Feb 16<sup>th</sup>, 11:59pm)

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## **Week 7      Groups & Team Effectiveness; Managing Decisions, Conflict and Negotiations**

Tue, Feb 20      **K&F, Ch. 8: Groups and Teams**

(K&F) Required: Drag & Drop Exercise - *Building an Effective Team*  
(Connect Digital Assignment #8; Due Friday, Feb 23<sup>th</sup>, 11:59pm)

**K&F, Ch. 11: Decision Making and Creativity**

(K&F) Required Self-Assessment 11.2: *What is My Decision-Making Style*  
(Connect Digital Assignment #9; Due Friday, Feb 23<sup>th</sup>, 11:59pm)

Thu, Feb 22      **K&F, Ch. 10: Managing Conflict and Negotiations**

(K&F) Required: Video Case - *Managing Conflict and Negotiations at Starbucks* (Connect Digital Assignment #10; Due Friday, Feb 23<sup>th</sup>, 11:59pm)

(K&F) Required: Drag & Drop Exercise - *Five Conflict Handling Styles*  
(Connect Digital Assignment #11; Due Friday, Feb 23<sup>th</sup>, 11:59pm)

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## **Week 8      Power, Influence and Leadership Effectiveness**

Tue, Feb 27      **K&F, Ch. 12: Power, Influence, and Politics**

(K&F) Required Drag & Drop Exercise: *Nine Generic Influence Tactics*  
(Connect Digital Assignment #12; Due Friday, Mar 2<sup>nd</sup>, 11:59pm)

(K&F) Required: Self-Assessment 12.2: *Which Influence Tactics Do I Use?*  
(Connect Digital Assignment #13; Due Friday, Mar 2<sup>nd</sup>, 11:59pm)

Thu, Mar 1      **K&F, Ch. 13: Leadership Effectiveness**

(K&F) Required Drag & Drop Exercise: *Four Basic Skills for Leaders*  
(Connect Digital Assignment #14; Due Friday, Mar 2<sup>nd</sup>, 11:59pm)

(K&F) Required Self-Assessment 13.2: *My Task-and Relationship-Oriented*

**Week 9      Exam Test Prep and Exam #2**

Tue, Mar 6      **Exam #2 Test Prep Session:** Review Practice Test Questions

Thu, Mar 8      **Exam #2** (Non-Cumulative Exam)

**NOTE: THERE ARE NO MAKE-UPS DUE TO SPRING BREAK VACATIONS**

*(Please do not even ask! Plan your outbound airline departures after 3/8, Thursday, 9:20am)*

The only officially approved make-ups for Exam #2 is based on documented SIGNIFICANT life events or life and death circumstances.

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**Week 10      SPRING BREAK**

Tue, Mar 13      **NO CLASS – SPRING BREAK**

Thu, Mar 15      **NO CLASS – SPRING BREAK**

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**Week 11      Compensation / Benefits**

Tue, Mar 20      **Noe et al., Ch. 13: Recognizing Employee Contributions with Pay**

(Noe) Required: Manager's Hot Seat Video Case 3: *Negotiation - Thawing the Salary Freeze* (Connect Digital Assignment #16; Due Friday, Mar 23<sup>rd</sup>, 11:59pm)

Thu, Mar 22      **Noe et al., Ch. 14: Providing Employee Benefits**

(Noe) Required: Video Case Analysis - *The Business Strategy of Employee Benefits* (Connect Digital Assignment #17; Due Friday, Mar 23<sup>rd</sup>, 11:59pm)

## **Week 12      Performance Management**

Tue, Mar 27      **K&F, Ch. 6: Performance Management**

Click and drag: *Managing Goal-Setting*  
(Connect Digital Assignment #18; Due Friday, Mar 30<sup>th</sup>, 11:59pm)

Thu, Mar 29      **Noe, et al., Ch. 10: Managing Employee's Performance**

(Noe) Required: Video Case Analysis - *Providing Feedback to Employees*  
(Connect Digital Assignment #19; Due Friday, Mar 30<sup>th</sup>, 11:59pm)

(K&F) Required: Self-Assessment 6.2: *What Rewards Do I Value Most?*  
(Connect Digital Assignment #20; Due Friday, Mar 30<sup>th</sup>, 11:59pm)

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## **Week 13      Employee Training & Development**

Tue, Apr 3      **Noe, et al. Ch. 7: Training Employees**

(Noe) Required: Video Case - *eLearning at Johnson & Johnson*  
(Connect Digital Assignment #21; Due Friday, Apr 6<sup>th</sup>, 11:59pm)

Thu, Apr 5      **Noe, et al. Ch. 8: Developing Employee's for Future Success**

(Noe) Required: Video Case - *Hiring Great People at The Container Store*  
(Connect Digital Assignment #22; Due Friday, Apr 6<sup>th</sup>, 11:59pm)

(Noe) Required: Case Analysis - *Determining Employee Development*  
(Connect Digital Assignment #23; Due Friday, Apr 6<sup>th</sup>, 11:59pm)

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## Week 14    Organization Design and Effectiveness

- Tue, Apr 10      **K&F, Ch. 15: Organizational Design, Effectiveness, and Innovation**  
  
(K&F) Required: Drag & Drop Exercise - *Generic Organizational Effectiveness Criteria* (Connect Digital Assignment #24; Due Friday, Apr 13<sup>th</sup>, 11:59pm)
- Thu, Apr 12      **K&F, Ch. 15 (Continued)**  
  
(K&F) Required: Drag & Drop Exercise - *Seeds of Innovation* (Connect Digital Assignment #25, Due Friday, Apr 13<sup>th</sup>, 11:59pm)
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## Week 15      Exam Test Prep and Exam #3

- Tue, Apr 17      **Exam #3 Test Prep Session:** Review Practice Test Questions
- Thu, Apr 19      **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.*

### -- KEY POINTS TO REMEMBER ON GRADES AND POINTS--

#### ➤ **Grading Scheme Is Based On 1000 Points**

- 3 Exams are worth 250 points apiece ( $250 \times 3 = 750$  points or 75% of grade)
- Attendance = 150 points (or 15% of grade)
- 25 “Connect” assignments are worth 4 points apiece (100 points or 10% of grade)

➤ **Attendance Rules**

- Electronically submit attendance code in the first five minutes of class; may get code from the tech coordinator after class if missed the first few minutes
- There are no attendance make-up points for missed classes, regardless of reason; however there may be three optional extra credit exercises that can be used to catch up on points for a variety of reasons (more details in class)

➤ **Connect Assignment Rules**

- There are 25 “Connect” assignments worth up to 4 points a piece
- They must be completed by the due date to earn points
- The first three weeks of assignments are all due on Friday, Jan 19<sup>th</sup>, 11:59pm; then all other assignments are due at the end of each their week, Friday, 11:59pm
- There are no “Connect” make-up points for missed or overdue assignments, regardless of reason; however there may be three optional extra credit exercises that can be used to catch up on points for a variety of reasons (more details in class)
- You are allowed to complete some/all of the Connect exercises significantly before the due date (some students have completed all 25 assignments within the first three weeks of class, but it is not recommended)

➤ **Exam Rules**

- Paper-based exams must be taken in class during the following assigned dates:
  - Exam #1, Feb 8<sup>th</sup>, 8:40-10pm
  - Exam #2, Mar 8<sup>th</sup>, 8:40-10pm
  - Exam #3, Apr 19<sup>th</sup>, 8:40-10pm
- Rare exam make-ups can only be officially approved by the Professor in person within ten days of the exam date. Factors considered include:
  - Significant life event (e.g. delivering a baby on or near the exam date, as has been the case with a number of students)
  - Life and death circumstance which requires documentation (e.g. death of a family member or serious illness requiring hospitalization)
  - OSU sanctioned sport or theatre event. Documentation required
  - At least three or more exams on the same date

➤ **Grades Will Not Be Negotiated or Bargained**

- Do not even think of asking the Professor for a higher grade at the end of the semester, regardless of how close it is to the next grade level. The time to earn your desired grade is during the class not at the end of it.
- Please feel free to visit with the Professor during any of the weekly Office Hours to discuss grade, content and career issues (not at the end of the class)