
**BUSMHR 3200 – Managing Individuals in Organizations:
Organizational Behavior & HR
Course 3200 Syllabus
Summer, 2016 (Section 6241)
Fisher College of Business
The Ohio State University**

Professor Information

Dr. Mark Sullivan
Phone: 614.292.8401
313 Fisher Hall

Course information

Days: Mon.-Thurs.
11:00 – 12:35 pm
Schoenbaum Hall - 105

Office Hours

Tuesday 1:00 pm - 2:30 pm
Or by appointment

Email: sullivan.956@osu.edu

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 organizations, it is important to remember that these concepts apply equally well to other types of organizations (e.g. non-profit, family businesses, public sector, volunteer/NGO, faith-based, secular – terrorists and clan-like, military, etc.) as well.

REQUIRED MATERIALS:

Two textbooks will be used in this course, with eight 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 “Connect” Code Card for digital access (Details to be further discussed in class). The ISBN is for both books together. They come as a bundled package with a significantly discounted price. For the optional digital access, 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).*

Finally, 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.

COURSE EXPECTATIONS:

Each of us is responsible for the success of this class. I have designed the course to maximize learning in an accelerated (summer) short form; 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 five weeks 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 week 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

This five week, three credit course moves at a quick pace from May 11th to June 16th. Given the limited time, the syllabus will be streamlined, in-order to simply and specifically focus on the foundational, “must-know” concepts. You will have two exams worth 50 points each.

Optional Study Group (10 bonus points)

Participation is offered in an optional study group using free downloadable ‘BuddyUp’ app to connect with other ‘study buddies’/classmates. The aim is to further support your success in achieving course mastery. A study group may particularly be helpful for some of you given you are moving at such a fast pace, from a content perspective. You must register for BuddyUp within ten days of the first class (May 10th - May 20th) in-order to be approved for earning the five bonus points (above and beyond the 100 points in the course). Details to follow:

- Check out [this video](#) on how BuddyUp can help you connect with classmates, find study-buddies, and succeed in this course.
- Video Link: <https://www.youtube.com/watch?v=6cZUzuyO0NM&feature=youtu.be>
- You can download the app for [iTunes](#), [Android](#) and [Desktop](#).
- Be sure to identify yourself as being with The Ohio State University Course 3200 with Dr. Sullivan, when you register with BuddyUp.

(Contact: Adam Rahmlow, BuddyUp Outreach Coordinator, adam@buddyup.org, 262 271-0839, www.buddyup.org)

Exams (50 points each, 2 exams = 100 points total)

There will be two exams comprised of 50 multiple-choice and true-false test questions, within each exam. There are no essay or fill-in-the-blank type questions. The exams will cover 16 chapters during the semester (i.e. eight chapters for exam one, and eight chapters for exam two). You will have 95 minutes to complete each exam and only one attempt per exam.

These exams will not be cumulative in nature and will be spaced at roughly an equal interval within the summer session. Both (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 second/final exam will be held during the second-to-last scheduled day of class (Wednesday, June 15th). 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., death in the family, 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 second 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. In addition, there may possibly be an opportunity 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 100 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
A	93 - 100
A-	90 – 92
B+	87 – 89
B	83 - 86
B-	80 - 82
C+	77 - 79
C	73 – 76
C-	70 - 72
D+	67- 69
D	60 - 66
E	0 – 59

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 (OB)

<u>Date</u>	<u>Assigned Reading</u>
Wed, May 11	Course Introduction; Syllabus and Strategy
Thu, May 12	K&F, Ch. 1 Making OB Work For Me

Week 2 Individual Behavior; Groups

Mon, May 16 K&F, Ch. 3 Individual Differences and Emotions

Tue, May 17 K&F, Ch. 5 Foundations of Employee Motivation

Wed, May 18 K&F, Ch. 6 Performance Motivation

Thu, May 19 K&F, Ch. 8 Groups and Teams

Week 3 Groups and Organizational Dynamics

Mon, May 23 K&F, Ch. 10 Managing Conflict and Negotiations

Tue, May 24 K&F, Ch. 12 Power, Influence, and Politics

Wed, May 25 K&F, Ch. 13 Leadership Effectiveness

Thur, May 26 Test Prep for Exam #1

Week 4 Exam #1; and Human Resource Environment

Mon, May 30 No Classes

Tue, May 31 **Exam #1** (Kinicki & Fugate Ch. 1, 3, 5, 6, 8, 10, 12, 13)

Wed, Jun 1 Noe, Ch. 1 Managing Human Resources

Thur, Jun 2 Noe, Ch. 4 Analyzing Work and Designing Jobs

Week 5 Talent Management

Mon, Jun 6 Noe, Ch. 5 Planning & Recruiting Human Resources

Tue, Jun 7 Noe, Ch. 7 Training Employees

Wed, Jun 8 Noe, Ch. 8 Developing Employees for Future Success

Thur, Jun 9 Noe, Ch. 9 Creating and Maintaining High Performance Organizations

Week 6 Talent Management and Compensation

Mon, Jun 13 Noe, Ch. 11 Separating and Retaining Employees; Test Prep for Exam #2

Tue, Jun 14 Noe, Ch. 13 Recognizing Employee Contributions with Pay; Test Prep for Exam #2

Wed, Jun 15 **Exam #2** (Noe Ch. 1, 4, 5, 7, 8, 9, 11, 13)

Thur, Jun 16 Stories from Executive Row: What really happened...

*** 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 Carmen.**