

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

**Knowlton Hall 250, Monday through Thursday 11:00AM-12:35PM
Fisher College of Business
The Ohio State University
Summer 2018**

Instructor

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Office Hours: Thursdays 2:00PM-3:00PM at Fisher 700A or *by appointment*

Course Description

This course provides business students with an overview of the basic issues in organizational behavior (OB) and human resource (HR) management, and it teaches a basic understanding of human behavior in organizational settings.

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

Course Textbooks

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 (7th edition). Boston, MA: McGraw-Hill.

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. While I don't have written homework in this class that you will turn in for a grade, you most DEFINITELY have homework to do in this class, and that takes the form of a) reading the material, b) giving it thoughtful consideration and study, and c) thinking about how it relates to you, your life and your career goals. I would strongly suggest you explicitly allocate/schedule enough time each week to do all of the above. If you do so, you'll not only find the course more enjoyable but you'll also get a lot more out of it on a personal / professional level.

3. **Contribution.** Answer questions, ask questions, and share your thoughts and personal experiences. **When you're here, be here**. 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.

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 are **300 total points** possible for the course, but rather than using a straight percentage scale against that total possible I will be using a correction/adjustment based on the performance of your peers. Final grades are non-negotiable and will be given based 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.

- **Exams.** There are three closed-book, in-class exams, each consisting of 50 multiple-choice questions for a total of 300 points (100 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 on **Monday, June 18th**. It is your responsibility to be at our last exam as scheduled, so plan your schedule, travel arrangements, etc. accordingly.

- **Optional Work (“Bonus Points”).** There may be at least one opportunity for bonus points during the summer term (e.g. lab study or survey participation). This Bonus point opportunity will be announced during class and may not be made up for any reason.

Point Range Final Letter Grade

A = 278 – 300 (92.5% above)
A- = 270 - 277 (90.0% – 92.5%)
B+= 261 - 269 (87.0% – 89.99%)
B = 248 - 260 (82.5% – 86.99%)
B- = 240 - 247 (80.0% – 82.5%)
C+= 231 – 239 (77.0% – 79.99%)
C = 218 – 230 (72.5% – 76.99%)
C- = 210 – 217 (70.0% – 72.49%)
D+= 201 – 209 (67.0% – 69.99%)
D = 188 – 200 (62.5% – 66.99%)
E = 0 - 188 (Below 62.5%)

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, Summer 2018 (*)

<u>Date</u>	<u>Topic</u>	<u>Text Reading (**)</u>
5/9	Course Introduction Strategy and Strategic Organizational Behavior	Syllabus K&F Ch. 1 / Noe, Ch. 1
5/10	Individual Differences and Emotions	K&F, Ch. 3
5/14	Social Perception and Managing Diversity	K&F, Ch. 4
5/15	Motivation	K&F, Ch. 5
5/16	Motivation (cont.)	K&F, Ch. 5
5/17	Catch - Up/ Exam 1 Review Session	
5/21	Exam 1	
5/22	Group and Team Effectiveness	K&F, Ch. 8
5/23	Power, Influence and Politics	K&F, Ch. 12
5/24	Leadership	K&F, Ch. 13
5/28	NO CLASS – MEMORIAL DAY	
5/29	Leadership (cont.)	K&F, Ch. 13
5/30	Managing Conflict and Negotiations	K&F, Ch. 10
5/31	Catch - Up/ Exam 2 Review Session	
6/4	Exam 2	
6/5	Work / Job Design & Human Resource Planning	Noe, Ch. 4, 5
6/6	Recruiting, Interviewing and Selection	Noe, Ch. 5 (144-154), & Ch. 6
6/7	Employee Training and Development	Noe, Ch. 7, 8
6/11	Feedback, Rewards and Reinforcement Performance Management	K&F, Ch. 6 Noe, Ch. 9, 10
6/12	Compensation and Benefits	Noe, Ch. 13, 14
6/13	Organizational Culture & Global HR	K&F, Ch. 14 & Noe, Ch. 16
6/14	Catch - Up/ Exam 3 Review Session	
6/18	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 Canvas.

** K&F Stands for: “Kinicki, A., & Fugate, M. (2018) *Organizational Behavior: A Practical, Problem Solving Approach*. (2/e, Second Edition) Boston, MA: McGraw-Hill”

Noe et al., Stands for: “Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2018) *Fundamentals of Human Resource Management*. (7th edition) Boston, MA: McGraw-Hill”