**BUS 351—Essentials of Human Resource Management**

**Professor:** April Spivack  
**Office Phone:** (920) 424-7195  
**Email:** spivacka@uwosh.edu  
**Class Meeting Time:** M 6-8pm  
**Office Hours:** M 4-5:30 p.m., T 2-3:30pm  
**Classroom:** Sage 2212  
**Office:** Sage 2463  
**Also available by appointment!**


**D2L & Email:** D2L and UWO email addresses will be used when contacting students for class announcements and reminders. Please check your D2L and UWO email account regularly!

**Course Description and Objectives:** The course seeks to introduce the student to issues relating to the management of people in organizations. Behavior is sought to be understood in light of empirical and theoretical research and to relate such understanding to the management of human resources. Human behavior is considered a function of individual, group, and organizational dynamics. Concepts and practices related to motivation, perception, intra-group and intergroup dynamics, leadership, communication, decision-making, organizational design, and organizational culture will be explored. The course closely explores its relevance to human resource management and other management functions such as strategy and organizational change. This course will prepare students:

1. To understand the interdisciplinary nature of organizational behavior and develop an appreciation for the link between organizational behavior and human resource management practices such as recruitment, selection, performance appraisal, compensation, and negotiations.
2. To recognize major individual differences in organizations in terms of personality, motives, skills, gender, etc. and appreciate how they affect organizational processes.
3. To understand the processes of perception, attribution and emotions, then examine how they affect job related behaviors and attitudes (i.e. job satisfaction, job involvement, organizational commitment, etc.).
4. To become familiar with what motivates individuals (content theories) and how motivation happens (process theories) and to learn and apply motivational strategies that affect job related behaviors and attitudes.
5. To understand group dynamics and to apply teambuilding strategies which positively affect the performance at individual, group, inter-group, and organizational levels.
6. To develop an understanding of organizational processes such as communication and decision-making (rational and bounded-rationality), and learn about contingent managerial approaches to these processes.
7. To review traits, behaviors, contingency models of leadership, and to develop an appreciation for post-contingency models such as transformational and servant leadership.
8. To examine and explain how power and politics affect an organization’s key processes such as decision-making, communication, conflict management, negotiations, etc.
9. To learn about the foundations of organizational structure and design and examine how global and national environmental trends, technology, and strategy affect organizational effectiveness.
10. To understand the importance of creating and managing organizational culture, and how it affects organizational performance, employee behaviors and attitudes, ethics, and corporate social responsibility.
11. To identify the factors influencing organizational change, learn about the process of organizational change, and identify effective models and strategies for bringing about organizational change and development.

**Expectations:** Each class session will consist of one or more of the following, lecture, video clips, class discussion, and/or activities. Students are encouraged to engage in active learning. Active learning involves asking and answering questions. The professor will be open to questions and comments during class. In light of this, it is very important that everyone feel comfortable sharing in the classroom. Students should treat everyone with kindness and respect.

It might not be possible to address all the questions that students have during class time. When this is the case, students should utilize the professor’s listed office hours. Students should remember that the professor is also available by appointment. The professor will make every attempt possible to meet with students at a time that is mutually convenient. Students who have very busy schedules **are encouraged to always make an appointment (even during office hours).** This will help to minimize if not eliminate waiting.

Finally, students are expected to conduct themselves with academic integrity. At the University of Wisconsin Oshkosh, “Students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others’ academic endeavors” (UWS 14.01, Wisconsin Administrative Code). It is suggested that students review the discipline code ([http://www.uwosh.edu/stuaff/images/Chapter%20UWS%202014.pdf](http://www.uwosh.edu/stuaff/images/Chapter%20UWS%202014.pdf)). Ignorance of this code is not an excuse for academic misconduct! If any student is caught engaging in academic misconduct, they will face consequences consistent with those suggested in the code.

**Grading:** Grades for this course will be based on students’ point totals at the end of the semester (out of a total of 510 points – see next page for distribution). Students can earn points in this class on exams, quizzes, a project, and D2L discussions.

- A=93% or higher; greater than or equal to 472 points
- A-=90%-92%; 456-471
- B+=87%-89%; 441-455
- B=83%-86%; 421-440
- B-=80%-82%; 405-420
- C+=77%-79%; 390-404
- C=73%-76%; 370-389
- C-=70%-72%; 354-369
- D+=67%-69%; 339-353
- D=63%-66%; 321-338
- D-=60%-62%; 303-320
- F=59% or lower; less than or equal to 302 points
**Point Breakdown (510 possible points):**

**Exams (150 points each; 300 points total):** There will be two noncumulative exams administered in this class. Each will consist of a combination of 60 multiple choice questions and three essays. Students will only have to respond to two of the essays. Exams are intended to be individual (not group) activities.

**Quizzes (10 points each; 40 points total):** There will be 5 quizzes administered during the course of the class and students will be allowed to drop their lowest quiz score. The quizzes will be administered via D2L. These quizzes should be treated as an opportunity to learn! They are good practice for exams, and they also help in motivating students to keep up with their reading. Quizzes will consist of 10 multiple choice questions. Once students have completed their assigned reading, they should go to D2L, click on the link for “Essentials of Org Behavior”, and select “Quizzes”. Students will click on the relevant quiz and then have 22 minutes to answer the 10 questions. Please be aware that D2L will “time-out” after 22 minutes! Once all of the questions have been completed, click on “Submit”. Students will have only one attempt to complete each quiz. Quiz questions, answers, and correct responses will be available to students taking the quiz one hour after the quiz close time. The scores will be immediately relayed to the grade book.

**Project (100 points):** One team project will be assigned in this course. Teams will consist of three to four students. The project will focus on group dynamics and teams. The objective of the project is to improve your understanding of group dynamics and to give you an opportunity to apply these concepts to a real-life scenario. A portion of each student’s grade on this project will be determined by their teammates. Students will evaluate each of their teammates. These peer evaluations will be given confidentially to the instructor. There will be additional due dates associated with this project. These dates will be specified in the project description!

**Discussions (12 points each; 60 points total):** There will be five online discussions given. A complete description of the requirements for each discussion will be provided on D2L. These will be team-based discussions.

**Late Policy:** All assignments (i.e., the discussions, quizzes, and the project) and exams will take place as scheduled with ONLY two exceptions:

1) If a student has an extenuating circumstance and gives notice in ADVANCE of the due date, the professor MAY BE ABLE to reschedule an exam or modify a due date for an assignment. Telling the professor about an issue the day something is due is not sufficient notice! A week notice should be given to reschedule an exam, and about two days notice should be given to make some type of allowance for an assignment due date.

2) There are some rare cases in which a student would not be required to give advance notice to reschedule a quest or modify an assignment due date. Some examples of such cases would be if the student went into the hospital, got into a car accident, or had a family member who had a heart attack.

**Post-Test (10 points):** A cumulative multiple-choice post-test will be given on the last day of class which will be worth 10 points of your final grade.
## Tentative Course Schedule

*Please be aware that this schedule is subject to change!*

<table>
<thead>
<tr>
<th>Class</th>
<th>Date(s)</th>
<th>Topic</th>
<th>Reading Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9/10</td>
<td>Intro to the Course Intro to Org Behavior</td>
<td>Chapter 1 Pre-test</td>
</tr>
<tr>
<td>2</td>
<td>9/17</td>
<td>Individual Differences Job Attitudes Emotions and Moods</td>
<td>Chapters 2 &amp; 3 Online Quiz 1</td>
</tr>
<tr>
<td>3</td>
<td>9/24</td>
<td>Personality &amp; Values Perception &amp; Individual Decision Making</td>
<td>Chapters 4 &amp; 5 Online Discussion 1</td>
</tr>
<tr>
<td>4</td>
<td>10/1</td>
<td>Motivation Theories &amp; Applications</td>
<td>Chapters 6 &amp; 7 Online Quiz 2 Online Discussion 2</td>
</tr>
<tr>
<td>5</td>
<td>10/8</td>
<td>Exam 1 Review</td>
<td><em>Team formation for project</em></td>
</tr>
<tr>
<td>6</td>
<td>10/15</td>
<td>Exam 1 Ch. 1-7</td>
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<tr>
<td>7</td>
<td>10/22</td>
<td>Group Dynamics Teams</td>
<td>Chapters 8 &amp; 9 Online Discussion 3</td>
</tr>
<tr>
<td>8</td>
<td>10/29</td>
<td>Communication</td>
<td>Chapters 10 <strong>Team Charter Due</strong> Online Quiz 3</td>
</tr>
<tr>
<td>9</td>
<td>11/5</td>
<td>Leadership Power &amp; Politics</td>
<td>Chapters 11 &amp; 12</td>
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<tr>
<td>10</td>
<td>11/12</td>
<td>Conflict Management</td>
<td>Chapter 13 Online Quiz 4 Online Discussion 4</td>
</tr>
<tr>
<td>11</td>
<td>11/19</td>
<td>Organizational Structure</td>
<td>Chapter 14 <strong>Team Project (Obj. 2 &amp; 3) Due</strong></td>
</tr>
<tr>
<td>12</td>
<td>11/26</td>
<td>Organizational Culture, &amp; Change</td>
<td>Chapters 15, &amp; 16 Online Quiz 5 Online Discussion 5</td>
</tr>
<tr>
<td>13</td>
<td>12/3</td>
<td>Exam 2 Review</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>12/10</td>
<td>Exam 2 Ch. 8-16 &amp; Post-test</td>
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Each quiz will open at 8 a.m. and close at 11:59 p.m. on the following day. (Example: Quiz 1 will open at 8a.m. on 9/17 and close at 11:59p.m. on 9/18)

Each discussion will be open from comment for approximately 2 weeks surrounding the date the necessary content is presented in class. The discussion will open for commentary at 8 a.m. the day after the previous class and close for further comment 12 days later, or the night before the subsequent class. (Example: Discussion 1 opens 9/18 at 8a.m. and closes 9/30 at 11:59p.m.)