

BA5201 ORGANIZATON AND MANAGEMENT PART-1
HUMAN RESOURCE MANAGEMENT
MONDAY-WEDNESDAY, 12.40-14.15, G109

Instructor:	Çağrı Topal
Office:	FEAS-B, H118
Phone:	210 2036
E-mail:	ctopal@metu.edu.tr
Office Hours:	Wednesday, 12.30-14.00 or by appointment
Course Web Page:	https://odtuclass.metu.edu.tr
Course Description:	
This course introduces students to the field of human resource management (HRM). It develops a basic and general understanding of HRM. The specific topics to discuss are the contexts of human resource management, staffing, employee development, compensation, and governance.	
Relevance:	
HRM is a core subject in management. Its primary assumption is that human resource is a crucial investment. The human factor is the sole factor that produces value for the firm and HRM is about how you can manage or use this factor effectively. This factor is much more important in the context of an increasingly integrated world economy and thus increasing competition.	
Course Student Learning Objectives: (CSLOs)	
At the end of the course, students will have acquired the knowledge of basic HRM concepts and techniques, developed a familiarity with their application in real life situations, and improved their teamwork skills through interactive learning. Upon completion of the course, they will be able to <ol style="list-style-type: none">1. explain how environmental factors and organizational characteristics influence HRM.2. understand employee recruitment, selection, and separation.3. define performance appraisals, workforce training, and career development.4. discuss systems of compensation, rewarding, and benefits.5. interpret employee and union relations in organizational governance.6. relate the established theories of HRM to real life cases.7. show improved teamwork skills through the group project and activities.	
Learning and Teaching Methods:	
This course will use lectures, group discussions, individual assignments, a midterm, and a group project.	
Required Reading:	
Gomez-Mejia, L.R., Balkin, D, and Cardy, R.L. 2016. Managing Human Resources (8 th global edition). Essex, England: Pearson.	
Assessment and Grading:	
Grades are not subject to change unless there is a miscalculation. <u>No individual request for additional study for raising a grade will be accepted.</u> No non-academic criteria will be considered in grading. The percentages applying to the coursework are seen in the following table.	

Form of Assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm exam	20	Essay questions, 75 minutes	1-2-3-4-5	Written and oral
Individual participation	5	Individual study, 15 minutes	1-2-3-4-5-6	Oral
Group participation	15	Discussion, class time	1-2-3-4-5-6-7	Oral
Group project	10	Group study, 6+ hours	1-2-3-4-5-6-7	Written and oral
Total	50			

Course Policies:

Midterm exam

Midterm exam will measure students' degree of knowledge of the conceptual material. It will be essay type. All course materials including textbook, cases, lectures, and related discussions are included in the exam. **Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented excuse.**

Individual participation

Individual participation grade measures students' individual skills to interpret conceptual material and relate it to real life cases and examples. It is important that students read the assigned chapter and listen to the recorded lecture on the chapter available at oduclass. In each lecture, the instructor explains key points and provide some examples; there are also questions to discuss. For selected questions only, students are required to write short answers and submit them to the instructor (ctopal@metu.edu.tr) before the participation session in class. This is an individual activity. **There is no make-up for this activity.** Students should always justify their answers and comments with relevant examples or rational arguments. There will be no credit for answers or comments without justification.

Group participation

Group participation grade measures students' skills to team up and discuss conceptual material in class. Students are supposed to think about the questions in the lecture. They should look at the questions first, listen to the lecture then, and try to develop answers for the questions. **In the participation session in class, there will be no lecture; students are required to listen to the lecture before the session.** This is to prepare for the participation session, in which the instructor will guide a discussion on the questions and possibly relevant short cases. In the session, students can also ask questions and provide comments on the chapter for additional explanation or clarification. They can share relevant personal experiences by applying the concepts in the chapter. Students are required to attend each session and participate in the discussion of the assigned chapter. **There is no make-up for this group activity.** More importantly, **students who miss 4 (four) sessions will get zero in the HRM part of the course automatically (this effectively results in a general grade of FF regardless of the effort in the second part of the course).**

Group project

Project study will measure students' skills to relate the established theories and practices of HRM to real life cases and to work as a team. In a group of students (group size depending on class size), students are required to find and study an organization that has an HR department or function employing at least one HR professional. Students will directly contact the organization and talk with the members of the organization who might provide information about the HR operations and issues of the organization. **Documentary analysis using only the internet material of organizations is not acceptable. At least one interview is required. The project report of 10 pages at most will be submitted to ctopal@metu.edu.tr on November 25, 2022 before 12.00 (noon).** Please see the project guide at oduclass for the details.

In order to determine that students put enough effort into the group work, students are required to fill in a peer evaluation form, which includes the following options for each group member:

4: The contribution of group member to the project is above average.

3: The contribution of group member to the project is fair.

2: The contribution of group member to the project is below average.

1: The contribution of group member to the project is almost nonexistent.

Accordingly, if a student's average is between 1.5 and 2.5 (close to below average), s/he will lose 1.5 points subtracted from the group mark. If a member's average is below 1.5 (close to almost nonexistent), s/he will lose 3 points subtracted from the group mark.

Student disabilities

Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (METU Library, Solmaz İzdemir Hall, phone: 2107196, e-mail: engelsiz@metu.edu.tr, website: <http://engelsiz.metu.edu.tr>) verifying their disability, and outlining the special arrangements required. **Please note that no accommodations will be provided prior to the completion of this approved university process.**

Academic dishonesty

The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of students. **The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.**

Cheating

All university, faculty/institute, and department principles on academic honesty will be strictly enforced. **The usual consequence for academic dishonesty is failure in the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action.** Examinations are individual and are to be completed without outside assistance of any sort. Students observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Students observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade allocated to such assignments.

Plagiarism

The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students affirm that the contents are their original work. **Any previous work available from files or past students as well as materials available on the internet may be used only as a suggestive model.** Violation of this provision will be considered as unethical behavior subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

Metu honor code

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted:

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

Civility

Civility is a requirement. Developing and maintaining a course environment conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in offline or online course

settings will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. **They are to be on time for participation sessions; they may not be let in late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair for those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

Academic regulations

See the regulations for graduate studies at: <http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-graduate-studies>

Academic calendar

Please see the calendar and note the important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

Tentative Course Schedule:

Month	Day	Topic/Reading	CSLO
October	3	Chapter-1: Context and challenges	1-6-7
October	5	Chapter-2: Work Flows and Job Analysis	1-6-7
October	10	Chapter-5: Recruitment and selection	2-6-7
October	12	Chapter-6: Separations	2-6-7
October	17	Chapter-7: Performance management	3-6-7
October	19	Chapter-8: Training	3-6-7
October	24	Chapter-9: Career development	3-6-7
October	26	Chapter-10: Compensation	4-6-7
October	31	Chapter 11: Rewarding performance	4-6-7
November	2	Chapter 12: Benefits	4-6-7
November	7	Chapter 13: Employee relations	5-6-7
November	9	Chapter 14: Employee rights and discipline	5-6-7
November	14	Chapter 15: Unions	5-6-7
November	16	Midterm exam	1-2-3-4-5

BA5202 BA5201 ORGANIZATION AND MANAGEMENT PART-2
ORGANIZATION THEORY
MONDAY-WEDNESDAY, 12.40-14.15, G109

Instructor:	Çağrı Topal
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Phone:	210 2036
E-mail:	ctopal@metu.edu.tr
Office Hours:	By appointment
Course Web Page:	https://odtuclass.metu.edu.tr
Course Description:	
This is an introductory course on organization theory (OT). It provides a general understanding of the field of OT. The course is composed of macro organizational topics including organizational structure, strategy, design, effectiveness, environment, technology, size, life cycle, culture, change, decision-making, and power.	
Relevance:	
OT is concerned with the behaviors of organizations as a whole. It assumes that organization is more than the sum total of its individual members or groups. It emphasizes the power or influence of the context over the behaviors of individuals and groups. OT thus is a rather macro perspective based mostly on sociology. This perspective is important to understand the interdependency of the components of business and public organizations and its implications.	
Course Student Learning Objectives: (CSLOs)	
At the end of the course, students will have developed a critical understanding of basic OT concepts and their implications for organizations as well as improved their teamwork skills through interactive learning. Upon completion of the course, they will be able to	
<ol style="list-style-type: none">1. appreciate organization as an entity in itself.2. understand organizational structure, strategy, design, and effectiveness.3. analyze the external environment of organizations.4. define the internal components of organizational technology, size, life cycle, and culture.5. interpret the processes of change, decision-making, and power.6. relate the established concepts of OT to real life cases.7. show improved teamwork skills developed through the group project and activities.	
Learning and Teaching Methods:	
This course will use lectures, group discussions, individual assignments, a midterm, and a group project.	
Required Reading:	
Daft, R. L., Murphy, J., and Willmott, H. Organization Theory and Design, 2nd edition, An International Perspective, Cengage, 2014.	
Assessment and Grading:	
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Group project

Project study will measure students' skills to relate the established theories and practices of OT to real life cases and to work as a team. In a group of students (group size depending on class size), students are required to find and apply conceptual material to an organization. It can be a private or public organization with enough empirical material to analyze. Students will directly contact the organization and talk with the people who might provide relevant information about the organization. **Documentary analysis using only the internet material of organizations is not acceptable. One or two interviews are required. The project report of 10 pages at most will be submitted to ctopal@metu.edu.tr on January 13, 2022 before 12.00 (noon).** Please see the project guide at oduclass for the details.

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Tentative Course Schedule:

Month	Day	Topic/Reading	CSLO
November	21	What are organizations	1-6-7
November	23	Perspectives on organizations	2-6-7
November	28	Perspectives on organizations	2-6-7
November	30	Strategy, organization design, and effectiveness	2-6-7
December	5	Fundamentals of organization structure	2-6-7
December	7	Fundamentals of organization structure	2-6-7
December	12	The external environment	3-6-7
December	14	The external environment	3-6-7
December	19	Manufacturing and service technologies	4-6-7
December	21	Organizational size, life cycle, and decline	4-6-7
December	26	Organizational culture Organizational change	4-5-6-7
December	28	Organizational decision-making	5-6-7
January	2	Organizational power	5-6-7
January	4	Midterm exam	1-2-3-4-5