

OMBA 6941 - Managing Organizational Talent

Summer 2026 Syllabus, Section A08, CRN 31108,

Credit hours: 3

Instructor

Kimberly Pleva

Professional Qualifications:

- Master's in Business Administration, Youngstown State University
- Bachelor's in Business Administration, Youngstown State University
- Certification, Senior Professional in Human Resources (SPHR), Human Resource Certification Institute (HRCI)
- Certification, Senior Certified Professional in Human Resources (SHRM-SCP), Society for Human Resource Management (SHRM)
- 16 years of senior level human resource experience at a Fortune 200 corporation with leadership in employee relations, workforce development and planning, recruiting/selection, compensation, skills assessments, succession planning, safety and learning and development.

Ms. Kimberly Pleva, SPHR, SHRM-SCP

Email: kmpleva@ysu.edu

Office: Williamson Hall, Room 3309

Office Phone: 330-941-1891

Preferred Contact Method: Email (Please put "OMBA 6941" in the subject line.)

Communication Expectations:

Students are expected to communicate professionally and respectfully. Course communication will occur through university email and Blackboard (email preferred), which students should check regularly. During the work week (Monday-Friday), I try to promptly return your emails. Reasonable response time should be allowed.

How to Refer to me:

Ms. Pleva

Course Description

6941. Managing Organizational Talent. The objective of this course is to provide students with an overview of the organizational behavior literature, research findings, and applications. Students are expected to think about, discuss, debate, analyze, and solve issues relating to organizational behavior. Students will be exposed to a broad range of management theories and expected to apply those theories to a variety of organizational contexts and situations. Prereq.: graduate standing, admission to the OMBA Program or the Certificate in Organizational Leadership or permission from the MBA Program. 3 s.h.

Course Readings

Group	Title	Author	ISBN
Required	Organizational Behavior, Managing People and Organizations	Griffin & Phillips	9780357899076

- Each week on Sunday at 11:59PM a learning module will be released on Blackboard covering one large topic. The module will contain items to support the week's learning such as readings, videos, and assignments.
- Each module should be reviewed thoroughly before starting any work. Start by reviewing the "Welcome" page. This covers all the details for that module including assignments.
- After reading the objectives, read all the readings for the week. This will contain key content to aid in completing any work (including discussion boards). THEN, start your work for the week.

The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.

The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.



Schedule of Topics and Assignments

Week of	Reading(s)	Proposed Topic	Due/To Prepare for Class
6/29	Textbook Chapter 1 Textbook Chapter 3 Textbook Chapter 4 Organizational Behavior (OB): What It Is and Why It Matters https://www.investopedia.com/terms/o/organizational-behavior.asp Employee Surveys: Prepare to Act https://www.shrm.org/topics-tools/news/employee-relations/employee-surveys-prepare-to-act How to Improve Employee Satisfaction: Advice from HR Managers https://www.rasmussen.edu/degrees/business/blog/employee-satisfaction/	Organizational Behavior: Personality, Attitudes and Perception in the Workplace	ASSIGNMENT: Discussion Board 1 due Sunday 7/5 11:59PM QUIZ: Quiz 1 due Sunday 7/5 11:59PM COURSE OBJECTIVES QUIZ: Due Sunday 7/5 11:59PM
7/6	Textbook Chapter 9 Textbook Chapter 10 Conflict Management: Intervening in Workplace Conflict https://www.pon.harvard.edu/daily/conflict-resolution/conflict-management-intervening-in-workplace-conflict/ 7 De-Escalation Skills Essential for Defusing Conflict https://pollackpeacebuilding.com/blog/de-escalation-skills/	Effective Communication & Conflict Resolution in Organizations	ASSIGNMENT: Discussion Board 2 DUE Sunday 7/12 11:59PM QUIZ: Quiz 2 DUE Sunday 7/12 11:59PM
7/13	Textbook Chapter 5 Textbook Chapter 6 (except 6-6) Textbook Chapter 7 7 Reasons Good Employees Lose Their Motivation https://www.michaelpage.com/advice/management-advice/development-and-retention/seven-reasons-employees-lose-motivation What Are The Best Motivation Theories For Employers in 2025? https://vouchfor.com/blog/best-motivation-theories-for-employers Group vs. team: What's the difference? https://asana.com/resources/group-vs-team	Strategies for Motivation: Driving Individual and Group Success	ASSIGNMENT: Discussion Board 3 DUE Sunday 7/19 11:59PM QUIZ: Quiz 3 DUE Sunday 7/19 11:59PM
7/20	Textbook Chapter 8 How to Write an Effective Problem Statement: Get to the Root Cause Without the Fluff https://www.isixsigma.com/getting-started/how-to-write-an-effective-problem-statement/ 7 important steps in the decision-making process https://asana.com/resources/decision-making-process Turn your team into skilled problem solvers with these problem-solving strategies https://asana.com/resources/problem-solving-strategies	The Function of Decision Making in Effective Organizations	ASSIGNMENT: Discussion Board 4 DUE Sunday 7/26 11:59PM QUIZ: Quiz 4 DUE Sunday 7/26 11:59PM



7/27	Textbook Chapter 14 Textbook Chapter 15 Organizational Structure Explained: A Comprehensive Guide for Businesses https://www.shrm.org/topics-tools/tools/toolkits/understanding-organizational-structures# OR access via this link : Additional Link to article How To Measure Company Culture: 7 Methods + Guide https://www.aihr.com/blog/how-to-measure-company-culture/ Why Workplace Culture Matters https://professional.dce.harvard.edu/blog/why-workplace-culture-matters/ Reverse-Engineering Culture: A Framework For Aligning Culture With Business Strategy https://www.forbes.com/councils/forbescoachescouncil/2024/06/17/reverse-engineering-culture-a-framework-for-aligning-culture-with-business-strategy/	Building Successful Organizations: The Role of Structure and Culture	ASSIGNMENT: Discussion Board 5 DUE Sunday 8/2 11:59PM Quiz: Quiz 5 DUE Sunday 8/2 11:59PM
8/3	Summary of Major Equal Opportunity Laws Summary of Employment Laws - KMPleva 17 Recruiting Strategies To Hire Top Talent In 2025 https://www.aihr.com/blog/recruiting-strategies/ 17 Effective Employee Selection Methods to Consider https://www.indeed.com/career-advice/career-development/employee-selection-methods 7 Steps & Best Practices to Hire Top Talent https://www.aihr.com/blog/selection-process-practical-guide/ What is Employee Training & Development? https://www.td.org/talent-development-glossary-terms/what-is-employee-training-and-development	Acquiring and Managing Talent for Competitive Advantage	ASSIGNMENT: Discussion Board 6 DUE Sunday 8/9 11:59PM QUIZ: Quiz 6 DUE Sunday 8/9 11:59 PM
8/10	Textbook Chapter 6, section 6-6 only (pages 214-220) Management Control Systems (MCS) Guide: Components and Tips https://www.indeed.com/career-advice/career-development/management-control Levers of Control: What They Are & How They Impact Your Strategy https://online.hbs.edu/blog/post/levers-of-control What Is Performance Management? The Complete Guide https://www.aihr.com/blog/what-is-performance-management/ Managing Employee Performance https://www.shrm.org/topics-tools/tools/toolkits/managing-employee-performance OR Link to Managing Employee Performance Article	Performance Management and Control Systems for Organizational Success	ASSIGNMENT: Discussion Board 7 DUE Friday 8/14 11:59PM QUIZ: Quiz 7 DUE Friday 8/14 11:59PM

The course schedule, policies, procedures, and assignments in this course are subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better learning.