



THE GEORGE WASHINGTON UNIVERSITY

SCHOOL OF
BUSINESS

BADM 130 Human Resource Management – Spring 2008
Section 10: Tuesday/Thursday 11:10-12:25 (Funger 223)

Instructor: Professor Patrick McHugh
Office: 315G Funger Hall

Phone: (202) 994-3712
E-mail: mchughp@gwu.edu

Office Hours: Tuesday 4:00 – 7:00pm (or by appointment)

Course Objectives:

- 1) Provide an overview of the processes, practices and systems involved when organizations employ human resources. You will be introduced to various human resource management decisions such as: recruiting, job search, selection, training and career development, employee appraisal, compensation, and employee relations. In addition, students will gain an appreciation of the organizational and legal constraints that impact human resource management decisions.
- 2) To foster a positive learning experience for all.

Reading:

- Gomez-Mejia, Balkin, and Cardy (2007). *Managing Human Resources*, 5th Edition. (GM)
- Michael Lewis (2003). *Moneyball*. WW Norton (M)
- Handouts Distributed in Class (H)

Course Requirements: Grades will be determined based on performance in the following activities:

25% of grade --- 50 points, Midterm Exam
45% of grade --- 90 points, Comprehensive Final Exam
30% of grade --- 60 points, Class Participation

Grading:

186 points or higher (93%) = A
180-185 points (above 90%) = A-
175-179 points (above 87%) = B+
168-174 points (above 84%) = B

155-159 points (above 77%) = C+
150-154 points (above 75%) = C
140-149 points (above 70%) = C-
120-139 points (above 60%) = D

160-167 points (above 80%) = B-

000-119 points (below 60%) = F

Class Participation:

I prefer active classes to passive ones. You learn more when you are a participant, rather than an observer. I encourage you to engage in class discussion. If you do, you will learn about the quality of your understanding. The class discussion grade has two components, one worth 40 points and the other worth 20 points.

At the start of each class I will circulate a pad of paper. If you are giving me permission to call on you that day, then sign the paper. Your signature indicates that you have prepared the day's assignment and that you can either answer all of the study questions for the day (study questions not covered from prior classes become part of the study question agenda for the subsequent class) **or can tell the class where you diligently searched for an answer.** Do not wait until the end of class to sign the sheet. In addition, you will not receive credit for signing the sheet if you leave class early. All are invited to participate whether or not they sign the paper.

This is a "**no-fault**" system. I am not interested in why you did not sign the sheet (e.g., minor illness, interviews, "I registered late for the class", "I just added the class", "I did not read the syllabus", "I did not understand the syllabus", "I need to observe a religious holiday", "I have to go to advising", "I have an interview", "I have to meet with another professor", "I have another school-related obligation", "I have a game and my team needs me", working, vacation, minor accidents, concert, car wouldn't start, dog ran away, etc.), only that the sheet is unsigned. If a legitimate situation arises (e.g., major illness involving yourself, family or friends), contact me quickly so that we may discuss your situation.

In terms of this part of your discussion grade, you may refrain from signing 5 times throughout the term without an adverse effect on your grade. If you do not sign the sheet 6 times your class discussion points will decrease to 37, and so on as indicated below. If I feel that your answers to the study questions are inadequate, then you will not be given credit for signing the sheet. **If you decide to sign the sheet (claiming that you are prepared) and you do not have an answer prepared for a question (e.g., "I didn't do that one, but I have the rest"), then you will lose points from your discussion grade. NOTE: I look harshly on students that look through the textbook for answers when I asked them to respond to a study question -- DON'T DO IT!** If you have not prepared a written answer to each of the study questions (or at least jotted down some notes), then you should not sign the sheet. Please do not attempt to feign preparation. Such behavior waste the time of the entire class, upsets the instructor, and will have a negative impact on your grade. If you are unsure whether you are answering the questions adequately, or concerned about the status of the class discussion portion of your grade, please talk with me about it.

5 or less = 40 points	9 times = 30	13 times = 22	17 times = 12
6 times = 37	10 times = 27	14 times = 20	18 times = 10
7 times = 35	11 times = 25	15 times = 17	19 times = 05
8 times = 32	12 times = 23	16 times = 15	20 times or more = 00

The second element is the instructor's judgment of your contribution to class discussion and exercises (20 points). Did the student: a) Contribute to the quality of the learning experience for the class? b) **Make comments that followed from and added to rather than distracted from those made by others?** c) **Contribute and take leadership roles during in-class exercises?** d) **On time for class?** e) **Turn off cell phone?** f) **Not leave the classroom in the middle of class.** The focus is on the quality of participation (not quantity). This does not mean that one brilliant comment is all that is needed. However, it does mean that **constantly making comments and asking questions which do not add to the learning experience of the class will lead to a loss in points.**

Since participation is such an important component of this course, a student may not attend a different section other than the section that they have registered.

Exams:

The exams may consist of short answer, multiple choice, true/false, short essay and case analysis questions. The final will be about 25 percent comprehensive.

Extra Credit Opportunity Total 5 Points:

There may be potential for five extra credit points in this course. That will be determined by the instructor based on whether or not the research studies noted below are conducted. If the research studies are not conducted, then there will be no extra credit opportunity. If the instructor permits extra credit it must be completed by March 13 at 5pm.

One option is for you to review a newspaper article (Washington Post, NY Times, Newsweek, etc..) and write a two page explanation of how it incorporates and relates to class material. This may be done twice with a value of 2.5 extra credit points each for a total of 5 points.

A second option is to participate in two research studies. If you participate in study 1 you get 2.5 extra credit points. If you participate in study 1, then you can also participate in study 2. Participation in study 2 is worth 2.5 extra credit points. In order to participate in study 2, you have to participate in study 1. You may participate in study 1, and not study 2.

Social Contract Issues:

1. Have respect for each other.
2. Class will BEGIN ON TIME and end on time (do not be habitually late or constantly leave early).
3. Academic dishonesty will result in a failing course grade and any other academic sanctions which are allowed for in The George Washington University Code of Academic Integrity (<http://www.gwu.edu/%7Entegrity/index.html>)
READ THE CODE!
4. Late work is not acceptable (25% late penalty, each additional day is another 25% markdown).
5. The dates of exams are in the syllabus. If an emergency arises that prevents you from taking an exam, you must notify me in advance. Do not call the day of an exam and say that you are too sick to take an exam and too sick to go to a doctor. A missed exam requires documentation in order for a make-up (e.g., a written doctor's excuse).
6. If you believe you deserve a higher mark on an assignment, please write down your concerns. I will review your written request and give you a written response.
7. Keep at least one or more back-up copies (and a hard draft copy) of any working document. Note that the excuse,

Amy computer or disk ate my paper@ is as unacceptable as Amy dog ate my paper.” Printers always seem to break down and computer viruses always seem to show up the day of or evening before an assignment is due.

8. Accommodation for Student Disabilities: Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss specific needs. Please contact the Disability Support Services office at 202-994-8250 in the Marvin Center, Suite 242, to establish eligibility and to coordinate reasonable accommodations. For additional information, please refer to: <http://gwired.gwu.edu/dss/>.

9. I am more than willing to accommodate religious observances. Indeed, built into the study questions are five days where you are permitted to not sign the sheet. In terms of a conflict with an exam: note that **any accommodation only refers to the day or days of the observance of a holiday**. For example, if a religious holiday falls on Wednesday, then you are not excused from T/Th. class obligations (even if your only transportation is on T/Th). **You must let the instructor know before February 1 when you will require a religious accommodation.**

10. Turn off cell-phones and pagers (This is your only warning!). Make it a point to go to the restroom before the beginning of class. Do not bring crunchy food items into class. Please properly dispose of soda cans and other trash that you bring into the classroom.

11. **Letters of recommendation:** I am unable to write a letter of recommendation for any student who has not completed one of my classes. Moreover, it is difficult for me to write a letter of recommendation for a student who does not receive a B+ or better in my class.

12. **Emergency preparedness and response:** To report an emergency or suspicious activity call the University Policy Department at 202-994-6111. An evacuation will be considered if the building we are in is affected or we need to move to a location of greater safety. We will always evacuate if the fire alarm sounds. In the event of an evacuation, please gather your personal belongings and proceed to the nearest exit. Do not use the elevator. Additional information about emergency preparedness and response at GW can be found at <http://CampusAdvisoreis.gwu.edu> or by calling the GW Information Line at 202-994-5050.

Course Schedule:

This is an outline (which will likely change) of material to be covered. I may add (or delete) readings, exams, guest lecturers or films as the term progresses. **You are responsible for keeping informed of changes in the syllabus.**

Introduction

- | | | |
|-----|------------------|---|
| 00. | Tues. January 15 | - no reading (relax) |
| 01. | Thur. January 17 | - Class Discussion sheet begins
- Pfeffer, J. & Veiga, J. (1999). Putting People First for Organizational Success. <i>Academy of Management Executive</i> . 13(2), 37-48. (H)
- Cappelli & Crocker-Hefter (1996). Distinctive Human Resources are Firms' Core Competencies. <i>Organizational Dynamics</i> , Winter 7-22 (H).
- Chapter 1 (GM) (pp. 1-20) |
| 02. | Tues. January 22 | - Preface, Chapter 1 and Chapter 2 (M) |

Employment and the Law

- 03. Thur. January 24 - Chapter 2 (GM) (pp. 44 - 57)
- 04. Tues. January 29 - Chapter 2 (GM) (pp. 57 - 75)
- 05. Thur. February 31 - Chapter 3 (GM) (pp. 83 - 92)
- Howard, J. (1995). The Cracker Barrel Restaurants. In C. Harvey & M. Allard (eds.), *Understanding Diversity*. NY: Harper Collins, 204-210 (H).
- 06. Tues. February 5 - Chapter 3 (M)
- Chapter 4 (M)

Employee Selection

- 07. Thur. February 7 - Chapter 3 (GM) (pp. 92 - 110)
- 08. Tues. February 12 - Chapter 5 (M)
- Chapter 5 (GM) (pp. 152 - 162)
- 09. Thur. February 14 - Chapter 5 (GM) (pp. 162 - 174)
- 10. Tues. February 19 - CATCH UP AND REVIEW SESSION
- 11. Thur. February 21 - **Midterm Exam**

Employee Development & Compensation

- 12. Tues. February 26 - Chapter 7 (GM) (pp. 207 - 219)
- Kayes (2005). The destructive pursuit of idealized goals. *Organizational Dynamics*, 391-401
- 13. Thur. February 28 - Chapter 7 (GM) (pp. 219 - 229)
- Chapter 6 (M)
- 14. Tues. March 4 - Chapter 8 (GM) (pp. 241 - 246; 261 - 264) & Chapter 9 (GM) (pp. 290-293)
- Chapter 7 (M) & Chapter 8 (M)
- 15. Thur. March 6 - Chapter 10 (GM) (pp. 300 - 314)
- 16. Tues. March 11 - Chapter 10 (GM) (pp. 314 - 329)
- Anand, V., Ashforth, B.E., Joshi, M. (2004). Business as usual: The

acceptance and perpetuation of corruption in organizations. *Academy of Management Executive*, 18(2), 39-53 (H).

17. Thur. March 13 - Chapter 11 (GM) (pp. 336 - 362)
Tues. March 18 - No Class (spring break)
Thur. March 20 - No Class (spring break)

18. Tues. March 25 - Chapter 12 (GM) (pp. 369 - 397)
- Chapter 9 (M)

Employee and Employer Rights

19. Thurs. March 27 - Chapter 10 (M) & Chapter 11 (M) and CB Act
20. Tues. April 1 - Chapter 14 (GM) (pp. 437 - 444)
- Chapter 12, Epilogue, & Afterword (M)
- Fainaru, S. (2006). White Sox way is to win. *Washington Post*, March 5 (H).
21. Thurs. April 3 - Chapter 14 (GM) (pp. 444 - 464)
- Chapter 16 (GM) (pp. 507 - 514)
22. Tues. April 8 - Chapter 15 (GM) (pp. 471 - 477)
- Kochan T (2002). Addressing the crisis in confidence in corporations. *Academy of Management Executive*, 16(3), 139-141 (H).
- Thurs. April 10 No Class
23. Tues. April 15 - Chapter 15 (GM) (pp. 477 - 486)
- Unionization of Resident Assistants at U-Mass (H)
24. Thurs. April 17 - Chapter 15 (GM) (pp. 486 - 501)
25. Tues. April 22 - Chapter 17 (GM) (pp. 537 - 549)
26. Thurs. April 24 - Chapter 17 (GM) (pp. 549 - 565)
- Human Resource Management Issues in France (H)
27. Tues. April 29 - If the instructor believes it is necessary

FINAL EXAM DATE BASED ON THE FINAL EXAM SCHEDULE --- NO EXCEPTIONS!!!!

ENTER DATE & TIME OF FINAL HERE ()

Recommendations for Success

- 1) Do not fall behind. It is tough to catch up in any course.

- 2) Read the material and use the study questions as a reading guide.
- 3) Work on the study questions with a partner or two. However, don't be a free rider in your study group because someone will not be there during exams to answer questions for you.
- 4) See me if you are having problems and don't wait until the end of the term.

SAMPLE