BADM 3103 Human Capital in Organizations – Spring 2017

Instructor: Ravi S. Ramani
Email: ravi_ramani@gwmail.gwu.edu
Office Hours: Tuesdays, 1:00 – 3:00pm; or by appointment
Office: Funger Hall, Suite #315J

COURSE OBJECTIVES

Human capital is the collective knowledge, skills, networks, and other intangible assets of individuals that can be used to create economic value for the individuals, their organizations, and other stakeholders. Managing human capital effectively is no longer an option in a complex and fast-paced economic environment, but a requirement for successful organizations and leaders. This course is one of the core building blocks of an education in management and business administration. A variety of teaching methods are used including experiential learning -- activities and exercises that put students in situations to experience them in real time. Beyond gaining a better understanding of the management of human capital, you may also learn something about yourself in the process. How do you function within an organization, whether it’s a business, non-profit, government, religious organization, sports team, fraternity/sorority, or other campus and non-campus organization?

LEARNING OBJECTIVES

- Gain knowledge of concepts drawn from human resource management and organizational behavior.
- Apply these concepts to individual, group/team, and organizational scenarios through experiential exercises, cases, and projects.
- Develop skills in analyzing and evaluating human capital problems and determining appropriate solutions.

REQUIRED READINGS

- Human Capital in Organizations (HCO) -- McGraw-Hill Create Custom Publishing (only available at the GW Book Store)
- Additional readings or handouts I provide via Blackboard
- Other articles available through GW library system

CLASS WEBSITE

- [http://blackboard.gwu.edu](http://blackboard.gwu.edu)
- Please be sure to check Blackboard and your GW e-mail for updates and announcements
COURSE REQUIREMENTS

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

- 10% of grade  Current News Analyses
- 15% of grade  Individual Assignment
- 20% of grade  Team Project Paper and Presentation
- 20% of grade  Classroom Participation – Contribution & Engagement
- 15% of grade  Midterm Examination
- 20% of grade  Comprehensive Final Examination

CURRENT NEWS ANALYSIS

This activity is designed to help translate course material to the world of practice. You will write one (1) current news analysis over the course of the semester based on a news story or report that appeared in a major periodical (e.g., Washington Post, Wall Street Journal, Fortune, US News and World Reports, etc.). Describe the article and apply course concepts to interpret it. The write-up should be no more than 600 words (maximum of two pages), and a copy of the article should be scanned into the same document. An example of a current news analysis is available on Blackboard, under the “Resources” tab. Due date for the current news analysis is April 17th, 2017.

INDIVIDUAL ASSIGNMENT

Your individual assignment is to write a Personal Development Plan for developing some aspect of your leadership. The first part is a GAPS analysis of your current leadership capabilities and look ahead at the next 18 month to 2 years as you prepare to enter the job market. The second part of your plan should be a written plan to develop one of your goals (only one) and strategies from your Personal Developmental Planning Worksheet. Further information will be provided in class. An example of the individual assignment and a template for your use is available on Blackboard, under the “Resources” tab. Both parts of this assignment must be completed and submitted together. Due date for the individual assignment is March 20th, 2017.

TEAM PROJECT PAPER & PRESENTATION

The objectives of this assignment are to learn more in depth about a management topic and to develop your teamwork skills. Students will self-select their team, with assistance from the instructor. Team numbers will be assigned to each team. There will be two deliverables: 1) A five-seven page paper; and 2) A team presentation. More information regarding the team project paper and presentation, including the Team Contract, is available on Blackboard the “Resources” tab. The due date for the team contract, approval of topic, team presentations, and team paper are listed in the Course Schedule section of this document. Note: All teams must submit their presentation (via email) by April 24th, 2017

CLASSROOM PARTICIPATION – CONTRIBUTION & ENGAGEMENT

Participation creates a more congenial atmosphere in the classroom and results in better learning outcomes. I will expect active-participation during the class. Ask questions to clarify any material that isn’t
clear. Your classroom participation grade will reflect your contributions to in-class exercises, discussions of
the case and course material, and honoring of the social contract (see below).
Evaluation of your participation will be based not only on the frequency of participation (neither too much
nor too little), but also on the quality of your contributions to the ongoing discussion and your success in
leading the discussion in productive, analytical directions. The focus is on the quality of participation (not
quantity). This does not mean that one brilliant comment is all that is needed. An often asked question: “I
attend class, but don’t say a word – is that worth something?” Answer: “Nothing in terms of your class
engagement.” Likewise, “I always talk during our class discussions – isn’t that worth something?” Answer:
“Not much if what you say is irrelevant, inaccurate, or not based on class material.” Hallmarks of quality
participation include: comments/questions that apply/integrate course material; respectfully responding
to and elaborating on the remarks of others; refraining from long monologues; contributing to and taking
leadership role in class activities; and asking meaningful questions during team presentations. In other
words, quality contribution means more than just showing up to class and being attentive – that is a basic
expectation.

Comment quality will be assessed using the following criteria (in order of importance):

- **Relevance**: How is the comment related to the current discussion?
- **Accuracy**: Do you use terms and concepts in ways that are consistent with definitions provided
  in readings and lectures?
- **Logic**: Can you explain the reasoning behind your comment using clear evidence and
  arguments?
- **Integration**: Does your comment move the discussion forward by building on previous
  contributions with new insights?
- **Individuality**: Does your comment contribute a new perspective to the discussion, or does it
  simply repeat what others have already said?

**ASSIGNMENT NAMING CONVENTION**

When submitting the Current News Analyses and Individual Assignment, follow this naming convention:
Last Name-GW ID number-Assignment Name. For example: Ramani-G12345678-Current News Analysis.

For the team paper, follow this naming convention: Team ___ (Number)-Assignment Name-Project Name.
For example: Team 3-Team Paper-How to Succeed in Business.

**SOCIAL CONTRACT ISSUES**

This course will rely heavily on class participation. I will expect that you will come to class ready to share
your opinions and ideas. Be respectful during class discussion – one person speaks at a time, be respectful
of other views, work together to create a positive and challenging atmosphere. Class will begin and end on
time (do not be habitually late or constantly leave early). We will take one break during class. If you need to
leave class outside this break, you must leave your cell-phone in the classroom. Properly dispose of
beverage containers and trash that you bring into the classroom.
Laptop/Electronic Gadgets

*Turn off cell-phones and put them in your backpack.*

I will allow students to use their laptops for note-taking purposes on a trial basis during the first three weeks. Research indicates negative performance outcomes for students who engage in non-course related electronic activities, as well as negative performance outcomes for those who sit nearby and behind such students. Therefore, *if I feel that students are not using their laptop for note-taking, but mostly for surfing the web, checking email, Facebook, and other non-class related activity, I will suspend the use of laptops in the classroom for all students.* If you have your laptop open, I reserve the right to cold call you at any time.

**QUizzes and Exams**

Both the Midterm and the Final Examination may consist of one or more of the following: Short answer; Fill in the blank; True/false; Short essay; Multiple choice; and Case analysis questions. In order to have success on the quizzes and exam, I suggest taking good notes, participating in class discussions, asking clarifying questions, carefully reading assigned material, and discussing material with classmates. All students are required to take the quizzes and exams during the prescribed date/time. If an emergency arises that prevents you from taking the Midterm Examination during the assigned date/time, you must notify me in advance. Do not call the day of the exam and say that you are unable to take the exam. Make-up Midterm Examinations, if offered, are solely at the discretion of the instructor.

**Special Note Regarding Final Examination**

The date/time for the Final Examination is non-negotiable. No make-up exams will be offered, so if you do not attend the Final Examination on the date it is scheduled, it will result in an automatic failure on the Final Examination. There will be no exceptions to this policy.

**NO-FAULT SYSTEM**

The class operates under a "No-Fault" system. The following are just some examples of unacceptable reasons for not keeping up with class material, not participating in class, not clarifying questions you have, not follow timelines and guidelines for deliverables, or failing to notify me in a timely manner of any challenges you are experiencing:

- "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 a job/internship interview"
- "I have to meet with another professor"
- "I have another school-related obligation"
- "I came late to class"
- "I missed the sign-up sheet"
- "I have a game"
- "I have a test in another class scheduled during our class time"
- "I have to work"
- "I have a family vacation/reunion/wedding"
- "I have to go to a Taylor Swift concert"
- "I have to go to court"
- "My car wouldn't start/Metro broke down/dog ran away...."

Therefore, if an emergency or other university obligation causes you to miss a class, you do not need to inform me that you will miss the class. Nevertheless, missing multiple sessions of a class that meets once per week will significantly impact your learning and limit opportunities for class contributions. Therefore,
if a legitimate situation arises that will cause you to miss multiple classes (e.g., major illness), contact me quickly so that we can discuss your situation.

**LATE WORK**

I will deduct 25% of the maximum score for each day work is submitted past the due date. For the team project, all team members will be penalized equally for late submissions.

**GRADE APPEALS**

If you believe you deserve a higher grade on an assignment, you should submit an explanation (no more than one page) to me detailing reasons why the answer given is adequate or deserving of more points within 72 hours of receiving the graded assignment. I will review your written request and give you a written response.

**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 strong letter for a student who does not receive at least a B+ or better in my class.

**UNIVERSITY POLICIES**

The following university policies are relevant to this class: **Exams, Academic Integrity, Religious Accommodations, Disability Support Services, Mental Health Services**, and **Emergency Preparedness**. A summary and links to the details of each of these policies are provided below. You are responsible for adhering to these policies. Therefore, please take the time to review any policy with which you are not already familiar (e.g., from another class).

**Exams**

University policy requires that you take the exam during the final exam period at the date and time specified by the university.

**Academic Integrity**

The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts, including potential failure of the class. Students are responsible for knowing what acts constitute academic dishonesty. For example, cheating, fabrication, plagiarism, falsifying University documents, and facilitating academic dishonesty are among the behaviors that constitute violations of the Code of Academic Integrity. The code may be found at: [http://www.gwu.edu/~ntegrity/code.html](http://www.gwu.edu/~ntegrity/code.html).

*More About Plagiarism* - Plagiarism is the use of someone else’s idea, as a quote or paraphrase, without giving full credit to the source. It is an academic offense, unethical, and also unnecessary. There is certainly no need to plagiarize, since you are allowed to use sources, provided that you acknowledge them. Avoid plagiarism by placing any direct quotes from other sources in quotation marks.
marks and citing any sources of ideas/information taken from others. For more information on how to avoid plagiarism, access the following Gelman Library website: http://libguides.gwu.edu/plagiarism. In addition, you can take advantage of the excellent assistance available in The Writing Center (Rome 555, X43765, gwriter@gwu.edu).

**Religious Accommodation**

Students should notify faculty during the first week of the semester of their intention to be miss class on their day(s) of religious observance so that faculty and student can work together to avoid negative impact to the student resulting from the absence. Please note that any religious accommodation only extends to the day or days of the observance of a holiday. For example, if a religious holiday falls on Tuesday, then you are not excused from Monday class obligations (even if your only transportation is on Monday).

**Disability Support Services (DSS)**

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: wired.gwu.edu/dss/

**Mental Health Services (202-994-5300)**

The University’s Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/

**Emergency Preparedness**

To report an emergency or other suspicious activities call the University Policy Department at 202-994-6111. If the line is unavailable dial 911. 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. Once we have evacuated the building, proceed to our primary rendezvous location (Smith Center). In the event that this location is unavailable, we will meet at (Wellness Center). Additional information about emergency preparedness and response at GW can be found at http://campusadvisories.gwu.edu or by calling the GW Information Line at 202-994-5050.

**Violence/Active Shooter:** Quickly determine the most reasonable way to protect your own life. Remember that others are likely to follow your actions during an active shooter situation. If an active shooter is in your vicinity: a) call GWPD or 911; b) if evacuation is not possible, hide in a concealed space; c) lock and barricade the door; d) turn off the lights; e) stay quiet and silence your cell phone; f) wait for law enforcement; g) if aggressor enters the room, fight back.
# COURSE SCHEDULE

This is an outline (which will likely change). I may add (or delete) readings, exams, guest lecturers, or films as the term progresses.

**You are responsible for keeping informed of changes.**

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Readings/Tasks</th>
<th>What’s Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>February 13</td>
<td>Leadership</td>
<td>Ch. 9 of HCO (p. 226-256)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>February 20</td>
<td>President’s Day (no class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>February 27</td>
<td>Hiring (Recruitment, Selection, and Socialization)</td>
<td>Ch. 3, 5, &amp; 6 of HCO</td>
<td>Approval of Team Project Topic</td>
</tr>
<tr>
<td>6</td>
<td>March 6</td>
<td>Midterm Exam</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>March 13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>March 20</td>
<td>Motivation &amp; Performance Management</td>
<td>Ch. 11, 12 of HCO Kerr (1975) Ordonez et al. (2009)</td>
<td>Individual Assignment</td>
</tr>
<tr>
<td>8</td>
<td>March 27</td>
<td>Teams</td>
<td>Ch. 14 of HCO DeLong &amp; Vijayaraghavan (2003)</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Topic</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>--------</td>
<td>--------------------------------</td>
<td>--------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>April 3</td>
<td>Culture &amp; Diversity</td>
<td>Ch. 4 &amp; 17 of HCO</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>April 10</td>
<td>Power and Influence</td>
<td>Ch. 15 of HCO</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>April 17</td>
<td>Justice &amp; Ethics</td>
<td>Current News Analysis</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>April 24</td>
<td>Team Project Presentations - I</td>
<td>All Team Presentations</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>May 1</td>
<td>Team Project Presentations - II</td>
<td>All Team Papers</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>May 8</td>
<td>Final Exam*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*In accordance with university policy, the final exam will be given during the final exam period. All students must take the exam on the date set by the university—no exceptions!