BADM 3103 - Human Capital in Organizations
GW/Science Po Paris Program: Fall 2016

Instructor: Professor Patrick McHugh – mchughp@gwu.edu
George Washington University, Washington, DC 20052; Office Hours: After class or by appointment

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 individuals, 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. This course is a core building block 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, a non-profit, a public sector entity, or any other organization in which you are a member?

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 human capital problems and determining appropriate solutions.
- Students will compare and contrast the management practices of organizations in the U.S. and France.

Reading:
- Dropbox/Google Search/Gelman Library (DGG) – PLEASE DO NOT DELETE OR “DRAG” ITEMS OUT OF THE SHARED DROPBOX FOLDER!
- Download all items from Dropbox prior to the start of the course. You are responsible for all items in Dropbox, even if a classmate inadvertently deleted the item, so secure the course materials now!

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

15.0% of grade --- 30 points, Exam I
25.0% of grade --- 50 points, Exam II
25.0% of grade --- 50 points, Group Project
35.0% of grade --- 70 points, Class Participation: Study Questions (45pts) & Class Engagement (25pts)

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<td>186 points or higher (93%) = A</td>
<td>155-159 points (above 77%) = C+</td>
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<td>180-185 points (above 90%) = A-</td>
<td>150-154 points (above 75%) = C</td>
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<td>175-179 points (above 87%) = B+</td>
<td>140-149 points (above 70%) = C-</td>
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<td>168-174 points (above 84%) = B</td>
<td>125-139 points (above 62%) = D</td>
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<td>160-167 points (above 80%) = B-</td>
<td>000-124 points (below 62%) = F</td>
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Class Participation:

Study Questions (45pts): Most individuals learn more when they are an active participant, rather than a passive observer. At the start of each session a sign-up sheet is provided. By signing, you are giving me permission to call on you that day. 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. I do not collect the study questions.

This is a "no-fault" system. I am not interested in why you did not sign the sheet (e.g., minor illness, religious obligation, family visiting, trip to Amsterdam, alarm did not work, late night the prior evening, etc.), only that the sheet is unsigned.

You may refrain from signing the sheet 2 times without an adverse effect on your grade. If you do not sign the sheet 3 times your points will decrease to 42, 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. If you have not prepared a written answer to each of the study questions, then you should not sign the sheet. Do not attempt to feign preparation. Such behavior wastes class time and makes everyone uncomfortable. 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.

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Class Engagement (25pts): This element is the instructor's judgment of your contribution to class discussion, exercises and quality of engagement at site visits. In other words, were you a "value-added" member of this class? Or conversely, would this class have been better if you were not a member? Simply attending class without contributing to the discussion is not considered class engagement.

To what extent did the student?

a) Contribute to the quality of the learning experience for the class?

b) Make comments that followed from and added to those made by others?

c) Take leadership roles during in-class exercises, during site visits, and with guest speakers?

d) Attended, on-time, dressed professionally, and attentive during site visit presentations and guest speakers? Missing, or engaging in unprofessional behavior during, a site visit or guest speaker presentation will result in an automatic deduction of 10 points.

e) Achieve a balance between the quality and quantity of participation?

f) Adhere to the social contract (see below)?

Exams:

Exams may consist of short answer, multiple choice, true/false, short essay and case analyses. Some material may be based on site visits. You are required to take the exams on the dates listed in the syllabus.
Group Project:

In teams of 4-5 students, teams will identify a management issue and analyze the issue from both French and U.S. perspectives. Students will make a short presentation on their management issue and provide an executive summary. More information regarding the assignment will be provided.

Social Contract Issues:

Class Format & Preparation
As already noted, this course will rely heavily on class participation and discussion. Therefore, I will expect that you will come to class ready to share your opinions and ideas. In addition, be respectful during class discussion — one person speaks at a time. Class will begin on time and end on time (do not be habitually late or constantly leave early). Do not disrupt the class session by leaving the classroom — we will take a rest break in the middle of each class session.

The class slides used in lectures will NOT be posted. Thus, take good class notes. If the instructor is moving too fast through the slides, just raise your hand to slow things down or to seek clarification.

Site visit have been arranged with organizations in or near Paris. As noted earlier, your attendance and professional engagement are mandatory. In terms of attire, men – sports jacket and/or tie; women dress slacks or skirt (no mini-skirts). Be punctual for departure to the site and staying for the entire visit. Missing a site visit will substantially lower your participation grade. Should you miss a class session, I encourage you to contact your classmates for notes and other materials discussed during your absence.

Laptop/Blackberry/iPhone/Electronic Gadgets
Turn off cell-phones and devices. You may use laptops for note-taking purposes only. However, research shows that handwritten note-taking is more effective. I do mind if you are surfing the web, checking email, text messaging, or working on other class assignments. Please be respectful of your fellow classmates and me and use your laptops and other electronics judiciously. Research indicates that students who engage in non-course related electronic activities during class sessions achieve lower grades. Interestingly, the research also shows that there are negative grade outcomes for students who are adjacent to students who are engaged in non-course related electronic activities.

Academic dishonesty will not be tolerated.
All work must be completed in accordance with The George Washington University Code of Academic Integrity. For questions regarding the Code, please refer to http://www.gwu.edu/~ntegrity/. Cheating, fabrication, plagiarism, and facilitating academic dishonesty are among the behaviors that constitute a violation of the Code. Any alleged violations will be brought to the attention of the Office of Academic Integrity. Any violations of the Code will result in a failing course grade and any other sanctions that are allowed for in the Code. Science Po likewise has a strong policy regarding academic dishonesty: http://www.sciencespo.fr/welcome/en/content/plagiarism

Grade appeals
If you believe you deserve a higher grade on an assignment, write down your concerns and send them to me within 24 hours of receipt of the grade. I will review your written request and give you a response.

Accommodation (Disabilities and Religion)
Any student needing a disability accommodation should contact me by the end of Session 1 to discuss specific needs. GW students must contact Disability Support Services to establish eligibility and to coordinate accommodations. For additional information, please refer to: http://gwired.gwu.edu/dss/. For Science Po students, please provide the appropriate documentation as required by Science Po.

Any student requesting an accommodation for a religious holiday should speak with me by the end of Class Session 1 to let me know of your intention to be absent on an exam day or a site visit based on the need for religious observance. Please note that any accommodation only refers to the day or days of the observance of a holiday. It does not include travel days. Also, students have already been granted two signature omissions in terms of study questions without a grade penalty (this covers two absences due to religious observance). Please let me know at the end of Class Session 1 if you will miss more than two non-exam class sessions because of a religious observance.

Letters of recommendation
I am unable to write a letter of recommendation for anyone who has not completed my class. It is difficult to write a strong letter of recommendation for a student not attaining a B+ or better grade in my class.

Dropbox
Class materials are posted in a SHARED Dropbox folder. PLEASE DO NOT DELETE OR “DRAG” ITEMS OUT OF THE SHARED DROPBOX FOLDER! It is important that you copy materials from Dropbox or print them off for your own personal use. Once the class begins, and the instructor is in Paris, it will be difficult to update the Dropbox folder --- so download the course materials NOW. You are responsible for all items in Dropbox, even if a classmate inadvertently deletes an item, so secure the course materials now!

COURSE SCHEDULE:
I may add/delete/alter material, site visit schedules, guest speakers. You are responsible for keeping informed of any changes. Note: New York Times (NYT)

Employment Relationship / Human Capital & Organizational Culture as a Competitive Advantage

Session 1 – Oct 3
- Class Discussion sheet begins
- HCO (p. 2-15): Creating & Maintaining High-Performance Organizations
- Triech, T. (2013). No Right to Know Rights, NYT, May 9 (DGG)

Session 2 – Oct 4
- HCO (pp. 294-309): Culture and Diversity
- Group Project Assignment Distributed
Session 3 – Oct 5
- HCO (pp. 309-320): Culture and Diversity

**Individual Characteristics**

Session 4 – Oct 6
- Case: EuroDisneyland (1999)
- HCO (pp. 32-40, 57-62): Organizational Behavior & Your Personal Effectiveness
- HCO (pp. 70-85): Solving Problems
- Flynn, J. et al. (2011). Four Ways Women Stunt Their Careers… *(DGG)*
- Case: Jennifer Lawrence “May the odds be ever in your favor.” *(DGG)*

Session 5 – Oct 7
- Site Visit (Awaiting Organization Schedule)

**Employee Selection and Managing Diversity**

Session 6 – Oct 10

Session 7 – Oct 11
- Exam I

Session 8 – Oct 12
- HCO (pp. 346-350; 355-365)

**Motivation & Performance Management**

Session 9 – Oct 13
- HCO (pp. 112-121; 129-137; 145-148)
Session 10 – Oct 14  - Site Visit (Awaiting Organization Schedule)

Leadership & Performance Management

Session 11 – Oct 17  - HCO (pp. 166-177; 196-209)

Group Decision Making & Teams

Session 12 – Oct 18  - HCO (pp. 258-272)
- Case: Carter Racing (DGG)

Decision Making and Global Human Capital Challenges

Session 13 – Oct 19  - HCO (pp. 273-284)
- The Challenges of Expatriate Assignments (DGG)
- Goldstein & Diaz (2011) Hatchet Expat: Flying Solo Abroad and Ciao Milan, Bonjour Paris, GW Hatchet (Go to links below)

Session 14 – Oct 20  - Student Group Presentations/Executive Summary Due

Session 15 – Oct 21  - Site Visit (Awaiting Organization Schedule)

Session 16 – Oct. 24  - Exam II

Recommendations for Success

* Do not fall behind. It is tough to catch up in any course. See me if you are having problems!

* The study questions are a guide. Discuss the questions with classmates. Be careful in terms of how you “share” your work efforts. Remember the exams are based on individual performance. Some current research suggests that unfocused studying with peers may be detrimental to your learning (see for example the book “Academically Adrift: Limited Learning on College Campuses” by Arum & Roksa, 2011).

* Take good notes. Engage in class discussion. Be active.

* BRING HANDOUTS WITH YOU TO CLASS!