HUMAN CAPITAL MANAGEMENT
MBAD 262

Mike Stouder, PhD
Department of Management
Funger Hall 315
mstouder@gwu.edu

Office hours
Via email for this online course.
Please:
• Allow 48 hours for a response to your email.
• Utilize our teaching assistants as your first point of contact whenever possible, including questions about grades on particular assignments or discussion forum.
• Check your GWU email account periodically throughout the course as that will be the primary means of personal communication to you.

Teaching Assistants:
TA contact information and assignment will be announced on Blackboard.

Course Information
The management of human resources is pivotal to organizational performance and success. General and line managers cannot leave this important task solely to HR specialists. This MBA-level course will familiarize you with concepts and practices of contemporary human resource/capital management in organizations. I designed it to meet the practical needs of present and future managers, NOT human resource (HR) professionals. This reflects a trend in organizations: responsibility for HR practice is increasingly shifted towards unit, team or line managers, away from HR specialists. As a result, managers, supervisors or clinical leaders may not always have ready access to HR professionals. We will not have time to cover every functional area of HR and so this is not a survey course. Instead we will focus on several key areas in HR management that most directly impact the non-HR manager. Insights gained in this course will also help to improve your judgment in determining when specialized HR intervention or assistance is necessary.

The class learning format is student-centered, drawing strongly on students’ collective organizational knowledge, grounded in your experience and linked to other relevant MBA coursework. One main goal is to bridge the gap between textbook HR concepts and the real world. We will examine human resource management, its wide range and variability, through stories, cases, and your organizational experiences.
Course Objectives

1. Achieve a working familiarity (not mastery) of key and current HR concepts and practices.
2. Develop practical frameworks for describing and interpreting common HR situations, problems and issues, particularly as they apply to working managers.
3. Broaden your organizational understanding of contemporary management issues in HR through exposure to real-world examples from other students.
4. Sharpen your capabilities for creative and critical thinking by engaging in a mutual learning environment.
5. Enhance your professional relationship-building skills.

Learning Methods
The course will consist of a mixture of readings, reading assessments, powerpoint slides, lectures, discussions, and exercises. We are fellow travelers on this journey: you will have the opportunity to both learn from, and to teach, each other. I will have the opportunity to learn from and to coach you as well. The course is designed so that everyone has the opportunity to participate.

Course Materials

Required reading will consist of 5 specific chapters (listed below) from the following book:

*Managing Human Resources, 10th edition (not the newer 11th edition!)*
Jackson/Shuler/Werner
South-Western/Cengage Learning
(see book chapter link on Blackboard)

My recommendation is that you purchase the available individual e-chapters for this book from the publisher. Each e-chapter costs about $12.00 so 5 chapters will be $60.00, a substantial savings over the full cost of the book. It also saves a lot of timber. If you really like the chapters or would like to have a comprehensive HR desk reference, you can always buy the full book. There are many used copies on Amazon.

Website information for publisher/book is posted on Blackboard. We will cover the following five chapters in this order:

Chapter 7 Selecting Employees to Fit the Job in the Organization.
Chapter 9 Conducting Performance Management.
Chapter 11 Using Performance-Based Pay to Achieve Strategic Objectives.
Chapter 4 Ensuring Fair Treatment and Legal Compliance.
Chapter 3 HR Planning for Alignment and Change.
Course Requirements

Here is what you will need to do for this class:

1. Read weekly notes supplied by me. Read the required chapter from the book. Use the powerpoint slides to support your reading. Complete the online reading assessment.
2. Participate in the weekly discussion board. Make contributions that demonstrate that you are thinking and applying the materials from the book, linked to your own experience.
3. Take initiative and maximize your learning from others by reading as many discussion posts as possible.
5. Utilize the non-graded open forum as needed or desired.

Course Requirements

Readings and Assessments (20%): You are responsible for reading the weekly note, the assigned book chapter, and completing the book chapter assessment. Once you complete these weekly readings you will be minimally prepared to engage in class discussion. Chapter assessments consist of 15 multiple choice questions designed to test your comprehension of the reading.

Important Note: You must complete the chapter assessment during the week we cover the material. Assessments are turned off automatically on Sunday 11:59 pm Eastern Standard Time. You will have 45 minutes to complete the assessment and you can take the assessment again (total of 2 times) if you get locked out by Blackboard or just want to improve your score. Just remember the weekly shut-off date and time, and time zone. Missed assessments are graded zero and you will not be able to take them after the shut-off date.

Participation in online discussion (60%): Student participation will occur through weekly discussion posts on Blackboard. Each week, except for the final week of class (6 weeks total) I will supply a discussion question for student comment. You will be graded each week on your comment.

Rules and format for comments in the graded discussion forum: Read this carefully.

You can reply to the weekly discussion question any time during the week, Monday through Sunday. Prior to posting you should read the assigned material and also read any supplemental teaching notes. You will be graded on the quality of your comments, their thoughtfulness, clarity, concision, and the overall degree to which they add value to the discussion. You may not alter your comments once made. You can not post after the particular discussion ends, so be sure to post by Sunday night. Missed discussions will be graded zero.

Please contribute only ONE comment for each graded discussion. Your comment should consist of one or two well-crafted paragraphs for a total of approximately 200 words per comment, unless otherwise noted. If you make more than one initial comment per discussion in the graded forum it will be deleted. If you overshoot the word count by a wide margin it will be deleted. You are encouraged to respond to instructor or TA questions on points of clarification.
If you want to pursue further discussion of a particular point with another student you can simply start a discussion in the Open Forum. If you want to give a quick message or acknowledgement to a fellow student just send them an email.

Comment/post criteria: A valuable comment is a response to the question, or someone else’s voluntary comment, observation, or reflection that:
- offers a different and unique, but relevant, insight to the issue or question, perhaps based on your unique role or experience
- uses a concrete example to generate a deeper appreciation of the concept or issue
- includes reference to the weekly readings, other cases, exercises, or personal experience
- identifies possible tradeoffs or dilemmas, creates an interesting contrast or comparison
- re-shapes or reframes the original question in a more interesting way
- re- defines the problem or issue in a more interesting or creative way

**Professional Development Exercise(20%):**
This consists of 3 Challenges to be completed during the course, according to the course schedule. A full description of this exercise and instructions are on Blackboard.

**Participation in Open Forum online discussion (not graded):**
I’ve set up an Open Forum discussion area so students may engage in free-form conversation, as a means to discuss other organizational, behavioral or human resource issues and problems. If you have a problem or issue you need help with, someone in the class is likely to have a decent solution. You are free to post to this as often as you like and to create threads. The Open Forum will be monitored but not graded.

**Grading**
- Reading Assessments 20%
- Discussion participation 60%
- Professional Development Exercises 20%

GWSB MBA Grading Policy recommends a curved grade distribution with an average between 3.2 and 3.4. The expected distribution is that the top 20% will receive an A, the next 20% an A-, the next 20% a B+, the next 20% a B, and the next 20% a B- or lower.

**Course Policy**
You are required to be aware of, and meet, all course deadlines as described in the course schedule and syllabus. Late papers or other deliverables are not accepted without good reason.
Blackboard and email will be primary means of communications, and you will need to check both frequently to make certain you keep abreast of any changes.

**Academic Integrity**
Academic honesty is an absolute expectation of all class participants and applies to all class-related activities. Any violation of academic integrity will result in failure of the assignment and course. I encourage each of you to review the university’s policy regarding academic integrity at [www.gwu.edu/~ntegrity](http://www.gwu.edu/~ntegrity) if you are unclear about what constitutes academic dishonesty or if you have questions. Please also see [www.gwu.edu/~ntegrity/code/html](http://www.gwu.edu/~ntegrity/code/html) for GWU’s *Code of Academic Integrity*.

**Accommodation**
Any student who feels he or she may need an accommodation as a result of a disability should contact me during the first day of class to discuss specific needs. Please contact the Disability Support Services office at 202.994.8250 to establish eligibility and to coordinate reasonable accommodation. For additional information you may refer to [http://gwired.gwu.edu/dss](http://gwired.gwu.edu/dss). Any student requesting an accommodation for a religious holiday should speak with me during the first day of class to let me know of your intention to be absent from class on the day(s) of religious observance.

**Miscellaneous**
Record-keeping mistakes happen, so please keep all papers to ensure you have received proper credit for all assignments. Also, flexibility is an operative concept here, and is necessary to meet the needs of the class and the demands of the broader situation. Any changes will be announced in detail and will be posted on Blackboard.