Human Capital and Sustainability: Management 4900
Spring 2016: Monday-Wednesday 4:45-6:00 (CRN 74450)

Instructor: Professor Patrick McHugh
            315 Fung Hall/Phone (202) 994-3712
            e-mail: mchughp@gwu.edu
            Office Hours: Thurs. 2pm – 4pm (or by appointment)

Course Overview

Sustainability has primarily focused on the ways organizations impact the physical environment. However, organizations also have a profound influence on employees and the social environment. For example, management decisions and policies often have a direct impact on employee well-being in a number of ways (e.g. work-related stress, job and life satisfaction, physical and mental health). This course focuses on the employment relationship examining the managerial challenges associated with the need to balance economic efficiency, employee equity, and employee voice – in other words, the sustainability of human capital. Human capital sustainability will be the criterion used to evaluate management decisions and policies. Drawing on a variety of industry and organizational examples (e.g., sports, retail, tourism, banking, the “sharing economy”, and entrepreneurial ventures) students will examine how market forces, public policy, and collective bargaining influence management decisions. Topics will include the function of negotiations in resolving employment conflict, mechanisms for employee voice, managing to enhance human capital sustainability, the impact of public policy and globalization on sustainable employment relationships, as well as the intersection of social entrepreneurship and employment.

Learning Objectives:

1) Gain knowledge of concepts and frameworks from human resource management, organizational behavior, and entrepreneurship that enhance understanding of the relationship between management practices and human capital sustainability outcomes.
2) Apply the concepts and frameworks to human capital challenges both domestically and internationally through exercises, cases and projects.
3) Contrast public policy (regulatory) mechanisms and voluntary mechanisms that focus on the challenges of human capital sustainability.
4) Develop skills in analyzing and evaluating human capital sustainability problems and determining appropriate solutions.
5) Develop negotiation skills applicable to the human capital context.

Reading:
1) Human Capital & Sustainability (HCS) – McGraw Hill Create Custom Publishing (only available at the GW bookstore).
2) Class Handouts Available in Blackboard (BB). BB ER (electronic reserve); BB P (projects)
3) New York Times and other print media outlets through the GW library system.

Course Requirements:
- 25.0% of grade --- 50 pts., Study Question Participation
- 10.0% of grade --- 20 pts., Class Engagement
- 45.0% of grade --- 90 pts., Homework Assignments
- 20.0% of grade --- 40 pts., Negotiations Exercise

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
- 160-167 points (above 80%) = 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
- 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. The class participation grade has two components.

Study Question Participation:

At the start of each class I will circulate a paper. When signed, you are giving me permission to call on you that day. The signature indicates you can answer the study questions for the day (questions not covered from prior classes will be covered in the subsequent class) or can tell the class where you diligently searched for an answer. Do not wait until the end of the class period to sign the sheet. If you are late for class, but prepared to answer the study questions, please sign the sheet when you arrive.

You may refrain from signing the sheet 4 times throughout the term without an adverse effect on your grade. If you do not sign the sheet 5 times your class discussion points will decrease to 48, 6 times to 46 points, and so on as indicated below. If I feel that your answers to the study questions are inadequate (e.g. “I didn’t do that one.” or “I couldn’t find that one.”), then you will not be given credit for signing the sheet. 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. Do not wait until a week or two before the end of the semester.

4 or less = 50 pts. 7 times = 43 10 times = 36 13 times = 30 16 times = 10
5 times = 48 8 times = 40 11 times = 34 14 times = 20 17 times = 05
6 times = 46 9 times = 38 12 times = 32 15 times = 15 18 times = 00

The only recognized excuse for not signing the study question participation sheet includes a major illness involving you, a family member, or a close friend. If a major health issue arises, contact me quickly so that I am informed of your circumstances.

Class Engagement Participation:
The second element is the instructor's subjective judgment of your contribution to class discussion and engagement in class exercises -- (20 points). For example, did the student:

a) Contribute to the quality of the learning experience for the class?
b) Contribute and take leadership roles during class exercises?
c) Adhere to the social contract contained in the syllabus?
d) Consistently make quality contributions to class discussion?
e) Asking engaging and class-related questions of guest speakers?
f) Avoid unprofessional behavior (cell phone use, texting, LEAVING THE ROOM IN THE MIDDLE OF A CLASS SESSION, treating others with a lack of respect).

**Negotiations Exercise:**

On March 23, we will review the negotiations exercise. I will hand out background information and explain the specifics of the exercise. Two class periods, March 28th and 30th will be devoted to this exercise. **You are hereby notified in advance that you will need to be available for your team from March 23th through March 30th (SEE ME TODAY IF THIS IS A PROBLEM!!).** The grade for this exercise will be based on a combination of my observations, your negotiations plan, your performance given your role, and a group assessment. The key to this and to any bargaining negotiation is preparation.

**Homework Assignments (90 points):**

There will be five homework assignments due at various points throughout the course (as identified in the class schedule).

Assignment 1 = 10 points  
Assignment 2 = 10 points  
Assignment 3 = 20 points  
Assignment 4 = 20 points  
Assignment 5 = 35 points

Some of these homework assignments will be completed on an individual basis. Some will be done in dyads or groups. The assignments may involve the analysis of a case. Other assignments may involve reading popular media articles (e.g., Wall Street Journal, New York Times, Financial Times, Forbes, Slate.com, Rolling Stone, Huffingtonpost.com, Salon.com Drudgereport.com, Harvard Business Review, etc...) or watching a film/documentary and answering a series of questions utilizing class material. Others may provide an opportunity to reflect on a topical presentation beyond the classroom.

These homework assignments must be typed and given to the instructor or delivered to the instructor's mailbox in Funger 315 before the deadline for each assignment. **No electronic copies will be accepted.**
Social Contract Issues:

1. **Class Format & Preparation**: This course will rely heavily on class participation. I will expect that you will come to class ready to share your ideas. Have respect for each other (one person speaks at a time). One element of this respect is not disrupting class sessions by arriving late to class, leaving and returning to the classroom during the class session, or leaving the class early. If you have circumstances that warrant an excuse from this policy, please discuss it with me as soon as possible.

2. **Academic Dishonesty**: Any form of academic dishonesty will result in a failing course grade and any other academic sanctions allowed for in the Academic Integrity Code (http://www.gwu.edu/~negrity/code.html). In this course, I will be particularly focused on plagiarism — claiming someone else’s work as your own. For example, some homework assignments will be designated as “Individual” meaning that it is exclusively your work. Others will be designated as “Collaborative” meaning that you will have an opportunity to work with others. In either case, make sure you cite quoted material with the page number you are quoting from. If you are taking an idea from a source (but not quoting) you still must provide a citation. Rephrasing another’s work must be cited.

3. **Late work is not acceptable**: Late assignments will be marked down by 25% each 24 hour period the work is overdue. Keep back-up copies of documents and don’t blame printers for late assignments.

4. **Assignment Standards**: All assignments to be handed in must be typed double-spaced (12-point font). Environmentally friendly papers are required (e.g., no plastic covers). While I am primarily interested in the content of your assignments, I am also interested in the quality of your writing (e.g., page numbering, complete sentences, ordered thoughts, spelling, and proper referencing).

5. **References and Citations**: When citing the textbook, use the following – (Textbook, Page# __). When citing class lecture or notes – (Class, Date/Class Session __________). For other citations, use APA Style: https://owl.english.purdue.edu/owl/resource/560/01/

6. **Religious and Disability Accommodation**: Religious accommodation only refers 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 M/W class obligations (even if you are traveling on M/W). You must let the instructor know before the end of the second session when you will require a religious accommodation. **Note that religious accommodation is already built into the study question participation element of the course.** If you will miss more than four class sessions because of religious observances, then you must speak with me before the end of the second class session. 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. **Contact the Disability Support Services** to establish eligibility. For additional information, refer to: http://gwired.gwu.edu/dss/.
7. Grade Appeals: If you believe you deserve a higher grade on an assignment, please write down your concerns and send them to me within 72 hours of receipt of the grade in question. I will review your written request and give you a written response.

8. Laptops/Cell Phones: Turn off cell-phones and put them away. Students do have permission to use their laptops for note-taking purposes ONLY. The instructor reserves the right to "cold call" students that are using their laptop during class sessions.

9. Taking Notes: Success on homework assignments will depend, in part, on how effectively you take notes. I will provide outlines of lecture notes for each class session. Most of these outlines will be posted in blackboard. Note that these are just "outlines" and require you to fill-in and add information to the outline. The instructor will not post “completed” notes. If you miss a class session, please ask a classmate if they would be willing to share their notes with you. If you need a clarification regarding class notes (for example, something is confusing or you missed a point during the class lecture), set up a time so that we can discuss this at my office (or if it is quick clarification – after class). Also, feel free to ask questions or ask me to slow down during class lecture as you build your class notes.

10. Key Success Factors: A) Read the assigned material and answer the study questions (the study questions are intended to guide your reading). B) Take good notes. C) Engage in class discussion – be active, not passive. D) When doing the homework assignments, make a strong effort to make linkages to class material, readings, and guest speakers. E) See me if you are having problems – don’t wait until the end of the course!

11. Emergency Preparedness and Response: 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:

The schedule is subject to change. I will add/delete readings, guest lecturers, site visits, or films as the term progresses. You are responsible for keeping informed of changes in the syllabus and due dates.

The Employment Relationship and Sustainability: Underlying Assumptions

00. Mon. 1/11 - no reading (relax)

   - Extra Credit Quiz

Mon. 1/18 - No class – Martin Luther King Holiday

02. Wed. 1/20 - HCS (Contemporary Labor Relations, pp. 28-50)
   - Video: “I am a Man: Dr. King and the Memphis Sanitation Strike” (http://www.youtube.com/watch?v=HBDgH435oaU)
   - Class Discussion sheet begins

03. Mon. 1/25 - ECS (Labor: Good or Bad? pp. 52-85)


FRIDAY 2/5 - Homework Assignment Number 1 Due (315G Funger: Before 4:00pm)

The Employment Relationship and Sustainability: Historical Perspectives

05. Mon. 2/1 - HCS (Historical Development, pp. 86-108)
   - Film: “Matewan” (in class) / Matewan Synopsis (BB P)

06. Wed. 2/3 - HCS (Historical Development, pp. 108-131)
Employers and Employees: The Struggle for Regulatory Advantage

07. Mon. 2/8  - HCS (Labor Law, pp. 132-149)

08. Wed. 2/10 - HCS (Labor Law, pp. 149-154)
   - Representation without Paying --- Owensboro Letters (BB P)

Mon. 2/15   - No class – President’s Day

09. Wed. 2/17 - HCS (Labor Law, pp. 154-178)

FRIDAY 2/19 - Homework Assignment Number 2 Due (315G Funger: Before 4:00pm)

Employee Collective Action & Management Response

10. Mon. 2/22 - HCS (Union Organizing, pp. 180-198)

11. Wed. 2/24 - HCS (Union Organizing, pp. 198-207)
    - Case: Jimmy Johns (BB P)

Negotiations: Structure and Strategy

12. Mon. 2/29 - HCS (Bargaining, pp. 222-233)

13. Wed. 3/2  - FCS (Bargaining, pp. 233-246)

14. Mon. 3/7  - HCS (Impasses and Dispute Resolution, pp. 256-275)
    - French Workers Take Bosses Hostage – CNN & The Guardian Articles (BB P)

Tuesday 3/8 - Homework Assignment Number 3 Due (315G Funger: Before 6:00pm)
Wed. 3/9  - No Class Session
Mon. 3/14 - No Class Session
Wed. 3/16 - No Class Session

**Resolving Workplace Disputes: Arbitration & Mediation**

15. Mon. 3/21  - HCS (Impasses and Dispute Resolution, pp. 275-285)

16. Wed. 3/23  - Set Up Teams for Negotiation Exercise

17. Mon. 3/28  - Negotiations Exercise
   - Target and Resistance Points Due for Negotiation Exercise

18. Wed. 3/30  - Negotiations Exercise
   - Final Agreement Due / Self-Peer Evaluation Forms Due

19. Mon. 4/4  - Topic/Reading to Be Announced

**Management Practices and Employee Well-being: Pitfalls and Prospects**

   - Weil (2012). Mending the Fissured Workplace. (BB P)


   - Case: Au Bon Pain

**FRIDAY 4/15**  - Homework Assignment Number 4 Due (315G Funger: Before 4:00pm)
Sector Focus: Entrepreneurship, Social Benefit, and Shared Value

23. Mon. 4/18
   - HCS (The Double Bottom Line, pp. 1-10)
   - HCS (Creating Shared Value, pp. 11-27)
   - Case: WeWork and Janitorial Workers

Sector Focus: Tourism/Hospitality & Human Capital Sustainability

24. Wed. 4/20
   - Case: The Ritz-Carlton Hotel Company (BB P)

Sector Focus: Sports/Entertainment & Human Capital Sustainability

25. Mon. 4/25
   - Northwestern University and the Collegiate Athletes Players Association, National Labor Relations Board Case 13-RC-121359 (BB P)

Globalization and Human Capital Sustainability

26. Tues. 4/26
   - Make-Up Day
   - Bangladesh: Human Capital and Global Supply Chains (BB P)

27. Wed. 4/27
   - Designated Monday

THURSDAY 5/5
   - Homework Assignment Number 5 Due (315G Funger: Before 4:00pm)
Additional Books, Articles and Films (in case you are interested in learning more)


- Film: Norma Rae (1979)
- Film: Hoffa (1992)
- Film: Molly Maguires (1970)
- Film: Office Space (1999)
- Film: The Company Men (2010)
- Film: Food Chains (2014)