



THE GEORGE WASHINGTON UNIVERSITY

SCHOOL OF  
BUSINESS

**COURSE NUMBER:** MBAD 262

**COURSE TITLE:** Managing Human Capital

**COURSE DESCRIPTION:** This course builds students' knowledge and awareness of the issues involved in managing people by providing exercises, cases, and discussion around human capital management. The class will involve students in weekly case discussions and structured exercises designed to illustrate, diagnose, and evaluate various human capital problems and issues, appropriate tools, and effective interventions. Through individual and team tasks and assignments, this course will provide opportunities for students to develop skills needed for managerial success, including communication, interpersonal and teamwork, analytic thinking, decision making, and ethical and global awareness.

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Office hours: Thursday 2:00 – 4:00 pm or by appointment

<b>CLASS TIME &amp; LOCATION:</b>	<b>Cohort G</b>	<b>Cohort W</b>
	Wednesday 9:40 am – 12:10 pm Duques 254	Tuesday 1:30 – 4:00 pm Duques 255

**LEARNING OBJECTIVES:**

1. Students will understand the strategic role of managing human capital in supporting the business objectives of an organization.
2. Students will be able to critique, improve, and integrate various components of human capital systems.
3. Students will develop skills in analyzing and evaluating human capital problems and determining appropriate solutions.

**REQUIRED MATERIALS:** Dessler, G. (2009). *A framework for human resource management* (5th ed.). Upper Saddle River, NJ: Prentice Hall.

Harvard Business School Cases available for purchase online at:  
<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c28099>

**CLASS WEBSITE:** <http://blackboard.gwu.edu>  
Please be sure to check Blackboard regularly for updates and announcements.

## GRADING CRITERIA

Week 1 Discussion Questions	10%
Case Analysis	
Individual Case Analysis	20%
<i>Choose 1 from IBM, Citibank, or Colgate</i>	
Team Case Analysis (10% each)	20%
<i>Choose 2 from SG Cowen, Harrah's, or Nike</i>	
Individual Class Participation	20%
Group Evaluation	5%
Final Exam	25%

At the recommendation of the MBA Task Force, this course will rely on the following grade policy: The grade distribution of this class will have an average between 3.2 and 3.4 and no more than 20% of the students will receive an A.

### Week 1 Discussion Questions

During Week 1, we will use popular press business articles (in lieu of a business case) to guide our discussion. The articles and discussion questions will be posted on Blackboard in advance of class. Each student should prepare responses to these discussion questions and submit an electronic copy of their responses prior to the start of the first class session. Electronic submissions may be made via Blackboard (click on Course Materials, Week 1: Strategic HRM, Submit: Week 1 Discussion Questions View/Complete).

### Case Analysis

In all subsequent weeks of the class, we will use cases to guide our discussions and learning. You will be required to submit one individual and two team case analyses over the course of the semester.

*Individual Case Analysis:* You may select from the following three cases to prepare one individual case analysis: IBM (Week 2), Citibank (Week 4), or Colgate-Palmolive (Week 6). When preparing your individual case analysis, you are allowed to talk with your team members about the general issues in the case, but all writing and analysis must be your own.

*Team Case Analysis:* You may select from the following three cases to prepare two team case analyses: SG Cowen (Week 3), Harrah's (Week 5), or Nike (Week 7). All team members must contribute to the case analysis but how you divide the work is up to you. All team members will receive the same grade on the case and are responsible for the content of the final submitted assignment.

I will provide you with case questions that will be the basis for your analysis. Guidelines for the format and structure of your case analyses will be distributed on the first day of class. Each student/team should submit an electronic copy of your case analysis prior to the start of class on the day the case is due. (Electronic submission via Blackboard – click on Course Materials, Week #, Submit: Week # Case Analysis View/Complete). For those cases which you do not prepare a formal case analysis, you are still expected to read the case and think about the case questions as this will form the basis for our class discussion.

### Individual Class Participation

Your individual participation grade will come from your contribution to class discussion. Each week I will evaluate your class participation based on the quality of your comments and questions. Often there is no single correct answer or perspective when it comes to managing people, so there will be ample

opportunity for all class members to participate. Quality comments come from your reading of the material, preparation of the case, and being able to defend your point of view. Your participation grade may be negatively affected by unprofessional behavior (e.g., inappropriate comments, doing other class work, chatting with classmates). Over the course of the semester, if you are unsure whether you are contributing in a constructive manner, or are concerned about the status of the class participation portion of your grade, please talk with me.

### **Group Evaluation**

At the end of the semester, each group member will evaluate each member of his or her team regarding four areas: contribution to team case analyses, contribution during in-class exercises, communication skills, and ability to work well with others. Each individual group member's evaluation score will be an average of the ratings given to him or her by the other group members. All evaluations will be kept confidential. If you do not submit a group evaluation, you will earn 0%.

### **Final Exam**

The final exam will be given December 15, 2008 from 9:25am – 12:00 pm. It will be an in-class, open book/notes, case-based exam that will give you the opportunity to integrate what you've learned in this class. No make up exams will be offered, so if you do not attend the exam on the date it is scheduled, it will result in an automatic failure on the final.

## **CLASSROOM GUIDELINES**

### **Class Format & Preparation**

This course will rely heavily on in-class participation and classroom discussion. We will be analyzing real world business cases each week. I recommend that you prepare for each session by doing the textbook reading and preparing the case assignments (questions can be found on Blackboard). Because much of your learning will come via case based instruction, you should come to class ready to share your opinions, comments, and ideas.

### **Seating Chart & Name Cards**

I will distribute a seating chart on the first day of class. For me to learn your names, it will be extremely helpful for you to sit in the same seat each class session and use your name card.

### **Laptop/Blackberry/Electronic Gadgets**

I do not mind if you use your laptop to help you take notes or reference the Internet as it relates to in-class discussion. However, I do mind if you are surfing the web, checking email, sending text messages, or working on other class assignments. Please be respectful of me and your fellow classmates and use your laptops and other electronics judiciously.

### **Attendance**

Because class will rely heavily on interactive discussions, it is extremely important that you attend class. It is difficult for you to earn class participation points if you are absent. Repeated tardiness and absences may result in a lower participation grade.

### **Late Assignments**

Late assignments will be given a grade of zero. If you are unable to attend class, your assignments should be submitted via Blackboard in advance of class.

## **ACADEMIC INTEGRITY**

Academic dishonesty will not be tolerated. All work must be completed in accordance with The George Washington University Code of Academic Integrity. For any questions regarding the Code, please refer to <http://www.gwu.edu/~ntegrity/>. Cheating, fabrication, plagiarism, falsifying University documents, and facilitating academic dishonesty are among the behaviors that constitute violations of the Code of Academic Integrity. Any alleged violations of the Code will be brought to the attention of the Office of Academic Integrity and the recommended sanction may include, but is not limited to, a zero on the assignment or failure of the class.

## **ACCOMMODATIONS**

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/>. 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.

## **GRADE APPEALS**

If you believe you have earned a higher grade on any graded work, please write down your concerns and send them to me within 3 days of receipt of the grade in question. I will review your written request and give you a written response as soon as possible. Please note, if you submit a grade appeal and request that your work be re-graded, I will re-grade the entire assignment. Your grade may go up or down.

## **EMERGENCIES**

Should there be a campus or community emergency while class is in session, we may need to shelter in place or evacuate the building. We will discuss how to handle an emergency on the first day of class but please review the specific incident procedures posted on Blackboard as soon as possible.

## **COURSE OUTLINE**

While the basic topic each week will remain as listed below, I may add or delete readings over the course of the semester as current events or other material becomes relevant to your learning.

### **Week 1 October 28-29**

#### **The Role of HR and Strategic Human Resource Management**

*This week will cover the strategic role of human resources in organizations, including misconceptions about the functional role of HR, the view of HR as a strategic business partner, and the HR responsibilities that are being performed by line managers.*

- Text: Chapter 1
- Discussion Articles: Fast Company “Why We Hate HR”; Harvard Business Review “Why Did We Ever Go Into HR?”

### **Week 2 November 4-5**

#### **Legal Issues and Managing Diversity**

*This week will cover the major EEO laws and statutes governing employment decisions and explore the challenges and opportunities in managing a diverse workforce.*

- Text: Chapter 2
- Case: IBM’s Diversity Strategy: Bridging the Workplace and the Marketplace

### **Week 3 November 11-12**

#### **Recruitment and Selection**

*This week will cover the basic tenets of job and work analysis and then transition into an exploration of organizational recruitment and selection techniques.*

- Text: Chapters 3 and 4
- Case: SG Cowen: New Recruits

### **Week 4 November 18-19**

#### **Performance Management**

*This week will cover the techniques and challenges associated with employee performance appraisal and the performance management process.*

- Text: Chapter 6
- Case: Citibank – Performance Evaluation

### **Week 5 November 25-26**

#### **Compensation and Benefits**

*This week will cover the manager’s role in developing and executing the organization’s compensation and rewards strategy.*

- Text: Chapter 7
- Case: Harrah’s Entertainment, Inc.: Rewarding our People

**Week 6 December 2-3**

**Global Issues in Managing Human Capital**

*This week will cover both the employee's perspective as an expatriate and the manager's role in managing a global workforce.*

- Text: Module A
- Case: Colgate-Palmolive: Managing International Careers

**Week 7 December 9-10**

**Ethics & Labor Relations**

*This week will integrate the ethical challenges that companies face when operating in an international environment.*

- Text: Chapter 8 pp. 262-276
- Case: Hitting the Wall: Nike and International Labor Practices

**Week 8 Final Exam: December 15, 2008 9:25am – 12:00 pm**