OBJECTIVES

1) Provide an overview of the processes, practices and systems involved when organizations employ human resources. You will be introduced to various human resource management decisions such as: recruiting, job search, selection, training and career development, employee appraisal, compensation, and employee relations. In addition, students will gain an appreciation of the organizational and legal constraints that impact human resource management decisions.

2) Explain the various views of human resources including the desire to improve the quality of work life, the desire to develop the knowledge and skills of employees, and the goal of expanding organizational capabilities.

3) Foster a positive learning experience for all.

INSTRUCTOR

Stuart A. Umpleby, Professor of Management and Director of the Research Program in Social and Organizational Learning (www.gwu.edu/~rpsol), 2033 K Street, Suite 230 C, tel: 202/994-1642, fax: 994-5284, email: umpleby@gwu.edu, http://www.gwu.edu/~umpleby. (The entrance to the building is actually on 21st Street, not K Street. Look for a large brass awning. When you get off the elevator on the second floor, look to your right. Enter where the trashcan is in the door. Go a few steps forward and turn left. My office is 230 C.)

COURSE REQUIREMENTS

The principal requirements for the course are a mid-term exam and a final exam, a group project, and class participation.

1. Groups of three to five students will agree on a project which will improve the management of human resources in some organization, perhaps a private voluntary organization (PVO). (See the list of local PVOs on Blackboard.) The project is the laboratory for the course. At the end of the semester the group will
present both an oral and a written report describing: a) what the group accomplished; b) how what the group did illustrates concepts discussed in class; and c) how the group worked together. An evaluation by the client is required. It is very important in the group report to use as many concepts from the text as possible and to follow the directions on how to prepare the report, which can be found in the class notes, available on the web. Projects are 50 percent of the grade.

2. There will be a mid-term exam and a final exam. Each is worth 20 percent of the grade. The exams may consist of short answer, multiple choice, true/false, short essay and case analysis questions.

3. Participation both in class and in email discussions is an important part of the course. At least 5 times during the course you should enter a comment and question in the discussion section of Blackboard. That is, what part of the reading or class discussion was of greatest interest to you, and what was not clear for you? I shall answer the questions in Blackboard. Participation in Blackboard discussions is 10 percent of the grade. Email can also be helpful in conducting the group project.

REQUIRED READINGS


RECOMMENDED READINGS


Articles and notes on Blackboard

SOCIAL CONTRACT ISSUES

1. Have respect for each other.

2. Class will BEGIN ON TIME and end on time (do not be habitually late or constantly leave early).

3. Academic dishonesty will result in a failing course grade and any other academic sanctions which are allowed for in The George Washington University Code of Academic Integrity (http://www.gwu.edu/~Entegrity/index.html)

READ THE CODE!

4. The dates of exams are in the syllabus. If an emergency arises that prevents you from taking an exam, you must notify me in advance. Do not call the day of an exam and say that you are too sick to take an exam and too sick to go to a doctor. A missed exam requires documentation in order for a make-up (e.g., a written doctor’s excuse).

6. If you believe you deserve a higher mark on an assignment, please write down your concerns. I will review your written request and give you a written response.

7. Keep at least one or more back-up copies (and a hard draft copy) of any working document. Note that the excuse,
“My computer or disk ate my paper,” is as unacceptable as, “My dog ate my paper.” Printers seem to break down and computer viruses seem to show up the day of or evening before an assignment is due. Plan accordingly.

8. Accommodation for Student Disabilities: 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. Please contact the Disability Support Services office at 202-994-8250 in the Marvin Center, Suite 242, to establish eligibility and to coordinate reasonable accommodations. For additional information, please refer to: http://gwired.gwu.edu/dss/.

9. I am more than willing to accommodate religious observances. In terms of a conflict with an exam: note that any 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 your only transportation is on M/W). You must let the instructor know when you will require a religious accommodation.

10. Turn off cell-phones and pagers (This is your only warning!). Make it a point to go to the restroom before the beginning of class. Do not bring food items into class.

11. Emergency preparedness and response: To report an emergency or suspicious activity call the University Police Department at 202-994-6111. 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. Additional information about emergency preparedness and response at GW can be found at http://CampusAdvisoreis.gwu.edu or by calling the GW Information Line at 202-994-5050.
### COURSE SCHEDULE

This is an outline (which will likely change) of material to be covered. I may add (or delete) readings, exams, guest lecturers or films as the term progresses. **You are responsible for keeping informed of changes in the syllabus.**

#### Introduction

1. **Wed. Sept. 3**
   - read ahead in the books
2. **Mon. Sept. 8**
   - Chapter 1 (GM) (pp. 1-20), Preface, Chapter 1 and 2 (L)
3. **Wed. Sept. 10**
   - Prologue, Chapter 1 (J)
   - Umpleby, Anbari, Mueller, “Highly Innovative Research Teams”

#### Employment and the Law

4. **Mon. Sept. 15**
   - Chapter 2 (GM) (pp. 44 - 57)
   - Umpleby, “The Viable System Model,” “Cybernetics“
5. **Wed. Sept. 17**
   - Chapter 2 (GM) (pp. 57 – 75), Chapter 2 (J)
6. **Mon. Sept. 22**
   - Chapter 3 (GM) (pp. 83 – 92)
7. **Wed. Sept. 24**
   - Chapters 3 and 4 (L), Chapters 3 and 4 (J)

#### Employee Selection

8. **Mon. Sept. 29**
   - Chapter 3 (GM) (pp. 92 – 110), Chapter 5 (J)
9. **Wed. Oct. 1**
   - Chapter 5 (L), Chapter 5 (GM) (pp. 152 – 162)
   - Chapter 6 (J)
10. **Mon. Oct. 6**
    - Chapter 5 (GM) (pp. 162 - 174), Chapter 7 (J)
11. **Wed. Oct. 8**
    - Review session
12. **Mon. Oct. 13**
    - Midterm exam

#### Employee Development & Compensation

13. **Wed. Oct. 15**
    - Chapter 7 (GM) (pp. 207 - 219), Chapter 8 (J)
14. **Mon. Oct. 20**
    - Chapter 7 (GM) (pp. 219 – 229), Chapter 6 (L), Chapter 9 (J)
15. **Wed. Oct. 22**
    - Chapter 8 (GM) (pp. 241 – 246; 249 - 264), Chapter 9 (GM) (pp. 290-293)
    - Medvedeva and Umpleby, “Practicing Organization Development in a Post-Communist Country”
16. **Mon. Oct. 27**
    - Chapter 10 (GM) (pp. 300 - 314), Chapters 7 and 8 (L)
    - Chapter 10 (J)
17. **Wed. Oct. 29**
    - Chapter 10 (GM) (pp. 314 – 329), Chapter 11 (J)
18. **Mon. Nov. 3**
    - Chapter 11 (GM) (pp. 336 - 362)
19. **Wed. Nov. 5**
    - Chapter 12 (GM) (pp. 369 - 397), Chapter 9 (L)

#### Employee and Employer Rights

20. **Mon. Nov. 10**
    - Chapter 14 (GM) (pp. 437 – 444), Chapters 10 and 11 (L), Chapters 12 and 13 (J)
21. **Wed. Nov. 12**
    - Chapter 14 (GM) (pp. 444 – 464), Chapter 12, Epilogue, & Afterword (L),
    - Chapter 14 and Postscript (J)
22. **Mon. Nov. 17**
    - Chapter 15 (GM) (pp. 471 – 486), Chapter 16 (GM) (pp. 507 – 514)
23. **Wed. Nov. 19**
    - Chapter 15 (GM) (pp. 486 – 501)
24. **Mon. Nov. 24**
    - Chapter 17 (GM) (pp. 537 – 549)
25. **Wed. Nov. 26**
    - Chapter 17 (GM) (pp. 549 – 565)
Thurs. Nov. 27  Thanksgiving Day
26. Mon. Dec. 1  Group project presentations
27. Wed. Dec. 3  Group project presentations
28. Mon. Dec. 8  Review session

FINAL EXAM DATE BASED ON THE FINAL EXAM SCHEDULE --- NO EXCEPTIONS!!!!!!

ENTER DATE & TIME OF FINAL HERE ( )

Recommendations for Success

1) Do not fall behind. It is tough to catch up in any course.
2) Read the material and use the study questions as a reading guide.
3) See me if you are having problems, and don't wait until the end of the term.