

THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
The Bryan School of Business and Economics
Department of Business Administration

MBA 709.51: Human Capital in Organizations

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COURSE OBJECTIVES: To provide students with insight into aspects of human behavior in work organizations and ways in which human resources can be effectively and efficiently used.

CATALOG DESCRIPTION: Study of behavior in organizations, theory of complex organizations, and strategies for managing people in those organizations. Major topics include organizational structure and theory, individual perception and learning, motivation, group relationships, leadership, and decision making and how these topics inform the management of human resources. (3:3)

TEXT: Human Capital in Organizations (Custom text available in the bookstore)

COURSE REQUIREMENTS: MBA 709 is presented through readings, lecture, video, case analysis, and individual and group exercises. Each class will begin with a short quiz on material from the previous class and reading material from the text. I will drop your two lowest quiz grades. Classes will often involve some group and individual work on cases and exercises. The course will include a midterm and an integrative final.

PERFORMANCE EVALUATION:

Final Test	25%
Midterm	15%
Case Analyses	20%
Quizzes	30%
Class Participation	10%

Grades: A	93+
A-	90 – 92.4
B+	87.5 – 89.4
B	82.5 – 87.4
B-	79.5 – 82.4
C+	77.5 – 79.4
C	72.5 – 77.4
F	72.4 & below

LEARNING OUTCOMES:

1. *The student will be able to explain basic research strategies used in OB and HR and will be able to distinguish between primary and secondary research.*
2. *The student will integrate the basic ideas of organizational justice into a coherent description of the concept.*
3. *The student will interpret recruiting and selection data in light of the responsibilities of human resource departments for ensuring that the organization complies with equal employment opportunity and Americans with Disabilities regulations.*
4. *The student will demonstrate the application of the basic attribution process including those factors that prompt an internal as opposed to an external attribution and fundamental attribution error.*
5. *The student will explain the basic theories of motivation distinguishing between those theories which are content based as opposed to those which are process based.*
6. *The student will explain how strategic compensation can be used to further organizational objectives.*
7. *The student will synthesize the three components of attitudes and outline the importance of job satisfaction and organizational commitment.*
8. *The student will explain the three stages of socialization and the role of organizational culture in the socialization of employees.*
9. *The student will distinguish between a group and a team and explain the six key characteristics of teams..*
10. *The student can identify and define each of the five basic elements of organizational structure: formalization, specialization, hierarchy, centralization, professionalism, and personnel ratios*
11. *The student can explain the strategic and psychological preparation necessary for an organization to make a merger or an acquisition work.*
12. *The student can explain the basics of organizational change efforts. The student will explain and illustrate at least three ways in which the human resources of an organization affect the potential strategies the organization can pursue.*
13. *The student will compare and contrast the basic uses of job analysis information and explain which job and workflow variables should be tracked pursuant to each use.*
14. *The student will demonstrate how to compose a recruiting/screening /selection process that is consonant with a given strategy.*
15. *The student will explain how to assess training programs on the four common measures of training success: trainee reaction, declarative knowledge, specific job behavior, and return on investment.*

16. *The student will explain and illustrate the various performance appraisal data that can be tracked by an HRIS and tell how tracking individual performance helps to improve overall organizational effectiveness.*
17. *The student will demonstrate how to analyze job description data and use it in job evaluation.*
18. *The student will explain what variables are important to track in maintaining good employee and labor union relations.*
19. *The student will evaluate organizational safety and health practices in terms of their ability to increase employee well-being and productivity.*

CASES: There are eight cases in MBA 709. You are to turn in a hard copy. Electronic copies will be accepted only in special cases. Cases are graded on a 1 to 10 scale. If you have basically done all I have asked, you can expect an 8.5. Higher grades necessitate more in depth analysis, insight, and research.

QUIZZES: Each class will begin with a quiz. You will find all the quiz questions for each class listed in the schedule below. I will choose one question and write it on the board. You will have 10 to 12 minutes to answer the question, and then the class will begin. This is a graduate class. One sentence quiz answers will likely fare poorly in grades. Quizzes are graded on a 1 to 10 scale. Ten means ALL the relevant information is present in the answer. Nine means what you have is correct, but you have left at least one thing out OR the organization of your answer is lacking. Eight and below indicates you have omitted something important or you have written something that is WRONG.

CLASS PARTICIPATION: This grade will reflect your discussion contributions as well as some in class exercises that we will do from time to time. In class exercises are not graded per se - - you simply receive credit for doing them and turning them in. In addition, in the first class I will ask whether the class wishes to include TopHat. TopHat is a piece of software that allows you to have review questions (multiple choice) as part of each class. I show the question and you text in the answer. Many students like this because it causes them to review the material from the text and the lecture in class - - but whether we do it or not is up to you.

THE SCHEDULE

8/19 What is OB?

Reading: Human Capital in Organizations (HCO) 381-414.

Quiz Questions:

1. The student will explain the difference among survey research, experiments, naturalistic observation, and the case study (see p. 6)
2. Provide a working definition of an open system.
3. Explain the basic idea behind contingency theory.
4. Integrate the concepts of procedural and distributive justice.
5. Explain the difference between interpersonal justice and organizational justice.
6. Explain how situational factors can be responsible for unethical behavior.
7. Explain what is meant by corporate social responsibility.

8/21 Historical perspectives on managing human resources

Reading: HCO 1-32

Quiz Questions

1. Explain the basic differences between line and staff managers.
2. Differentiate among Corporate Strategy, Competitive Strategy, and Functional Strategy.
3. List and give brief job descriptions for five different functional specialties in HR.
4. Explain how the fields of Organizational Behavior and Human Resource Management relate to each other.

8/26 Research Methods and Measurement

Reading: Reading #1

N. B. You can find these definitions in the ppts or use Wikipedia

1. Explain what a correlation coefficient is.
2. Explain the difference between a field survey and a field experiment..
3. Explain the relative advantages of field experiments and laboratory experiments.
4. List and explain the five levels of analysis in OB. (See your ppt slides for this lecture)

- 8/28 *Job Analysis and other HR measurement*
 Reading: HCO 72-80
1. Describe three of the basic methods of collecting job analysis information.
 2. Give a brief definition of reengineering.
 3. Discriminate among tasks, responsibilities, & duties
 4. Explain Human Resource Metrics.
 5. Briefly explain succession planning.
- Case: Job Analysis exercise
- 9/4 *Ethics and Corporate Social Responsibility*
 Reading: HCO 267-292; 415-450
1. Explain the Kohlberg Theory of Moral Development.
 2. Identify and briefly define four different forms of organizational justice.
 3. Explain the relationship between socially responsible behavior and financial profitability in organizations.
- 9/9 *Compliance and Diversity issues*
 Reading: HCO 33-70
1. Briefly define Adverse Impact in terms of the Rule of 4/5ths and the 2 SD Rule.
 2. Explain the difference between disparate impact and disparate treatment.
 3. Explain Bona Fide Occupational Qualification and Business Necessity as defenses against charges of illegal discrimination.
 4. Explain the potential pitfalls of diversity.
- Case: Measuring Adverse Impact
- 9/11 *Organizational Culture and Socialization*
 Reading: HCO Reading #2
1. Identify and describe the three layers of organizational culture.
 2. Explain the four functions of organizational culture.
 3. Describe the three phases of Feldman's model of organizational socialization.
 4. Explain the Competing Values Framework.
- 9/16 *Recruiting and Screening*
 Reading: HCO 71-118
 Quiz Questions:
1. Compare and contrast the five sources of job candidates.
 2. Explain what the criminal background check is intended to do.
 3. Explain the basic purposes of the application form.
- Case: Ajax Auto

9/18 *Individual Differences and personality*

Reading: HCO 451-488

1. *List and explain the five dimensions of the Big Five.*
2. *Define and explain the basic aims of knowledge management*
3. *Explain self-efficacy and indicate how it is a good predictor of work behavior.*
4. *Distinguish among positive reinforcement, negative reinforcement, punishment, and extinction.*
5. *How are equity theory and expectancy theory alike? How are they different?*
6. *List and explain the three principle factors that make for effective goal setting.*

9/23 *Screening and Selection*

Reading: HCO 119-160

1. *Distinguish between validity and reliability.*
2. *Explain what is meant by a Realistic Job Preview.*
3. *Explain what is meant by the term structured interview.*
4. *Explain snap judgments, contrast error, and nonverbal behavior and their influence on interview decisions.*

Case: *Pacific Union Chemical*

9/26 *Learning and Motivation*

Reading: HCO 473-488

1. *Explain the concept of reinforcement: positive, negative, punishment, & extinction*
2. *Explain the concept of schedules of reinforcement*
3. *Explain shaping behavior.*
4. *Explain behavior modeling.*

9/30 *Orientation, Development, & Training*

Reading: HCO 161-192

1. *Explain how training needs analysis is done.*
2. *List and explain each of the four training effects that should be measured.*
3. *Explain the basic tenets of succession planning.*
4. *Explain the basic objections to using trainee reaction as the sole measure of training effectiveness.*

Case: *Ripem & Runn*

10/2 Values, Attitudes, & Job Satisfaction

Reading: HCO 527-556

1. Name and explain the 3 components of attitudes.
2. Distinguish between job involvement and job satisfaction.
3. Identify and define five causes of job satisfaction
4. Identify eight important correlates or consequences of job satisfaction.

10/7 Employee Relations

Reading: HCO 299-332

1. Explain three functions of the employee handbook.
2. Explain how organizational assessment can be done through employee satisfaction surveys.
3. Explain how employee satisfaction feedback can be used for organizational change.

10/9 Midterm Exam

10/16 Perception and Attribution

Reading: HCO 465-473

1. Explain the information processing model of perception.
2. Explain the process of stereotype formation.
3. Describe how a self-fulfilling prophecy is created.
4. Explain how causal attributions are formulated.

10/21 Motivation

Reading: HCO 591-624

1. Distinguish between motivators and hygiene factors
2. Explain Expectancy Theory.
3. Compare and contrast Maslow's, Alderfer's, and McClelland's need theories
4. Distinguish between intrinsic and extrinsic rewards.
5. Distinguish among positive and negative reinforcement, punishment, and extinction.
6. Explain the differences between continuous and intermittent schedules of reinforcement and note the differences in effectiveness.

Case: Performance Improvement

10/23 Performance Management

Reading: HCO 193-226

Quiz Questions:

1. Explain how 360° feedback works.
2. Distinguish between forced distributions and paired comparisons as appraisal methods.
3. Enumerate the steps in the MBO process and explain each step briefly.
4. Distinguish among: halo, central tendency, and leniency/strictness bias.

10/28 Compensation

Reading: HCO 227-266

Quiz Questions:

1. List and explain the five basic steps involved in setting pay rates for jobs.
 2. Explain three methods of job evaluation.
 3. Explain the effect of Sarbanes Oxley on executive compensation.
- Case: Norvus Technologies

10/30 Group Dynamics

Reading: HCO 626-637

1. List in correct order the five stages of group development.
2. Distinguish between role conflict and role ambiguity.
3. Explain the problem issues in mixed gender task groups.
4. Define and differentiate between social loafing and free riding.

11/4 Work Teams

Reading: HCO 637-658

1. Explain the difference between a work group and a work team.
2. Define and describe four types of work teams.
3. Explain how group cohesiveness affects team performance
4. Differentiate between virtual teams and self-managed teams.

11/6 Conflict & Negotiation

Reading: HCO 557-590

1. Distinguish between functional and dysfunctional conflict.
2. List six antecedents of conflict and identify desired outcomes of conflict.
3. Explain how to minimize cross-cultural conflict
4. Explain how functional conflict can be facilitated.

11/11 Labor & Management Relations

Reading: HCO 299-332

1. *Explain the significance of conflict triangles and alternative dispute resolution for third-party conflict intervention.*
2. *Differentiate between distributive and integrative bargaining.*
3. *Distinguish between a strike and a lockout.*

Case: *The Failed Apprentice*

11/13 Power and Politics

Reading: Reading #3 : HCO 557-590

1. *Explain influence, agent, and target within the concept of power.*
2. *Identify and define French and Raven's five bases of power.*
3. *Explain the difference between personal power and social power.*
4. *Explain the role of critical resources in intergroup power.*

11/18 Organizational Structure

Reading: HCO 691-720

1. *Differentiate between open and closed systems.*
2. *Define the term learning organization.*
3. *Differentiate between mechanistic and organic organizations*
4. *Explain differentiation and integration.*
5. *Discuss the effects that organizational size has on other relevant design variables*
6. *Discuss the effects of centralization.*
7. *Explain the contingency approach to organizational design.*

11/20 Knowledge Management

Reading: Reading # 4

1. *Distinguish between tacit and explicit knowledge.*
2. *Explain why tacit knowledge is sticky.*
3. *Distinguish among the four types of knowledge organizations.*

Case: *Keeping the Oldest*

- 11/25 *Organizational Effectiveness & Human Resource Metrics*
Reading: HCO Reading # 5
- 12/2 *Organizational Change; Organizational Development*
Reading: HCO 721-752
- 12/7 *Final Exam: 3:30 - 6:30*