



## Human Capital in Organizations

### Syllabus

III 2.4

MBA 544

Specialty: 073 “Management”

Educational program “Business Administration”

Quarter/Year: Fall/2022

ECTS Credits: 6

Instructor: Olga Verkhohlyad, PhD,

US Credits: 3

Professor

Contact information:

olga.verkhohlyad@uacu.edu.ua

Prerequisites: -

### Course Description

The Course covers the major areas that need to be known by an employee to succeed in an organizational setting. These areas include: Organizational Power of Managers, Organizational Power of Subordinates, Surviving and Succeeding in Organizations, Organizational Human Capital and Organizational Unity, Habits of Effective Managers, Multidimensional Measure of Human capital and Earnings, Performance Management of Human Capital Resource of an Organizations and others topics. The Course is a good mixture of theory and its practical application. It utilizes vast amount of case studies that helps students master the knowledge and directly apply it in real-life situations.

### Course Outcomes

Upon successful completion of this course, students will be able to:

PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PH.3. Design effective management systems for organizations;

PH.4. Substantiate and manage projects, generate business ideas;

PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;

PH.7. Organize and carry out effective communications within the team, with

representatives of various professional groups and in the international context;  
PH.8. Use specialized software and information systems to solve management problems of the organization;  
PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems;  
PH.11. Provide personal professional development and personal time planning;  
PH.12. Be able to delegate authority and management of the organization (unit);  
PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

## **Competencies**

**IK** Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in the uncertainty of conditions and requirements

3K2. Ability to communicate with representatives of other professional groups from different levels (with experts from other fields of knowledge / types of economic activity);

3K4. Ability to motivate people and move towards a common goal;

3K6. Ability to generate new ideas (creativity);

3K7. Ability to abstract thinking, analysis and synthesis.

CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;

CK3. Ability for self-development, training, effective self-management;

CK4. Ability to effectively use and develop the organization's resources;

CK5. Ability to create and organize effective communications in the management process;

CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;

CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;

CK8. Ability to use psychological technologies at work with staff

**Internationality:** The international aspect of the course includes utilization of case studies based on different world cultures, as well as constant strive toward development of appreciation of different cultures.

## **Communications**

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

## Student Responsibilities

### Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

### Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

### Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 70%.

### Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

### Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

### Criteria for grading:

ECTS grade	Requirements for the student
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A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 100 points incl. (Midterm and Final exam are 60% of overall evaluation, where Midterm – 20% and Final – 40%)

- Quiz 1 – 7 points (the Quiz covers topics 1-4)
- Quiz 2 – 7 points (the Quiz covers topics 9-12)
- Home-work on networking – 6 points

“Take any step you chose to build and maintain your network (using your knowledge from the lecture). Report on your action during the next class session.”

- Midterm exam – 20 points
- Final exam – 40 points
- Individual Project – 20 points

Individual Project: “Choose any two topics studied in class and explain how you can use this knowledge at work.” The length of the paper: 7-8 pages. Times New Roman 12, space 1.5. It is also necessary to make a 5-7 minutes presentation during a class session based on your paper. (Written paper: 14 points; Presentation: 6 points).

## Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes all your work to master the course outside of scheduled class sessions.

Please pay attention that 1 academic hour equals to 40 minutes.

## **Assignment Format**

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covers topics from previous lectures (weeks 1-7). It includes multiple choice questions and cases (essays) and takes about 60 minutes to complete.
- The Final exam covers all course material and includes multiple choice questions and cases (essays). It lasts for about 60 minutes. Admission to the Final exam is possible only if all the tasks of the curriculum have been submitted.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

## **Academic dishonesty**

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

## Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

## Schedule. All course sessions start at 6.20 pm

Lecture	Research Projects	Assignments Due	Points
Topic 1	Introduction to the course		
Topic 2	Power in organizations: understanding your supervisor		
Topic 3	Power in organizations: subordinates		
Topic 4	Surviving and succeeding in organizations		
Topic 5	Building your safety net in the organization	Quiz 1 (based on lectures 1-4)	7/100
Topic 6	Whom to blame for low performance: an employee or the organization?		
Topic 7	Human capital of the organization and organizational unity	Home-work on networking	6/100
	<b>Midterm Exam</b>		20/100
Topic 8	Habits of effective managers		
Topic 9	“Big Five” characteristics of human capital and earnings		
Topic 10	Multidimensional measure of human capital and earnings		
Topic 11	Human capital of an organization and organizational commitment		
Topic 12	Performance management of human capital resource of a company	Quiz 2 (based on lectures 9-12)	7/100
Topic 13	Solving case-studies		
Topic 14	Leading a team		
Topic 15	Individual presentations		14+6/100
	Final Exam		40/100

## Recommended Materials

1. Academy of Management Insights (2015). Power tips: how managers sabotage their subordinates and themselves.

2. Cho, Minha, and Dacher Keltner. 2020. "Power, Approach and Inhibition: Empirical Advances of a Theory." *Current Opinion in Psychology* 33: 196-200. <https://doi.org/10.1016/j.copsyc.2019.08.013>.
3. Hoffman, B. (2013). *American Icon: Alan Mulally and the fight to save Ford Motor company*. New York, NY: The Crown Publishing.
4. Kuwabara, K., Hilderbrand, C., Zou, X. (2018). Lay theories of networking: how lay people's beliefs about networks affect their attitude toward and engagement in instrumental networking. *Academy of Management Review*, 43(1), p. 50-64
5. Kim, Junha, Sujin Lee, and Tuvana Rua. 2015. "Feeling Depleted and Powerless: The Construal-Level Mechanism." *Personality and Social Psychology Bulletin* 41, no. 4: 599-609. <https://doi.org/10.1177/0146167215574993>.
6. Korman, Jennifer, Niels Van Quequebeke, and Christian Troster. 2022. "Managers Are Less Burned-Out at the Top: The Roles of Sense of Power and Self-Efficacy at Different Hierarchy Levels." *Journal of Business and Psychology* 37:151-71. <https://doi.org/10.1007/S10869-021-09733-8>.
7. Muijs, D., West, M., Ainscow, M. (2010) Why network? Theoretical perspectives on networking, *School Effectiveness and School Improvement*, 21:1, 5-26
8. DOI: 10.1080/09243450903569692
10. Mele, C., Jacqueline Pels, Francesco Polese, (2010) A Brief Review of Systems Theories and Their Managerial Applications. *Service Science* 1 (1-2), p.126-135.
11. Applications. *Service Science* 2(1-2):126-135. [https://doi.org/10.1287/serv.2.1\\_2.126](https://doi.org/10.1287/serv.2.1_2.126)
12. O'Reilly, C., Pfeffer, J. (2021). Why are grandiose narcissists more effective in organizational politics? Means, motive, and opportunity. *Personality and Individual Differences*. 182.
13. Orton, Lois Catherine, Andy Pennington, Shilpa Nayak, Amanda Sowden, Mark Petticrew, Martin White, and Margaret Whitehead. 2019. "What is the Evidence that Differences in 'Control Over Destiny' Lead to Socioeconomic Inequalities in Health? A Theory-Led Systematic Review of High-Quality Longitudinal Studies on Pathways in the Living Environment." *Journal of Epidemiology and Community Health* 73, no. 10: 929-34. <http://dx.doi.org/10.1136/jech-2019-212565>.
14. Pfeffer, J., Sutton, R. (2007). Do the best companies have the best people? *Harvard Business School Press*.
15. Pfeffer, J. (2010a). Power play. *Harvard Business Review*, available at: <https://hbr.org/2010/07/power-play>
16. Pfeffer, J. (2010b). *Power: Why Some People Have it and Others Don't*. HarperCollins Publishers.
17. Pfeffer, J. (2013). You are still the same: why theories of power hold over time and across

- contexts. *The Academy of Management Perspectives*, 27(4), 269-280.  
<https://doi.org/10.5465/amp.2013.0040>
18. Pfeffer, J. (2013). Power, capriciousness, and consequences. *Harvard Business Review*, April, 2013.
19. Pfeffer, J. (2015). *Leadership BS: Fixing Workplaces and Careers One Truth at a Time*, HarperCollins Publishers.
20. Pfeffer, J. (2016). Why are the assholes winning: money trumps all. *Journal of Management Studies*, 53(4).
21. Sapolsky, Robert. 2004. "Social Status and Health in Humans and Other Animals." *Annual Review of Anthropology* 33: 393-418.  
<https://doi.org/10.1146/annurev.anthro.33.070203.144000>.
22. Sherman, Gary, and Pranjal Mehta. 2020. "Stress, Cortisol, and Social Hierarchy." *Current Opinions in Psychology* 33: 227-32.  
<https://doi.org/10.1016/j.copsyc.2019.09.013>.
23. Smith, Pamela, and John Bargh. 2008. "Nonconscious Effects of Power on Basic Approach and Avoidance Tendencies." *Social Cognition* 26, no. 1: 1-24.  
<https://doi.org/10.1521/soco.2008.26.1.1>.
24. Smith, Pamela, Nils Jostmann, Adam Galinsky, and Wilco Van Dijk. 2008. "Lacking Power Impairs Executive Functions." *Psychological Science* 19: 441-47.
25. Chang, C.-H., Rosen, C., Levy, P. (2009). The relationships between perceptions of organizational politics and employee attitudes, strain, and behavior: a meta-analytic examination. *Academy of Management Journal*. 52(4), p. 779-801.

*\* The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 4 від 23.08.2022 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Г.А.Бевзо

Викладач



О.О.Верхогляд