



# Lincoln University

## BA 308 – Human Resources Management

COURSE SYLLABUS

Spring, 2018

**Instructor:** Prof. Pete Bogue, PhD  
**Lecture Schedule:** Monday, 12:30-3:15 PM  
**Credits:** 3 units / 45 lecture hours  
**Level:** Mastery 1 (M1)  
**Office Hours:** Monday 3:30-4:30 PM by appointment.  
**e-mail:** [pbogue@lincolnuca.edu](mailto:pbogue@lincolnuca.edu)

**Textbooks:** Dessler, Gary, "Human Resource Management," 14th ed. (Upper Saddle River, New Jersey: Pearson Education, Inc., 2015). ISBN 13: 978-0-13-354517-3.

**Last Revision:** January 3, 2018

### CATALOG DESCRIPTION

This course is concerned with those concepts pertaining to the prudent management of a firm's human resources. It deals with those being considered for positions, those parts of the firm, and those leaving. The concepts are found in the application of principles and norms for recruiting, selection, training, evaluation, and performance appraisal. The value of intra-firm contacts and discussion for matters of discipline and the negotiation of salary and wage matters are emphasized. Also covered are: labor relations, safety, supervision, incentive programs, federal and state regulation, particularly regarding discrimination, harassment, and environmental concerns (3 units)

### EDUCATIONAL OBJECTIVES

1. Define the roles and activities of a company's human resource management function.
2. Explain how to strategically plan for the human resources needed to meet organizational goals and objectives.
3. Compare and contrast methods used for recruiting, interviewing, selection and placement of human resources.
4. Describe the steps required to analyze, develop, implement, and evaluate employee training programs.
5. Describe the performance management and appraisal process.
6. Explain managing employee retention, engagement, and careers.
7. Identify and explain the issues involved in establishing compensation incentive systems.
8. Describe the role of benefits and services in meeting employee needs.

9. Define ethical policies and fair treatment at work.
10. Describe the role of labor relations and collective bargaining.
11. Explain the importance of employee safety and health.

**COURSE LEARNING OUTCOMES<sup>1</sup>**

	<b>Course LO</b>	<b>Program LO</b>	<b>Institutional LO</b>	<b>Assessment Activities</b>
1	Explain the key areas of strategic human resource management including employee relations, commitment, engagement, performance appraisal, career planning, fair treatment at work, training and development, organizational structure, and organizational culture.	PLO 1	ILO 1b, ILO 2b	Discussion questions; Application cases questions & answers; Application case presentation; Self-Assessment library; Comprehensive final exam.
2	Describe strategies to integrate human resources planning with the strategic initiatives of senior management to achieve organizational goals and objectives.			
3	Apply systematic approaches to solve problems, produce reports for management decision-making, strategic planning, and operational excellence.	PLO 2	ILO 2b, ILO 7b	Application cases questions & answers; Application case presentation; Self-Assessment library; Research project documenting sources;
4	Demonstrate the ability to manage and motivate employees using strategic human resource management principles.	PLO 4	ILO 4b, ILO 5b, ILO 6b	Application case presentation; Self-Assessment library
5	Contribute to the effective performance of a team as a team leader, co-leader, or team member.	PLO 5	ILO 4b, ILO 5b	Discussion questions; Application cases questions & answers
6	Develop research designs that allow ethically sound treatment of research participants	PLO 6	ILO 3b	Research Project Plan

<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

**INSTRUCTIONAL METHODS**

*This is a direct classroom instruction course.*

Lectures supported by PowerPoint slides with supervised exercises and business case studies. The emphasis will be on learning by doing. Every student must participate in intensive classroom activities, must complete homework and course assignments, and take the exams.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

**TOPICAL OUTLINE**

The course provides a complete, comprehensive review of essential personnel management concepts and techniques such as the human resource management function, strategic planning, recruitment, interviewing, selection and placement, training and development, performance appraisal, employee retention, engagement, and careers, compensation incentives, benefits and employee services, labor relations, and employee safety and health. An integrating theme throughout the course is “The High Performance Organization: Building Better, Faster, More Competitive Organizations through Human Resources.” A second integrating theme is that of creating competitive advantage by fostering employee commitment.

**COURSE REQUIREMENTS**

Students will be responsible for completing the textbook chapter readings prior to the lectures, homework and classroom activities, case studies, and examinations. The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class homework assignments is six (6) hours per week for a 3-unit class.

**ASSESSMENT CRITERIA AND METHODS OF EVALUATING STUDENTS**

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table below:

Discussion Questions:	10%
Application Cases Questions/Answers:	10%
Application Case Power Point Presentation:	10%
Self-Assessment Library:	10%
Research Project Documenting Sources:	25%
Mid-term Exam:	15%
Final Exam:	15%
Attendance:	05%
Total	100%

**GRADING SCALE (POINT/GRADE CONVERSION)**

100-95 A	76-74 C
94-90 A-	73-70 C-
89-87 B+	69-65 D+
86-84 B	64-60 D
83-80 B-	59 or <F
79-77 C+	

### **ATTENDANCE**

Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

### **EXAMINATIONS**

The mid-term and final exams will consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.

### **ELECTRONIC DEVICES**

Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. Smart phone and laptop screens may not be viewed in class while lectures are in progress unless otherwise instructed.

### **INTEGRITY AND QUALITY OF SCHOLARSHIP**

Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

### **PLAGIARISM DETECTION**

Lincoln University subscribes to Turnitin plagiarism prevention service. Student work will be used for plagiarism detection and for no other purpose. Originality reports will not be available for viewing.

### **MODIFICATION OF THE SYLLABUS**

This syllabus and schedule are subject to change in the event of extenuating circumstances. An announcement of any changes will be made in class.

### **HOMEWORK AND CLASSROOM ACTIVITIES**

**Team Assignment:** Student teams will answer their assigned "Discussion Questions" in advance of lectures, word process the answers, bringing them to class, prepared to respond if called upon by the instructor to summarize the answers to these discussion questions. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). Student teams will submit the discussion question answers to the instructor (or CANVAS) by the end of the course.

**Team Assignment:** Student teams will analyze and solve the assigned “Application Cases” under the guidance of the instructor, apply relevant concepts and practical applications found in the respective chapters, word process the answers to the questions following the cases, and submit them to the instructor (or CANVAS) by the end of the course.

**Team Assignment:** Student teams will be given the opportunity to make Power Point presentations before the class of solutions to their selection of assigned “Application Cases” and their responses to the questions following the cases. Students must be prepared to deliver creditable responses adding value based upon the material in the relevant chapter. Students’ presentation skills will be assessed and evaluated for their professional demeanor. Please be prepared to participate. What you put into the course will determine what you and others get out of it. Student teams will submit the Power Points to the instructor (or CANVAS) by the end of the course.

**Individual Assignment: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities.**

Individual Self-assessment questionnaire handouts will be completed in class in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the questionnaires to be submitted to the instructor (or CANVAS) upon completion of the exercise.

**Individual Assignment: Individual Research Project:** MBA/DBA students are required to submit a research paper based upon the subject matter of selected chapter(s) from the textbook reviewing the current research about the chosen subject, summarizing the results, and offering conclusions. Needless to say, the research paper should be carefully and thoughtfully well written. The format of the research paper must adhere to the APA Publication Manual, available in the L.U. library and on the Lincoln University Website, be documented by proper annotation and referencing and include a bibliography. The 12 point font size should be utilized. Students will include at the beginning of their research paper the statement, “I have done my own work and have neither given nor received unauthorized assistance on this work.” Students will submit their research projects to the instructor (or CANVAS) by the end of the course.

**COURSE SCHEDULE**

<b>Lectures</b>		<b>Topic</b>	<b>Chapters</b>	<b>Assignments</b>
<b>#</b>	<b>Date</b>			
1	01/22/18	Introduction to Human Resource Management	Ch. 1	Discussion Questions: 1-2, 1-3, 1-4, 1-5 Case: “Jack Nelson’s Problem,” Questions 1-20, 1-21, 1-22 Self-Assessment Library
2	01/29/18	Human Resource Management Strategy And Analysis	Ch. 3	Case: “Siemens Builds a Strategy-Oriented HR System,” Questions 3-18, 3-19, 3-20 Self-Assessment Library
3	02/05/18	Personnel Planning and Recruiting	Ch. 5	Discussion Questions: 5-5, 5-6, 5-7, 5-8, 5-9 Case: “Finding People Who Are Passionate About What They Do,” Questions 5-27, 5-28, 5-29, 5-39 Self-Assessment Library
4	02/12/18	Interviewing Candidates	Ch. 7	Discussion Questions: 7-4, 7-5, 7-6, 7-7, 7-8, 7-9 Case: “The Out-of-Control Interview,” Questions 7-23, 7-24, 7-25 Self-Assessment Library
5	02/19/18	President’s Day Holiday		
6	02/26/18	Training and Developing Employees	Ch. 8	Discussion Questions: 8-3, 8-5, 8-6, 8-7, 8-8, 8-9 Case: “Reinventing the Wheel at Apex Door Company,” Questions 8-29, 8-30, 8-31 Self-Assessment Library
7	03/05/18	Performance Management and Appraisal	Ch. 9	Discussion Questions: 9-5, 9-6, 9-8, 9-9, 9-10, 9-11 Case: “Appraising the Secretaries at Sweetwater U.” Questions 9-34, 9-35, 9-36 Self-Assessment Library
8	03/12/18	Managing Employee Retention, Engagement,	Ch. 10	Discussion Questions: 10-3, 10-4, 10-5, 10-6, 10-7 Case: “Google Reacts,” Questions

		And Careers		10-24, 10-25, 10-26 Self-Assessment Library
9	03/19/18	Mid-term Exam  Pay-For-Performance & Financial Incentives	Ch. 10	Discussion Questions: 12-4, 12-5, 12-6, 12-8, 12-9, 12-10 Case: “Inserting the Team Concept into Compensation-or Not,” Questions 12-22, 12-23, 12-24, 12- 25 Self-Assessment Library
10	03/26/18	Benefits and Services	Ch. 13	Discussion Questions: 13-6, 13-7, 13-8, 13-9 Case: “Striking for Benefits,” Questions 13-18, 13-19, 13-20 Self-Assessment Library
11	04/02/18	Ethics, Employee Relations, and Fair  Treatment at Work	Ch. 14	Discussion Questions: 14-6, 14-7, 14-11, 14-10, 14-12 Case: “Enron, Ethics, and Organizational Culture,” Questions 14-24, 14-25, 14-25 Self-Assessment Library
12	04/09/18	Labor Relations and Collective Bargaining	Ch. 15	Discussion Questions: 15-4, 15-6, 15-8 Case: “Negotiating with the Writers Guild of America,” Questions 15-17, 15-18, 15-19, 15- 20 Self-Assessment Library
13	04/16/18	Employee Safety and Health	Ch. 16	Discussion Questions: 16-8, 16-9, 16-10, 16-11, 16-12 Case: “The New Safety and Health Program,” Questions 16-29, 16-30, 16-31, 16- 32 Self-Assessment Library
14	04/23/18	Power Point Case Presentations		
15	05/07/18	Final Exam	Chapters 10, 12, 13, 14, 15, 16	ALL ASSIGNMENTS DUE to INSTRUCTOR (or ON CANVAS)