



# Lincoln University

## BA 217 – Personnel Management

### COURSE SYLLABUS

Summer, 2019

**Instructor:** Dr. Pete Bogue  
**Lecture Schedule:** Monday/Wednesday, 12:30-3:15 PM  
**Credits:** 3 units / 45 lecture hours  
**Level:** Advanced (A)  
**Office Hours:** Monday/Wednesday, 11:45 AM -12:30 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:** June 2, 2019

### CATALOG DESCRIPTION

A survey of principles and practices related to development of sound personnel relationships with reference to employment recruiting and selection, training, job evaluation, performance appraisal, discipline, wage and salary administration, labor relations, safety, supervision, morale building, governmental regulations and other matters (3 units) *Prerequisite: BA 110*

### EDUCATIONAL OBJECTIVES

1. Define the roles and activities of a company's human resource management function.
2. Discuss 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. Discuss 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. Discuss 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	<p>*Explain the importance of human resources and their effective management in organizations.</p> <p>*Demonstrate a basic understanding of the tools used in forecasting, planning, and staffing organizational manpower needs.</p> <p>*Demonstrate a basic understanding of the tools used in managing and incentivizing human capital effectively.</p> <p>*Explain the purpose of a Human Resources Information System and how it facilitates the organization-wide HR Program.</p> <p>*Demonstrate a basic understanding of governmental regulations affecting employees and employers.</p> <p>*Research the internet effectively for HR information.</p>	PLO 1	ILO 1a, ILO 2a, ILO 3a	Assigned textbook chapters: Discussion questions; Case applications; Personal inventory assessments; Internet search assignment; Comprehensive final exam; Attendance.
2	<p>*Demonstrate critical thinking by identification, recognition, or application of key terms, items, concepts, or relevant data.</p>	PLO 2	ILO 1a, ILO 6a	Discussion questions; Case applications; Case application Power Point presentation; Internet search assignment.
3	<p>*Analyze the key issues for decision-making related to administering the human resource elements such as strategic positioning, personnel planning and recruiting, interviewing, training and development, performance appraisal, retention, engagement, and career planning, pay for performance and financial incentives, benefits and services, ethics, employee relations, diversity, and fair treatment at work, labor relations and collective bargaining, safety and health.</p>	PLO 4	ILO 1a, ILO 2a, ILO 5a	Discussion questions; Case applications; Case application Power Point presentation; Personal inventory assessments; Internet search assignment

<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).

**ASSESSMENT ACTIVITIES OF LEARNING OUTCOMES**

Discussion Questions, Application Cases Questions/Answers, Self-Assessment Library, Internet Research Assignment Documenting Sources, Final Examination.

**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 company's 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:	15%
Application Cases Questions/Answers:	15%
Self-Assessment Library:	15%
Internet Research Assignment:	15%
Final Comprehensive Exam:	35%
Attendance:	5%
Total:	100%

***Grading Scale (Point/Grade Conversion)***

Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	F
Points	95-100	90-94	87-89	84-86	80-83	77-79	74-76	70-73	65-69	60-64	0-59

### **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 final exam 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.

**Individual Assignment:** Undergraduate students will conduct an Individual Internet Research Assignment on the topic of "Why is hiring the right employees who fit the corporate culture so important and why does the company's future depend on it?" Students

will word process an essay about the results of their Internet Search Assignment, the format of the essay 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 essay paper the statement, “I have done my own work and have neither given nor received unauthorized assistance on this work.” Students will submit their essay to the instructor (or CANVAS) by the end of the course.

### **COURSE SCHEDULE**

#### **M 06/10/18, Chapter 1 Introduction to Human Resource Management**

**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**

#### **W 06/12/18, Chapter 3 Human Resource Management Strategy And Analysis**

**Discussion Questions: 3-3, 3-4, 3-5, 3-6, 3-7**

**Case: “Siemens Builds a Strategy-Oriented HR System,”  
Questions 3-18, 3-19, 3-20**

**Self-Assessment Library**

#### **M 06/17/18, Chapter 5 Personnel Planning and Recruiting**

**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**

#### **W 06/19/18, Chapter 7 Interviewing Candidates**

**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**

#### **M 06/24/18, Chapter 8 Training and Developing Employees**

**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**

#### **W 06/26/18, Chapter 9 Performance Management and Appraisal**

**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**

#### **M 07/01/18, Chapter 10 Managing Employee Retention, Engagement, And Careers**

**Discussion Questions: 10-3, 10-4, 10-5, 10-6, 10-7**  
**Case: “Google Reacts,” Questions 10-24, 10-25, 10-26**  
**Self-Assessment Library**

**W 07/03/18, Chapter 12 Pay-For-Performance & Financial Incentives**  
**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**

**M 07/08/18, Chapter 13 Benefits and Services**  
**Discussion Questions: 13-6, 13-7, 13-8, 13-9**  
**Case: “Striking for Benefits,” Questions 13-18, 13-19, 13-20**  
**Self-Assessment Library**

**W 07/10/18, Chapter 14 Ethics, Employee Relations, and Fair Treatment at Work**  
**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**

**M 07/15/18, Chapter 15 Labor Relations and Collective Bargaining**  
**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**

**W 07/17/18, Chapter 16 Employee Safety and Health**  
**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**

**M 07/22/19, Course Overview**

**W 07/24/18, Final comprehensive examination (Chapters 1, 3, 5, 7, 8, 9, 10, 12, 13, 14, 15, 16); ALL ASSIGNMENTS DUE: Team Discussion Questions, Team Application Cases, Individual Internet Research Assignment.**