



# Lincoln University

## BA 308 – Human Resources Management

COURSE SYLLABUS

Spring, 2021

**Instructor:** Dr. Pete Bogue  
**Lecture Schedule:** Tuesday 6:30 – 9:15 PM  
**Credits:** 3 units / 45 lecture hours  
**Level:** Mastery 1 (M1)  
**Office Hours:** Tuesday 5:30 – 6:30 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.

**Robbins, Stephen P., “Self-Assessment Library – Version 3.4, Insights into Your Skills, Interests, and Abilities,” 1<sup>st</sup> Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2008). ISBN-13: 918-0136083757.**

**Last Revision:** January 18, 2021

### 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>

	Course LO	Program LO	Institutional LO	Assessment Activities
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 & answers; Application cases questions & answers; Application case Power Point slide assignment; 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 Power Point slide assignment; Self-Assessment library; Research project documenting sources;

<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)

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 Power Point slide assignment; 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

**Assessment Activities of Learning Outcomes: Discussion Questions/Answers, Application Cases Questions/Answers/Power Point Slide Assignment, Self-Assessment Library, Internet Research Assignment Documenting Sources, Final Examination.**

### INSTRUCTIONAL METHODS

*This is a direct classroom instruction course. (Exception: Offered online Spring 2021)* 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 class preparation, must complete homework, course assignments, and 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, case studies, and examinations. The expected amount of time a

student will need to spend outside of class to complete his/her individual out-of-class reading and 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:*

Questions for Review/Answers	15%
Case Incident Questions/Answers:	10%
Case Incident Power Point Slide Assignment	15%
Self-Assessment Library:	10%
Research Project Documenting Sources:	15%
Final Comprehensive Exam	30%
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 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 or placed in a vibrating mode. Smart phone and laptop screens may be used to view course Power Points in class while lectures are in progress.

### **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 COURSE ACTIVITIES**

**NOTE: Students will read all of the required chapters for the final comprehensive examination, Chapters 1, 3, 5, 7, 8, 9, 10, 12, 13, 14, 15, 16, paying close attention to the Chapter Section Summaries and Key Terms at the end of each chapter. Most of the final exam short answer and/or essay questions will be answered in part by the definitions of the Key Terms that can be found in the margins of the chapters or Glossary in the back of the textbook.**

**NOTE: Students will answer ‘All Twelve (12) Assigned Chapters’ “Discussion Questions Numbered in the Syllabus,” after carefully reading the relevant chapters, and word processing the assigned questions/answers. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer). Students will submit the discussion question/answers to the instructor (or CANVAS) by the end of the course.**

**NOTE: Students will analyze and solve one (1) “Application Case” of their choice from the chapters in the syllabus, apply relevant concepts and practical applications found in the respective chapter, prepare Power Points of approximately eight (8) to ten (10) well-designed slides summarizing the case scenario and the answers to the “numbered questions following the case in the syllabus,” and submit them to the instructor (or CANVAS) by the end of the course.**

**NOTE: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities. Assigned Self-assessment Questionnaire score summary sheets will be completed in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the summary sheets to be submitted to the instructor (or CANVAS) by the end of the course.**

**NOTE: 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 or larger 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:**

**T 02/02/21, Syllabus Review**

**T 02/09/21, 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**

**T 02/16/21, 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**

**T 02/23/21, 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**

**T 03/02/21, 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**

**T 03/09/21, 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**

**T 03/16/21, 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**

**T 03/23/21, Chapter 10 Managing Employee Retention, Engagement, & 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**

**T 03/30/21, 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**

**T 04/06/21, 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**

**T 04/13/21, 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**

**T 04/20/21, 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**

**T 04/27/21, 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**

**Final Comprehensive Exam made available to students.**

**T 05/04/21, Final comprehensive examination (Chapters 1, 3, 5, 7, 8, 9, 10, 12, 13, 14, 15, 16); DUE to INSTRUCTOR (or ON CANVAS);**

**T 05/11/21, ALL ASSIGNMENTS DUE to INSTRUCTOR (or ON CANVAS).**

**BA 308 SYLLABUS ADDENDUM:**

Name: \_\_\_\_\_

BA 308/217 Human Resources Management-Self Assessment Assignments  
Students will answer the following questions for each assigned Self-Assessment instrument and submit to the instructor at the end of the course.

## Chapter 1, Introduction to Human Resource Management

## I.B.1: What Do I Value?

What are your three top Terminal Values?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

What are your three top Instrumental Values?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

## Chapter 3, Human Resource Management Strategy and Analysis

## III.B.2: How Committed Am I to My Organization?

What is your total score (1-7)? \_\_\_\_\_

Did you score (circle) high (6.1 or higher) or average (4-6) or low (below 4) in commitment to my organization?

## Chapter 5, Personnel Planning and Recruiting

## I.B.2: How Involved Am I in My Job?

What is your total score (10-60)? \_\_\_\_\_

Did you score (circle) low (24 or below) or average (25-40) or high (above 40) in job involvement?

## Chapter 7, Interviewing Candidates

## II.A.2: How Good Are My Listening Skills?

What is your total score (15-75)? \_\_\_\_\_

Did you score (circle) low (40 or less) or average (41-59) or high (60 or higher) in listening skills?

## Chapter 8, Training and Developing Employees

## I.C.2: What Are My Dominant Needs?

What is your need for Achievement score (5-25)? \_\_\_\_\_

Did you score (circle) lower than average (below 22.6) or average (22.6) or higher than average (above 22.6) need for Achievement?

What is your need for Affiliation score (5-25)? \_\_\_\_\_

Did you score (circle) lower than average (below 16.1) or average (16.1) or higher than average (above 16.1) need for Affiliation?

What is your need for Autonomy score (5-25)? \_\_\_\_\_

Did you score (circle) lower than average (below 20.0) or average (20.0) or higher than average (above 20.0) need for Autonomy?

What is your need for Power score (5-25)? \_\_\_\_\_

Did you score (circle) lower than average (17.7), or average (17.7), or higher than average (17.7) need for Power?



## Chapter 9, Performance Management and Appraisal

## III.A.3: How Good Am I at Giving Performance Feedback?

What is your performance feedback a/b ratio score? \_\_\_\_\_

Do you have relatively strong feedback skills [circle] (a/b ratios of 8/0, 7/1, or 6/2) or significant self-perceived weaknesses [circle] (a/b ratios of 3/5, 2/6, 1/7, or 0/8)?

## Chapter 10, Managing Employee Retentions, Engagement, and Appraisal

## IV.B.1: Am I Engaged?

What is your total score (9-45)? \_\_\_\_\_

Did you score (circle) high (27-45) or low (9-26) in work engagement?

## Chapter 12, Pay for Performance and Financial Incentives

## I.C.8: What's My Job's Motivating Potential?

What is your Motivating Potential Score (MPS) [1-343]? \_\_\_\_\_

Is your MPS summary score (circle) high (128-343) or low (1-127)?

For "job variety" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For doing a "whole or identifiable piece of work" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the "significance or importance of the job" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the "autonomy or deciding on your own how to go about the work" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the extent that the "job itself provides information about work performance" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

## Chapter 13, Benefits and Services

## III.B.3: Am I Experiencing Work/Family Conflict?

What is your total score (between 8 and 40)? \_\_\_\_\_

Did you score (circle) below 30 (balancing the needs of work and family) or 30 or above (not completely fulfilling your responsibilities to home and family)?

## Chapter 14, Ethics, Employee Relations, and Fair Treatment at Work

## II.B.5: How Good Am I at Disciplining Others?

What is your total score (8-24)? \_\_\_\_\_

Did you score (circle) high (22 or higher) or moderate (19-21) or low (below 19) at disciplining others?

## Chapter 15, Labor Relations and Collective Bargaining

## II.C.6: What's My Negotiating Style?

What is your total score (7-35)? \_\_\_\_\_

Did you score (circle) high (21-35) or low (7-20) in negotiating style?

## Chapter 16, Employee Safety and Health

## I.D.1: Am I a Procrastinator?

What is your total score (0-52)? \_\_\_\_\_

Did you score (circle) high (35 or higher) or moderate (14-34) or low (13 or less) in procrastination?