

LINCOLN UNIVERSITY

DEPARTMENT OF BUSINESS AND ECONOMICS

BA 308 – HUMAN RESOURCES MANAGEMENT

Course Units: 3 units (45 lecture hours)

Semester: Spring Semester 2015

Dr. Merwyn A. “Pete” Bogue, Jr., Associate Professor of Business Administration

Contact: University telephone: (510) 628-8010 (Leave messages only); Home telephone: (707) 746-5517 (urgent calls only); Mailing address: P.O. Box 1371, Benicia, CA 94510; E-mail addresses: pbogue@lincolnuca.edu (checked periodically for messages)

Office hours: By appointment

Catalogue Course 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).

Prerequisites: None

Co-requisites: None

Instructional Materials and References: Dessler, Gary, “Human Resource Management,” 14th ed. (Upper Saddle River, New Jersey: Pearson Education, Inc., 2015). ISBN-13: 978-0-13-354517-3 (Be mindful of chapter numbering and subject matter differences among editions)

Topical Outline: The course provides a complete, comprehensive review of essential personnel management concepts and techniques such as equal opportunity and the law, job analysis, recruitment and placement, testing, training and development, compensation, benefits and employee services, labor relations, employee safety and health, and International human resources. 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.

Instructional Methods: Lectures supported by PowerPoint slides, discussion groups, class handouts and accompanying exercises, written and/or video case studies, Internet based exercises and/or quizzes, and guest lectures when appropriate.

Assignments: Various chapter behavioral objectives and readings in the textbook, related course exercises, written cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of reading assignments prior to the class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

Textbook Chapter Learning Objectives:

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

- 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. Define the process of job analysis and discuss its importance as a foundation for human resource management practice.**
- 4. Compare and contrast methods used for selection and placement of human resources.**
- 5. Describe the steps required to analyze, develop, implement, and evaluate an employee training program.**
- 6. Identify and explain the issues involved in establishing compensation incentive systems.**
- 7. Identify how new technology, such as social networking, is influencing human resource management.**
- 8. Discuss what companies should do to compete in the global marketplace**

****Chapters to be covered in course. Other chapters may be covered in lectures but will not be included in the content of exams.**

Chapter 1 Introduction to Human Resource Management

****Chapter 2 Equal Opportunity and the Law**

****Chapter 3 Human Resource Management Strategy and Analysis**

Chapter 4 Job Analysis and the Talent Management Process

****Chapter 5 Personnel Planning and Recruiting**

Chapter 6 Employee Testing and Selection

****Chapter 7 Interviewing Candidates**

****Chapter 8 Training and Developing Employees**

****Chapter 9 Performance Management and Appraisal**

****Chapter 10 Managing Employee Retention, Engagement, and Careers**

Chapter 11 Establishing Strategic Pay Plans

****Chapter 12 Pay-For-Performance and Financial Incentives**

****Chapter 13 Benefits and Services**

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

****Chapter 15 Labor Relations and Collective Bargaining**

****Chapter 16 Employee Safety and Health**

Chapter 17 Managing Global Human Resources

Chapter 18 Managing Human Resources in Small and Entrepreneurial Firms

Assessment Criteria:

Grading (Grade Point Conversion):

A Superior	4.0
A-	3.7
B+	3.3
B Above Average	3.0
B-	2.7
C+	2.3
C Average	2.0
C-	1.7
D+	1.3
D Passing	1.0
F Failure	0

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+	

Assigned Grade Percentages:

25% First half-term exam

25% Second half-term exam

25% Homework (Out-of-Class Journals/Participation)

15% Case Studies

10% Attendance

Course Standards: Students will be responsible to attend all lectures and complete the textbook chapter readings prior to lectures, first half-term examination, second half-term examination, assignments including written and/or video case study analyses, class exercises and/or quizzes, participate in class discussions, and field trips when applicable.

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.

Methods of Evaluating Students:

Attendance: Regular attendance at classes is essential. Excessive absences may result in lowering of the final course grade or even dismissal from class resulting in a loss of credit. Arrive for class on-time and remain for the entire session except for breaks. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter attesting to the period of illness. Students are responsible for making up the class work missed.

Examinations: The first half-term exam and the second half-term exam will each 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. Exams will be closed book including no access to electronics (laptops/smart cell phones/dictionaries, etc.). Print dictionaries are allowed for ESL students. No conversation between students during exams. No breaks during exams except in emergencies. Cheating of any kind will result in a failed exam or 0 points.

Homework/Classroom Participation: Classroom participation will be graded and included as part of the homework component for the computation of final grades. Students are expected to keep "out-of-class journals" in which they write carefully thought-out responses to the "discussion questions" or "questions for review" located at the end of the assigned chapters in the textbook for the course. Students can be called upon randomly at any class session to summarize their answers to the discussion questions written in their journals. Students must bring their journals to every class and be prepared to respond if called upon. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). After summarizing their answers to discussion questions students should be prepared to invite additional comments and/or discussion from class members based upon their respective journal entries. In addition the instructor may introduce self-assessment behavioral questionnaires to be completed in sync with text readings on complimentary topics. Student will write their self-assessment scores and an analysis/interpretation of their

scores in their journals. In addition students may be called upon to respond to articles taken from popular media sources distributed in class. Students will write their reactions, opinions, thoughts, about the articles in their journals. The journals must be word-processed progressively on a weekly basis, will be collected by the instructor during the semester to check for completeness, and hard copies of the journals will be submitted to the instructor at the end of the course for grading as a homework assignment. Please be prepared to participate. What you put into the course will determine what you get out of it and what others get out of it.

Case Studies: Students may be required to submit assigned case studies. Your case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc., the bibliographies, as well as facts and figures, must be documented by proper annotation and referencing, and you should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. You may submit attachments with your case studies, graphs, charts, etc., but sources must be properly documented.

Comprehensive case assignment for graduate students only: “Google,” Appendix B of textbook. Respond to questions B-12, B-13, B14, B15, B-16, B-17. Case assignment due at second half-term examination date at end of course.

Supplemental Materials: Handouts may be distributed during the class on HRM related topics as deemed appropriate by the instructor. You may be held responsible for the content of handouts on the course examinations.

Modification of the Syllabus: The instructor reserves the right to modify this syllabus at any time during the course. An announcement of any changes will be made in class.

NB (Note Well): Read all assigned chapters in preparation for the examinations without regard to lectures which may supplement rather than follow the text.

Electronic Devices: Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. If you must answer a call, please do so in the hallway outside the classroom where you will not disturb other students. Smart phone and laptop screens may not be viewed in class while lectures are in progress unless otherwise instructed.

Spring Semester 2015, 01/20/15 to 03/10/15, Meeting days/times: Tuesday/Thursday, 3:30 p.m. to 6:15 p.m. (*Chapters to be covered and included in examinations)

Word Process the answers to the questions following the mini-case studies for the selected chapters and submit them to the instructor in two stages at the first half-term exam and the second half-term exam dates.

Answer the Discussion Questions in your out-of-class journal weekly, bring it with you to every class, be prepared to respond if called upon to summarize your answers to these discussion questions, and invite additional comments and/or discussion from class members. Turn-in a word processed copy of your journal at the second half-term exam date at the end of the course.

First Half-Term Course:

Tuesday, January 20, *Chapter 2 Equal Opportunity and the Law

Case: “An Accusation of Sexual Harassment in Pro Sports”

Discussion Questions: 2-3, 2-4, 2-5, 2-6

**Thursday, January 22, *Chapter 3 Human Resource Management Strategy
And Analysis**

Case: “Siemens Builds a Strategy-Oriented HR System”

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

Tuesday, January 27, *Chapter 5 Personnel Planning and Recruiting

Case: “Finding People Who Are Passionate About What They Do”

Discussion Questions: 5-5, 5-6, 5-7, 5-8, 5-9

Thursday, January 29, *Chapter 7 Interviewing Candidates

Case: “The Out-of-Control Interview”

Discussion Questions: 7-4, 7-5, 7-6, 7-7, 7-8, 7-9

Tuesday, February 3, *Chapter 8 Training and Developing Employees

Case: “Reinventing the Wheel at Apex Door Company”

Discussion Questions: 8-3, 8-5, 8-6, 8-7, 8-8, 8-9

Thursday, February 5, *Chapter 9 Performance Management and Appraisal

Discussion Questions: 9-5, 9-6, 9-8, 9-9, 9-10, 9-11

Tuesday, February 10, First half-term examination (Chapters 2, 3, 5, 7, 8, 9)

Case studies due for chapters 2, 3, 5, 7, 8

Second Half-Term Course:

**Thursday, February 12, *Chapter 10 Managing Employee Retention, Engagement,
And Careers**

Case: “Google Reacts”

Discussion Questions: 10-3, 10-4, 10-5, 10-6, 10-7

Tuesday, February 17, *Chapter 12 Pay-For-Performance and Financial Incentives

Discussion Questions: 12-4, 12-5, 12-6, 12-8, 12-9, 12-10

Thursday, February 19, *Chapter 13 Benefits and Services

Case: “Striking for Benefits”

Discussion Questions: 13-6, 13-7, 13-8, 13-9

Tuesday, February 24, *Chapter 14 Ethics, Employee Relations, and Fair

Treatment at Work

Case: “Enron, Ethics, and Organizational Culture”

Discussion Questions: 14-6, 14-7, 14-11, 14-10, 14-12

Thursday, February 26, *Chapter 15 Labor Relations and Collective Bargaining

Case: “Negotiating with the Writers Guild of America”

Discussion Questions: 15-4, 15-6, 15-8

Tuesday, March 3, *Chapter 16 Employee Safety and Health

Case: “The New Safety and Health Program”

Discussion Questions: 16-8, 16-9, 16-10, 16-11, 16-12

Thursday, March 5, Summary and Review

Tuesday, March 10, Second half-term examination (Chapters 10, 12, 13, 14, 15, 16)

ALL ASSIGNMENTS DUE: Case studies for chapters 10, 13, 14, 15, 16; word processed Journals containing answers to discussion questions, etc.; comprehensive case assignment for graduate students only.

Date Syllabus Was Last Reviewed: January 7, 2015