



# Lincoln University

## BA 217 – Personnel Management COURSE SYLLABUS Fall, 2023

**Instructor:** Dr. Ben Olmos  
**Lecture Schedule:** Friday, 9 AM – 11:45 AM (Online)  
**Google Meet:** Video call link: <https://meet.google.com/axr-xvva-wwc>  
Or dial: (US) +1 414-439-0231 PIN: 360 281 213#  
**Credits:** 3 units / 45 lecture hours  
**Level:** Advanced (A)  
**Office Hours:** Monday 3:30 – 4:30 PM by appointment.  
**e-mail:** bolmos@lincolnuca.edu

**Textbooks:** Robert L. Mathis, John H. Jackson, Sean Valentine, Patricia Meglich, “Human Resource Management,” 15<sup>th</sup> Edition  
MindTapV2.0 (Cengage 2019). ISBN 9781337407243.

**Last Revision:** August 14, 2023

### 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. 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 1a, ILO 2a	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 2a, ILO 7a	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 4a, ILO 5a, ILO 6a	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 4a, ILO 5a	Discussion questions; Application cases questions & answers
6	Develop research designs that allow ethically sound treatment of research participants	PLO 6	ILO 3a	Research Project Plan

### INSTRUCTIONAL METHODS

*This is an online classroom instruction course.*

Lectures for this class will be supported by PowerPoint slides as well as discussions related to real world scenarios business case studies. The emphasis will be on learning by doing. Every student must participate in classroom activities, must complete homework, 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 [LU Library](http://lincolnuca.libguides.com) website (lincolnuca.libguides.com).

<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

## 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 must acquire a Cengage MindTap access code that will be used for this class. Cengage MindTap allows students to access all interactive assignments that will be part of this class.

Students will be responsible for completing textbook chapter readings prior to the lectures. Individual homework assignments and examinations will be due by Sunday of each week by 11:59 PM. Assignments submitted past the due date will be considered late and may be subject to a deduction of 10% of the final grade for each week the assignment is late. No assignments will be accepted after the last day of class.

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:

Assignment Type	Points	% of Grade
HR Application	132	21%
HR Case Review	18	3%
HR Decision Making	50	8%
Chapter Quiz	140	22%
Team Assignment	120	19%
Attendance and Participation	70	11%
Final Exam	100	16%
<b>Total Points</b>	<b>630</b>	<b>100%</b>

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

586 - 630 A    453 - 471 C  
554 - 585 A-   428 - 452 C-  
535 - 553 B+   397 - 427 D+  
516 - 534 B    365 = 396 D  
491 - 515 B-   <= 364    F  
472 - 490 C+

**GENERAL CLASS 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.

**ONLINE ATTENDANCE AND PARTICIPATION**

During class students must have their camera turned on and engage in class discussion. Your attendance and participation grade will be determined by the duration of time your camera is live during class. If the camera on your computer is not working you may use the Zoom app on your phone to attend class, using your phone camera in place of your laptop camera. Failure to have a working camera will result in a loss of attendance and participation points.

**EXAMINATIONS**

The final exam will consist of a comprehensive 100 question exam that covers all chapters we read during this course. Questions will be a mix of multiple choice and true/false.

**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.

**GRADED ASSIGNMENTS AND CLASSROOM ACTIVITIES**

This class uses an integration between the textbook and Canvas to create an engaging and interactive online class. **You will need to purchase Cengage MindTap access OR Cengage Unlimited to complete all homework assignments for this class.**

PLEASE READ about the options Cengage offers and take into consideration other classes you are taking that may use a book from Cengage. It is possible you can save money by purchasing Cengage Unlimited, which will come with MindTap access.

**HR Application:** Students will be assessed on their knowledge of a variety of human resource terms and definitions relevant to the chapter reading. Students will be given 2 attempts to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

**HR Case Review:** Students will read a brief HR case that relates to the concepts covered in the reading. Following the case, students will be presented with a choice of options to address the question presented. Students will be given 2 attempts to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

**HR Decision Making:** Students will complete these interactive by viewing an interactive video that presents an HR scenario. At various times throughout the video, students will be prompted with a decision to make about the scenario. The options provided will be related to chapter reading. Students will be given 2 attempts to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

**Chapter Quiz:** For each chapter read, students will be presented with a chapter quiz that presents students with 10 questions that are either true/false or multiple choice. Students will be given 2 attempts to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

**Team Assignment:** Students will work in teams to real world HR scenarios that are related to concepts covered in the weeks reading. For these assignments, students will need to setup a team meeting, discuss the assignment tasks, create an action plan, and complete the assignment deliverables by the due date. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

**Attendance and Participation:** Each week students will be required to attend class, participate in class discussions, and keep their camera on during the time we are in class. Students will be graded each class meeting based on their level of engagement and participation as well as their on-camera time.

**Final Exam:** The final exam for class will consist of a comprehensive 100 question quiz that covers all chapters read during class. Questions presented will be either true/false or multiple choice. Students will only have 1 attempt to complete the final exam, but they

will not be timed. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas

### COURSE SCHEDULE

Unit	Unit Start Date	Lecture Date	Topic	Assignments				Assignment Due
				Read	Watch or Do	Graded Assignments	Points	
1	8/21/23	8/25/23	Human Resource Management in Organizations	Chapter 1	Section 1: Spark Clip Video	Human Resources in Organizations	15	8/27/23
				Phillips Furniture Case	On The Job Video: Jet Blue- Intro to HR	Mini Case: Water Quality Association: Building Competencies with Technology	3	
					What Would You Do?	Chapter 1 Quiz	10	
						Attendance and Participation	5	
2	8/28/23	9/1/23	Human Resource Strategy and Planning	Chapter 2	Ocean House- HR Business Strategy	Team Task: Staffing Plan	24	9/3/23
				Xerox Focuses on HR	What Would You Do?	You Make The Decision	10	
						Chapter 2 Quiz	10	
						Attendance	5	
3	9/4/23	9/8/23	Equal Employment Opportunity	Chapter 3	On The Job Video: Jet Blue- Diversity	Equal Employment Opportunity	11	9/10/23
				Worker Exploitation at Foxconn/Hon Hai	What Would You Do?	Mini Case: Conflict over an Employee's Pregnancy at UPS	3	
						Chapter 3 Quiz	10	
						Attendance	5	
4	9/11/23	9/15/23	Workforce, Jobs, and Job Analysis.	Chapter 4	Section 2: Spark Clip Video	Workforce, Jobs, and Job Analysis	13	9/17/23
				Flexible Work and Success at Best Buy	Intermountain Healthcare- Job Analysis & Design	You Make The Decision	10	
					What Would You Do?	Chapter 4 Quiz	10	
						Attendance	5	
5	9/18/23	9/22/23	Individual/Organization Relations and Retention	Chapter 5	Money Desktop- Retention	Individual/Organization Relations and Retention	12	9/24/23
				Accenture- Retaining for Itself	What Would You Do?	You Make The Decision	10	
						Chapter 5 Quiz	10	
						Attendance	5	

6	9/25/23	9/29/23	Recruiting High-Quality Talent	Chapter 6	Money Desktop-Recruiting	Team Task: Employee Recruitment	24	10/1/23
				FedEx's Independent Contractors: Is the Company Really Recruiting Employees?	What Would You Do?	Assignment: Recruiting High-Quality Talent	11	
						Chapter 6 Quiz	10	
						Attendance	5	
7	10/2/23	10/6/23	Selecting Human Resources	Chapter 7	Money Desktop-Interviewing	Selecting Human Resources	10	10/8/23
				A Review of Two Companies	What Would You Do?	It's All in the Family	3	
						Chapter 7 Quiz	10	
						Attendance	5	
8	10/9/23	10/13/23	Training Human Resources	Chapter 8	Section 3: Spark Video	Team Task: Training Human Resources	24	10/15/23
				Onboarding in The Twenty-First Century	The Ocean House-Training & Development	Mini Case: Saving Lives through Effective Training	3	
					What Would You Do?	Chapter 8 Quiz	10	
						Attendance	5	
9	10/16/23	10/20/23	Talent, Careers, and Development	Chapter 9	Stew Leonard's-Talent Development	Talent, Careers, and Development	10	10/22/23
				Leadership Leverage	What Would You Do?	Walmart's Boot Camp for Top Leaders	3	
						Chapter 9 Quiz	10	
						Attendance	5	
10	10/23/23	10/27/23	Performance Management and Appraisal	Chapter 10	Metropolitan Bakery-Performance Review	Team Task: Performance Management and Appraisal	24	10/29/23
				Performance Management at Netflix	What Would You Do?	Performance Management and Appraisal	10	
						Chapter 10 Quiz	10	
						Attendance	5	
11	10/30/23	11/3/23	Managing Employee Benefits	Chapter 13	Stew Leonard's-Benefits	Managing Employee Benefits	10	11/5/23
				Strategic Benefits at KPMG Canada	What Would You Do?	The Limited Taps Technology to Communicate Benefits	3	
						Chapter 13 Quiz	10	

						Attendance	5		
12	11/6/23	11/10/23	Risk Management and Worker Protection	Chapter 14	Section 5 Spark Clip	Team Task: Risk Management	24	11/12/23	
				Wellness Programs Health the Bottom Line	Stew Leonard's-Health & Safety	Risk Management and Worker Protection	10		
					What Would You Do?	Chapter 14 Quiz	10		
						Attendance	5		
13	11/13/23	11/17/23	Employee Rights and Responsibilities	Chapter 15	Unite Here: Employee Rights and Discipline	Employee Rights and Responsibilities	10	11/19/23	
				How Special Is That Sandwich?	What Would You Do?	You Make the Decision	10		
						Chapter 15 Quiz	10		
						Attendance	5		
14	11/20/23	Fall Break							
15	11/27/23	12/1/23	Union - Management Relations	Chapter 16	Unite Here: Labor Unions	Union-Management Relations	10	12/3/23	
				Driving Away the UAW	What Would You Do?	You Make the Decision	10		
						Chapter 16 Quiz	10		
						Attendance	5		
16	12/4/23	12/8/23				Final Exam	100	12/10/23	
							Total Points	630	