



Lincoln University

BA 308 – Human Resources Management

COURSE SYLLABUS

Summer, 2023

Instructor: Uday Kumar Ghosh
Lecture Schedule: Tuesdays & Thursday 12:30 – 03:15 PM
Credits: 3 units / 45 lecture hours
Level: Mastery 1 (M1)
Office Hours: Monday - Friday 3:30 PM – 4:30 PM by appointment

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

Last Revision: June, 2023

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 OUTCOMES¹

| | 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; |

¹ 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, Mid Term, and Final Examination.

INSTRUCTIONAL METHODS

This is a direct classroom instruction course. Lectures supported 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% |
| Midterm Exam | 15% |
| Research Project Documenting Sources: | 10% |
| Final Comprehensive Exam | 15% |
| Attendance | 30% |
| Total | 05% |
| | 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 midterm and 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 have home assignments on Canvas and each assignment will have a deadline. On Canvas, every week Sunday at 11.59 pm is the deadline to submit home assignments.

NOTE: Individual Research Project: MBA 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.

COURSE SCHEDULE:

T 06/13/2023, Chapter 1 Introduction to Human Resource Management

Th 06/15/2023, Chapter 3 Human Resource Management Strategy And Analysis

T 06/20/2023, Chapter 5 Personnel Planning and Recruiting

Th 06/22/2023, Chapter 7 Interviewing Candidates

T 06/27/2023, Chapter 8 Training and Developing Employees

Th 06/29/2023, Chapter 9 Performance Management and Appraisal

T 07/04/2023, No Class

Th 07/06/2023, Midterm Exam (Chapters 1,3,5, 7, 8, and 9) - Chapter 10 Managing Employee Retention, Engagement, & Careers

T 07/11/2023, Chapter 12 Pay-For-Performance & Financial Incentives

Th 07/13/2023, Chapter 13 Benefits and Services

T 07/18/2023, Chapter 14 Ethics, Employee Relations, and Fair Treatment at Work

Th 07/20/2023, Chapter 15 Labor Relations and Collective Bargaining

T 07/25/2023, Chapter 16 Employee Safety and Health

Th 07/27/2023, Final Examination