



Lincoln University

BA 308 – Human Resources Management

COURSE SYLLABUS

Spring, 2024

Instructor: Dr. Ben Olmos
Lecture Schedule: Saturday, 12:30 PM – 3:15 PM (Online)
Google Meet: Zoom link: <https://lincolnuca-edu.zoom.us/j/83209078476>
Credits: 3 units / 45 lecture hours
Level: Mastery 1 (M1)
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,” 15th Edition MindTapV2.0 (Cengage 2019). ISBN 9781337407243.

Last Revision: January 03, 2024

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; 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 2b, ILO 7b	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 4b, ILO 5b, ILO 6b	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 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

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).

¹ 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%
Total Points	630	100%

GRADING SCALE (POINT/GRADE CONVERSION)

598 - 630 A 466 - 484 C
 567 - 597 A- 441 - 465 C-
 548 - 566 B+ 409 - 440 D+
 529 - 547 B 378 - 408 D
 504 - 528 B- <=377 F
 485 - 503 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	1/22/24	1/27/24	Human Resource Management in Organizations	Chapter 1	Section 1: Spark Clip Video	Human Resources in Organizations	15	1/27/24
				Phillips Furniture Case	On The Job Video: JetBlue- 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	1/29/24	2/3/24	Human Resource Strategy and Planning	Chapter 2	Ocean House- HR Business Strategy	Team Task: Staffing Plan	24	2/4/24
				Xerox Focuses on HR	What Would You Do?	You Make The Decision	10	
						Chapter 2 Quiz	10	
						Attendance	5	
3	2/5/24	2/10/24	Equal Employment Opportunity	Chapter 3	On The Job Video: JetBlue- Diversity	Equal Employment Opportunity	11	2/11/24
				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	2/12/24	2/17/24	Workforce, Jobs, and Job Analysis.	Chapter 4	Section 2: Spark Clip Video	Workforce, Jobs, and Job Analysis	13	2/18/24
				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	2/19/24	2/24/24	Individual/Organization Relations and Retention	Chapter 5	Money Desktop- Retention	Individual/Organization Relations and Retention	12	2/25/24
				Accenture- Retaining for Itself	What Would You Do?	You Make The Decision	10	
						Chapter 5 Quiz	10	
						Attendance	5	

6	2/26/24	3/2/24	Recruiting High-Quality Talent	Chapter 6	Money Desktop-Recruiting	Team Task: Employee Recruitment	24	3/3/24	
					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	3/4/24	3/9/24	Selecting Human Resources	Chapter 7	Money Desktop-Interviewing	Selecting Human Resources	10	3/10/24	
					A Review of Two Companies	What Would You Do?	It's All in the Family		3
							Chapter 7 Quiz		10
							Attendance		5
8	3/11/24	Spring Recess							
9	3/18/24	3/23/24	Training Human Resources	Chapter 8	Section 3: Spark Video	Team Task: Training Human Resources	24	3/24/24	
					Onboarding in The Twenty-First Century Assignment	The Ocean House-Training & Development	Mini Case: Saving Lives through Effective Training Assignment		3
						What Would You Do?	Chapter 8 Quiz		10
							Attendance		5
10	3/25/24	3/30/24	Talent, Careers, and Development	Chapter 9	Stew Leonard's-Talent Development	Talent, Careers, and Development	10	3/31/24	
					Leadership Leverage	What Would You Do?	Walmart's Boot Camp for Top Leaders Assignment		3
							Chapter 9 Quiz		10
							Attendance		5
11	4/1/24	4/6/24	Performance Management and Appraisal	Chapter 10	Metropolitan Bakery-Performance Review	Team Task: Performance Management and Appraisal	24	4/7/24	
					Performance Management at Netflix Assignment	What Would You Do?	Performance Management and Appraisal		10
							Chapter 10 Quiz		10
							Attendance		5
12	4/8/24	4/13/24	Managing Employee Benefits	Chapter 13	Stew Leonard's-Benefits	Managing Employee Benefits	10	4/14/24	

				Strategic Benefits at KPMG Canada	What Would You Do?	The Limited Taps Technology to Communicate Benefits Assignment	3		
						Chapter 13 Quiz	10		
						Attendance	5		
13	4/15/24	4/20/24	Risk Management and Worker Protection	Chapter 14	Section 5 Spark Clip	Team Task: Risk Management	24	4/21/24	
				Wellness Programs Health the Bottom Line Assignment	Stew Leonard's-Health & Safety	Risk Management and Worker Protection	10		
					What Would You Do?	Chapter 14 Quiz	10		
						Attendance	5		
14	4/22/24	4/27/24	Employee Rights and Responsibilities	Chapter 15	Unite Here: Employee Rights and Discipline	Employee Rights and Responsibilities	10	4/28/24	
				How Special Is That Sandwich?	What Would You Do?	You Make the Decision	10		
						Chapter 15 Quiz	10		
						Attendance	5		
15	4/29/24	5/4/24	Union - Management Relations	Chapter 16	Unite Here: Labor Unions	Union-Management Relations	10	5/5/24	
				Driving Away the UAW	What Would You Do?	You Make the Decision	10		
						Chapter 16 Quiz	10		
						Attendance	5		
16	5/6/24	5/11/24				Final Exam	100	5/11/24	
							Total Points	630	

Getting Started with Class and Cengage MindTap

My Teaching Philosophy

As a business professor with a Doctorate in Business Administration, my primary objective is to equip you with the knowledge and skills that not only meet but exceed current industry standards. The materials and methodologies I employ in this class are carefully curated to elevate your professional acumen. While my approach may differ from what you may have experienced in other classes, I design my courses with your success in mind.

As a student pursuing a Master's in Business Administration, you're aiming to become an expert in your field. I consider it my responsibility to prepare you to be the next generation of business leaders, and I'm committed to doing so to the best of my ability. As students, you are making an investment in yourself and in your future. I take your personal and financial commitment to excellence seriously, which is why I do my best to lead my classes with the best possible intentions for your future success.

Access to Book and Assignments

As it relates to the textbook for class. The book we are using is published by Cengage, one of the top textbook publishers in the US. Their textbooks are used in thousands of classrooms around the world and have some of the best learning integrations with Canvas. I use them because of the quality of their materials and as an online instructor, they provide some of the best online learning materials and support of any other publisher I have used.

With that in mind, I often have students with questions about the book for this class. Below I did my best to address all the concerns some had.

What Does the Book and Materials Cost?

As a book publisher, Cengage is also committed to helping students lower the cost of going to school. This is why they developed their product, Cengage Unlimited. There are 2 different price tiers for this product:

- One Term: \$129.99
- Two Terms: \$199.99

The way this has the potential to save a student money is that once you pay this fee, it is good for as many classes you may take that use Cengage books. Not all professors at Lincoln University use Cengage textbooks and there is no way for me to know how many do, but depending on how many classes you have left, or how many classes you have that are using their books, this can be a significant savings per class. Something you can do is check the syllabus for other classes you are taking to see if Cengage is the publisher for

other books that are being used. Each time you have a class that uses Cengage books, the cost goes down.

What About Ongoing Book Access?

Cengage Unlimited access does will end once your subscription period is over, and so does your access to the book. If you purchase the book for 4-months, this will be enough time to complete our class.

Some students like to print portions of the book to keep for later use. If there are portions of the book you wish to retain, you can print sections of the book from the eBook reader. I use a Mac and when I print, there is an option to select the print destination. The default is the printer you may have installed on your computer, but you can change the destination to be PDF, which will allow you to save the section you are interested in as a PDF document to view anytime. Unfortunately, there is not an option to print multiple sections at once, but this does give you the option to save parts of the book you wish to keep.

How Can I Get a Hardcopy of the Book?

Cengage Unlimited includes 4 free hardcopy textbook rentals so you can get a physical copy of the book, but you will have to pay \$9.99 for shipping. It is a rental so the book will need to be returned.

Is Cengage Unlimited Required for Assignments?

Yes. For this class you will need to have access to Cengage MindTap, which is part of Cengage Unlimited. MindTap allows you to access the reading assignments and all the graded assignments for class. It also allows you to access the videos that are part of the learning material for this class, as well as the online learning tools that are part of this class as well.

In Canvas there is a module called Start Here, which includes a video called An Introduction to MindTap. Please review that video to learn more about what is included with MindTap.

Errors when Access Assignments in Canvas

If you experience an error like the one below when trying to access an assignment in Cengage, it may be an issue with your Chrome browser blocking the cookie that makes the assignment work.

Chapter 02: You Make the Decision

Use your knowledge of key concepts and skills to make decisions and help solve realistic management issues in this interactive activity. (15 – 25 minutes)



Oops! Something went wrong...

An error has occurred. Please reference incident GATE-559114 when you contact Cengage Technical Support for assistance.

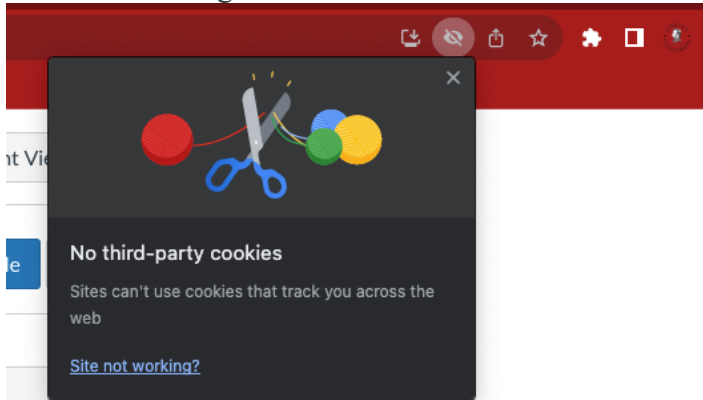
Contact [Cengage Technical Support](#) for assistance.

If your Chrome browser looks like this in the upper right corner, your browser is blocking the cookie:

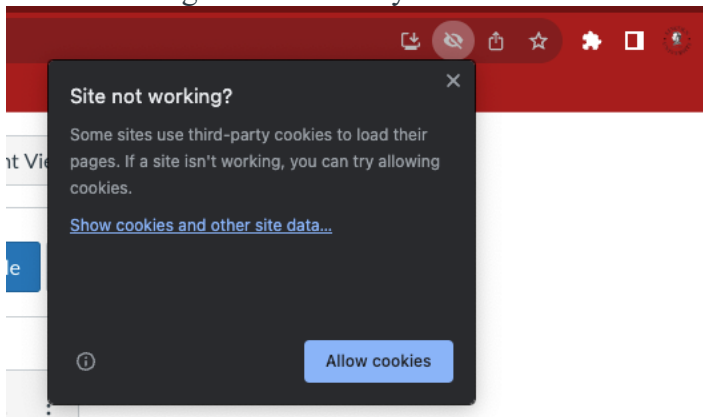


To resolve this issue, click on the icon that looks like an eye in the upper right corner of our web browser address bar. You may see the eyeball has a line through it.

Click on the icon and you will see a window that addresses third-party cookies. Select the “Site not working?” text at the bottom.



Then click, “Allow Cookies”. This will resolve the issue. Once this is done, you can select the assignments and they will work without issue.



Assignment Due Dates

Please make it a priority to obtain all the materials you need for class and work to get your assignments in on time. I will allow some forgiveness the first two weeks of class but after that, you may lose points for late assignments.