



Lincoln University

BA 308 – Human Resources Management

COURSE SYLLABUS

Summer, 2025

Instructor: Dr. Ben Olmos
Lecture Schedule: Friday, 9 AM – 11:45 AM (Online)
Saturday, 9 AM – 11:45 AM (Online)
Zoom Link: <https://lincolnuca-edu.zoom.us/j/82832900886>
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: Mastering Human Resource Management v2.0
Author: Derek Crews
Publisher: FlatWorld
ISBN (Digital): 979-8-88794-197-4

Last Revision: May 27, 2025

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.

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

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).

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:

Discussion Questions	210	19%
Chapter Quiz	140	13%
Exams	300	27%
Individual Paper	400	36%
Attendance	70	6%
Total Points	1120	100%

GRADING SCALE (POINT/GRADE CONVERSION)

Grade	Points Range	Grade	Points Range
A	1063 – 1120	C	838 – 870
A–	1016 – 1062	C–	792 – 837
B+	981 – 1015	D+	756 – 791
B	950 – 980	D	720 – 755
B–	905 – 949	D–	674 – 719
C+	871 – 904	F	0 – 673

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	Graded Assignments	Points	
1	6/9/25	6/13/25	Human Resource Management: Challenges, Emerging Issues, and Roles	Chapter 1	Google Wants to Know How a Candidate Thinks	Discussion Question: Case Study: The Spectacular Culture Crush at Warby Parker	30	6/15/25
					Rising Above Generational Stereotypes in the Workplace	Chapter 1 Quiz	10	
					How Warby Parker Makes Every Point in Its Employee Lifecycle Extraordinary	Attendance and Participation	5	
		6/14/25	Human Resource Strategy and Planning	Chapter 2	How Southwest Airlines Built Its Culture	Chapter 2 Quiz	10	
					Human Resource Strategy and Planning	Attendance and Participation	5	
					Workforce Forecasting			
					HR Metrics			
					Using Analytics to Measure Interactions in the Workplace			
2	6/16/25	6/20/25	Equal Employment Opportunity	Chapter 3	The Lilly Ledbetter Fair Pay Act	Discussion Question: Case Study: A Spicy Case of Pregnancy Discrimination	30	6/22/25
					President John F. Kennedy's Civil Rights Address	Chapter 3 Quiz	10	
					How to Recognize, Address, and Prevent Sexual Harassment	Attendance and Participation	5	
					Katie Link Reports for Newsy on the Case of Doris Hernandez			
		6/21/25	Job Analysis and	Chapter	Arnie, the HR Bot	Chapter 4 Quiz	10	

			Design	4	Job Analysis	Course Project: Part 1: Organization Selection and Interview Preparation	100	
					Uber Drivers: Are They Employees or Contractors?	Attendance and Participation	5	
3	6/23/25	6/27/25	Talent Recruitment	Chapter 5	The Best Companies to Work For in 2019	Discussion Question: Case Study: Trouble in Paradise	30	6/29/25
					How to Develop Your Employer Branding	Chapter 5 Quiz	10	
					Recruitment Analytics	Attendance and Participation	5	
					How the Government of Hawaii Transformed Its Recruiting Process			
	6/28/25		Talent Selection	Chapter 6	Pregnant 21-Year-Old Alisha Bromfield Dies at Hands of Boss	Chapter 6 Quiz	10	
					Employment Background Checks	Exam 1 Chapters 1-5	100	
					Talent Analytics	Attendance and Participation	5	
					A Sample Behavioral Interview Question: "Tell Me About a Time You Failed"			
					Disparate Impact			
4	6/30/25	NO LECTURE July 4th	Talent Development	Chapter 7	Spark City	Discussion Question: Case Study: Maybe Your Ducks Should Not All Be in a Row	30	7/6/25
					Change Happens!	Chapter 7 Quiz	10	
					Firefighter Simulation Training	Attendance and Participation	5	
					UPS Is Training Drivers with Virtual Reality			
					Collaborative Spaces: Design Story			
	7/5/25		Performance Management and Appraisal	Chapter 8	Abolish Performance Reviews? The Great Debate	Chapter 8 Quiz	10	
					Performance Appraisal Rater Errors	Course Project: Part 2: Interview and Initial HR Analysis	100	
					Navigating Performance Review Discussions	Attendance and Participation	5	
					HR Workforce Analytics			
					Should Off-the-Clock Behavior Be Grounds for Termination?			
5	7/7/25	7/11/25	Managing Compensation	Chapter 9	Amazon Associates React to \$15 Minimum Wage Announcement	Discussion Question: Case Study: The Stagecoach Scandal	30	7/13/25

6	7/14/25				Point Method of Job Evaluation	Chapter 9 Quiz	10	7/20/25
					Wells Fargo Scandal Explained	Attendance and Participation	5	
						Chapter 10 Quiz	10	
		7/12/25	Managing Benefits	Chapter 10	Onsite Childcare: It's Paying Off at Clif Bar	Exam 2 Ch 6-10	100	
					We the Voters: How Will Millennials Benefit from Social Security?	Attendance and Participation	5	
					Extraordinary Employee Wellness Programs			
					Meet Annie, Cigna Employee			
		7/18/25	Employee Engagement	Chapter 11	Leading with Purpose and Humanity: A Conversation with Hubert Joly	Discussion Question: Case Study: A Working Vacation	30	
					What Makes Gallup's Q12 Survey the Best Way to Measure Employee Engagement?	Chapter 11 Quiz	10	
					Ten Best Practices to Improve Employee Onboarding	Attendance and Participation	5	
					Airbnb: Spearheading the Employee Experience			
7	7/21/25	7/19/25	Employee Rights and Labor Relations	Chapter 12	California Oil Refiner Blast Sends Flames Shooting Into the Sky	Chapter 12 Quiz	10	7/26/25
					The Matewan Massacre of 1920	Course Project: Part 3: Compensation, Employee Rights, and Labor Relations	100	
					Privacy Rights versus Employee Tracking	Attendance and Participation	5	
		7/25/25	Workplace Health, Safety, and Security	Chapter 13	Mesothelioma: Causes, Signs and Symptoms, Diagnosis, and Treatment	Discussion Question: Case Study: Minimizing Workplace Violence	30	
					Understanding What Safety Culture Is	Chapter 13 Quiz	10	
					Police Identify Gary Martin as Suspect in Deadly Aurora, Illinois Workplace Shooting	Attendance and Participation	5	
		7/26/25	Global HRM	Chapter 14				
					Toyota Motor Manufacturing WV (TMMWV)	Chapter 14 Quiz	10	
					Cross-Cultural	Attendance and	5	

					Management	Participation		
					Inclusive Workplaces: Employment Is Life	Course Project: Part 4: Final Comprehensive HR Report	100	
					FATCA Explained: The New Tax Law for U.S. Citizens Abroad	Exam 3 Ch 11-14	100	
						Total Points	1120	