Lincoln University

BA 308 – Human Resources Management
COURSE SYLLABUS
Spring, 2026

Instructor:	Dr. Ben Olmos
Lecture Schedule:	Friday, 9:00 AM – 11:45 AM (Online)
Zoom Link:	https://lincolnuca-edu.zoom.us/j/87369308941
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:	January, 2026

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 OUTCOMES[1]

	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.

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[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 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	420	36%
Chapter Quiz	140	12%
Exams	300	26%
Team Paper	175	15%
Team Presentation	50	4%
Attendance	75	6%
Total Points	1160	100%

GRADING SCALE (POINT/GRADE CONVERSION)

A	1035 - 1160	C	815 - 846
A-	989 - 1034	C-	770 - 814
B+	955 - 988	D+	735 - 769
B	924 - 954	D	700 - 734
B-	880 - 923	D-	655 - 699
C+	847 - 879	F	0 - 654

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

There are 3 exams throughout this course, each worth 100 points. The exams will cover multiple chapters that have been studied up that that point, and the questions will be a mix of multiple choice, true/false, and fill in the blank. You will not be timed on your exam, but you will only have 1 attempt to complete it.

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 course is designed to provide an interactive and engaging learning experience by integrating textbook materials, case studies, discussions, and applied HRM scenarios. All assignments and activities are structured to help students develop a practical understanding of Human Resource Management (HRM) while applying concepts to real-world business situations**.**

Graded Assignments

Discussion Questions (30 points each)

Each week, students will analyze and respond to case studies that relate to the week's HR topic. These case studies will require students to apply critical thinking, HRM theories, and problem-solving skills to workplace scenarios.

- Students must post an initial response (minimum 250 words) addressing the key issues in the case study.
- Students must also respond to at least two classmates' posts (minimum 150 words each) to engage in discussion.
- Due Date: Weekly by Sunday at 11:59 PM (as per the schedule).
- Access**:** Discussions will be available in the Canvas Discussion Board.

Chapter Quizzes (10 points each)

At the end of each chapter, students will complete a 10-question multiple-choice, true/false and fill in the blank quiz to assess comprehension of the chapter's key concepts.

- **Attempts:** Students have one attempt to complete each quiz.
- **Time Limit:** No time limit; students should carefully review their answers before submitting.
- **Access:** Quizzes will be available in the Modules section of Canvas.

Attendance and Participation (5 points per week)

Attendance and participation are **essential components** of this course. Students are expected to:
✅ Attend all scheduled class sessions
✅ Engage in discussions and activities
✅ Keep their cameras on during virtual sessions
✅ Actively contribute to the learning environment

Students will be graded on engagement, participation, and professionalism during class sessions.

Course Project: Comprehensive Case Study (100 points total)

Throughout the course, students will complete a comprehensive case study that integrates HRM principles learned in class. This team project will require students to analyze real-world HR issues and provide strategic recommendations.

The project consists of the following deliverables:

- **Final Paper (100 points)** – A written analysis of an HR case study, applying course concepts to propose strategic solutions.
- **Team Presentation (50 points)** – A group presentation summarizing the case study findings and recommendations.
- **Access:** Details and rubrics will be provided in Canvas under the Course Project section**.**

Exams (100 points each)

Students will complete three exams to assess their understanding of key HRM concepts:

- **Exam 1:** Covers Chapters 1-5
- **Exam 2:** Covers Chapters 6-10
- **Final Exam:** A comprehensive exam consisting of multiple-choice, true/false, and fill in the blank questions covering all course material.
- **Attempts:** Students have one attempt for each exam.
- **Time Limit:** No time limit, but students should ensure they complete the exam in one sitting.
- **Access:** Exams will be available in Canvas**.**

Course Success Tips

✅ **Stay engaged** in discussions and ask questions.
✅ **Use course materials** to support your responses and assignments.
✅ **Manage your time effectively** to keep up with weekly readings, quizzes, and assignments.
✅ **Collaborate with your team** for the course project.
✅ **Keep track of deadlines** to ensure timely submissions.

COURSE SCHEDULE

Unit	Unit Start Date	Lecture Date	Topic	Assignments				Assignment Due
				Read	Watch	Graded Assignments	Points	
1	1/26/26	1/30/26	Human Resource Management: Challenges, Emerging Issues, and Roles	Chapter 1	Google Wants to Know How a Candidate Thinks	Discussion Question: Case Study: The Spec-Tacular Culture Crush at Warby Parker	30	2/1/26
					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	
2	2/2/26	2/6/26	Human Resource Strategy and Planning	Chapter 2	How Southwest Airlines Built Its Culture	Discussion Question: Case Study: Alexa...Run Payroll	30	2/8/26
					Human Resource Strategy and Planning	Chapter 2 Quiz	10	
					Workforce Forecasting	Attendance	5	
					HR Metrics			
					Using Analytics to Measure Interactions in the Workplace			
3	2/9/26	2/13/26	Equal Employment Opportunity	Chapter 3	The Lilly Ledbetter Fair Pay Act	Discussion Question: Case Study: A Spicy Case of Pregnancy Discrimination	30	2/15/26
					President John F. Kennedy's Civil Rights Address	Chapter 3 Quiz	10	
					How to Recognize, Address, and Prevent Sexual Harassment	Attendance	5	
					Katie Link Reports for Newsy on the Case of Doris Hernandez			
4	2/16/26	2/20/26	Job Analysis and Design	Chapter 4	Arnie, the HR Bot	Discussion Question: Case Study: Independence Comes with a Price	30	2/22/26
					Job Analysis	Chapter 4 Quiz	10	
					Uber Drivers: Are They Employees or Contractors?	Attendance	5	
5	2/23/26	2/27/26	Talent Recruitment	Chapter 5	The Best Companies to Work For in 2019	Discussion Question: Case Study: Trouble in Paradise	30	3/1/26
					How to Develop Your Employer Branding	Chapter 5 Quiz	10	
					Recruitment Analytics	Attendance	5	
					How the Government of Hawaii Transformed Its Recruiting Process			

6	3/2/26	3/6/26	Talent Selection	Chapter 6	Pregnant 21-Year-Old Alisha Bromfield Dies at Hands of Boss	Discussion Question: Case Study: Not a Power-Ful Test	30	3/8/26
					Employment Background Checks	Chapter 6 Quiz	10	
					Talent Analytics	Exam 1 Chapters 1-5	100	
					A Sample Behavioral Interview Question: "Tell Me About a Time You Failed"	Attendance	5	
					Disparate Impact	█████████		
7	3/9/26	3/13/26	Talent Development	Chapter 7	Spark City	Discussion Question: Case Study: Maybe Your Ducks Should Not All Be in a Row	30	3/15/26
					Change Happens!	Chapter 7 Quiz	10	
					Firefighter Simulation Training	Attendance	5	
					UPS Is Training Drivers with Virtual Reality	█████████		
					Collaborative Spaces: Design Story			
8	3/16/26	Spring Recess						
9	3/23/26	3/27/26	Performance Management and Appraisal Course Project: Comprehensive Case Study	Chapter 8	Abolish Performance Reviews? The Great Debate	Discussion Question: Case Study: Misbehaving . . . Off the Clock	30	3/29/26
					Performance Appraisal Rater Errors	Chapter 8 Quiz	10	
					Navigating Performance Review Discussions	Course Project: Comprehensive Case Study - Part 1: Organizational Selection and HR Overview	0	
					HR Workforce Analytics	Attendance	5	
					Should Off-the-Clock Behavior Be Grounds for Termination?	█████████		
10	3/30/26	4/3/26	Managing Compensation Course Project: Comprehensive Case Study	Chapter 9	Amazon Associates React to $15 Minimum Wage Announcement	Discussion Question: Case Study: The Stagecoach Scandal	30	4/5/26
					Point Method of Job Evaluation	Chapter 9 Quiz	10	
					Wells Fargo Scandal Explained	Course Project: Comprehensive Case Study - Part 1: Organizational Selection and HR Overview	25	
					█████████	Attendance	5	
11	4/6/26	4/10/26	Managing Benefits	Chapter 10	Onsite Childcare: It's Paying Off at Clif Bar	Discussion Question: Case Study: Cigna Insures Growth Opportunities	30	4/12/26
					We the Voters: How Will Millennials Benefit from Social Security?	Chapter 10 Quiz	10	

#	Start	End	Topic	Chapter	Reading	Assignment	Points	Due
			Course Project: Comprehensive Case Study		Extraordinary Employee Wellness Programs	Exam 2	100	
					Meet Annie, Cigna Employee	Course Project: Comprehensive Case Study - Part 2: Talent Management Analysis	0	
						Attendance	5	
12	4/13/26	4/17/26	Employee Engagement	Chapter 11	Leading with Purpose and Humanity: A Conversation with Hubert Joly	Discussion Question: Case Study: A Working Vacation	30	4/19/26
					What Makes Gallup's Q12 Survey the Best Way to Measure Employee Engagement?	Chapter 11 Quiz	10	
			Course Project: Comprehensive Case Study		Ten Best Practices to Improve Employee Onboarding	Course Project: Comprehensive Case Study - Part 2: Talent Management Analysis	25	
					Airbnb: Spearheading the Employee Experience	Attendance	5	
13	4/20/26	4/24/26	Employee Rights and Labor Relations	Chapter 12	California Oil Refiner Blast Sends Flames Shooting Into the Sky	Discussion Question: Case Study: Don't Drop Into My Dropbox	30	4/26/26
					The Matewan Massacre of 1920	Chapter 12 Quiz	10	
					Privacy Rights versus Employee Tracking	Course Project: Comprehensive Case Study - Part 3: Compensation & Benefits Analysis	0	
			Course Project: Comprehensive Case Study			Attendance	5	
14	4/27/26	5/1/26	Workplace Health, Safety, and Security	Chapter 13	Mesothelioma: Causes, Signs and Symptoms, Diagnosis, and Treatment	Discussion Question: Case Study: Minimizing Workplace Violence	30	5/3/26
					Understanding What Safety Culture Is	Chapter 13 Quiz	10	
					Police Identify Gary Martin as Suspect in Deadly Aurora, Illinois Workplace Shooting	Course Project: Comprehensive Case Study - Part 3: Compensation & Benefits Analysis	25	
			Course Project: Comprehensive Case Study			Attendance	5	
15	5/4/26	5/8/26	Global HRM	Chapter 14	Toyota Motor Manufacturing WV (TMMWV)	Discussion Question: Case Study: The Long Arm of the IRS	30	5/9/26
					Cross-Cultural Management	Chapter 14 Quiz	10	
					Inclusive Workplaces: Employment Is Life	Attendance	5	
			Course Project: Comprehensive Case Study		FATCA Explained: The New Tax Law for U.S. Citizens Abroad			

16	5/11/26	5/15/26	Course Project: Comprehensive Case Study		Final Exam	100	5/16/26
					Course Team Project Paper	100	
					Course Team Project Presentation	50	
					Attendance	5	
					Total Points	1160	