

LINCOLN UNIVERSITY

DEPARTMENT OF BUSINESS AND ECONOMICS

BA 217 – PERSONNEL MANAGEMENT

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**Course Credits:** 3 semester units

**Prerequisites:** None

**Co-requisites:** None

**Instructional Materials and References:**

**Required Textbook:** Dessler, Gary, “Human Resource Management,” 8<sup>th</sup> ed. (Upper Saddle River, New Jersey: Prentice-Hall, 2000). ISBN 0-13-014124-0.

**Note:** An updated 10th edition may also be substituted for the 8<sup>th</sup> edition.

**Companion Web Site:** [www.prenhall.com/dessler](http://www.prenhall.com/dessler)

This powerful Prentice-Hall Web site offers chapter-specific current events, Internet exercises, online study guide, and downloadable supplements.

**Course Description: BA 308 Human Resources Management:** 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 part 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. *No prerequisites/co-requisites.*

**Course Objectives:** Students will be responsible to attend all lectures and complete the textbook chapter readings, mid-term examination, final examination, written and/or video case study analyses, Internet assignments and/or quizzes, and participate in class discussions and exercises, and field trips when applicable.

**Course Outline/Measurable Learning Objectives Keyed to Textbook Chapters:**

**\*\*Chapters to be covered in course. Other chapters may be covered in lectures but will not be included in the content of quizzes or exams.**

## **\*\*Chapter 1 The Strategic Role of Human Resource Management**

- 1. Answer the question, “What is Human Resource Management?”**
- 2. Discuss the components of the changing environment of Human Resource Management.**
- 3. Present examples of the new management practices that are changing Human Resource Management.**
- 4. Give examples of Human Resource Management’s role as a strategic business partner.**

## **\*\*Chapter 2 Equal Opportunity and the Law**

- 1. Summarize the basic Equal Opportunity laws regarding age, race, sex, national origin, religion, and handicap discrimination.**
- 2. Explain the basic defenses against discrimination allegations.**
- 3. Present a summary of what employers can and cannot do with respect to illegal recruitment, selection and promotion, and layoff practices.**
- 4. Explain how to set up an affirmative action program.**

## **Chapter 3 Strategic Human Resource Management and the HR Scorecard**

### **Chapter 4 Job Analysis**

- 1. Describe the basic methods of collecting job analysis information.**
- 2. Conduct a job analysis.**
- 3. Write a job description.**
- 4. Explain the purpose of a job specification and a procedure for developing one.**

## **\*\*Chapter 5 Personnel Planning and Recruiting**

- 1. Explain the process of forecasting personnel requirements.**
- 2. Discuss the pros and cons of eight methods used for recruiting job candidates.**
- 3. Describe how to develop an application form.**
- 4. Explain how to use application forms to predict job performance.**

## **Chapter 6 Employee Testing and Selection**

- 1. Describe the overall selection process and explain why it is important.**
- 2. Define basic testing concepts including validity and reliability.**
- 3. Discuss at least four types of personnel tests.**
- 4. Explain the pros and cons of background investigations, reference checks, and pre-employment information services.**

## **\*\*Chapter 7 Interviewing Candidates**

- 1. Describe several basic types of interviews.**
- 2. Explain the factors and problems that can undermine an interview’s usefulness and techniques for eliminating them.**
- 3. List important “guidelines for interviewers.”**
- 4. Explain how to develop a structured or situational interview.**
- 5. Discuss how to improve your performance as an interviewer.**

## **\*\*Chapter 8 Training and Developing Employees**

- 1. Describe the basic training process.**
- 2. Explain the nature of at least five training techniques.**
- 3. Discuss what management development is and why it is important.**
- 4. Describe the five on- and off-the-job development techniques.**
- 5. Explain why training evaluation is important and how it is best accomplished.**

## **\*\*Chapter 9 Performance Management and Appraisal**

- 1. Explain why it is important to effectively appraise performance.**
- 2. Describe eight performance appraisal methods and the pros and cons of each.**
- 3. Discuss the major problems inhibiting effective performance appraisals.**
- 4. Conduct a more effective appraisal interview.**

## **\*\*Chapter 10 Managing Careers and Fair Treatment**

- 1. Discuss the manager's and employer's role in the career management process.**
- 2. Explain how you would make a new subordinate's first assignment more meaningful.**
- 3. Discuss how to more effectively manage promotions and transfers.**
- 4. Explain in detail techniques for building two-way communications in organizations.**
- 5. Discuss how you would discipline employees.**
- 6. Define wrongful discharge and explain its importance.**
- 7. Explain how to dismiss an employee.**

## **Chapter 11 Establishing Pay Plans**

- 1. Discuss four basic factors determining pay rates.**
- 2. Explain in detail each of the five basic steps in establishing pay rates.**
- 3. Present the basic process of job evaluation.**
- 4. Conduct a salary survey.**

## **\*\*Chapter 12 Pay-For-Performance and Financial Incentives**

- 1. Explain how to use piecework, standard hour, and team or group incentive plans.**
- 2. Discuss how to use short-term and long-term incentives for managers and executives.**
- 3. List pros and cons of salary plans and commission plans for salespeople.**
- 4. Explain how an incentive plan might backfire and how to avoid such a problem.**

## **\*\*Chapter 13 Benefits and Services**

- 1. List and describe each of the basic benefits most employers might be expected to offer.**
- 2. Explain how to reduce an employer's unemployment insurance bill.**
- 3. Explain why the cost of medical insurance benefits is increasing and how employers can reduce these costs.**
- 4. Describe benefits trends.**

**\*\*Chapter 14 Ethics, Justice, and Fair Treatment in HR Management**

**\*\*Chapter 15 Labor Relations and Collective Bargaining**

1. Describe the history of the labor movement and why workers unionize.
2. Discuss in detail the nature of the major federal labor relations laws.
3. Describe the process of a union drive and election.
4. Explain to an HR manager how to avoid losing a unionization election.
5. Describe the nature of the collective bargaining process.
6. List important do's and don'ts for handling grievances.

**\*\*Chapter 16 Employee Safety and Health**

1. Discuss why employee safety and health are important.
2. Describe the supervisor's role in safety.
3. Conduct a safety survey.
4. Explain in detail how to prevent accidents at work.
5. Discuss major health problems at work and how to remedy them.

**\*\*Chapter 17 Managing Global Human Resources**

1. Explain how to improve international assignments through employee selection.
2. Answer the question, "What sort of special training do overseas candidates need?"
3. Discuss the major considerations in formulating a compensation plan for overseas employees.
4. Describe the main considerations in repatriating employees from abroad.
5. Explain how building employee commitment can be a cornerstone of an employer's HR philosophy.

**Topical Outline:** The course provides a complete, comprehensive review of essential personnel management concepts and techniques such as equal opportunity and the law, job analysis, recruitment and placement, testing, training and development, compensation, benefits and employee services, labor relations, employee safety and health, and International human resources. 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.

**Instructional Methods:** Lectures supported by PowerPoint slides, discussion groups, class handouts and accompanying exercises, Internet based exercises and quizzes, written case studies, walking field trips to local businesses and/or government agencies, and guest lectures when appropriate.

**Assessment Criteria and Method of Evaluating Students:**

**Attendance:** Regular attendance at classes is essential. Excessive absences may result in lowering of the final course grade or even dismissal from class resulting in a loss of credit. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter

attesting to the period of illness. Students are responsible for making up the class work missed.

**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 structure, grammar, spelling, and sophistication of analysis.

**Assignments:** Various chapter behavioral objectives and readings in the textbook, related Internet exercises, written and/or video cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of reading assignments prior to the class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

**Examinations:** The mid-term exam and the final exam will each 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.

**Case Studies:** Students are required to submit one or more assigned case studies. Your case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc., the bibliographies, as well as facts and figures, must be documented by proper annotation and referencing, and you should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. You may submit attachments with your case studies, graphs, charts, etc., but sources must be properly documented. Please follow the specific directions in the class handout, "How to Prepare a Case Study."

**Supplemental Materials:** Handouts may be distributed during the class on HRM related topics as deemed appropriate by the instructor. You may be held responsible for the content of handouts on the course examinations.

**NB (Note Bene):** Read all assigned chapters in preparation for the examinations without regard to lectures which may supplement rather than follow the text.  
**Modification of the Syllabus:** The instructor reserves the right to modify this syllabus at any time during the course. An announcement of any changes will be made in class.

**Course Outline Spring Semester 2010 (January 19 to March 11):  
(Meeting days/times: Tuesday/Thursday, 6:30 p.m. to 9:15 p.m.)**

Tuesday, January 19, Chapter 1, The Strategic Role of Human Resource Management  
Thursday, January 21, Chapter 2, Equal Opportunity and the Law  
Tuesday, January 26, Chapter 5, Personnel Planning and Recruiting  
Thursday, January 28, Chapter 7, Interviewing Candidates  
Tuesday, February 2, Chapter 8, Training and Developing Employees  
Thursday, February 4, Chapter 9, Performance Management and Appraisal  
Tuesday, February 9, Mid-term Exam  
Thursday, February 11, Chapter 10, Managing Careers  
Tuesday, February 16, Chapter 12, Pay for Performance and Financial Incentives  
Thursday, February 18, Chapter 13, Benefits and Services  
Tuesday, February 23, Chapter 14, Ethics, Justice, and Fair Treatment in HR Mgmt  
Thursday, February 25, Chapter 15, Labor Relations and Collective Bargaining  
Tuesday, March 2, Chapter 16, Employee Safety and Health  
Thursday, March 4, Chapter 17, Managing Global Human Resources  
Tuesday, March 9, Review  
Thursday, March 11, Final Exam; ALL ASSIGNMENTS DUE, NO EXCEPTIONS!

**Assigned Grade Percentages:**

**25% Mid-term exam**

**25% Final exam**

**20% Case study responses**

**20% Self-assessment exercises**

**10% Attendance**

**Grading Scale (Point/Grade Conversion):**

<b>100-95 A</b>	<b>76-74 C</b>
<b>94-90 A-</b>	<b>73-70 C-</b>
<b>89-87 B+</b>	<b>69-67 D+</b>
<b>86-84 B</b>	<b>66-64 D</b>
<b>83-80 B-</b>	<b>63-60 D-</b>
<b>79-77 C+</b>	<b>59 or &lt;F</b>

**Date Syllabus Was Last Reviewed: January 17, 2010**