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Martin V. Smith School of Business & Economics

BUS524: SPECIAL TOPICS

Human Resource Management

Spring 2024

Subject to Revision¹



Instructor:

Diana Lenko, MBA,
Doctoral candidate

Email:

diana.lenko@csuci.edu

Semester: January 24th to May 8th, 2024

Time/Classroom: Wednesday, 6:30PM – 9:30PM. Online

Office hour: [via Zoom](#) on Wednesdays, 5:30PM - 6:30PM, or at Manzanita Hall, Room 1171 by appointment if you need to see me in person. Any time you need help, I am one email away! Put “Help” in the subject and “HELP!” If it’s an emergency.

Course Description

Welcome! The course provides students with basic knowledge of key aspects of managing an organization’s most important resource— people. We will learn contemporary insights into talent management, focusing on the systemic efforts to attract, retain, develop, and motivate top-tier professionals. In this class, we move beyond traditional human resource approaches to embrace the evolving landscape of workforce management.

Primary focus will be on reviewing and understanding the subject matter of the textbook, and how this relates to issues and challenges faced by practitioners in the field.

¹ *This syllabus is a living document and is subject to change at the instructor’s discretion.*

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Additional learnings will come from student paper presentations, case studies, class discussions, student participation, and guest speakers.

I wish you a great learning experience this semester.

Best regards,

Diana Lenko

Course Learning Outcomes

Upon completing the course successfully, you will be able to:

- Gain comprehensive knowledge in essential talent management practices, including Recruitment, Training, Compensation, and Workforce Relations.
- Recognize and adapt to the evolving roles of talent management professionals in diverse organizations.
- Demonstrate skills necessary to succeed as an HR professional (e.g., creating and conducting surveys, interviewing, designing effective training programs, conducting job analyses, making effective presentations, writing clearly).
- Articulate talent management challenges and strategies confidently to both peers and leadership.
- Apply HR methods and concepts to organizational problems and develop solutions.

Readings

This course uses a required Textbook:

Dessler Gary. *Human Resource Management, 14th Edition*. Prentice Hall. ISBN: 978-013-354517-3

Please note, you can [rent it at Amazon](#) as hardcover or as eTextbook, or buy used under \$10. If you want to order this book for use beyond this semester, please note that there is a new version, the 17th edition is available. However, it is more expensive.

Extra Readings: Will be given in class during the semester.

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Harvard Business Coursepack

The course includes a range of materials like cases, articles, and web articles, which are accessible through a Harvard Business School Publishing course pack. The cost of the course pack is \$39.40.

<https://hbsp.harvard.edu/coursepacks/1128631>

BUS524: SPECIAL TOPICS

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COURSE OUTLINE

Classes	Topic	Reading Material	Activities
1/24	Topic #1 – Course Introduction		Complete Introductory Survey
1/31	Topic #2 – Role of HRM Topic #3 – The science behind HR research	Chapter 1	1/31 - Introductory Survey is due
2/7	Topic #4 – Legal and Ethical Issues Topic #5 – Job Analysis Topic #7 - Job Design and Job Description	Chapter 2 Chapter 8	Discussion Leader
2/14	Topic #6 - Training Needs Analysis	Chapter 4	Discussion Leader
2/21	Topic #8 – Recruiting/ Training Module	Chapters 5 & 6	Discussion Leader
2/28	Topic #9: Interviewing/ Training Module	Chapter 7	Discussion Leader

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3/6	Topic #10 – Training & Development	Chapter 9	Discussion Leader
3/13	Topic #11 – Coaching, Careers, & Talent Management/Training Module – Performance Management/ Appraisal	Chapter 10	Discussion Leader
3/20	Spring Recess		
3/27	Potluck and Movie		
4/3	Topic #12 – Compensation --Strategic pay plans --Financial incentives --Benefits and Services/ Training Module	Chapter 11, 12 & 13	Film case assignment is due on 4/3. Discussion Leader
4/10	Topic #13 – Employee Relations & Fairness	Chapter 14	Discussion Leader
4/17	No class on Campus. Instead, please work on the Training Module		
4/24	Presentation of training assignments by the groups		Training Module Due

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5/1	Topic #14 – Labor Relations	Chapter 15 & 16	Discussion Leader
5/8	Topic #15 – Safety & Health	Chapter 17	Discussion Leader

Grading Method

Activity	% from Final Grade
Discussion Leader assignment, individual (throughout the semester)	20%
Class Activities / Participation / Introductory Survey	20%
Job Analysis	20%
Feedback of Another Student’s Job Analysis	10%
Training Module	20%
Film case assignment (3- 4 page assignment)	10%

Class Participation and Attendance

Your presence is necessary for everyone’s success in this course. You are allowed to miss one class meeting.

More than one absence and or one lateness or early leaving may impact your engagement with content and ideas shared in class, so I encourage you to remember this. Please be proactive in situations where you will be absent, if you experience an emergency, or anticipate a prolonged absence for any reason. I expect you to attend class regularly and arrive on time, be always well prepared, participate in class and small group discussions, play a leadership role, and make it easier for others to participate.

If you are to be absent, please send me an email with full details and supporting documentation to report your absence in advance. When you miss a class, you are responsible for obtaining any

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notes, handouts, additional reading materials, or assignment changes from your classmates or CI Learn. Please check first with them.

For absences with extenuating circumstances related to a medical condition or disability for which you may require reasonable accommodation, please refer to the Disability Statement.

The following criteria will be used to assign participation grades:

A

Attends class regularly and arrives on time, is always well prepared, participates in class and small group discussions, plays a leadership role and makes it easier for others to participate, is thoughtful and respectful in interacting with other students

B+ or B or B-

Attends class regularly and arrives on time, is usually well prepared, participates in class and small group discussions, is thoughtful and respectful in interacting with other students.

C+ or C or C-

Attends most classes, arrives on time, and is sometimes well prepared. Participates when called on.

D or lower

Does not attend class regularly or is late to class. Is often not prepared. Makes participation difficult for other students.

Discussions Etiquette

I expect you to participate in class discussions by sharing your own insights and experiences, providing feedback on other students' ideas, and sometimes providing alternative approaches to presented problems. You are expected to remain respectful and kind in your responses to one another.

What constitutes "good participation"?

- Good participation is when you ask another student to elaborate on something they've already said.

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- Good participation is when you ask another student to explain or give an example of something that they’re talking about.
- Good participation is asking a question that opens up a new area of exploration for us.

Grades

Grades	Grade Scale %
A	94.0 - 100
A-	90.0 - 93.9
B+	87.0 - 89.9
B	83.0 - 86.9
B-	80.0 - 82.9
C+	77.0 - 79.9
C	70.0 - 76.9
D	58.0 - 69.9
F	0 – 57.9

Course Method

This course will use a variety of methods. There will be lectures when topics are introduced. Both written and film cases will be used to help students apply concepts from the reading. Additional learnings will come from student paper presentations, class discussions, business simulations, student participation, and guest speakers.

Assignments

All assignments should be submitted at the beginning of class on the day they are due. If you cannot attend class you may email your assignment before the start of class and receive credit. In addition, students are asked to submit their assignments through turnitin.com. A detailed instruction for each assignment will be given in class.

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Note: all assignments are to be typed and follow the APA Style which includes double-spaced, 12 pt type, one margin on each side.

Late Submission

Late submission of any assignment will not be accepted unless you make arrangements with me in advance of the due date or have an emergency reason that includes documentation.

Group Participation

Student teams will develop written "expectations for team members" at the beginning of the course. Based on their expectations, each team will develop an evaluation form to evaluate member performance. At the mid-point of the semester, team members will evaluate each other for informational purposes only. At the end of the semester, each team member will evaluate each other team members and themselves and submit the results to the instructor. Group participation grades will be based on team member evaluation. Listed [here](#) is a good example of a Team Evaluation Rubric². I also encourage you to consider these examples of a Team contract: [Sample 1](#), [Sample 2](#) to identify expectations, goals and behaviors that will help you collaborate and lay the foundation to succeed in group activities.

Participation via Canvas Discussions

Participation in the forum discussions or Hypothesis-enabled articles in Canvas improves the chance of a final grade increase.

I expect you to participate in online class discussions by sharing your own insights and experiences, providing feedback on other students' ideas, and sometimes providing alternative approaches to presented problems. You are expected to remain respectful and kind in your responses to one another.

Important Policies

Cheating & Plagiarism

The student is responsible for knowing the University's regulations regarding cheating, plagiarism, and academic misconduct (see your course catalog). This is a very serious matter! There will be zero tolerance for any violation of this code.

As an institution of higher learning, CSUCI values academic integrity and will not tolerate acts of academic dishonesty. Academic dishonesty includes but is not limited to such things as

² Design by Tavis Boise, Jonathan Fregoso, Marilyn Peake, Tyler Salzberg

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cheating, inventing false information or citations, plagiarism, and helping someone else commit an act of academic dishonesty. If a student is found responsible for committing an act of academic dishonesty in this course, an appropriate academic penalty will be assigned, and the incident will be referred to the Dean of Students Office. For additional information, please refer to CSUCI’s [Academic Dishonesty Policy](#).

I will screen all written assignments through Turnitin, a plagiarism detection service that compares the work against a large database of past work and flags the use of AI-written text. Don’t let cheating destroy your hard-earned opportunity to learn.

A ChatGPT Policy

- AI is a tool, but one that you need to acknowledge using. Please include a paragraph at the end of any assignment that uses AI explaining what you used the AI for and what prompts you used to get the results. Failure to do so is in violation of academic honesty policies.
- Be aware of the limits of ChatGPT. If it gives you a number or fact, or statement, assume it’s wrong unless you either know the answer or can check with another source. You will be responsible for any errors or omissions provided by the tool. It works best for topics you understand.
- Be thoughtful about when this tool is useful. Don’t use it if it isn’t appropriate for the case or circumstance.

Use of Camera during Zoom Meetings

It is always lovely to actually see your face during class, but I know that is not always possible or wanted. But it does help you connect better with me and with your colleagues. But it is ultimately your choice. But be mindful, if your camera is off, and you don't speak, I have no way of knowing if you are actually present. This makes assigning participation points impossible for you. Make sure you communicate via Chat, and speak regularly.

Attire

Please make sure you are properly dressed where the camera hits you.

Zoom Session Recording

Zoom meetings may be recorded and will be available to students enrolled in this course as a study aid. Students who do not want their likeness during class participation included in the

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recorded class session may elect to turn off the camera and change their name in the Zoom window. Recordings will be available for viewing subject to the following:

- Only students enrolled in the BUS524 class may view the recording.
- Students may not post or use the recordings in any other setting (e.g., social media) for any purpose.
- Federal and California law as well as University policies protecting intellectual property rights and use of instructional materials apply.
- If faculty have any plan to use the recording for a different class in the future, the faculty member will need written FERPA consent from those students in the current class who are identifiable in any of the recordings. A FERPA consent form signed by all students in the course will also be needed if the recordings are made available to others beyond the classroom.

Withdrawal Policy

It is your responsibility to withdraw from classes. Instructors have no obligation to withdraw students who do not attend courses. Withdrawal from a course after the withdrawal deadline requires the signature of the instructor and the department chair and a “W” will appear on the student’s transcript.

Students with Disabilities

Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. If you have a disability and need accommodations, please register with the Disability Accommodations and Support Services (DASS) by calling (805) 437-3331 or visiting <https://www.csuci.edu/dass/>. Students must arrange for services through DASS – they should not be approaching faculty with special needs and special accommodations are not to be provided without direction from DASS. All requests for accommodations need appropriate advance notice by the student to avoid a delay in services. Faculty, students and DASS will work together regarding classroom accommodations.

COVID-19 Health and Safety Requirement

CSUCI is following guidelines from the California Department of Public Health and Ventura County Department of Public Health to promote safety during the COVID-19 pandemic for CSUCI students, employees, and visitors on the campus, to help prevent and protect oneself and

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others from the spread of the virus. Masks are recommended but not mandatory. This guidance is subject to change based on the status of the virus.

I encourage us all to continue to take care of each other as a campus community, which could mean:

- Acknowledging that we do not know each other’s individual realities and life circumstances. People may be immunocompromised or caring for vulnerable loved ones.
- Respecting and honoring without question the choice to mask.
- Communicating a masking request, for example: “I would appreciate it if you would wear a mask. Without getting into details, I know my safety and my family’s safety would benefit.”
- Offering to wear a mask, for example: “Would you be more comfortable if I were to wear a mask, too?” My sincere hope is that each of us will be willing to wear a mask at another’s request, accepting that inconvenience in exchange for supporting another person’s sense of well-being and safety.

You may contact the Dean of Students office at deanofstudents@csuci.edu or 805-437-8512 for more information.

Technology

If you encounter problems using web-based applications for our class, follow these steps:

1. [Clear your browser’s cache](#)
2. Try a different browser (Chrome, Firefox, Safari)
3. Shutdown and restart your computer
4. If you have questions about Canvas, use the built-in 24/7 help resources. Just click on “Help” in the left hand global navigation menu in Canvas. The Chat resource is wonderful!!
5. If your problems are not Canvas specific, contact the CSU Channel Islands Help Desk at helpdesk@csuci.edu or 805-437-8552

Additional Resources

Writing & Multiliteracy Center

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The Writing and Multiliteracy Center (WMC) provides all CI students with FREE online support services and programs that help them become more effective writers and communicators. WMC *peer consultants* help students at any stage of the composition process in any discipline for writing or speaking (such as online slideshow presentations). Students are also welcome to bring in other types of non-academic or creative work. WMC *professional consultants* are CI faculty who can help students working on graduate-level writing or personal and research statements required for graduate school applications. WMC tutors can also help those who want to talk about or wish to learn new skills in speaking in academic or online contexts. Students can drop in for a 30 min tutorial session or ask for one-hour sessions for longer projects. Make an appointment by visiting <http://www.csuci.edu/wmc>.

Counseling and Psychological Services (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support); you can also email us at caps@csuci.edu or visit our [website](#).

Emergency Intervention and Basic Needs

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g., sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries and basic necessities for current CI students. For additional assistance, please contact the Dean of Students Office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up-to-date information on the [Basic Needs Program](#).

Title IX and Inclusion

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSUCI prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition

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on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands’ commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit the [Title IX webpage](#).

Preferred Pronouns

I will gladly honor your request to address you by an alternate/preferred name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. You may also update your pronouns or preferred name in myCI Student Center. Visit the [Registrar’s Gender Identity and Pronouns](#) page for instructions.