



Course Syllabus

[Chaminade University Honolulu](http://www.chaminade.edu)

3140 Waialae Avenue - Honolulu, HI 96816

MBA Program

MBA 613-01-3 Human Resource Management

Course Schedule

Quarter:	Accelerated Fall 2023 (October 2nd – December 11th, 2023)
Meeting days and times:	Online Asynchronous Course
Course location:	Canvas LMS System

Instructor Contact Information

Course Instructor:	Eduard Merc, Ph.D., MBA, CAPM
Phone:	(808) 739-8594
E-mail:	Eduard.Merc@Chaminade.edu
Administrative Support Phone:	808-739-8369 (Linda Lau)

Textbook (Required): Managing Human Resources 12th Ed. ISBN10: 1260681351; ISBN10:9781260681352

Human Resource Management Applications: Cases, Exercises, Incidents & Skill Builders. Nkomo, 2011, 7th Edition.

Note: Additional readings, discussion topics and case studies will be announced and/or made available to you prior to class. Availability may be via the Internet. Also, speakers (if applicable) will be announced prior to the class.

Instructor Background Information

Eddie Merc, Ph.D. is an Assistant Professor of Business Administration with a concentration in IT, Business Analytics, and Operations Management. Previously, he worked for Hawaiian Airlines, the largest private employer in the State of Hawai'i, for 5 years as a senior manager of training and digital design as well as a certified DiSC facilitator for professional development program for first-time managers and supervisors at the company. He also owns his consulting practice, *Aloha Business Consulting (ABC)*, which helps small and mid-size businesses with management and leadership training curriculum for all employees.

Course Requirements

Students must come to class (whether in person or virtually) prepared to participate and interact in class assignments. The ability to demonstrate and effectively communicate thoughts, ideas, and position on issues/topics will be a consideration factor in determining student grade.

Course Description

This graduate level course is designed to apprise students of the myriad functions that encompass the management of people in the workplace. The course will provide a firm understanding and appreciation of the methods, tools, concepts, and techniques associated with effective and efficient utilization and management of human resources within an organization. The course will cover the responsibilities of supervisors, and other staff personnel who are charged with meeting the objectives of an organization through its employees.

Attendance

This is an online asynchronous course. Online participation in Canvas is required on a weekly basis.

Course Learning Outcomes

After successfully completing this course, students will have demonstrated an understanding of the four primary areas that encompass the human resources function within and organization.

1. **Recruitment, placement, and talent management.** The steps involved in getting the right person into the right job.
2. **Training and development.** This includes performance management and the appraisal process, as well as employee engagement strategies.
3. **Compensation.** Determining what and how to compensate our employees.
4. **Employee relations.** Managing employee behaviors and the disciplinary process; labor relations and collective bargaining in unionized settings; managing employee safety and health.

Additionally, understand the core legal and regulatory requirements that impact management decision in each of the four primary areas discussed above.

Course Ground Rules

General guidelines for student behavior are provided in the Graduate Student Handbook.

Attendance Policy

Recognizing the professional obligations of our students, one absence is allowed in a graduate course. A student who misses two class sessions or fails to arrange for a make-up assignment will not pass the course. Students who miss three class sessions will not pass the course. If you are unable to attend class, please text or email Dr. Eddie Merc as soon as possible *before class*.

Course Schedule and Topics

Class One – PART ONE: ENVIRONMENT

Reading: Managing Human Resources Chapters 1 and 2

Discussion Topics:

- Introductions – Syllabus Review - Q&A – Identify Teams
- **Chapter 1** Human Resources in A Globally Competitive Business Environment
- **Chapter 2** Human Resource Technology

Lecture: Patty McCord, Chief Talent Officer - Netflix.

Topic: “8 Lessons On Building A Company People Enjoy Working For”

Resource: TED Talks 02/04/2019

Reflection Questions:

Why does effective Human Resource Management matter?

Is there really a conflict between American and Foreign cultural values? Explain your answer.

Class Two – PART ONE: ENVIRONMENT (Continued)

Reading: Managing Human Resources Chapters 3 and 4

HRM Application Case 104

Discussion Topics:

- **Chapter 3** People Analytics: The Financial Impact of HRM Activities
- **Chapter 4** The Legal Context of Employment Decisions
- Discussion of **Case 104** “Outsourcing Jobs to India”

Lecture: HR AHC

Topic: Managing Employee Absenteeism

Resource: YouTube Videos 02/05/2018

Reflection Questions:

How do employees’ attitudes relate to their engagement at work, customer satisfaction, and employee retention? How are employment practices affected by the civil rights laws and Supreme Court interpretations of those laws?

Class Three – PART TWO: EMPLOYMENT

Reading: Managing Human Resources Chapters 5 and 6

HRM Application Exercise 56

Discussion Topics

- Chapter 5 Diversity and Inclusion
- Chapter 6 Planning for People
- Discussion and practice Exercise 56 “On The Job Training”

Lecture: Kenneth Johnson – President, East Coast Executives

Topic: The Face of Workplace Diversity

Resource: TED Talks 10/18/2018

Reflection Questions:

How can I maximize the potential of a gender and racially /ethnically diverse workforce?

How can organizations balance “make,” “buy,” or “rent” decisions with respect to talent?

Class Four – PART TWO: EMPLOYMENT (Continued)

Reading: Managing Human Resources Chapters 7 and 8

HRM Applications Case 36

Discussion Topics:

- Chapter 7 Recruiting
- Chapter 8 Staffing
- Discussion of Case 36 “Recruiting and Selecting Low-Level Workers among Seniors”

Lecture: Nikky Lyle – Creative Recruiter

Topic: Recruiting With Conscience When Hiring Diverse Talent

Resource: TED Talks June 2021

Reflection Questions:

What factors are most important to consider in developing a recruitment policy?

How can we improve pre-employment interviews?

Class Five - MIDTERM (ONLINE)

Class Six – PART THREE: DEVELOPMENT

Reading: Managing Human Resources Chapters 9 and 10

HRM Applications Exercise 62

Discussion Topics:

- MIDTERM REVIEW
- **Chapter 9** Training and On Boarding
- **Chapter 10** Performance Management
- **Exercise 62** Performance Appraisal Interview Role Play

Lecture: David Donlan, Chief Resource Officer, Crayon Inc.

Topic: “Workplace Orientation Is not Training”

Resource: TED Talk 03/05/2018

Reflection Questions:

What kind of evidence is necessary to justify investments in training programs?

What steps can I take as a manager, to make the performance management process more relevant and acceptable to who will be affected by it?

Class Seven– PART FOUR: COMPENSATION

Reading: Managing Human Resources Chapter 11 and 12

HRM Applications Case 65

Discussion Topics:

- **Chapter 11** Pay and Incentive Systems
- **Chapter 12** Indirect Compensation: Employee Benefit Plan
- **Case 65** The Overpaid Bank Tellers

Lecture: Weis Bratby – Women In Negotiation

Topic: “Save your Company Money; Give Your Employees a Raise”

Resource: TED Talk 08/28/2020

Reflection Questions:

How can we tie compensation strategy to general business strategy? What strategic considerations should guide the design of benefits programs?

Class Eight – PART FIVE: LABOR-MANAGEMENT ACCOMODATION

Reading: Managing Human Resources Chapters 13 and 14

HRM Applications Case 98

Discussion Topics:

- **Chapter 13** Union Representation and Collective Bargaining
- **Chapter 14** Procedural Justice and Ethics in Employee Relations
- **Case 98:** Union Organizing at SGA Industries

Lecture: Mary Schaefer – Principal, Artemis Path, Inc.

Topic: “Putting The human Back in Human Resources”

Resource: TED Talk 09/08/2014

Reflection Questions:

How should management respond to a union-organizing campaign?

How do I fire people legally and humanely?

Class Nine - PART SIX: SUPPORT AND INTERNATIONAL IMPLICATIONS

Reading: Managing Human Resources Chapters 15 and 16

HRM Applications Incident 92

Discussion Topics:

- **Chapter 15** Safety, Health, and Employee Assistance Programs
- **Chapter 16** International Dimensions of Human Resource Management
- **Incident 92:** Facebook Posting: I Hate My Stupid Boss

Lecture: Shah Mohammed Saidur Rahman

Topic: “Why Occupational Safety Should Be The Core Value”

Resource: TED Talk 03/14/17

Reflection Questions:

How has the coronavirus pandemic changed the way organizations address health and safety?

What makes cultures different?

Class Ten – FINAL EXAM – NO CLASS MEETING

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Assessments and Grading

Your course grade will be based on the following weighting of assignments and activities:

ATTENDANCE/ENGAGEMENT/DISCUSSIONS	200 Points
MIDTERM EXAM	100 Points
FINAL EXAM	100 Points
WEEKLY TOPIC REFLECTIONS PAPERS	400 Points
HR THEORY INTO PRACTICE PAPER	200 Points
900+ Points =	A
800 – 899	B
700 – 799	C
<699	F

All weekly reflections work in this course will be due EVERY SUNDAY at 11:59 PM HST, at which point online submission boxes will promptly close. Late work is NOT accepted in this course. Assignments which are not submitted on or before their due date will receive an automatic zero. If you find that you are having technical difficulties, please contact the Chaminade IT Helpdesk for issues related to Chaminade technology. If you have documentation from the Helpdesk indicating that they have identified a problem with the technology, I will allow you to submit the assignment once a resolution has been reached at no penalty to you. If students are unsure of their home technology, they should plan to use the computer lab on-campus in order to submit work in a timely manner.

Please limit your comments to two pages, double-spaced. The reflection should include what you felt were the key points to the assigned questions and your comments on them. The focus should be on your comments and questions. This is your opportunity to assure the instructor that you understand the course content.

Written Assignment: DUE 11:59 P.M. ON THE LAST SUNDAY OF THE SEMESTER

HR THEORY INTO PRACTICE PAPER

For this project, students should examine, in-depth, a theory (up to 3 theories if you like) in human resources management that they want to learn more about. Students will prepare a 12-page paper that discusses the following: 1) A **thorough background** of the theory (Who developed it? When?

Why? Has it been well received in the business community? The academic community? Why or why not?). Next, discuss **2) What the theory looks like in the industry**. Here, students are **MBA 613 Syllabus Page 7**

encouraged to incorporate experiential learning (e.g., Have you seen evidence of this theory in your job? How do you know? What does it look like? Do you think it works well? Why or why not?). To successfully complete this project, students should spend time in a workplace (theirs or one they are interested in) to understand how that theory is applied and/or adapted in a real-life work situation. During this experience, students should watch for specific techniques used by the HR department and make a note of them. They should use those notes to discuss how the theory is being correctly or incorrectly applied, and to what result. **3) Conclusions:** End the paper with recommendations on what the organization can keep doing (or do better) based on HR theory.

Academic Honesty

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of dishonesty to an instructor or to a University Official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism. Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendation to the Business School Dean. Consequences for academic dishonesty may range from an “F” grade for the work in question to an “F” Grade for the course to suspension or dismissal from the University.

Students with Disabilities

Chaminade University provides reasonable accommodations for individuals with a disability in compliance with the Americans with Disabilities Act (ADA) of 1990. If you would like to know if you qualify for ADA accommodations, please contact our Counseling Center at 808-735-4845. Current appropriate documentation will be required for determination of accommodation eligibility.

Characteristics of a Marianist Education

The following are characteristics of the approach to education engaged at Marianist schools, including Chaminade University:

- Educate for formation in faith
- Provide an integral quality education
- Educate in family spirit
- Educate for service, justice, and peace
- Educate for adaptation and change

Syllabus Modification

This syllabus is only a plan. The instructor may modify the plan during the course.