



Course Syllabus

[Chaminade University Honolulu](#)

3140 Waialae Avenue - Honolulu, HI 96816

MBA Program

MBA 613-01-3 Human Resource Management

Course Schedule

| | |
|-------------------------|---|
| Quarter: | Accelerated Fall 2024 (9/30/2024 – 12/9/2024) |
| Meeting days and times: | Online, Asynchronous Course in Canvas LMS |
| Course location: | Canvas LMS System |

Instructor Contact Information

| | |
|-------------------------------|--|
| Course Instructor: | Eduard Merc, Ph.D., MBA, PMP, Kieffer Office #16 |
| 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

Attendance is mandatory (whether in person or virtual). If you are unable to attend a class session, it is imperative that you notify the instructor via email prior to the beginning of class.

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 an organization.

1. **Analyze recruitment, placement, and talent management steps** involved in getting the right person into the right job.
2. **Compare and contrast training and development HR process for maximum organizational effectiveness.** This includes performance management and the appraisal process, as well as employee engagement strategies.
3. **Assess compensation strategies.** Determining what and how to compensate our employees.
4. **Examine Employee relations** to manage 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 log in to the online course for extended time) 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* if this class is offered in person. If it is offered online, regular log in to Canvas on a weekly basis is expected and required.

Course Schedule and Topics

Week #1 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.

Week #2 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?

Week #3 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?

Week #4 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?

Week #5 Class Five - MIDTERM (ONLINE) EXAM

Week #6 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?

Week #7 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?

Week #8 - 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?

Week #9 – 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?

Week #10 – Class Ten – FINAL EXAM (ONLINE)**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 TUESDAY PRECEDING CLASS 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. MONDAY December 9th, 2024*. 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 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.

Important Information

Academic Honesty

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a university official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an “F” grade for the work in question, an “F” grade for the course, suspension, or dismissal from the University.

For the most up to date information, please refer to the [Academic Honesty Policy](#) on the Chaminade University Catalog website.

Title IX and Nondiscrimination Statement

Chaminade University of Honolulu is committed to providing a learning, working and living environment that promotes the dignity of all people, inclusivity and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

Nondiscrimination Policy & Notice of Nondiscrimination

Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University’s Title IX Coordinator, the U.S. Department of Education’s Office for Civil Rights, or both and contact information may be found at the [Chaminade University Title IX Office Contact Information and Confidential Resources website](#). On-campus Confidential Resources may also be found here at [CAMPUS CONFIDENTIAL RESOURCES](#).

The University's Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: <https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/>.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the [Campus Incident Report form](#). Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: [Notice of Nondiscrimination](#).

CUH Alert Emergency Notification

To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

Assessment for Student Work

With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

Student with Disabilities Statement

Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008).

Students are responsible for contacting Kokua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kokua Ike via email at ada@chaminade.edu each semester if changes or notifications are needed.

Kōkua 'Ike: Tutoring & Learning Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua 'Ike: Center for Student Learning in a variety of subjects (including, but are not limited to biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua 'Ike's](#) website for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring

is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click on Account > TutorMe. For more information, please contact Kōkua 'Ike at tutoring@chaminade.edu or 808-739-8305.