

**INSTRUCTOR:** Bruce H. Monahan, MA  
Office Hours: Thursday 2:15 – 3:15 or by appointment  
Location – School of Business, Kieffer Hall - Room 27

**Instructor's Chaminade Phone:** 440 - 4253 (dial "253" if calling from campus)  
**Instructor's e-mail:** [bmonahan@chaminade.edu](mailto:bmonahan@chaminade.edu)

**E-mail a Class Requirement:** Some of your assignments will require you to submit, "soft – copies" of homework, team presentations, reports, etc. to the instructor. As Chaminade students, each of you is entitled to have a Chaminade Account at the Computer Center. If you prefer, you may use your personal e-mail. If you want me to review draft-materials before you submit a final copy to be graded (such as a term paper), I will be happy to review your inputs and send your written feedback. Please send me an e-mail not later than Wednesday, 4 September identifying you e-mail address. Thank you. If you have questions, please speak to me personally.

**COURSE TITLE:** Human Resource Management (BU 306 01)

**TEXT:** Managing Human Resources, 2001, 3<sup>rd</sup> ed, Gomez-Mejia, Balkin & Cardy  
What Color is Your Parachute? 2002 edition, Richard N. Bolles

Optional – What Smart Students Know, 1993, Adam Robinson, Three River Press

**PURPOSE:**

1. Introduce students to the field of Human Resource Management (HRM).
2. Identify and assess present and emerging Strategic and Operational HRM Challenges such as: Maintaining Competitive Advantage, Reinforcing Overall Business Strategy, Translating Strategic Plans Into Action, and Coping With a Weak Economy, etc.
3. Investigate "HRM Best-Practices" regarding how HRM Objectives and Strategies reinforce basic business unit choices identified in the text; and evaluate how HRM Decisions such as: Designing Work Flows, Determining Compensation Levels, Selecting & Implementing Staffing Options, Conducting Performance Appraisals, Handling Employee Separations and Downsizing, etc. affect the overall success of a business unit and its stakeholders.
4. Provide a realistic "Reality-Based" understanding of current HRM challenges and practices found in the United States, the State of Hawaii, and in Pacific-Rim countries.
5. Enhance student's skills in:
  - Investigation and analysis of HRM policy and operational issues;
  - Identifying major concerns, options and alternatives;
  - Quantifying and evaluating the probable impacts of options/alternatives on the organization's stakeholders, and the public at large;

- Preparing written summaries of the case; and . . .
- Preparing oral presentations for presentation in class.

Note: Materials for student analyses will be developed from materials in the textbook, national and local press, and web sites.

**COURSE OBJECTIVES:** By the end of the semester, the student will be able to:

1. Understand current HR issues in the local or national media.
2. Discuss the impacts of key issues on local businesses and actions HR managers will have to take.
3. Identify the personal impact on student career plans and earnings.

**REQUIREMENTS & MAJOR ASSIGNMENTS:**

1. Prompt and regular attendance is expected of all students. If a student is absent for more than 3 times, 5 points will be deducted from the 50 points allotted to Attendance/Participation for each absence above 3.
2. Students are expected to keep up with the reading assignments as listed on the syllabus.
3. Students are expected to turn in written homework assignments when due. Late work may NOT be accepted, and will be assessed a penalty of 1 point per day late when it is accepted.
4. Students are expected to take exams as scheduled. NO make-ups will be given unless the student has notified the instructor BEFORE the test is administered that he/she will be unable to take the exam with the class.

**GRADING POLICY:**

Course grades will be base on the following:

Scoring Element	Points
1 <sup>st</sup> Midterm	125
2 <sup>nd</sup> Midterm	125
Class Paper	150
Homework	200
Article Summaries	200
Attendance/Participation	50
Final Exam	200

Grade	Points
A	1000 - 850
B	849 - 700
C	699 - 500
D	499 - 300
F	299 or less

**COURSE OUTLINE**

#	Date	Focus / Reading Assignment	Assignment/Homework Due
<b>Intro - APPROACH TO CLASS &amp; STUDENT / INSTRUCTOR EXPECTATIONS</b>			
1	Aug 27	Initial discussion of objectives and approach	Read Text Ch 1, Meeting HR Challenges
2	Aug 29	Introduction to process management tools	Discussion on completing HR Vocabulary Study Guides
<b>Part One - INTRODUCTION</b>			
3	Sept 03	<i>Ch 1, Meeting Present &amp; Emerging Strategic Human Resource Challenges Pg 1.</i>	<ul style="list-style-type: none"> <li>• Ch 1 Study Guide – Due</li> <li>• Read Bolles Preface &amp; Ch 1 &amp; 2</li> <li>• Read Text Ch 2</li> </ul>
<b>Part Two - THE CONTEXTS OF HUMAN RESOURCE MANAGEMENT</b>			
4	Sept 05	<i>Ch 2, Managing Work Flows and Conducting Job Analysis Pg 50.</i>  <i>Bolles Ch 2</i>	Ch 2 Study Guide – Due Virtual Teamwork at IBM – read and answer questions 1 to 3 on pg 83. Turn in on Sept 10
5	Sept 10	<i>Ch 2, continued.</i>  <i>Bolles Ch 3</i>	
6	Sept 12	<i>Ch 3, Understanding Equal Opportunity and the Legal Environment Pg 88.</i>	
7	Sept 17	<i>Ch 4, Managing Diversity Pg 123.</i>  <i>Bolles Ch 4 &amp; Appendix A, The Flower pp 328 to 370</i>	
<b>Part Three - STAFFING</b>			
8	Sept 19	<i>Ch 5, Recruiting and Selecting Employees Pg 158.</i>  <i>Bolles Ch 5</i>	
9	Sept 24	<i>Bolles Ch 6, Ch 7 &amp; Ch 8</i>	Define your transferable skills and turn in "My Seven Life Stories Templates" (one for each story) – Due 24 Sept.
10	Sept 26	<i>Bolles</i>	
11	Oct 01	<i>Ch 6, Managing Employee Separations, Downsizing and Outplacement Pg 198.</i>	
12	Oct 03	<i>Ch 6 Continued</i>	
13	Oct 08	<b>HR Mid Term # 1 (Ch 1 to 6) (45- 60 min)</b>	

<b>STAFFING - Continued</b>			
14	Oct 10	<i>Ch 7, Appraising and Managing Performance Pg 224.</i>	
15	Oct 15	<i>Ch 8, Training the Workforce Pg 258.</i>	
16	Oct 17	<i>Ch 9, Developing Careers Pg 293.</i>	
<b>Part Five - COMPENSATION</b>			
17	Oct 22	<i>Ch 10, Managing Compensation Pg 323.</i>	
18	Oct 24	<i>Ch 11, Rewarding Performance Pg 358.</i>	
19	Oct 29	<i>Ch 12, Designing &amp; Administering Benefits Pg 393.</i>	
<b>Part Six - GOVERNANCE</b>			
20	Oct 31	<i>Ch 13, Developing Employee Relations Pg 429.</i>	
21	Nov 05	<i>Ch 14, Designing &amp; Administering Benefits Pg 457.</i>	
22	Nov 07	<b>HR Mid Term 2 (Ch 7 to 14) (45- 60 Min)</b>	
23	Nov 12	<i>Ch 15, Working With Organized Labor Pg 489.</i>	
24	Nov 14	<i>Ch 16, Managing Workplace Safety and Health Pg 525.</i>	
25	Nov 19	<i>Ch 17, Meeting the International HRM Challenge Pg 555.</i>	
26	Nov 21	<i>Review</i>	
27	Nov 26	<i>Review</i>	
28	Dec 03	<i>Review</i>	
29	Dec 05	<i>Review &amp; Last Class</i>	
<b>Final Exam</b>			
30	Dec 11	<b>Final Exam 8:00 – 10:00 Wednesday</b>	

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**WRITTEN REPORT – Two Options**

**Select a Topic from the Textbook.** Each student prepares a 5-8 page typed report (double spaced), excluding title page, graphics, bibliography and footnotes pages. The report will be on a contemporary human resources issue of your choosing. Topic suggestions: 1) Managing work flows and selecting an organizational structure; 2) Managing diversity; 3) Recruiting and selecting company employees; 4) Compensating and rewarding employee performance; 5) OSHA; 6) Conducting job analysis, preparing job descriptions and determining employee compensation; 7) Employee appraisal; 8) Employee training; 9) Employee development; or 10) Employee rights and discipline. **The report is due on Tuesday 27 November 02.**

**Option 1 - Summarize the Selected Top Area:**

- I. Introduction, Identify the HR Area you Plan to Discuss & Your Purpose in Writing the Report – “This report address the Human Resources Management functions of compensating and rewarding employees.” My purpose in writing the report is to inform the reader of . . .
- II. An Overview of the Key Points Which You Have Included In the Report – “The report addresses the following key areas related to compensating and rewarding employees: 1) . . . , 2) B . . . , 3) C . . . , and 4) D . . . .
- III. Identify what is Most Important About Each of the Key Points you Identified, for example in Step II, above. If you picked the subject of employee discipline for your report, you might want to emphasize the legal problems which could result if a company does not treat its employees the same way; or provisions for automatic arbitration which may be included in a Union Contract, etc.
- IV. If the textbook contains a an example of a case study in the “You Manage It” Discussion Case at the end of the chapter(s), you might want to use it as an example and write what you would do. For example, on page 116 & 117 the You Manage It case raises the question “ Should Employers be Liable When Customers Harass?” If that material helps you discuss the material in the text, you might want to mention the case in your report and discuss what parts of the case are important.
- V. Identify what Successful HR Personnel or Companies do to manage the area of function. If you are interested in Employee Training, go to the Computer Lab and perform an Internet search on “Employee Training & Development.” Read the articles and identify what really good companies do with their Employee Training. You might want to include a summary of “The Best Practices” of one or more companies in your report.

**Option 2 - Develop a Personal Career Plan.**

If you choose this option, you will be expected to identify specific educational knowledge, human resources management skills, communication competencies and behavioral qualities that would be required of you to get hired and be highly successful in a Human Resources Department for a “major employer.”

If your interest is in Training and Development, Executive Compensation or Management Recruiting, you will need to identify the Knowledge, Skill and Experience (KSE) that is generally required to be a successful as a Training & Development Manager, Executive Compensation Specialist, Management Recruiter, etc.

Pick from the same list of HR Areas shown above one area in which you have a strong personal and professional interest. (Take Option 1 if you don't have a strong interest.) If you do have the interest and want to significantly increase your potential of personal and professional success follow the steps below:

- I. Identify the typical management, professional and administrative positions for “conducting job analysis, preparing job descriptions and determining employee compensation.”
- II. Do some research on the Internet, and or read the Dictionary of Occupational Titles (DOT) to find “job families” in which you have an interest.
- III. Interview someone who is working in a professional capacity in the area in which you would like to work. Meet with him/her to identify the types of positions that their company has in that area.
- IV. Ask the company representative what the company requires of its professional and managerial employees in the way of Knowledge, Skill and Experience to successfully perform the job. List and investigate each “Knowledge Area”. For example, what does an HR Professional need to know about such “Coaching Teams to Enhance Performance” or “Conflict Resolution.”
- V. Evaluate yourself against the company's expectations. For example, if you wanted to be a Training & Development Manager for a company with 400 employees what would they expect? A college degree with several courses in 1) Designing Management Development Programs; 2) Three to five years of practical experience working in the industry – with a proven track record of making the organization more efficient/effective; 3) Two years of Team-Building and Process Reengineering, 4) A solid understanding of management accounting, business finance, value-chain management and developing process metrics and deploying Statistical Process Control (SPC) systems, Etc.

- VI. Prepare a table showing different levels of knowledge, skill and experience for each area in which a potential employer has an expectation. For example, for “expectation # 3 above if the expectation is “Two years of Team-Building and Process Reengineering;” define where do you stand in relation to the two year requirement? You are not supposed to be overwhelmed at this point – but challenged. If this is the type of work you really want to do, your game plan for the next year should include getting sufficient practical experience in team-building and process reengineering that a potential employer will consider you qualified in this area. We will review an example of this approach, known as the Competency Model in class.
- VII. If you select this option you will also need to identify a minimum of six Common Performance Impact Areas in which you will develop skills prior to interviewing for the new job. Discuss this option with the Instructor

NOTE: Your paper should conform to the Writing Standards of Chaminade University. One of the books that I like, which could help you in writing is The Scott, Foresman Handbook for Writers. The bookstore has copies of the Handbook, as well as other handbooks.

I will be available to assist you in your writing. I will review drafts, make suggestions on format and content, and identify sources of materials with which I am familiar to add to what you have found (as needed). Good luck! Have fun with this!