Course Overview

This course provides students with an understanding of the pivotal role of effective human resource management (which is also called personnel management) that plays in improving organizational effectiveness in public settings. This course exposes students to various human resource management policies and practices as well as related societal values guiding public personnel decisions and processes. Topics include: managing diversity, employment law & discrimination, performance appraisal, labor relations, recruitment and selection, and core values and motivation. Additionally, in order to provide students with hands-on experience on given topics, several guest speakers will be invited to offer special seminars on select days. The schedule of special seminars is subject to change based on availability of guest speakers.

Student Learning Outcomes

Upon completion of this course, students will be able to:

• Outline the basic rules and procedures employed in public personnel decisions as well as the major components of strategic human resource management
• Recognize the impact of various human resource management practices on employees’ attitudes, behaviors and job performance as well as organization’s overall performance
• Identify the unique aspects of public personal management: legal contexts and public service motivation
• Employ theoretical and analytical tools and knowledge necessary to effectively manage a diverse and changing workforce
• Discuss the most significant changes and challenges in managing public workforce and apply knowledge to professionally, ethically and effectively address those changes and challenges.

Policies

1) Attendance: Students are expected to attend all classes and complete all assignments on time; make active and constructive contributions to classroom discussion; maintain the highest professional standards in the classroom.

2) Class Etiquette: In order to make the class as enjoyable as possible for everyone, cell phones should be turned off during the class. Reading the outside material, talking during lectures, leaving the classes early, text messaging, emailing, and surfing the web are prohibited in class. Please arrive on time!
3) **Late Assignments**: Assignments not submitted by the due date will be applied a penalty (10 points per day).

4) **Academic Integrity**: All assignments should be the students’ own work. Copying from previous semester’s assignments, Plagiarism, and other forms of academic dishonesty are prohibited.

**Grading**

Grades will be based on the following criteria:

- Weekly critiques on assigned readings (15%)
- Mid-Term exam (15%)
- Case Studies (6, each 2-3 pages, 25%)
- Final Paper (15-18 pages, 25%)
- Final Presentation (10%)
- Attendance and Participation (10%)

All assignments should be electronically submitted on Laulima.

1) **Attendance & Participation (10%)**

Attendance is mandatory unless you receive proper permission from me to miss a class. If you miss more than two classes without a legitimate excuse, it will lower your attendance/participation grade by 5%.

2) **Weekly critiques (15% total)**

To facilitate discussion, students are required to submit a short 1-2 page critique each week about the assigned readings. These could be questions about the readings, presenting an example from your experience of what you’ve read, or something you would like to add or further discuss in class. Two of the lowest scores will be dropped.

3) **Mid-Term Exam (15%): Take-home Exam**

4) **Case studies (25%)**: Six sets of cases will be given to students and each case will be discussed in class. Students are expected to participate in this discussion by preparing a short memo (2-3 pages) that describes the context, actors, issues (problems, challenges and opportunities), and strategic suggestions to effectively address them. The case memo should be submitted before class meets. When preparing a memo, students are expected to summarize their main points and findings into one or two pages max using bullet points. This exercise aims to prepare students with skills and competencies needed as a future leader; students will learn how to approach the organizational issues with a practical perspective and deliver their ideas clearly to others. It also aims to help students develop skills to summarize their ideas in a succinct manner.

- Case 1: Washington State Workers’ Compensation Administration (Harvard)
- Case 2: Labor Relations in the US Employment Service Reorganization (Electronic Hallway)
- Case 3: Merit Pay at the Department of Health (Harvard)
- Case 4: An Employee Gets Aggressive with Co-Worker (ASPA)
Case 5: Civil Service Employee Termination (ASPA)
Case 6: Work Not Completed (ASPA)

5) Final Paper (25%) and Presentation (10%): Students will select a public organization to conduct an organizational human resource management profile and assessment. To collect data, students can use information available online such as public documents or news articles. Students are required to do the following:

1) Describe the organization you selected in terms of its mission, organizational structures, types of services and composition of employees.
2) Review major human resource management practices and identify benefits and challenges
3) Present the specific recommendations or strategies that help improve the chosen HR practice

Required Text

Class Schedule

Class 1 Introduction

Class 2 History and Environment of Public Personnel Management
Readings:
- Chapter 1 and 2

Class 3 Employment law and Discrimination
Readings:

Class 4 Managing a diverse workforce
Readings:

Class 5  Recruitment and Selection
Readings:
• Chapter 6

Class 6  Performance Appraisals
Guest Speaker
Readings:
• Chapter 7

Class 7  Mid-term Exam (no class)

Class 8  Managing Modern Merit
Readings:

Class 9  Compensation and Benefits
Readings:
• Allegretto, Sylvia A., and Jeffrey Keefe. 2010. *The Truth about Public Employees in California: They are Neither Overpaid nor Overcompensated*. Berkeley: Center


Class 10 Motivation and Retention
Readings:

Class 11 Labor Relations
Guest speaker
Readings:
• Chapter 10

Class 12 Training and Development
Readings:

Class 13 Grievances and Discipline
Guest speaker
Readings:

**Class 14** Family-Friendly Programs


**Class 15** Final Presentations (Group Assignments Presentations)