

**The University of North Carolina Wilmington
Master of Public Administration Program
Fall, 2008**

PLS 502: PUBLIC HUMAN RESOURCE MANAGEMENT

Instructor: Dr. Tom Barth
Office: Leutze 118

Phone: 962-3385 (O) 465-0239 (cell)
Email: bartht@uncw.edu

Office Hours: T-Th 1:00 – 2:00 p.m.
3:30 – 4:30 p.m.

or by appointment (recommended)

Class Hours: Tuesdays-Thursdays: 5:00 – 6:15 p.m. Leutze 110

I. COURSE DESCRIPTION AND OBJECTIVES

Regardless of the organizational setting or function, an essential aspect of any leadership position is managing human resources – both the people and the systems that support them. In fact, managers will state that this area is one of the most challenging and time consuming parts of their job (particularly if they make poor hiring decisions or there is a bad fit between employees and job assignments). This course will better equip managers in the public or nonprofit sectors to address the human resource challenge in the following ways:

- Develop knowledge of the major components and emerging issues in human resource management (e.g., recruitment and selection, job design, compensation, performance appraisal, training and development, equal employment opportunity).
- Become familiar with basic tools and techniques used in the practice of human resource management, including sources of information such as the internet and professional publications.
- Understand the differences between traditional “personnel management” and the current strategic view of “human resource” management.
- Clarify the unique aspects of human resource management in the public and nonprofit sectors.
- Apply theoretical concepts in exercises, simulations and case studies.

II. REQUIRED TEXTS

Patton, David W., Witt, Stephanie L., Lovrich, Nicholas P. and Frederickson, Patricia J. (2002). *Human Resource Management: The Public Service Perspective*. Boston: Houghton Mifflin.

Other readings as assigned through EBSCOhost library database or distributed in class. Student are responsible for checking on new readings if a class is missed.

III. COURSE REQUIREMENTS

A. Contribution to Class (25%)

Discussion and participation are central features of this course. Students are expected to contribute to class discussion by expressing opinions, asking questions, and challenging each other in a respectful manner. Each student is also expected to come to class fully prepared to discuss readings and present any assignments.

Specifically, each student should be prepared to share the following two items for each class reading assignment:

*****The single most significant passage, sentence, or word in the readings*****

*****One key question from the reading*****

Failure to respond to these items during class will result in a lowering of the participation grade. Furthermore, since it is not possible to contribute to class without being there, attendance is expected every week to maximize this component of the grade. Each student is allowed a total of two missed classes; after that a full grade reduction in the participation grade will be assessed for each additional missed class (e.g. third miss = B; 4th miss = C, etc.).

Please note that class begins at 5:00 p.m. sharp. Students should not be late for class because they are waiting for the Leutze Hall parking lot gate to open at 5:00 p.m. The parking lot across from the water tower is open.

Students will also be required to keep a notebook of responses to instructor “question of the day”, case questions and/or experiential exercises assigned from the course text and come to class prepared to discuss. The notebooks will be collected on December 2 and reviewed by the instructor for effort.

B. Human Resource Research Paper (35%)

Students must identify a research question related to public or nonprofit human resource management that puzzles and interests them and conduct research to answer the question. The paper (minimum 20 pages) must provide background on the significance of the question, a description of the sources used to answer the question, and a detailed description of findings related to the question. At least ten sources must be cited that should include professional journals from library databases, professional association internet resources, and personal interviews with human resource practitioners (i.e., the sources you would use on the job). A one page description of your research topic is due on September 18 and papers are due on November 25. The instructor will facilitate roundtable discussions with students on November 25 and December 2 so that interesting findings can be shared.

C. Mid-Term and Final Exams (20% each)

A take-home mid-term (due 10/9) and final exam (due 12/7) consisting of essay style questions will be administered to test knowledge of course material and the ability to apply human resource management concepts from the class.

IV. CLASS SCHEDULE

8/21 Introductions and Course Expectations

- Discussion on managing people/integrated HR systems

8/26 HR Overview Readings

“Anticipated Changes in Human Resource Management: Views from the Field” by Hays & Kearney, *Public Administration Review*. Vol. 61, No. 5, 2001

“Human Resource Practices in State Government: Findings from a National Survey.” By Selden, Ingraham & Jacobson, *Public Administration Review*, Vol. 61, No. 5, 2001.

Full text of articles available on EBSCOhost library database.

8/28 Changing Nature of HRM

- Patton, Chapters 1 & 2

9/2 Assignments: Patton, p. 436, Case 13, questions 1-3; *Downsizing at the Dodge Clinic Case* (handout)

- 9/4 Legal Context of HRM and Labor-Management Relations**
 ■ Patton, Chapters 3, 4 and 5
- Reading: “Labor Management Relations and Participative Decision Making: Toward a New Paradigm.” by Hays & Kearney, *Public Administration Review*. Vol. 54, No.1, 1994. (EBSCOhost)
- 9/9 Assignments:** Patton, p. 419, Case 6, questions 1-4; p. 98, experiential exercise 3, Tasks a-d; *Labor Relations in Corvallis, Oregon Case* (handout).
- 9/11 No Class**
- 9/16 HRM in a Diverse Environment**
 ■ Readings:
Seattle Community Association: Undoing Institutional Racism Case (handout).
- 9/18 Research Paper Topic Due**
 One page: working title, research question, significance, three initial sources
- 9/23 Strategic Planning in HRM**
 ■ Patton, Chapter 6
- Readings: “Navigating Pennsylvania’s Dynamic Workforce: Succession Planning in a Complex Environment.” by Helton & Jackson, *Public Personnel Management*. Vol. 36, No. 4, 2007. (EBSCOhost)
- “Succession Planning and Generational Stereotypes: Should HR Consider Age-Based Values and Attitudes a relevant Factor or a Passing Fad?” by Crumpacker & Crumpacker, *Public Personnel Management*. Vol. 36, No. 4, 2007. (EBSCOhost).
- 9/25 No Class**
- 9/30 Assignments:** Patton, p. 424, Case 8, Tasks 1-3.
 ■ Take-Home Midterm Issued
- 10/2 Guest Speaker: HR Lessons from the Trenches**
- 10/7 Fall Break – No Class**
- 10/9 Job Design, Analysis and Classification**
 ■ Patton, Chapter 7
 ■ Take Home Exam Due
- 10/14 Recruitment and Selection**

- Patton, Chapter 8

10/16 Assignments: Patton, p. 427, Case 10, questions 1 - 4.

10/21 Compensation and Benefits

- Patton, Chapters 9 & 10

Readings: “Work-Family Experiences and the Insights of Municipal Government Employees: A Case Study.” by Secret & Swanberg, *Public Personnel Management*. Vol. 37, No. 2, 2008. (EBSCOhost)

“Municipal Government Benefits Practices and Personnel Outcomes: Results from a National Survey.” by Roberts, *Public Personnel Management*. Vol. 33, No. 1, 2004. (EBSCOhost)

10/23 Assignments: Patton, p. 435, Case 12, questions 1-5; p. 418, Case 4, questions 1 - 3; p. 418, Case 5, questions 1-4.

10/28 Performance Appraisal

- Patton, Chapter 11

Reading: “Employee Performance Appraisal System Participation: A Technique that Works.” by Roberts, *Public Personnel Management*. Vol. 32, No. 1, 2003. (EBSCOhost)

10/30 Assignments: *The Division of Water Resources Case* (handout).

11/4 Training and Development

- Patton, Chapter 12

Reading: “Policies for Managing the Training and Development Function: Lessons from the Federal Government.” by Clardy, *Public Personnel Management*. Vol. 37, No. 1, 2008. (EBSCOhost)

11/6 Assignments: Patton, p. 344, experiential exercise 4.

11/11 Discipline and Termination

- Patton, Chapter 13

11/13 Assignments: Patton, p. 414, Case 2, Task 1.

11/18 Policy Manuals/New HRM Roles

- Patton, Chapters 14 and 15

11/20 Assignment: *Staff Resignations at the Division of Cultural Programs* (handout). .

11/25 Roundtable on Student Research Papers

- All papers due

11/27 Thanksgiving – No Class

12/2 Roundtable on Student Research Papers

- Take-home final distributed

12/9 Take-Home Final Exam Due

Sample Resources

Library Journals (on shelf)

Academy of Management Journal
Academy of Management Review
Administration & Society
American Review of Public Administration
California Management Review
Conflict Resolution Quarterly
Dispute Resolution Journal
Human Resource Planning
Journal of Human Resources Management
Communication Quarterly
Organization Development Journal
Performance Improvement Quarterly
The Review of Public Personnel Administration
Training

Library Electronic Databases (EBSCOHost, InfoTrac)

Websites (some useful links; some free info but must join some for full access to resources)

American Society for Training and Development: www.astd.org (\$90)
American Society for Public Administration: www.aspanet.org (\$40)
International City/County Management Association: www.icma.org (\$40)
International Association for Human Resource Information Management: www.ihrim.org (\$50)
Society for Human Resources Management: www.shrm.org (\$35)
HR-Guide.com: www.hr-guide.com
Human Resource Information for nonprofits:
www.mapnp.org/library/hr_mgmnt/hr_mgmnt.htm