

**Cleveland State University  
Levin College of Urban Affairs  
Course Syllabus**

**Course Information**

<b>Course Title:</b>	Public Human Resource Management
<b>Course Number/Section:</b>	UST 518/630, Section 50
<b>Credit Hours:</b>	4
<b>Semester/Year:</b>	Fall 2017
<b>Class Schedule:</b>	Thursdays 6:00 – 9:50 p.m.
<b>Classroom:</b>	UR 107
<b>Deadline to Drop Course:</b>	September 8, 2017
<b>Deadline to Withdraw:</b>	November 3, 2017

**Instructor Information**

<b>Name:</b>	Matthew Hawes
<b>E-Mail:</b>	m.hawes@csuohio.edu
<b>Office Hours:</b>	Thursdays 5:00 – 6:00 p.m. (UR 217) and by appointment

**Course Description and Objectives**

Human resource management is critical to the successful implementation of government and non-profit programs. Employees are often the foundation of government and non-profit services. Human resource management encompasses all decisions affecting the relationship between the employee and the organization – a relationship that can often involve seemingly conflicting goals.

The objective of this course is to provide you with the necessary foundation for performing human resource management tasks as government or non-profit administrators. Major themes include: an overview of employee/labor relations in America; the evolution of public sector employment, including the civil service system; the legal framework for public human resources management; recruitment and selection of employees; employee motivation and development; and union/management relations. Through the readings, assignments, and class discussions, you should gain an understanding of the legal, political, technical, and practical issues facing managers in the public and non-profit sectors.

**Required Materials**

<b>Title:</b>	Human Resource Management in Public Service: Paradoxes, Processes, and Problems, 4 <sup>th</sup> Edition (2013)
<b>Author:</b>	Berman, E.M., Bowman, J.S., West, J.P., and Van Wart, M.R.
<b>ISBN:</b>	9781412991674

**Blackboard Requirement**

Additional course materials, assignments, and announcements will be provided through Blackboard Learn (“BB”). Students should check the course BB page on a weekly basis to ensure that they are aware of all current materials, assignments, and announcements.

## Course Requirements

Course grades will be based on the following criteria:

Requirement	Weight	Description
Classroom Attendance, Preparation, and Participation	10%	Attendance and dialogue are important components of this course. You are expected to come to class prepared to thoughtfully discuss the assigned readings. Attendance will be taken and more than two absences may result in a reduction in this score unless a legitimate excuse is provided. I reserve the right to request documentation to validate any excuse that is provided. Please contact me prior to class if you are unable to attend. You are responsible for obtaining notes and information from missed classes from your colleagues. <b>Out of respect for your colleagues, use of electronic devices for non-course-related purposes is not permitted during class.</b> You may use an electronic device to take notes or access course materials during class discussions.
Research Proposal	10%	You will prepare a 3 – 5 page research proposal detailing a human resources research problem/situation, audience, proposed solution(s) and proposed literature search. Details regarding this project are contained in the Guidelines for Research Proposal and Paper, which will be posted on the course BB page. We will discuss project ideas in class. Please talk with me if you have difficulty deciding on a topic. If you choose to do field research, I will help you submit your proposal to the CSU Institutional Review Board in order to protect human subjects. Note that the process may take up to four weeks so you must begin early in the semester.
Midterm Exam	20%	Take-home midterm examination. Examination will be in short essay format.
Research Paper	25%	You will prepare a 10 – 15 page research paper on the previously identified human resources problem/solution. Details regarding this project are contained in the Guidelines for Research Proposal and Paper, which will be posted on the course BB page. You must submit your paper through Turnitin (plagiarism checking site) via BB so that you can ensure that you did not inadvertently plagiarize. If you do not do so, you will automatically lose 5 of the 25 points possible for this assignment.
Presentation of Research	10%	You will be able to present the results of your research with the class towards the end of the semester. You will have 10 minutes to present and 5 minutes to answer questions from the class.
Final Exam	25%	Take-home final examination. Examination will be in short essay format.

CSU utilizes the following grading structure for graduate students:

A = 94 – 100%	B+ = 87 – 89%	B- = 80 – 82%	F = 69% or below
A- = 90 – 93%	B = 83 – 86%	C = 70 – 79%	

## Grades of “I” and “X”

**X** – Effective Fall 2016, for undergraduate courses the grade of “X” can only be administratively assigned by the Office of the University Registrar to indicate a grade has not been assigned by an instructor. For undergraduate students who have stopped attending/participating without notification and have not completed all assignments for reasons that cannot be determined, instructors should assign the earned grade. Any grade of “X” will become a grade of “F” at 11:59 PM the day following the grading deadline. Instructors of graduate courses continue to have the ability to assign the grade of “X” when appropriate and graduate level “X” grades follow the Incomplete Deadline as stated in the Academic Calendar.

**I - Incomplete.** The “I” grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student. An “I” grade can be assigned by the instructor when all three of the following conditions are met:

1. Student is regularly attending/participating in the class and has the potential to pass the course;
2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
3. Student has notified the instructor prior to the end of the grading period.

## Class Schedule

Class Date	Class Topic(s)
August 31	<u>Class Topic(s)</u> <ul style="list-style-type: none"> <li>• Introduction to Course</li> <li>• Research Project Brainstorming</li> </ul> <u>Pre Class Assignment(s)</u> <ul style="list-style-type: none"> <li>• Human Resource Management in Public Service (“HRM”) Introduction (pp. 1 – 7)</li> <li>• Review Guidelines for Research Proposal and Paper (Posted on BB)</li> </ul>
September 7	<u>Class Topic(s)</u> <ul style="list-style-type: none"> <li>• Public Service Heritage</li> <li>• Evolution of the Human Resources Practice</li> <li>• Research Proposal Discussion</li> </ul> <u>Pre Class Assignment(s)</u> <ul style="list-style-type: none"> <li>• HRM Chapter 1 – The Public Service Heritage: Context, Continuity, and Change (pp. 11 – 48)</li> <li>• SHRM Case Study – Central Columbia Hospital Scenario A: <i>Transactional to Transformational HR</i> (Posted on BB)</li> </ul>
September 14	<u>Class Topic(s)</u> <ul style="list-style-type: none"> <li>• Laws Governing the Workplace</li> </ul> <u>Pre Class Assignment(s)</u> <ul style="list-style-type: none"> <li>• HRM Chapter 2 – Legal Rights and Responsibilities: Laws Governing the Workplace (pp. 53 – 93)</li> <li>• SHRM Case Study – Religious Discrimination and Racial Harassment: <i>What Ever Happened to MarShawn DeMur?</i> (Posted on BB)</li> <li>• Cozetto, D.A. &amp; Cozzetto (1998) – The Disabled Parks Employee (Posted on BB)</li> </ul>

September 21	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Position Classification and Management</li> <li>• Job Evaluation Exercise</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 5 – Position Management: Judicious Plan or Jigsaw Puzzle (pp. 177 – 214)</li> </ul> <p><b>Research Project Proposals Due at 6:00 p.m.</b></p>
September 28	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Recruitment and Talent Acquisition</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 3 – Recruitment: From Passive Posting to Social Media Networking (pp. 97 – 130)</li> <li>• SHRM Case Study – Is There a Doctor in the House: <i>Attracting Physicians for an Underserved Area</i> (Posted on BB)</li> </ul>
October 5	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Selection/Hiring</li> <li>• Midterm Distributed</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 4 – Selection: From Civil Service Commissions to Decentralized Decision Making (pp. 131 – 175)</li> <li>• SHRM Employee Selection Structured Exercises (Posted on BB)</li> </ul>
October 12	<ul style="list-style-type: none"> <li>• <b>No Class - Midterm Exam Due via by 9:50 p.m.</b></li> </ul>
October 19	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Motivating Employees</li> <li>• Employee Engagement</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 6 – Motivation: Possible, Probable, or Impossible? (pp. 215 – 239)</li> <li>• SHRM Case Study – Hudson College Employee Engagement (Posted on BB)</li> </ul>
October 26	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Compensation</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 7 – Compensation: Vital, Visible, and Vicious (pp. 241 – 286)</li> <li>• SHRM Case Study – Central Columbia Hospital Scenario B: <i>Retention</i> (Posted on BB)</li> </ul>
November 2	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Employee-Friendly Policies</li> <li>• Work-Life Balance</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 8 – Employee-Friendly Policies: Fashionable, Flexible, and Fickle (pp. 287 – 338)</li> <li>• SHRM Case Study – Work-Life Balance in Large Organizations (Posted on BB)</li> </ul>

November 9	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Training and Development</li> <li>• Performance Appraisal</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 9 – Training, Learning, and Development: Exploring New Frontiers (pp. 339 – 372)</li> <li>• HRM Chapter 10 Appraisal: A Process in Search of a Technique (pp. 383 – 411)</li> <li>• SHRM Case Study – Central Columbia Hospital Scenario C: <i>Talent Development</i></li> <li>• SHRM Case Study – Hudson College Performance Management</li> </ul>
November 16	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Unions and the Government</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 11 – Unions and the Government: Protectors, Partners, and Punishers (pp. 413 – 441)</li> <li>• <b>Research Papers Due via Turnitin at 6:00 p.m.</b></li> </ul>
November 23	<b>No Class – Thanksgiving Holiday</b>
November 30	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Collective Bargaining</li> <li>• Research Presentations</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Chapter 12 – Collective Bargaining: Structures, Strategies, and Skills (pp. 443 – 472)</li> </ul>
December 7	<p><u>Class Topic(s)</u></p> <ul style="list-style-type: none"> <li>• Course Review</li> <li>• Research Presentations</li> <li>• Final Exam Distributed</li> </ul> <p><u>Pre Class Assignment(s)</u></p> <ul style="list-style-type: none"> <li>• HRM Conclusion (pp. 473 – 480)</li> </ul>
December 14	<b>Final Exam due at 6 p.m. via Blackboard</b>

### Plagiarism Statement

Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one's own. This includes, but is not limited to, the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link:  
<https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf>.

### **Students with Special Needs**

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216) 687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

### **Writing Assistance**

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations and reference pages.