Cleveland State University
Levin College of Urban Affairs
Spring, 2010

Public Human Resource Management - PAD 518 and PAD / NAL 630, Section 50
Monday 6:00 – 8:50 p.m. UR 107

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Email: n.meyeremerick@csuohio.edu
Office hour: Monday 5:00-5:45 p.m. and by appointment

Course Description

The course is designed to provide you with a working knowledge of the history, principles and processes of human resource management in the public sector in the U.S. The ability to make fair, legal, and sound decisions about recruitment, selection, compensation, training, collective bargaining, etc. is essential to becoming a successful government or nonprofit manager. Students who are currently working in the public and nonprofit sectors will apply what they are learning to human resource challenges facing their agencies. Pre-service students will have the opportunity to learn from their colleagues and develop expertise in this important management skill.

Required Texts


Required Readings on Electronic Course Reserve (ECR).

The case studies that you will read for class can be accessed via ECR and are identified this way in the course outline below.

Recommended Reference:

Web site: http://owl.english.purdue.edu/handouts/research/r_apa.html (This is a simple guide to the American Psychological Association (APA) style.)

ADA If you believe that you require accommodations under the Americans with Disabilities Act (ADA), please contact the Office of Disability Services at 687-2015.
Course Requirements

Course grades will be based on the following criteria:

**Classroom 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 reading. If you are unable to attend class, please contact me beforehand. You are responsible for obtaining notes and information from missed classes from your colleagues.

**Practice case analysis** – 5%

**Research proposal** – 10%
In order to make writing your research paper less stressful, you will prepare a 3-5 page research proposal detailing the research problem/situation, audience, proposed solution(s), and proposed literature search. You do NOT need to have any actual references in the proposal. You are encouraged to study and develop solutions to a human resource challenge in your workplace or in an organization that you belong to. We will discuss your ideas in class and I encourage you to talk with me if you have difficulty deciding on a topic. If you choose to do field research (e.g., interviews or surveys) we will submit your proposal to the CSU Institutional Review Board (IRB) to obtain permission to proceed with the project.

**Research Paper** - 30%
The paper should be written using APA style and be 10-15 double spaced pages in length. The paper should demonstrate your understanding of the human resource theory you are applying and some viable solution(s) using appropriate citations and at least 15 references from peer reviewed, blind refereed journals.

**Presentation of research** - 5%
You will be able to share 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.

**Examinations** - 40%
A midterm and final take home exam will be given during the semester. Each is worth 20% of your total grade.

**Graduate course grading:**
Using this table as a guide, you will always know how you are doing in the course.

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<thead>
<tr>
<th>Grade</th>
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<tr>
<td>A</td>
<td>95-100</td>
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<tr>
<td>A-</td>
<td>90-94</td>
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<tr>
<td>B+</td>
<td>85-89</td>
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<tr>
<td>B</td>
<td>80-84</td>
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<tr>
<td>B-</td>
<td>75-79</td>
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<td>C</td>
<td>70-74</td>
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<tr>
<td>F</td>
<td>below 70</td>
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Students are expected to follow the highest standards of academic and professional honesty. Plagiarism will result in an automatic grade of F. Please consult the CSU Policy on Academic Misconduct in the Student Handbook which is available through the University’s website.

**Course Outline – Reading Topics and Assignments**

(Note that the following is a general schedule and may be modified during the semester.)

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Jan. 18</td>
<td><strong>No Class - Dr. Martin Luther King, Jr. Holiday</strong></td>
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<td>Jan. 25</td>
<td>Introduction to Course</td>
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<td>Personal Introductions</td>
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<td>Research Project Brainstorming</td>
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<td>Feb. 1</td>
<td>Riccucci &amp; Naff Chap. 1 – The first century of civil service reform</td>
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<td>Selden Chap. 1 – Introduction to human capital management in public organizations</td>
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<td>ECR Case 5: Retiree health care in Sun City</td>
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<td>Feb. 8</td>
<td>Riccucci &amp; Naff Chap. 2 – Civil service reform in the postreform era (1979-2000)</td>
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<td>We will discuss preparation of your research proposals in class.</td>
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<td>Feb. 15</td>
<td><strong>No Class – President’s Day Holiday</strong></td>
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<td>Feb. 22</td>
<td><strong>Practice Case Analysis Due (Case 2: Staff reduction with a human touch)</strong></td>
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<td>Riccucci &amp; Naff Chap. 3 – The legal framework of public personnel management</td>
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<td>ECR Case 4: The disabled parks employee</td>
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<td></td>
<td>ECR Case 2: Staff reduction with a human touch</td>
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<td>March 1</td>
<td><strong>Proposals Due</strong></td>
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<td><strong>Midterm Distributed</strong></td>
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<td>Riccucci &amp; Naff Chap. 4 – Human resources planning</td>
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<td>Selden Chap. 2 – Strategic human capital planning and management</td>
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March 8  **Midterm Due**

Riccucci & Naff  Chap. 9 – Equal employment opportunity and affirmative action

ECR  Case 1: Public safety promotional systems and minority officers

March 15  **No Class – Spring Break**

March 22  Riccucci & Naff  Chap. 5 – Classification and compensation

Selden  Chap. 7 – Rewarding employee performance

ECR  Case 6: Cedar Valley slowdown

March 29  Riccucci & Naff  Chap. 6 – Recruitment and selection

Selden  Chap. 3 – Recruiting and selecting the right people

ECR  Case 1: Replacing the police chief

April 5  Riccucci & Naff  Chap. 7 – Performance appraisal

Selden  Chap. 6 – Managing employee performance

ECR  Case 14: Affirmatively managing Helen

April 12  Riccucci & Naff  Chap. 8 – Training and development

Selden  Chap. 5 – Developing employees and leaders

ECR  Case 17: Redesigning the budget process

April 19  **Research Papers Due**

Riccucci & Naff  Chap. 10 – Diversity in the workforce

ECR  Case 3: Problems in the building division

April 26  **Research Presentations**

Riccucci & Naff  Chap. 11 – Labor-management relations

ECR  Case 16: The human side of privatization
Guidelines for Research Proposal and Final Paper

Format: The proposal and paper should be written in American Psychological Association (APA) style. Please double space, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text. Make sure to prepare a title page and begin to number the pages 1-15 after that. Be sure to use paragraphs rather than spaces to separate groups of sentences. You may use sub-headings within the paper. If you do field research, include the results so the reader can judge your conclusions independently. The final paper should be 10-15 pages long. You do not need to prepare an abstract or use a running header on each page.

State the problem: What human resource problem or innovation do you want to study? You will probably need to give some background on the agency in this section. Be very specific about the problem / innovation.

Goal: What do you want to achieve with your research? State this simply.

Audience: Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

What do you think the solution(s) are? Be very specific in stating what you think the solutions may be, given your experience in the agency. Explain why you hold that opinion.

Literature search: Indicate where you will look in the literature. Will you look at the public personnel administration literature or is the issue so specific to your discipline or situation that you need to look into that field’s literature (e.g., health care administration, law enforcement). You do not need to list your references in the proposal. Your final paper however, must contain at least 15 references from peer-reviewed academic journals that you have found on your own. You must discuss each article in your paper. You may also use book references but these do not count towards the 15 articles. If you are able to do field research (i.e., interviews or surveys), you must have at least 10 references from peer-reviewed journals. The APA reference on page 1 of the syllabus contains the guidelines for proper reference and citation. Your texts contain a wealth of references to the public personnel management literature that you can use to begin your literature search. The CSU librarians are very helpful and a wonderful resource. Diane Kolosionek is the librarian assigned to the Levin College. Her email is d.kolosionek44@csuohio.edu and her phone number is 216-802-3358. She can help you conduct a keyword search and find peer reviewed academic articles.
Research design: Explain, in detail, how you will test your proposed solution(s). Most of you will simply be reviewing the existing literature. However if you decide to do field research (e.g., surveying your co-workers or employees) we will need to submit your research proposal to the CSU Institutional Review Board (IRB) in order to protect human subjects. This process can take several weeks and I will assist you.

Conclusion (for final paper only): Discuss whether the literature and/or field research supported or contradicted the solutions that you proposed initially and what you learned while writing your paper. Be sure to discuss how your results can be used to resolve the agency problem or conduct the innovation.

Note: It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work on the agency’s time. A cooperative relationship with your supervisor is extremely important! If you do not believe you can safely study an agency problem, please discuss your proposal with me before proceeding.