



**PA 3333.001
HUMAN RESOURCES MANAGEMENT
Fall 2016**

**Tuesdays and Thursdays: 2:30 p.m.-3:45 p.m.
FO 3.222**

Contact Information

Professor: Dr. Meghna Sabharwal
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Course Description

This introductory course provides an overview to public human resource management, emphasizing both theoretical and applied topics. The role of the human resource manager is changing from compliance monitoring to strategic planning. Human resource managers are further challenged in the current economic downturn with budget shortfalls, layoffs, hiring freezes, closures, mergers, and buy-outs. The course will thus examine the environment employees and employers operate in with special emphasis on the various laws that the field of human resource management is bound by. The class consists of in-class presentations, field assignment, several hands-on exercises, and class discussions, all aimed at understanding the complexities that surround human resource management.

Course Objectives

By the end of this course, students should be able to:

1. Critically examine and analyze various aspects of public human resource management
2. Understand the challenges involved in achieving a diverse workforce and how to manage it.
3. Understand the legal and ethical environment under which human resource management operates.
4. Understand the recruitment and selection process.
5. Synthesize the important components or dimensions of motivating employees and compensating employees.
6. Examine various job analysis and evaluation methods.

7. Examine emerging trends and practices that will affect the way organizations manage their human resources in the future.
8. Integrate the state of knowledge and managerial thinking on these topics and others covered in the course.
9. Engage in discussions and exercises to demonstrate a sense of how to apply in practice the topics and ideas covered in the course and demonstrate mastery of written communication skills

Required Texts

Cayer, N. J. and Sabharwal, Meghna (2016). *Public Personnel Administration: Managing Human Capital*. Birkdale Publishers

ISBN: 978-1-942456-03-2

In addition to the texts, articles from journals available on eLearning

How to demonstrate what you learn

Class participation (10 points)

Each student should be prepared to participate in each class. Participation requires reading the material in advance and being on time for class. The readings for each topic are due every Tuesday. Each student is expected to fully participate in chapter discussions, case discussions, and in-class exercises. Note that participation is not merely class attendance, although you must be in class in order to participate! If you know that you will not be able to attend class for unforeseeable reasons, make sure you inform the professor in advance and submit your assignment. In short, come to class, read the material, take notes, and participate. Remember every student's opinion counts, and the more you participate the more meaningful your learning experience will be.

In-class presentation (10 points)

Since organizations rely on the cooperative efforts of their members to accomplish their goals, you will also be expected to work cooperatively to accomplish assignments. Students will self-select into teams of 2-3 students. The instructor will provide a list of topics to sign-up the first week of class. The task of your team will be to develop a 30minute presentation on this topic followed by time for discussion. You will have the entire class time (1hr and 15mins).

This is not an exercise in providing a summary of the readings, but to use movies, case studies, video clips, role play, stories, or games to communicate the most interesting

things you have learnt from the readings. The group must clearly discuss how the movies, programs, clips, or stories match the class readings or the theories. Have fun with the topic!

Each member of the group must participate in the presentation. The group will e-mail their presentation (power point or Prezi) and all training materials to the professor prior to their presentation.

The process for working together is a key element of this assignment.
Things to remember:

- How are the readings relevant in today's context
- What are the implications?
- You can use visual aids, play video clips, current events, scenarios, games...whatever that you can think of to teach and impress the audience
- Make sure you leave 15 minutes for questions.
- If you will use some materials (e.g. video clips) on the computer or other instruments, please come to the classroom early to set it up and test.
- **This is a group assignment and it is your responsibility to make it work, otherwise the entire group's grade will be affected.**

Quiz (15 points)

There will be three in class quizzes (multiple choice questions). Each quiz will be 5 points. First quiz will be on September 15th, the second quiz will be on October 6th and the last quiz will be on November 3rd. Please bring 882E scantron the day of the test (bring an extra, just in case you mess-up).

Midterm examination (25 points)

There will be an in-class closed book midterm examination on October 13th. The format for the test will be 50 multiple-choice questions. Please bring 882E scantron the day of the test (bring an extra, just in case you mess-up!).

Final examination (25 points)

There will be an in-class closed book final examination on December 1st. The examination is designed to test the student's ability to understand and critically evaluate the reading, lecture, and discussion materials covered during the semester. The format for the test will be 50 multiple-choice questions. A review session will be conducted prior to the test on November 29th. Please bring 882E scantron the day of the test (bring an extra,

just in case you mess-up). Materials covered after the midterm will be included in the test.

Final Assignment (15 points)

Interview with public human resources manager

The purpose of this assignment is to provide you with the opportunity to relate the class readings and discussion to the “real world” issues faced by public human resources managers. You will arrange an interview with the human resources director or a senior personnel in HR in a public or non-profit organization or for profit sector. You are strongly encouraged to contact an individual at an agency/organization that you are particularly interested in, or where you may even be interested in seeking employment in the future. Some example include the human resources director for a city, school district, a county, a nonprofit hospital or a nonprofit agency.

Your interview and your paper must highlight two major topics from the assigned readings. You should begin by asking the human resources manager for a brief description of the agency and his or her role within it. Then you interview question should address two of the main topics we discuss in class: e.g., human resources reform, recruitment and selection, legal environment, performance appraisal, workforce diversity, strategic human resource management, and future of human resources (see the list of topics on the class schedule). Finally, you should ask the interviewee about what they find the most challenging aspect/s about human resource management.

You have to get the list of questions approved by me no later than October 18th. You will write a three page paper discussing the results of your interview in context to the semester’s reading assignments and class discussions. The paper must be in narrative form (no bullets or outline). The assignment is due on December 1, 2016. You must bring a hard copy to class. Please also email me a copy of the assignment.

Note: **LATE ASSIGNMENTS WILL NOT BE ACCEPTED** except under exceptional documented circumstances at the sole discretion of the instructor. Students who miss class are responsible for all announcements, class discussions, and changes made to the course outline during class meetings.

Grading

- Class participation – 10%
- In-class presentations – 10%
- 3 quizzes – 15%
- Midterm – 25%
- Final – 25%

- Final Assignment – 15%

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|-------------|-----------|------------|
| A+ = 97-100 | A = 93-96 | A- = 90-92 |
| B- = 80-82 | B = 83-86 | B+ = 87-89 |
| C- = 70-72 | C = 73-76 | C+ = 77-79 |
| F = <70 | | |

Cell Phones and Web 2.0 Technology. Many of you have other jobs and responsibilities. However, responsibilities have a way of intruding on the learning experience, especially in this era of Web 2.0 technology. My preference is that you not bring these devices to class at all. Obviously, that may not be possible, so at least make sure that they are turned off or are in “silent” or “vibrate” mode. If you really must answer a call, please leave the classroom immediately.

Use your laptops for only note taking purposes

Detailed Course Schedule

Note: All in-class presentations will be on Thursday of each week

August 23 and 25– Introductions

Introductions
Syllabus
Signing up for in-class presentations
Introduction to HRM

August 30 and September 1 –Online Class (Professor at an International Conference, 4S)

Readings

- Cayer and Sabharwal – Chapter 1
 - The Field of Public Personnel Administration
 - Public versus Private Sector Personnel Administration

September 6 and 8 – Evolution of the Public Personnel System in the US

Readings

- Cayer and Sabharwal – Chapter 2
 - The Early Roots
 - Jacksonian Democracy
 - Weakening of Spoils
 - Changing Concerns of the Merit System
 - Civil Service Reform Act of 1978 and Beyond
 - Legislative–Executive Conflicts
 - Professionals: Inheritors of the System
 - Spoils versus Merit

September 13 and 15 - Personnel Systems Design

Readings

- Cayer and Sabharwal – Chapter 3
 - Personnel Office Roles
 - Types of Personnel Systems
 - Organizing Personnel Activities
 - Career Systems
 - Intergovernmental Personnel Issues
- **Quiz 1 (September 15)**

September 20 and 22 – Techniques of Personnel Administration

Readings

- Cayer and Sabharwal – Chapter 4
 - Human Resources Planning
 - Position Classification
 - Compensation
 - Benefits
 - Strategies for Controlling Compensation Costs

September 27 and 29 - Staffing and Maintaining the Workforce

Readings

- Cayer and Sabharwal – Chapter 5
 - Recruitment
 - Examinations
 - Selection
 - Promotion
 - Performance Evaluation

- Discipline
- Federal Laws Prohibiting Discrimination in Hiring
<http://www.eeoc.gov/facts/qanda.html>

October 4 and 6 – Keeping Employees Motivated In the Public Sector

Readings

- Cayer and Sabharwal – Chapter 6
 - The Supervisor
 - Approaches to Motivation
 - Motivation Techniques
 - Performance Management
 - Training and Development
- **Quiz 2 (October 6th)**

October 11 and 13 – Midterm week

- October 11th – Midterm Review
- October 13th – In class Midterm (Please bring your 882E scantron and a pencil)

October 18 and 20 – Rights and Duties of Employees

Readings

- Cayer and Sabharwal – Chapter 7
 - Off-the-Job Conduct
 - On-the-Job Conduct and Rights
- Submit interview questions for approval on October 15th

October 25 and 27 – Labor-Management Relations in the Public Sector

Readings

- Cayer and Sabharwal – Chapter 8
 - Government Resistance to Unions
 - Politics and Bargaining
 - Elements of a Labor Relations System
 - The Negotiating Process
 - Impasse Resolution Procedures
 - Strikes
 - Contract Administration

- Unfair Labor Practices
- Impact of Public Sector Bargaining
- The Evolving Bargaining System

November 1 and 3 - Social Equity and Diversity in the Workplace

Readings

- Cayer and Sabharwal – Chapter 9
 - Creation of a Diverse Workplace 250
 - Management of Diversity 263
 - Impacts of Diversity
- Laws enforced and not enforced by EEOC: <http://www.eeoc.gov/laws/index.cfm>
- **Quiz 3 (November 3rd)**

November 8 and 10 – Social Equity and Diversity in the Workplace – Part 2

Readings

- Sabharwal, Meghna. (2014) - Is Diversity Management Sufficient? Organizational Inclusion to Further Performance, *Public Personnel Management* (on eLearning)
- The Inclusive Workplace: Level I by Mor Barak (reading on eLearning)

November 15 and 17 - Continuing Challenges for Public Personnel and Conclusion

Readings

- Cayer and Sabharwal – Chapter 10
 - Competitiveness in Hiring
 - Resource Limitations
 - New and Evolving Technology
 - Privatization and Outsourcing
 - Litigation
 - Violence in the Workplace
 - Changing Workplace Demographics
 - Continuous Reform

November 22 and 24 – No Class – Thanksgiving Holiday/Fall Break

November 29 and December 1 – Final Examination

Review session and wrap-up November 29

Final Assignment due December 1 (please bring a hard copy to class and email me your assignment)

Final Examination – December 1

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

IMPORTANT CLASS NOTES

Sharing Confidential Information

Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching/research assistants are required by UT Dallas policy to report information about sexual misconduct to the UT Dallas Title IX Coordinator. Per university policy, faculty have been informed that they must identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972-883-2527 or after hours 972-UTD-TALK or 972-883-8255), the Women's Center (972-883-8255), a health care provider in the Student Health Center (972-883-2747), the clergyperson (or other legally recognized religious advisor) of their choice, or an off-campus resource (i.e., rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to the UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-2218. Additional information and resources may be found at <http://www.utdallas.edu/oiec/title-ix/resources>.

Technical Support

If you experience any issues with your UT Dallas account, contact the UT Dallas Office of Information Technology Help Desk: assist@utdallas.edu or call 972-883-2911.

UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Helpdesk: <http://www.utdallas.edu/elearning/eLearningHelpdesk.html>.

Field Trip Policies, Off-Campus Instruction and Course Activities

Off-campus, out-of-state, foreign instruction/travel, and course-related field trip activities are subject to state law and University policies and procedures regarding travel and risk-related activities.

Detailed information regarding this policy, in accordance to *Texas Education Code*, Section 51.950, can be accessed at the UT Dallas Policy Navigator, <http://policy.utdallas.edu/utdbp3023>, and at <http://www.utdallas.edu/administration/insurance/travel>. Additional information is available from the office of the school dean.

Student Conduct and Discipline

The University of Texas System (Regents' Rule 50101) and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UT Dallas online catalogs (<http://catalog.utdallas.edu>).

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Student Code of Conduct, UTDSP5003 (<http://policy.utdallas.edu/utdsp5003>). Copies of these rules and regulations are available to students in the Office of Community Standards and Conduct, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972-883-6391) and online at <https://www.utdallas.edu/conduct/>.

A student at the University neither loses their rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating its standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity

of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Academic Dishonesty: Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes plagiarism, cheating, fabrication, and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: <https://www.utdallas.edu/conduct/dishonesty/>.

Copyright Notice

It is the policy of the University of Texas at Dallas to adhere to the requirements of the United States Copyright Law of 1976, as amended, (*Title 17, United States Code*), including ensuring that the restrictions that apply to the reproduction of software are adhered to and that the bounds of copying permissible under the fair use doctrine are not exceeded. Copying, displaying, reproducing, or distributing copyrighted material may infringe upon the copyright owner's rights. Unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject students to appropriate disciplinary action as well as civil and criminal penalties. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. For more information about the fair use exemption, see <http://copyright.lib.utexas.edu/copypol2.html>. As a UT Dallas student, you are required to follow UT Dallas' copyright policy (UTDPP1043 at <http://policy.utdallas.edu/utdpp1043>) and the UT System's policy, UTS107 at <http://www.utsystem.edu/board-of-regents/policy-library/policies/uts107-use-copyrighted-materials>.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. All official student email correspondence will be sent only to a student's UT Dallas email address and UT Dallas will only consider email requests originating from an official UT Dallas student email account. This allows the University to maintain a high degree of confidence in the identity of each

individual's corresponding via email and the security of the transmitted information. The University of Texas at Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Office of Information Technology provides a method for students to have their UT Dallas mail forwarded to other email accounts. To activate a student UT Dallas computer account and forward email to another account, go to <http://netid.utdallas.edu>.

Class Attendance

Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. Absences may lower a student's grade where class attendance and class participation are deemed essential by the instructor. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes.

Withdrawal from Class

The administration at UT Dallas has established deadlines for withdrawal from any course. These dates and times are published in the Comet Calendar (<http://www.utdallas.edu/calendar>) and in the Academic Calendar (<http://www.utdallas.edu/academiccalendar>). It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or other instructor cannot drop or withdraw any student unless there is an administrative drop such as the following:

- Have not met the prerequisites for a specific course
- Have not satisfied the academic probationary requirements resulting in suspension
- Office of Community Standards and Conduct request
- Have not made appropriate tuition and fee payments
- Enrollment is in violation of academic policy
- Was not admitted for the term in which they registered

It is the student's responsibility to complete and submit the appropriate forms to the Registrar's Office and ensure that he or she will not receive a final grade of "F" in a course if he or she chooses not to attend the class after being enrolled.

Student Grievance Procedures

Procedures for student grievances are found in university policy UTDSP5005 (<http://policy.utdallas.edu/utdsp5005>). In attempting to resolve any student grievance

regarding disputes over grades, application of degree plan, graduation/degree program requirements, and thesis/and dissertation committee, adviser actions and/or decisions, evaluations, and/or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originated.

Incomplete Grade Policy

As per university policy, incomplete grades may be given, at the discretion of the instructor of record for a course, when a student has completed at least 70% of the required course material but cannot complete all requirements by the end of the semester. An incomplete course grade (grade of 'I') must be completed within the time period specified by the instructor, not to exceed eight (8) weeks from the first day of the subsequent long semester. Upon completion of the required work, the symbol 'I' may be converted into a letter grade (A through F). If the grade of Incomplete is not removed by the end of the specified period, it will automatically be changed to F.

AccessAbility Services

It is the policy and practice of The University of Texas at Dallas to make reasonable accommodations for students with properly documented disabilities. However, written notification from the Office of Student AccessAbility (OSA) is required. If you are eligible to receive an accommodation and would like to request it for this course, please discuss it with your professor and allow one week advance notice. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact OSA for a confidential discussion. OSA is located in the Student Services Building, SSB 3.200. They can be reached by phone at 972-883-2098, or by email at studentaccess@utdallas.edu.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities, including examinations and travel time for the observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, of the *Texas Tax Code*.

Students are encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment.

Excused students will be allowed to take missed exams or complete assignments within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the President of UT Dallas or from the President's designee. The chief executive officer or designee must take into account the legislative intent of *Texas Education Code* 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Resources to Help You Succeed

The Office of Student Success operates the Student Success Center (SSC, <http://www.utdallas.edu/studentsuccess>), which offers assistance to students in the areas of writing, mathematics, communication, multiple science fields, reading, study skills, and other academic disciplines. These services are available through individual and small group appointments, workshops, short courses, and a variety of online and instructional technologies. All students enrolled at UT Dallas are eligible for these services.

The **Math Lab** gives short-term and semester long support for a variety of introductory and advanced mathematics courses. Students may drop in to visit with a math tutor on a regular basis. Comet card is required.

The **Writing Center** offers a collaborative learning environment for one-to-one and small group assistance with general and advanced writing assignments and overall writing skills. Scheduling an appointment is strongly recommended, but walk in appointments are possible if a tutor is available.

The **Peer Tutoring** program offers free tutoring assistance in multiple locations for many of the historically challenging undergraduate subjects at UT Dallas. Tutoring sessions, offered every weekday on a drop-in basis, are one-on-one or in a small group format. The sessions are designed to meet students' individual questions and needs related to course/subject concepts. All peer tutors are current UT Dallas students who made an A- or better in the course and have a strong faculty/staff recommendation.

Students should check the Student Success Center website each semester for subject offerings and session times.

The **Peer-Led Team Learning (PLTL)** program provides an active, engaged learning experience for students who meet in small groups once a week with a Peer Leader who helps guide them through a potentially difficult gateway course. Students that attend sessions regularly typically earn a half to a whole letter grade higher than students that do not participate in the PLTL program.

Supplemental Instruction (SI) provides free, peer-facilitated weekly study sessions for students taking historically difficult courses. SI sessions encourage active, collaborative learning based on critical thinking and transferable study skills. SI leaders attend lectures, take notes, and read assigned material just like the enrolled students. Students should check the SSC website for subject and session times.

The **Communication Lab (CommLab)** offers one-on-one and group consultations where you will gain practical feedback for improving oral and group presentations.

Success Coaches are available for individual student appointments to discuss study skills, time management, note taking, test taking and preparation, and other success strategies.

The Student Success Center's main office is located in the McDermott Library Building and can be contacted by calling 972-883-6707 or by sending an email to ssc@utdallas.edu.

Find the above information at:

<http://go.utdallas.edu/syllabus-policies>

Note: The instructor reserves the right to makes changes to the syllabus.