

PA 7320-501
ADVANCED HUMAN CAPITAL RESEARCH AND THEORY
Fall 2019

COURSE SYLLABUS

Class Meetings: Tuesdays, 7:00 – 9:45 PM, JO 3.536
Instructor: Dr. Paul Battaglio
Office Location: GR 2.324
Contact Information: Tel. 972-883-5344 Email: battaglio@utdallas.edu
Office Hours: By appointment only

COURSE DESCRIPTION AND OBJECTIVES

This seminar explores advanced topics on the past, present, and future of human resource management in the public sector. Class readings draw from leading scholars in public human resource management in order to shed light on these topics. These issues relate directly to the responsibilities, challenges, and opportunities that confront modern public human resources management. The seminar will provide the student with an overview and history of public service, a critical analysis of public management reform, and recent trends in behavioral science and data analytics that impact the future of public human resource management. Participants will be able to identify, analyze, interpret, critique, and contribute to the understanding of major issues shaping public human resource management.

Student Learning Objectives. By the end of the semester, you should be able to:

- Appreciate the major trends in public human resource management.
- Evaluate the impact of public management reforms on human resources.
- Identify key public workforce concepts such as, behavioral science, ‘Big Data’, data analytics, and public value.
- Undertake advanced research in public human resource management issues that contribute to the literature in the field.

Expectations. In order to maximize seminar participation, each student is expected to do the following:

- Attend all classes and be on time. If you cannot attend class or are going to be late, please let me know by e-mail or phone in advance.
- Complete all assignments on time.
- Make an active contribution to the class discussion.

COURSE REQUIREMENTS

Required Reading. There is no required text(s) for the course. Required readings for this course are provided below for each topic. You will be required to retrieve articles listed under each topic for discussion. Students will need to utilize the UTD library website for access to these articles. This can easily be done on campus or off campus using your UTD ID.

Seminar Format and Procedure. Each week, the instructor will introduce the subject scheduled for discussion, connect it to broader themes and additional topics to be covered in the course, briefly present some material, and often pose some questions for discussion. Furthermore, at various points throughout the seminar discussions the instructor can be expected to pose as devil's advocate to help the group identify issues, focus points of dispute, and aid the process of critical inquiry.

However, a major portion of class meetings is devoted to a broader discussion, analysis, and critique of the topics, approaches, and readings under review. Students have the responsibility to contribute to the scholarly interchange during this activity. Accordingly, it is expected that all participants will complete readings on schedule and be prepared regularly to comment on and assist in the analysis of the literature and issues under discussion. A successful seminar will require such widespread participation. To ensure the development of a quality discussion, seminar leaders will be identified in advance for each topic. The responsibilities of these individuals include offering thoughts and asking questions to stimulate discussion, helping to integrate ideas across various scholarly contributions, focusing discussion as appropriate on important and/or enduring issues, and summarizing/reviewing the seminar coverage. Thus, attendance and participation is expected and integral for the full learning experience. If you know you will not be able to attend, please let me know in advance via your UTD e-mail or telephone. More than two absences may affect your final grade. Seminar participation constitutes 10 percent of the final grade of the seminar.

In the last part of the discussion of each seminar topic one or two student(s) is/are to present an analysis (review/interpretation/critique) of some portion of the literature that the field has generated on the topic under consideration. The analysis will include consideration of at least five articles (or articles and books) drawn from the bibliography presented later in this syllabus. The student analysis also is to include preparation of a typewritten essay on the topic and selected readings. Copies of the review essay should be distributed to each of the other members of the seminar at the time of the presentation. The review essays and presentation constitute approximately 30 percent of the final grade for the seminar.

Examination. There will be one examination (in-class, short answer and essay) covering selected topics. 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 examination will be assigned in class and are due by the end of the class period. The examination is scheduled for October 22 and is weighted at approximately 30 percent of the total grade.

Seminar Research Proposal. A major requirement of the seminar is the development of a high-quality research pr. A major requirement of the seminar is the development of a high-quality research proposal. The proposal should be approximately 20 minutes (no more than 10 PowerPoint slides) on a topic covered in the seminar or a relevant human resources/organization theory/behavior issue. A several hundred word proposal on your topic, explaining why you have chosen this topic is due for our September 10 meeting.

Students are expected to report their proposal in class on December 3. The paper should be carefully written following very closely the requirements for style (Turabian Style) and guidelines in the research paper handout. Once your topic has been approved, you may begin your research. The research proposal is due on December 3 and constitutes 30 percent of the final grade for the seminar.

Grading. Grading for this course shall be structured as follows: 93-100=A, 90-92=A-, 87-89=B+, 83-86=B, 80-82=B-, 77-79=C+, 70-77=C, Below 70=F. Final grades will be based on:

- (1) Quality of article/chapter reviews 30%
- (3) Performance on the research proposal 30%
- (3) Performance on examination 30%
- (4) Class discussion and participation 10%

Attendance is expected as part of this course. If a student must miss class, he or she is responsible for ALL material presented in class. There will be material presented in the classroom that cannot be found in the textbooks or course readings. It is your responsibility to get notes from students after an absence. The professor will not provide class notes to students. The class PowerPoint presentations, case studies, and course syllabus are available through eLearning. Note: The course syllabus may be amended at any time by the professor. If necessary, the updated syllabus will be posted on eLearning and its changes discussed in class.

Cell Phones. Many of you have other jobs and responsibilities. However, responsibilities have a way of intruding on the learning experience, especially in this era 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.

Late or Missed Work and Exams. Assignments are due at the start of the class session on their due date. Assignments may be submitted via email (attached file) or fax **by prior arrangement** with the instructor if the student will not be able to attend class. Any given assignment will not be accepted for a grade after 12:00 PM of the Friday immediately after it is due. Assignments will be penalized one letter grade for each 24-hour period they are late. Late or make-up exams will not be given except under exceptional documented circumstances at the sole discretion of the instructor.

TOPICS AND READINGS

August 20

Public Human Resource Management in the 21st Century; Evolution of Public Service

Reading Assignment:

- Condrey, Stephen E., and R. Paul Battaglio, Jr. 2007. A Return to Spoils? Revisiting Radical Civil Service Reform in the United States. *Public Administration Review* 67(3): 424-436.
- Brewer, Gene A., and J. Edward Kellough. 2016. Administrative Values and Public Personnel Management: Reflections on Civil Service Reform. *Public Personnel Management* 45(2), 171-189. <https://doi.org/10.1177%2F0091026016644626>.
- Buelens, M., & Van den Broeck, H. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public Administration Review*, 67(1), 65-74. <https://doi.org/10.1111/j.1540-6210.2006.00697>.
- Bullock, J. B., Stritch, J. M., & Rainey, H. G. (2015). International comparison of public and private employees' work motives, attitudes, and perceived rewards. *Public Administration Review*, 75(3), 479-489. <https://doi.org/10.1111/puar.12356>.
- Rainey, H. G., & Bozeman, B. (2000). Comparing public and private organizations: Empirical research and the power of the a priori. *Journal of Public Administration Research and Theory*, 10(2), 447-470. <https://doi.org/10.1093/oxfordjournals.jpart.a024276>.
- Levi, Racheli, Dana R. Vashdi, and Eran Vigoda-Gadot. "Retirement and the Sectors: Do Private and Public Personnel Differ in Their Retirement Decision?." *Review of Public Personnel Administration* (2019): 0734371X19850886.

August 27

Employment Law and Public Human Resource Management

Reading Assignment:

- Muhl, Charles J. 2001. The Employment-At-Will Doctrine: Three Major Exceptions. *Monthly Labor Review* 124: 3-11.
- Bowman, James S., and Jonathan P. West. 2007. Lord Acton and Employment Doctrines: Absolute Power and the Spread of At-Will Employment. *Journal of Business Ethics* 74(2): 119-130.
- Roberts, Robert North. 2009. The Supreme Court and the Continuing Deconstitutionalization of Public Personnel Management. *Review of Public Personnel Administration* 29(1): 3-19.
- French, P. Edward. 2009. Employment Laws and the Public Sector Employer: Lessons to Be Learned from a Review of Lawsuits filed against Local Governments. *Public Administration Review* 69(1): 92-103.
- Harcourt, Mark, Maureen Hannay, and Helen Lam. 2013. Distributive Justice, Employment-At-Will and Just-Cause Dismissal. *Journal of Business Ethics* 115(2): 311-325.

September 3 – 10

Public Management Reform and Civil Service Systems

Reading Assignment:

- Boyne, G., Poole, M., & Jenkins, G. (1999). Human resource management in the public and private sectors: An empirical comparison. *Public Administration*, 77(2), 407-420.
- Brown, K. (2004). Human resource management in the public sector. *Public Management Review*, 6(3), 303-309.
- Llorens, J. J., & Battaglio, Jr., R. P. (2010). Human Resources Management in a Changing World: Reassessing Public Human Resources Management Education. *Review of Public Personnel Administration*, 30(1), 112-32.
- Jordan, T., & Battaglio, Jr., R. P. (2014). Are We There Yet? The State of Public Human Resource Management Research. *Public Personnel Management*, 43(1), 25-57.
- Battaglio Jr, R. P., & Condrey, S. E. (2009). Reforming public management: Analyzing the impact of public service reform on organizational and managerial trust. *Journal of Public Administration Research and Theory*, 19(4), 689-707.
- Dan, S., & Pollitt, C. (2015). NPM Can Work: An optimistic review of the impact of New Public Management reforms in Central and Eastern Europe. *Public Management Review*, 17(9), 1305-1332.

September 17

Representative Bureaucracy and Civil Service Systems

Reading assignment:

- *Public Administration Review*, Bully Pulpit Blog. Implications of the #MeToo Movement for Academia: A Bully Pulpit Symposium. <https://www.publicadministrationreview.com/metoo/>
- Battaglio, R. Paul, and Jeremy L. Hall. "Time's Up: Equity, Fairness, and Public Administration." *Public Administration Review* 78, no. 3 (2018): 335-337.
- Andrews, Rhys, and Rachel Ashworth. "Representation and inclusion in public organizations: Evidence from the UK civil service." *Public Administration Review* 75, no. 2 (2015): 279-288.
- Bradbury, Mark D., and J. Edward Kellough. "Representative bureaucracy: Exploring the potential for active representation in local government." *Journal of Public Administration Research and Theory* 18, no. 4 (2007): 697-714.
- Gooden, Susan T. "PAR's social equity footprint." *Public Administration Review* 75, no. 3 (2015): 372-381.
- Guul, Thorbjørn Sejr. "The Individual-Level Effect of Gender Matching in Representative Bureaucracy." *Public Administration Review* 78, no. 3 (2018): 398-408.
- Keiser, Lael R., Vicky M. Wilkins, Kenneth J. Meier, and Catherine A. Holland. "Lipstick and logarithms: Gender, institutional context, and representative bureaucracy." *American Political Science Review* 96, no. 3 (2002): 553-564.
- Lewis, Gregory B., Jonathan Boyd, and Rahul Pathak. "Progress toward pay equity in state governments?." *Public Administration Review* 78, no. 3 (2018): 386-397.
- Meier, Kenneth J., and Jill Nicholson-Crotty. "Gender, representative bureaucracy, and law enforcement: The case of sexual assault." *Public Administration Review* 66, no. 6 (2006): 850-860.

- Nicholson-Crotty, Sean, Jill Nicholson-Crotty, and Sergio Fernandez. "Will more black cops matter? Officer race and police-involved homicides of Black citizens." *Public Administration Review* 77, no. 2 (2017): 206-216.
- Rabovsky, Thomas, and Hongseok Lee. "Exploring the antecedents of the gender pay gap in US higher education." *Public Administration Review* 78, no. 3 (2018): 375-385.
- Riccucci, Norma M., and Judith R. Saidel. "The representativeness of state-level bureaucratic leaders: A missing piece of the representative bureaucracy puzzle." *Public Administration Review* (1997): 423-430.
- Riccucci, Norma M., and Gregg G. Van Ryzin. "Representative bureaucracy: A lever to enhance social equity, coproduction, and democracy." *Public Administration Review* 77, no. 1 (2017): 21-30.
- Riccucci, Norma M., Gregg G. Van Ryzin, and Huafang Li. "Representative bureaucracy and the willingness to coproduce: An experimental study." *Public Administration Review* 76, no. 1 (2016): 121-130.
- Sowa, Jessica E., and Sally Coleman Selden. "Administrative discretion and active representation: An expansion of the theory of representative bureaucracy." *Public Administration Review* 63, no. 6 (2003): 700-710.
- Wilkins, Vicky M., and Brian N. Williams. "Black or blue: Racial profiling and representative bureaucracy." *Public Administration Review* 68, no. 4 (2008): 654-664.

September 24

Labor Relations in the Public Sector: Employee Rights and Role of Labor Unions

Reading Assignment:

- Davis, Randall S. "Union commitment and stakeholder red tape: How union values shape perceptions of organizational rules." *Review of Public Personnel Administration* 33, no. 4 (2013): 365-383.
- Kuykendall, Christine L. and Rex L. Facer II. 2002. Public Employment in Georgia State Agencies: The Elimination of the Merit System. *Review of Public Personnel Administration*. 22 (Summer): 133-145
- Lindquist, Stefanie A. and Stephen L. Wasby. 2002. Defining Free Speech Protections. *Review of Public Personnel Administration*. 22(Spring): 63-66.
- Riccucci, Norma M. 2011. Public Sector Labor Relations Scholarship: Is There a "There," There? *Public Administration Review* 71(2): 203-209.
- Budd, John W. 2014. Implicit Public Values and the Creation of Publicly Valuable Outcomes: The Importance of Work and the Contested Role of Labor Unions. *Public Administration Review* 74(4): 506-516.
- Lindquist, Stefanie A. 2003. Developments in Federal Whistleblower Protection Laws. *Review of Public Personnel Administration*. 23(March): 78-82.

October 1

Privatizing Human Resource Functions in the Public Sector

Reading assignment:

- Durant, Robert F., Amanda M. Girth, and Jocelyn M. Johnston. 2009. American Exceptionalism, Human Resource Management, and the Contract State. *Review of Public Personnel Administration* 29(3): 207-229.

- Battaglio, Jr., R. Paul, and Christine Ledvinka. 2009. Privatizing Human Resources in the Public Sector: Legal Challenges to Outsourcing the Human Resource Function. *Review of Public Personnel Administration* 29(3): 293-307.
- Coggburn, Jerrell D. 2007. Outsourcing Human Resources: The Case of Texas Health and Human Services Commission. *Review of Public Personnel Administration*. 27(December): 315-335.
- Brown, Lawrence A., and J. Edward Kellough. "Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence From Federal Agencies." *Review of Public Personnel Administration* (2019): 0734371X18822051.
- Vrangbæk, Karsten, Ole Helby Petersen, and Ulf Hjelmar. "Is contracting out good or bad for employees? A review of international experience." *Review of Public Personnel Administration* 35, no. 1 (2015): 3-23.

October 8 – 15

Strategic Human Resource Management

Reading Assignment:

- Rainey, Hal G., and Paula Steinbauer. 1999. Galloping Elephants: Developing elements of a theory of effective government organizations. *Journal of Public Administration Research and Theory* 9:1-32.
- Brewer, Gene A., and Sally C. Selden. 2000. Why elephants gallop: Predicting organizational performance in federal agencies. *Journal of Public Administration Research and Theory* 10(4): 685-711.
- Boon, Jan, and Koen Verhoest. "By design or by drift: how, where, and why HRM activities are organized in the public sector." *Review of Public Personnel Administration* 38, no. 1 (2018): 110-134.
- Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (2006). HR, ERP, and Knowledge for Competitive Advantage, *Human Resource Management* 45(2), 179-194.
- Ulrich, D., Younger, J., & Brockbank, W. (2008). The Twenty-First Century HR Organization," *Human Resource Management* 47(4), 829-850.
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management* 32(6), 898-925.
- Selden, S. C., & Wooters, R. (2011). Structures in Public Human Resource Management: Shared Services in State Government. *Review of Public Personnel Administration*, 31(4), 349-368.
- Abner, G. B., Kim, S. Y., & Perry, J. L. (2017). Building evidence for public human resource management: Using middle range theory to link theory and data. *Review of Public Personnel Administration*, 37(2), 139-159.
- Melton, E. K., & Meier, K. J. (2017). For the want of a nail: The interaction of managerial capacity and human resource management on organizational performance. *Public Administration Review* 77(1), 118-130.
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2018) Strategic human resource management and public sector performance: context matters, *The International Journal of Human Resource Management*, DOI: 10.1080/09585192.2017.1407088

October 22 TBD

October 29

Reading Assignment - Italy

November 5 – 12

Leveraging Human Resources for Tomorrow's Public Service

Reading Assignment:

Behavioral Public Administration

- Cantarelli, Paola, Nicola Belle, and Paolo Belardinelli. "Behavioral Public HR: Experimental Evidence on Cognitive Biases and Debiasing Interventions." *Review of Public Personnel Administration* (2018): 0734371X18778090.
- Grimmelhuijsen, Stephan, Sebastian Jilke, Asmus Leth Olsen, and Lars Tummings. "Behavioral public administration: Combining insights from public administration and psychology." *Public Administration Review* 77, no. 1 (2017): 45-56.
- James, Oliver, Sebastian R. Jilke, and Gregg G. Van Ryzin. "Behavioural and experimental public administration: Emerging contributions and new directions." *Public Administration* 95, no. 4 (2017): 865-873.
- Meier, Kenneth J. "Proverbs and the evolution of public administration." *Public Administration Review* 75, no. 1 (2015): 15-24.

BPA in Action

- The Volcker Alliance. 2018. Preparing Tomorrow's Public Service: What the Next Generation Needs. https://www.volckeralliance.org/sites/default/files/Preparing%20Tomorrow%27s%20Public%20Service_0.pdf.
- Azhar, Aisha, and Kaifeng Yang. 2019. Workplace and Non-workplace Pro-environmental Behaviors: Empirical Evidence from Florida City Governments. *Public Administration Review*. <https://doi.org/10.1111/puar.13003>.
- Battaglio Jr, R. Paul, Paolo Belardinelli, Nicola Bellé, and Paola Cantarelli. 2019. Behavioral Public Administration ad fontes: A Synthesis of Research on Bounded Rationality, Cognitive Biases, and Nudging in Public Organizations. *Public Administration Review*. <https://doi.org/10.1111/puar.12994>.
- Bellé, Nicola, and Paola Cantarelli. "Monetary incentives, motivation, and job effort in the public sector: An experimental study with Italian government executives." *Review of Public Personnel Administration* 35, no. 2 (2015): 99-123.
- George, Bert, Steven Van de Walle, and Gerhard Hammerschmid. 2019. Institutions or Contingencies? A Cross-Country Analysis of Management Tool Use by Public Sector Executives. *Public Administration Review*. <https://doi.org/10.1111/puar.13018>.
- Giauque, David, and Frédéric Varone. 2019. Work Opportunities and Organizational Commitment in International Organizations. *Public Administration Review*. <https://doi.org/10.1111/puar.12951>.
- Hall, Jeremy L., and Gregg G. Van Ryzin. 2019. A Norm of Evidence and Research in Decision-making (NERD): Scale Development, Reliability, and Validity. *Public Administration Review*. <https://doi.org/10.1111/puar.12995>.
- Hameduddin, Taha, and Sergio Fernandez. 2019. Employee Engagement as Administrative Reform: Testing the Efficacy of the OPM's Employee Engagement Initiative. *Public Administration Review*. <https://doi.org/10.1111/puar.13033>.

- Hassan, Shahidul, Jongsoo Park, and Jos CN Raadschelders. 2019. Taking a Closer Look at the Empowerment-Performance Relationship: Evidence from Law Enforcement Organizations. *Public Administration Review*. <https://doi.org/10.1111/puar.12978>.
- Narcy, Mathieu, Nathalie Greenanm Joseph Lanfranchi, Yannick L'Horty, and Guillaume Pierné. 2019. Do Competitive Examinations Promote Diversity in Civil Service? *Public Administration Review*. <https://doi.org/10.1111/puar.13053>.

November 19

Leveraging Human Resources for Tomorrow's Public Service: Data and Technology Competencies

Reading Assignment:

- The Volcker Alliance. 2018. Preparing Tomorrow's Public Service: What the Next Generation Needs. https://www.volckeralliance.org/sites/default/files/Preparing%20Tomorrow%27s%20Public%20Service_0.pdf.
- Andrews, A. (2018). Public Administration, Public Leadership and the Construction of Public Value in the Age of the Algorithm and 'Big Data'. *Public Administration*. <https://doi.org/10.1111/padm.12534>.
- Brownson, R. C., Fielding, J. E., & Maylahn, C. M. (2009). Evidence-Based Public Health: A Fundamental Concept for Public Health Practice. *Annual Review of Public Health* 30, 175 – 201. <https://doi.org/10.1146/annurev.publhealth.031308.100134>.
- Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2014). Public Value Governance: Moving Beyond Traditional Public Administration and the New Public Management. *Public Administration Review*, 74(4), 445-456. <https://doi.org/10.1111/puar.12238>.
- Mergel, I., Rethemeyer, R. K., & Isett, K. (2016). Big Data in Public Affairs. *Public Administration Review*. <https://doi.org/10.1111/puar.12625>.
- Zavattaro, S. M., & Brainard, L. A. (2019). Social Media as Micro-Encounters: Millennial Preferences as Moderators of Digital Public Value Creation. *International Journal of Public Sector Management*. <https://doi.org/10.1108/IJPSM-02-2018-0059>.

Fall Break/Thanksgiving November 25 – December 1

December 3

Conclusion

Research Proposal Presentations