

San Francisco State University

HUMAN RESOURCE MANAGEMENT---PA725

Course Information---Spring 2006

Instructor: Tim Loney, 5100 B-1 Clayton Rd #356, Concord, CA 94521
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Course Description

This course will provide an overview of the human resource management component of organization activity with particular emphasis on the current challenges facing Personnel and Human Resource professionals in supporting effective organization outcomes. Traditional components of human resource management (e.g., rewards, staffing, performance evaluation, training and development) will be explained and evaluated. There will also be consideration of how these components are affected by changes in the environment, including the impact of regulation, law, and litigation.

Course Objectives (General)

1. To understand the key components of the traditional HRM structure.
2. To understand the areas/approaches for new directions in HRM.
3. To assist students in relating the management of human resources to organization effectiveness.
4. To develop skills in implementing various HRM techniques within their organizations.
5. To develop an appreciation of the role and impact of the management of human resources at the macro and micro levels and relationships to organization effectiveness.

Required Textbooks

Steven W. Hays and Richard C. Kearney (eds), Public Personnel Administration, Prentice-Hall, 4th edition, 2003. ISBN #0-13-041378-x

Dennis M. Daley, Strategic Human Resource Management, People and Performance Management in the Public Sector, Prentice-Hall, 2002, ISBN # 0-13-028260-x

Additional Reading Sources

There are a number of ways to supplement the chapter readings, as well as get ready for your mid-term and final papers. One way is to check with your HR/Personnel Staff and see what professional publications they get. In the case of public sector organizations (especially at the local level), the key professional organization is the International Personnel Management Association (IPMA). IPMA also has a Federal section chapter. IPMA's monthly newsletter and the quarterly **Public Personnel Management** journal are very good. Several other publications are also very relevant, e.g., **Public Administration Review** (American Society of Public Administration-ASPA), **Review of Public Personnel Management** (ASPA), **Workforce**, **HRManager** (Society of Human Resource Management-SHRM), **Personnel** (American Management Association-AMA publication), **Organizational Dynamics** (AMA), **The Public Manager**, **Harvard Business Review**, **California Management Review**, **Training and Development Journal** (an ASTD publication-American Society of Training and Development) and **Training Magazine**. Other relevant journals include **Industrial and Labor Relations Review**, **Monthly Labor Review**, **Labor Law Journal**, **Human Relations**, **Administrative Science Quarterly**, **Academy of Management Executive**, **Review**, or **Journal**.

Assignments and Grading

1. **Class Participation (25%)** Pertinent reading assignments and time frameworks are identified below. During course sessions the instructor will principally focus on the recommended readings. However, these readings are not intended to represent all that is available or pivotal on the subjects to be covered in the course outline. In this regard, supplemental readings may be used as appropriate to substitute for (or supplement) the recommended readings to the extent that the student is familiar with and/or has access to such readings. A key learning event for the class is that the student will be sufficiently familiar with the session themes to productively participate in class discussions and group exercises.

Each session starting with Session 2 send the instructor an email, not later than 6 p.m. **Wednesday night before class** containing at least one question (maximum 3) per assigned chapter reading. **Questions** relate to clarifying subjects covered in the readings (e.g., something you do not understand) and/or additional things you would like to learn regarding chapter subjects.

- 2. Mid-term case analysis paper (20%).** Identify and describe a key HRM/Personnel issue that your organization is currently facing. Describe how your organization is handling the issue and critically evaluate this strategy based on HRM learning from the experts. This essay should be a 5-6 page, double space with appropriate footnoting and citations if relevant. **Paper due March 9.**

- 3. Term paper (30%)** Select a personnel/HRM issue to research and write a well-researched (15 or more sources from journals mentioned above and/or relevant books beyond the assigned textbooks) and thoughtful paper (12 to 15 pages). Papers should be of professional quality, typed double-spaced without errors, footnoting with bibliography (use APA citation format). Papers submitted with excessive grammatical or spelling errors (e.g., more than 3 per page) will be penalized one letter grade. **Paper due May 18.**

Topics must be **pre-approved** by the instructor no later than **April 13**. You may also submit an outline as part of the pre-approval process.

- 4. Team Presentation (25%)** Assignment to be explained in Session 1.

Completing Assignments on Time. All assignments are to be completed on schedule. Unexcused late work will be penalized one grade for each week it is delayed. In other words, a product that would normally be given an A would become a B if it is turned in one week late. Additionally, a grade of incomplete is not automatic. An incomplete grade will only be given for truly extenuating circumstances that preclude finishing a final paper or assignment and then only with the written consent of the instructor and a mutually agreed upon completion date.

Attendance. No more than one full absence or late arrival to class. Absences/tardiness over this number will result in a reduction of the final course grade by one full grade for each situation.

Plagiarism. Whenever words are taken directly from another author without quotation marks and direct attribution to the author, it constitutes plagiarism which is a serious and punishable offense at this university. Please ensure that your papers are written in your own words, that ideas and facts taken from others are clearly attributed to them, and that anything taken verbatim from another source is enclosed in quotation marks. Citations can take the form of footnotes or in-text references, but there should be a full bibliographic reference somewhere in the document. In the case of a direct quotation, the citation should include the page number where the quote was found as well. Direct quotes from another author should be used sparingly, and only when the point you are making is stated best by using someone else's words.

Classroom Etiquette. Remember that this is an academic and research environment; and, as such, the language used in your papers and class discussions should be formal. You are to avoid slang and acronyms not familiar to others. I expect your language to be business-like and professional; for example, do not use language that you would not use in memos and discussions with superiors at work or formal presentations to public groups.

Schedule and Reading Assignments

Sess	Date	Topic	Daley	Hays/Kearney
1	2/2	The Personnel Function	Ch.1	Ch. 1,2
2	2/9	Legal/EEO/Diversity		Ch.3.15.17
3	2/16	Sexual Harassment/ADA		Ch. 16,18,19
4	2/23	Position Management/Job Analysis	Ch.4	Ch. 9
5	3/2	Staffing	Ch. 5	Ch. 8
6	3/9	Motivation/Productivity Compensation	Ch.3,6	Ch.10
7	3/16	Benefits	Ch.6,p. 151-169	
8	3/23	Performance Appraisal	Ch.7	Ch.11
9	3/30	Training & Development/Career Management	Ch. 8	
	4/6	Break		
10	4/13	Management & OD/Change	Ch. 8	
11	4/20	Health/Safety/QWL		
12	4/27	Employee Rights/Conduct Civility	Ch.9	
13	5/4	Labor Relations/Negotiations	Ch.10	Ch.22
14	5/11	Planning/SHRM/TQM	Ch.12	Ch.7,24
15	5/18	The Future/Reinvention/Reform		Ch.5,6,13,14, 23, 25

Instructor Bio. Dr. Loney is a consultant with Timner Consultant Group. His clients include the City of Oakland, Alameda County, and East Bay Regional Park District. He has also consulted with high tech organizations, Bank of America, and Pacific Bell on large scale change initiatives. Tim spent a number of years as a member of the Personnel management team at the City of Oakland and with the federal government, including six years as the first TQM manager at GSA and one year as Senior Employee Relations Advisor to the U.S. Secretary of Labor. Tim has served on the editorial boards of several management publications, including **Public Administration Review**. He is a charter member of the San Francisco Federal Executive Board Quality Council and former President of a national professional organization. He has an MSA in Industrial Personnel Management from George Washington University and a MPA and DPA in Public Administration from the University of Southern California.