

**SAN FRANCISCO STATE UNIVERSITY**  
**PA 725 MANAGING HUMAN CAPITAL**

Winter 2016

**On-line/ In-Person Hybrid Course. Class meets in person in DTC; Room # 677, from 9am-5pm on the following Saturdays: January 30, February 6,13, 20, and 27, 2016**

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Office Hours: By Appointment

**Course Objectives**

The course will examine the processes, practices, challenges of human resource management in the public sector. It will also examine the strategic planning component. Throughout the course we will explore the key human resource functions, as well as contemporary issues that have an impact on public sector employment. Topics include planning, hiring, training and development, performance evaluation, compensation, and benefits. This course is partially on-line. The objectives for the course are to:

- Develop your knowledge of the role, function, and current issues in Human Resources Management in the public sector.
- Examine the core practices of Human Resource Management (i.e. planning hiring, position analysis, training, compensation and benefits, labor relations, and legal issues.
- Understand the concept of strategic planning process and be able to apply it to solve selected issues of Human Resource Management in the public sector.
- Identify issues and discuss various Human Resource Management issues and challenges in the public sector.

**Required Textbooks**

Joan E. Pynes, *Human Resources Management For Public and Nonprofit Organizations*, Fourth Edition, Josey-Bass, A. Wiley Imprint ©2013; ISBN

The Electronic Hallway, Case Teaching Resources, *Granite City Building Inspectors*

The Electronic Hallway, Case Teaching Resources, *The Diabetes Clinic*

The Electronic Hallway, Case Teaching Resources, *Hannen and Welch*

Jeffrey Brudney, *Using Volunteers in the Workplace*

**Electronic Course Materials:** <https://iearn.sfsu.edu/>

**Course Philosophy**

Throughout the course, you will gain an understanding of the strategic issues, policy development, and methods involved in the core human resource management functions. The course will also explore fundamental paradoxes endemic to human resource management as a means of developing a more critical understanding of the field of Human Resource Management. **Both classroom and online participation are required, as is classroom attendance. Failure to attend or participate on-line will impact your grade.**

## **Course Assignments and Grading Policy**

**Class Participation (20%)** Pertinent reading assignments and time frames are identified below. During course sessions the instructor will primarily 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. Supplemental readings may be used to broaden your knowledge and understanding of any of the materials covered in the course. Students are expected to be sufficiently familiar with the session themes to productively participate in class discussions and group exercises.

**Online discussion and participation (20%)** Post a formal response to session discussion questions not later than Friday evening of each week and provide feedback to the formal posting of colleagues throughout the session week. You will be evaluated on your ability to understand and interpret the readings. You are expected to provide your personal perspectives and insights. **It is essential that you keep up with the postings.**

**Negotiation Exercise (15%)** You must review the Gonzalesville negotiation issue and be prepared to divide into teams to negotiate a contract **on February 13, 2016**. You will then write a summary, which is **due on February 20, 2016** on "What must a negotiator know to be effective?"

**Session 3 Paper (20%)** Select a particular HR function e.g. recruitment; selection; examination; classification; job evaluation; compensation; benefits; performance appraisal and evaluation; training and development; employee relations; discipline; grievance; employee safety and health; personnel planning forecasting; productivity improvement; data management systems; then: 1) read relevant texts; 2) conduct personal interview with an HR professional to tap real world insights, reinforcing your narrative; 3) write a 3-5 page paper on the selected HR function to include:

- 1) A paragraph definition/description of the function;
- 2) State the character of the issues/problems/controversies associated with the implementation of the HR function;
- 3) Draw a general statement or conclusion. **Due February 13, 2016.**

**Issue Paper (25%)** Using the HR function you selected for the Session 3 Paper, identify and describe a key Human Resource Management issue that your organization is currently facing. Describe how your organization is handling the issue and critically evaluate this strategy based on Human Resource Management learning from professionals and scholars. This essay should be 3-5 pages, double-spaced. Be prepared to make a presentation on your issue to the class. **Paper and presentation due February 27, 2016.**

**Late assignments.** 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 were 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.

**Academic Integrity.** Academic integrity is fundamental. Each person's work should be responsibly and honorably acquired and presented. All of the work you present as your own, must be your own and not the work of another student or author. Work of other authors should be cited in your text. Work should include a bibliography. Plagiarism, copying, or submitting the work of another person will result in a failing course grade, and the pursuance of university regulations governing this issue.

**Appropriate Use of Technology:** During in-class sessions, please turn off your cell phone. Avoid texting, tweeting or browsing by putting your phone and other devices away when class is in session. Using a laptop to text notes or access course-relevant materials during class is appropriate use of technology. Checking your Facebook account, watching a game, or watching the latest YouTube are not. Please be respectful of your classmates and the class time.

### **GRADING CRITERIA AND STANDARDS FOR WRITTEN WORK**

Grading of papers will be based on clarity, logic and organization of ideas, completeness of the assignment, completeness of analysis, correct grammar and spelling, and following instructions.

A= 95-100

A-= 90-94

B+= 85-89

B= 80-84

**Please note:** I reserve the right to change or modify assignments and to assign the grade I deem appropriate to the quality of the work.

**CLASS SCHEDULE**

	<b>DATE(S)</b>	<b>DESCRIPTION</b>	<b>ASSIGNMENT*</b>
	<i>BEFORE FIRST CLASS SESSION</i>  <i>ONLINE 1129116</i>	<b>Preparatory Work</b>	<b>Read</b> Pynes chapters 1,2 & 3 for 1/30/16 meeting.  <b>Post online</b> response to question: What is the most important role HR Manager's play?
1	<i>IN-CLASS 01130</i>	<b>Human Resource Management: Context and Strategies/ Legal Framework</b> - This session focuses on the introduction to Personnel/HRM and the strategic planning process. The session will also focus on the changing role and the legal framework.	<b>Read</b> Pynes chapters 5, 6 & 10 for next week.
	<i>ONLINE 02105</i>		<b>Read</b> Hannen and Welch case analysis. <b>Post online</b> response to the following question: What recommendations would you make to Hannen?
2	<i>IN-CLASS 02106</i>	<b>Position Management/Job Analysis and Performance Appraisal /Selection, Recruitment, and Retention-</b> The nature of work and jobs is constantly changing. It is important that organizations understand position management and performance management. In this session we learn about job analysis and position classification and the appraisal process. This session will also examine the challenges in recruitment from an organizational viewpoint. We will also discuss the use of volunteers in class.	<b>Read</b> - Pynes chapters 9 & 11 for next week.  Review City of Gonzalesville Negotiation Exercise
	<i>ONLINE 02/12</i>		<b>Read</b> Diabetes Clinic. <b>Post online</b> response to the following question: What advice would you give Jorgenson?
3	<i>IN-CLASS 02113</i>	<b>Training and Development /Labor Relations and Employer Rights—</b> This session will focus on the theories of adult learning to improve training and development. This session also explores public sector labor relations laws and the role of unions.	<b>Session 3 paper due</b> by the beginning of class. <b>Read</b> - Pynes chapter 7& 8 for next week.
	<i>ONLINE 02/19</i>		<b>Read</b> - Granite City Building Inspectors. <b>Post online</b> response to the following question: How would you handle this situation?

	<b>DATE(S)</b>	DESCRIPTION	<b>ASSIGNMENT*</b>
4	<i>IN CLASS</i> 02/20	<b>Compensation and Benefits-</b> This session looks at compensation and benefits and its relationship to organizational success. This will include a discussion of laws and policies, labor markets and a recognition that there is no perfect system to determine pay.	<b>Summary on negotiation exercise due</b> at the beginning of class.  <b>Read</b> - Pynes chapters 4 & 12 for next week.
	<i>ONLINE</i> 02126		<b>Read</b> - Brudney article. No posting required.
5	<i>IN-CLASS</i> 02127	<b>Obstacles to Strategic Change and Federal Laws-</b> Focuses on organizational change strategies. <b>Volunteers. Presentations.</b>	<b>Issue paper due. Be prepared to present paper to class.</b>