

Syllabus

RUTGERS UNIVERSITY

School of Management and Labor Relations

Sidney Seligman, sidney.seligman@smlr.rutgers.edu, sidney.seligman@rutgers.edu,

Human Resources Management in the Public Sector 37:533:326:90 Index 27164

Welcome!

Human Resources Management in the Public Sector will introduce you to human resources policies and processes in government entities. The course will be a mix of text, lectures, practical problem solving, term paper and exams. Lectures will both explicate and critique the text.

The course will introduce you to a field where HR activity takes on the unique landscape of the public sector: organizations with constitutional, statutory and political relationships to its staff.

While we operate in a virtual, asynchronous space, I am always here for you. If you need me, you can call, email, text, etc. We will get together and work through any issue.

Prior to starting your learning activities, be sure to complete the Canvas Tutorials in the [Course Tools Tutorials](#) module.

Contacting your Instructor

If you have questions related to the course content (assignments, projects, discussions), post your questions to the discussion forum with a Subject Line related to your question. The instructor will respond within two days. However, your classmates may also be able to answer your question sooner than the instructor could.

If your inquiry is of a personal/private nature, including scheduling a one-on-one session with the instructor, please email the instructor via the **Canvas Inbox** feature (left side navigation bar, red area). Review Canvas tutorials under the [Course Tools Tutorials](#). Always email through the **Canvas Inbox** feature.

Note: Please do not use your personal email account for any Rutgers and course-related correspondence. Messages sent to and from your personal (non-Rutgers email account) may end up in a Spam folder, or get hacked in cyberspace, consequently delaying response to your inquiry. Furthermore, if your personal email account provider's server goes down or you encounter technical problems, Rutgers IT HelpDesk will not be able to help you. More importantly, it is the [University's policy \(Links to an external site.\)](#)[Links to an external site.](#) that you do not use your personal email for Rutgers related correspondence.

Virtual Office Hours (via Canvas Conferences)

Tuesday 9:00 AM – 10:00 AM EST

Thursday 9:00 AM – 10:00 AM EST

Do not feel constrained by the virtual office hours. You may contact me by email, text, or phone whenever you have a need.

My contact information

Professor Sidney Seligman, sidney.seligman@rutgers.edu, 201-452-8499

Course Description

Text:

- Llorens, Klingner & Nalbandian, Public Personnel Management. Publisher: Routledge, 2018.

Other readings will be posted on Canvas from time to time. Make sure you check Canvas for emails relevant to this class.

Human resource management in the public sector shares common features with HRM in any organization. However, governmental entities have a unique history of approaches to HRM. Human Resources activity is inextricably enmeshed with federal and state constitutions as well as federal, state and local statutes and ordinances. As such, it is departure from human resources practice in private companies.

The course relies on a base of psychology, management, political science and economics.

SMLR Learning Objectives

This course is designed to help you attain the following SMLR learning objectives:

Understanding Context

- Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective

- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

Application

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance
- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

Course Specific Learning Objectives

Upon completion of this course you should understand:

1. The nature of the healthcare industry and healthcare providers
2. Unique characteristics of healthcare organizations and employees
3. Laws governing healthcare organizations and employees
4. Designing and analyzing healthcare jobs
5. Staffing the healthcare organization
6. Managing employee performance
7. Motivating and rewarding healthcare workers
8. Managing human capital in the healthcare organization
9. Healthcare organizations and employee relations

Method of Instruction

This course is delivered entirely online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. The course is delivered in asynchronous mode. This means the learning activities and communication takes place outside of real-time. There is no live presentation or lecture. However, there may be times when the instructor conducts a live chat session to address questions. In that case, you will be notified in advance so you can schedule the time.

There are online lectures, readings, problem solving (in Discussions), examinations and independent research (term paper).

Course Process

The class is divided into 15 modules, 15 weeks. There is an introductory module on the values of public sector human resources and the history of public sector human resources practice. It is followed by 12 modules corresponding to a chapter (and sometimes multiple chapters) in the textbook. [Module 8](#) is the Mid-Term exam, and [Module 15](#) is the Final exam. Each course module will include a lecture and a problem for students to analyze in the form of Discussion forums. You are also required to complete a term paper. Your grade will be composed of your achievement on the problems (Discussion forum), exams and term paper.

Student Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, you are still expected to adhere to the all due dates.

You are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Problem Solving/Discussion Forum
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates

In case of computer failure

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). An extra computer at home, your employer's computer, or computer at your local library can be some alternatives. Additionally, be sure to back up your important documents and assignments on a flash drive or other external device.

Computer, Software/Apps/Accessories Requirements

- [Adobe Flash – latest version \(Links to an external site.\)](#) (you might need it to view certain videos)
- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- Refer to the [Basic Computer Specifications for CanvasLinks to an external site.](#)

Technical Support

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Visit the [Canvas Student TutorialLinks to an external site.](#)Contact [Rutgers IT Help DeskLinks to an external site.](#) 877-361-1134, accessible 24 hours a day, 7 days a week.
- Visit the [Rutgers Canvas Student orientation](#)

Class Schedule and Topics

- [Week 1 - The World of Public Personnel Mgt/Doing Public HRM in US, Jan 21 - Jan 25](#)
- [Week 2 - Thinking Strategically About HRM, January 26 - February 1](#)
- [Week 3 - The HR Role in Policy, Budget, Performance Mgt and Program Evaluation, February 2 - February 8](#)
- [Week 4 Defining and Organizing Work, February 8-February 15](#)
- [Week 5 - Rewarding Work: Pay and benefits, February 16-February 22](#)
- [Week 6 - Social Equity and Diversity Management, February 23-February 29](#)
- [Week 7 - Recruitment, Selection and Promotion, March 1-March 7](#)
- [Week 8 - Mid-Term Examination, March 8-March 14](#)
- [Week 9 - Leadership and Employee Performance, March 22-March 28](#)
- [Week 10 - Training, Education and Staff Development, March 29-April 4](#)
- [Week 11 - Performance Management, April 5-April 11](#)

- [Week 12 - Safety and Health, April 12-April 18](#)
- [Week 13 - Organizational Justice, April 19-April 25](#)
- [Week 14 - Collective Bargaining, April 26-May 2](#)
- [Week 15 - Final Examination, May 7-May 9](#)
- [Course Reflection](#)

Examinations

There will be two non-cumulative examinations as noted on the course schedule. Each exam will cover approximately one-half of the course material. The first examination, the Mid-Term will cover the Introduction, Chapter 1-8 of the text. The final examination will cover the remainder of the text. Each examination will be worth 25% of the course grade. Each exam will consist of 50 multiple choice questions. On each exam, you will receive .5 grade point for each correct answer.

TurnItIn Statement

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com (directly or via learning management system, i.e. Sakai, Blackboard, Canvas, Moodle) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.

Students who do not agree should contact the course instructor immediately.

Proctortrack exam monitoring

We will be using Proctortrack to monitor your two exams in this course. A demo video for students is in the Modules section. Please be sure to review the demo. After viewing the demo, you must complete the Proctortrack Onboarding Quiz.

COMPLETION OF PROCTORTRACK ONBOARDING IS A PREREQUISITE TO TAKING ALL EXAMS.

You may also want to read the [Proctortrack Terms & Conditions \(Links to an external site.\)](#).

Term Paper

Each student will be required to compose an analytic paper of roughly **ten pages** double-spaced on an approved topic. Topics are to be subtopics found in each

unit. The topics must analyze an HR issue as it applies to the public sector. Topics must be approved no later than **February 19**. Each student's topic will be unique to that student. With that in mind, the earlier one selects a topic, the more likely one will get the topic of one's choice. If the topic is disapproved, a new topic must be submitted within 48 hours. If the second topic is not approved, a topic will be assigned. The paper must be submitted **by April 15**. There will be deductions for lateness.

Adopt a thesis for your topic and support it with your research. Cite your sources. You may use any format for your paper as long as it used consistently.

Enter your paper in the Assignment section of Canvas. Emailed papers will not be considered.

Grading

Grades will consist of the following components:

Grading Component	% of Final Course Grade
Examination 1	25%
Examination 2	25%
Term Paper	26%
Participation in Discussion Forums	24%

After all final grade numbers are assessed, the final letter grade will be based on a curve. The curve will approximate the grade distribution in undergraduate human resources courses in SMLR. The instructor reserves the right to grade better or worse than the undergraduate human resources grade distribution in SMLR for classes that are head and shoulders better or worse than the typical class.

Special Needs Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide [documentation \(Links to an external site.\)](https://ods.rutgers.edu/students/documentation-guidelines)[Links to an external site.](https://ods.rutgers.edu/students/documentation-guidelines)[https://ods.rutgers.edu/students/documentation-guidelines \(Links to an external site.\)](https://ods.rutgers.edu/students/documentation-guidelines)[Links to an external site.](https://ods.rutgers.edu/students/documentation-guidelines)[Links to an external site.](https://ods.rutgers.edu/students/documentation-guidelines)[Links to an external site.](https://ods.rutgers.edu/students/documentation-guidelines)

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the [Registration form on the ODS \(Links to an external site.\)](https://ods.rutgers.edu/students/registration-form)[Links to an external site.](https://ods.rutgers.edu/students/registration-form)[Links to an external site.](https://ods.rutgers.edu/students/registration-form) website.

Below is the full contact information for the office of disability services:

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/> [Links to an external site.](#)

Rutgers Student Support Services

Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the [University Academic Support](#)[Links to an external site.](#) page.

Rutgers Learning Centers:

General academic support services are offered to all Rutgers students through the [Rutgers Learning Centers](#)[Links to an external site.](#). These services are free-of-charge to Rutgers students and include:

Academic Support

- [Peer Tutoring](#)[Links to an external site.](#) is available in two forms. Walk-in group tutoring is available on all campuses and one-on-one tutoring is available through our partnership with the SAS Honors Program.
- [Academic Coaching](#)[Links to an external site.](#) is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.
- [Writing Coaching](#)[Links to an external site.](#) supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring paragraphs, and developing an argument.

- [Study GroupLinks to an external site.](#) leaders review course material with students and integrate study strategies—note taking, problem solving, and test preparation—that link course content with cognitive skill development.
- [Reserved Course MaterialsLinks to an external site.](#) such as equipment, demonstrations, and videos are available at the MSLC.

Professional Development Opportunities for Students

- [Employment OpportunitiesLinks to an external site.](#) offer students professional development, leadership experience, and flexible hours.
- [Peer Leader TrainingLinks to an external site.](#) is available to University programs upon request and addresses leadership & communication skills, group management techniques, content training, and more.
- [Peer Instructor EducationLinks to an external site.](#) is a 3 credit, 300 level pedagogy course we provide to train peer leaders.

You can [schedule an appointment Links to an external site.](#) online for one-on-one assistance.

Writing Centers:

Rutgers also has a [Writing Center \(Links to an external site.\)](#) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

Library:

SMLR Librarian - Julie Peters, jpeters@smlr.rutgers.edu.

[Rutgers University LibrariesLinks to an external site.](#) offer many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.

For example, you can:

- Find [articlesLinks to an external site.](#) in a large collection of indexes and databases and [books or mediaLinks to an external site.](#) from a variety of catalogs.
- View a wide variety of general and subject-specific [library guidesLinks to an external site.](#)
- Get [HelpLinks to an external site.](#) from a librarian via email, phone, or live chat.

Access: Rutgers Libraries [Indexes and DatabasesLinks to an external site.](#) are subscription resources, available to Rutgers students, faculty, and staff only. Please

note that if you need to access these resources from off-campus, you will need to [log-in Links to an external site.](#) using your Rutgers NetID and password.

Disability Services

All Students:

Rutgers University welcomes students with disabilities into all of the University's educational programs, and the [Rutgers Office of Disability Services Links to an external site.](#) offers a wide array of services.

In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a [registration form Links to an external site.](#), participate in an intake interview with an ODS-assigned coordinator, and provide [documentation Links to an external site.](#)

If the documentation supports your request for accommodations, your campus' disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible, to ensure that your needs can be met in a timely manner.

Student Affairs

The [Office of the Dean of Students \(Links to an external site.\)](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Campus Specific Offices:

[Rutgers-New Brunswick ODS Links to an external site.](#)

The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145
Livingston Campus
54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

[Rutgers-Camden ODS Links to an external site.](#)

The Rutgers-Camden office can be contacted at:

Tim Pure
Coordinator of Disability Services, Rutgers-Camden
Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

[Rutgers-Newark](#)[Links to an external site.](#)

The Rutgers-Newark office can be contacted at:

Kate Torres
Coordinator of ADA Services and Academic Support
Robeson Campus Center, Suite 352
350 Martin Luther King Jr. Boulevard
Newark, NJ 07102
Phone: 973.353.5300
Fax: 973.353.5666
E-mail: kate.torres@rutgers.edu

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the [ODS Contact Links to an external site.](#)page.

Technology

Help and Resources:



[Canvas Student Guide](#)[Links to an external site.](#). This guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.

Students having difficulty using a course tool should contact the **Online Learning Help Desk** at 877.361-1134 or help@canvas.rutgers.edu 24/7/365; please contact the Help Desk before contacting your course instructor to resolve Canvas technical issues.

[Canvas Technical Requirements](#)[Links to an external site.](#). This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

Accessibility:

The accessibility statements for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- [Canvas accessibility statement](#)Links to an external site.
- [BigBlueButton accessibility statement](#)Links to an external site.
- [Adobe accessibility statement](#)Links to an external site.
- [YouTube accessibility guides](#)Links to an external site.
- [Google Docs accessibility guides](#)Links to an external site.
- [VoiceThread accessibility statement and white paper](#)Links to an external site.
- [Kaltura accessibility statement](#)Links to an external site.
- [Proctortrack accessibility statement](#)Links to an external site.
- [Turnitin accessibility statement](#)Links to an external site.
- [Campus Pack accessibility statement](#)
- [Piazza accessibility statement](#)Links to an external site.
- [EvaluationKit accessibility statement](#)
- [Ebsco accessibility statement](#)Links to an external site.
- [Barnes & Noble accessibility statement](#) Links to an external site.
- [Cengage accessibility statement](#)Links to an external site.
- [Pearson accessibility statement](#)Links to an external site.
- [McGraw-Hill accessibility statement](#)Links to an external site.
- [Wiley accessibility statement](#)Links to an external site.
 - [Wiley Plus accessibility statement](#)Links to an external site.

Privacy:

The privacy policies for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- [Canvas privacy policy](#)Links to an external site.
- [BigBlueButton privacy policy](#)Links to an external site.
- [Adobe privacy policy](#)Links to an external site.
- [YouTube privacy policy](#)Links to an external site.
- [Google Docs privacy policy](#)Links to an external site.
- [VoiceThread privacy policy](#)Links to an external site.
- [Kaltura privacy policy](#)Links to an external site.
- [Proctortrack privacy policy](#)Links to an external site.
- [Turnitin privacy policy](#)Links to an external site.
- [Campus Pack privacy policy](#)Links to an external site.
- [Piazza privacy policy](#)Links to an external site.
- [EvaluationKit privacy policy](#)Links to an external site.
- [Ebsco privacy policy](#)Links to an external site.
- [Barnes & Noble privacy policy](#)Links to an external site.
- [Cengage privacy policy](#)Links to an external site.
- [Pearson privacy policy](#)Links to an external site.
- [McGraw-Hill privacy policy](#)Links to an external site.


- [Wiley privacy policy](#)Links to an external site.

Rutgers Academic Integrity

The rights of students will be protected to ensure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies. An academic integrity contract is attached to this syllabus. Students must submit a signed copy of the contract before the second class they attend. **Assignments and exams turned in before the Academy Integrity Contract is submitted will receive a grade of "0".**

Students are obligated to execute the [Academic Integrity Contract](#) by the second week of classes. No grades will be entered for tests, term papers, or class participation without the completion of the Contract.

Be sure to read and adhere to

- [Rutgers Academic Integrity Policy \(Links to an external site.\)](#)
 - [PDF version](#) 
- [Don't Plagiarize! Document your Research](#)

Academic Integrity - SMLR Policy

Given the increased number of incidents of cheating and provided that each Undergraduate Professor has in past dealt with these situations differently, this policy was voted on by the HRM Faculty in April of 2014 to ensure that all incidents of cheating will be dealt with in a fair and consistent manner. The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first-time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student's final grade will be reduced by an entire letter grade as shown in the table below.

This table indicates how your grade will be affected if cheating has occurred

Original Grade

A Academic Integrity - SMLR Policy

Given the increased number of incidents of cheating and provided that each Undergraduate Professor has in was voted on by the HRM Faculty in April of 2014 to ensure that all incidents of cheating will be dealt with in a make sure students in the UG HRM program fully understand that cheating will not be tolerated and there a catastrophic consequences for repeat offenders. This policy applies solely to the Un

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This table indicates how your grade will be affected if cheating ha

Original Grade	Grade if cheating has c
A	B
B+	C+
B	C
C+	D
C	D
D	F

When students cheat a note will be placed in their files in the HRM Department and such information will be co Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program penalty.

A second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the conse to make sure that any work with their name on it meets the integrity standards of the HRM

No extenuating circumstances will be considered in a case of c

B+
B
C+

	C
	D

When students cheat a note will be placed in their files in the HRM Department and such information will be considered by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

A second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

No extenuating circumstances will be considered in a case of cheating.