

# School of Management & Labor Relations

Human Resource Management in the Public Sector, 37:533:326:90 Index  
18128, Spring 2022

## Start Here

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This page is the Course Syllabus page. Begin on this page. Read each section of this syllabus carefully. **Note:** if you are new to Canvas or need a refresher, review the Canvas tutorials under [Course Tools Tutorials](#).

## Course Description

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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.

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. Public workers are also a distinct political constituency. Politics of the political arena (in addition to politics of the organization) enters into HR practice regularly in the public sector. 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.

## Instructor Information

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Instructor: Professor Sidney Seligman

Tel: 201-452-8499

E-mail: Email: [sidney.seligman@smlr.rutgers.edu](mailto:sidney.seligman@smlr.rutgers.edu)

Virtual Office Hours: Contact me at any time in the way you wish (email, text, phone)

call, Facetime, Zoom). I only ask that you not contact me from 10PM (EST) to 8 AM (EST), except in emergency.

## Course Objectives

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Upon completion of this course you should understand:

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

## 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 Delivery Format

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**This course runs from date through date.** It is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live Zoom session.

The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience.

**Note:** Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

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.

## Course Materials

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### Textbook

- Llorens, Klingner & Nalbandian, *Public Personnel Management*. 7th Edition. Publisher: Routledge, 2018.
- Lecture videos, multimedia, and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module in this course site.

## Computer and other Technology Requirements

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- Access to the internet
- Reliable computer
- Headphones/Headsets - highly recommended
- Webcam - required
- Microsoft Word
- [Basic Computer Specifications for Canvas \(Links to an external site.\)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android \(Links to an external site.\)](#)
- [Canvas Student App for iOS](#)

## Canvas Tutorials & Technical Support

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If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students \(Links to an external site.\)](#)

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

- Contact [Rutgers IT Help Desk \(Links to an external site.\)](#). 833-OIT-HELP (833-648-4357), accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student TutorialLinks to an external site.](#)
- View tutorials at [Course Tools Tutorials](#) (in the Modules section)

## Special Needs Accommodations

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Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the [Office of Disability Services \(Links to an external site.\)](#), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

### **Office of Disability Services contact and address**

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

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

## Course Structure & Schedules

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This course is structured in a weekly module format. A Module is a chunk of the course content broken out usually by topic. Each Module equates to a Week. Each week starts on a Sunday and ends on a Saturday. Exceptions are the first and the last weeks of the semester.

The weekly/module activities are noted in the Modules section under the corresponding **Week # Objectives & Activities** pages. Each Objectives & Activities page includes:

- Topic introduction of the week
- Learning Materials
  - Readings
  - Multimedia (Audio, and/or Videos, Lecture recordings)
- Learning Activities - what activities you will be doing to help you learn
  - Discussion
  - Project work
  - Assignments
- Assessment - the activities that will be assessed (graded)

The course is divided into 15 Weeks as follows (link to the weekly modules):

- [Week 1 \(January 18 - 22\): The World of Public Personnel Management/Doing Public HRM in US](#)
- [Week 2 \(January 23 - 29\): Thinking Strategically About HRM](#)
- [Week 3 \(January 30 - February 5\): The HR Role in Policy, Budget, Performance Management and Program Evaluation](#)
- [Week 4 \(February 6 - 12\): Defining and Organizing Work](#)
- [Week 5 \(February 13 - 19\): Rewarding Work: Pay and benefits](#)
- [Week 6 \(February 20 - 26\): Social Equity and Diversity Management](#)
- [Week 7 \(February 27 - March 5\): Recruitment, Selection and Promotion](#)
- [Week 8 \(March 6 - 12\): Mid-Term Examination](#)
- [Week 9 \(March 20 - 26\): Leadership and Employee Performance](#)
- [Week 10 \(March 27 - April 2\): Training, Education and Staff Development](#)
- [Week 11 \(April 3 - 9\): Performance Management](#)
- [Week 12 \(April 10 - 16\): Safety and Health](#)
- [Week 13 \(April 17 - 23\): Organizational Justice](#)
- [Week 14 \(April 24 - 30\): Collective Bargaining](#)
- [Week 15 \(May 1 - 7\): Final Examination](#)
- [Course Reflection](#)

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. Week 8 is the Mid-Term exam, and Week 15 is the Final exam. Each weekly 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.

## Grading Structure

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Grading Components	% of Final Course
Discussion Forum Participation	24%
Examination 1	25%
Examination 2	25%
Term Paper	26%
<b>Total</b>	<b>100%</b>

## Examinations

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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 and Chapters 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. Exams are proctored through the Lockdown Browser and Respondus. By taking the sample questions in the week prior to the Mid-Term exam, you will be ready for the proctoring.

## LockDown Browser and Respondus Monitor

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Your exam will be proctored through the proctoring tool LockDown Browser and Respondus Monitor. LockDown Browser locks your browser so you can only open the Exam browser and nothing else. The Respondus Monitor is the Webcam proctoring that accompanies LockDown Browser. In Week 6, prior to the midterm exam, you will take a practice test (non-graded) to acclimate yourself to LockDown Browser and identify/fix any technical issues. This way you will be all set to go for the midterm.

In order to complete the exam, you will need to download the tool. Follow instructions below:

- [Student Guide LockDown Browser \(Links to an external site.\)](#)

## Term Paper

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Each student will be required to compose an analytic paper of roughly **ten pages** double-spaced on an approved topic. The topics must analyze an HR issue as it applies to the public sector. Generalized topics of human resources management or the public sector are not acceptable. Topics should be subtopics found in each unit. Topics must be approved no later than **February 17**. 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. If no topic is submitted, a topic will be assigned. The paper must be submitted **by April 14**. There will be deductions for lateness. As students will have two months to complete the term paper, there will be no extensions for illness in the last week prior to the due date.

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.

In adopting a thesis, offer some ideas of change in public sector human resources management. Given the constraints of the public sector, what processes might be improved? What are the ways that public sector human resources management can be more responsive to the demands of progressive public management?

Submit your paper through the designated assignment portal in the Modules section. Emailed papers will not be considered.

## Student Support Services

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- [Rutgers Student Support Services](#)
- [Student Health & Wellness Services](#)
- [Registrar's Office](#)
- [Rutgers Dean of Students - Student Affairs \(Links to an external site.\)](#)

## Student Code of Conduct

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You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to [Discussion Post Guidelines](#) when communicating in your Canvas class.

## Academic Integrity

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Be sure to review and abide by the [Rutgers Academic Integrity](#)

## TurnItIn Statement

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Students (You) agree that by taking this course all required papers may be subject to submission for textual similarity review to **Turnitin.com** (via Canvas Assignments Portal) 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 \(Links to an external site.\)](#) posted on the Turnitin.com site.

If you do not agree please contact me immediately.

## Your Responsibilities

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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 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). Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

## Where to Next?

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After reviewing the content of this Course Syllabus, proceed to Modules, and review the [Learning Support Resources](#) section. Then continue on to Week 1 activities.