Robert F. Wagner Graduate School of Public Service

DEVELOPING HUMAN RESOURCES
P11.2135 Spring 2011
6:45 pm - 8:25 pm

Instructor: Terrylynn Smith
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E-mail Address: tsmith@emblemhealth.com
Office Hours: 8:30 pm - 10:00 pm after each session or by appointment

Scheduled Class Meetings: Every Wednesday: 1/26, 2/2, 2/9, 2/16, 2/23, 3/2, 3/9, 3/23, 3/30, 4/6, 4/13, 4/20, 4/27, 5/4

Course Description:
This fourteen-week course is designed to study the essential role of human resources management within public sector and non-profit organizations. In order to meet the challenges of the marketplace, organizations will need to improve the quality of the services they provide; streamline their service delivery and support systems, and transform their human resources management accordingly. The degree to which organizations manage the human capital issues will, to a great extent, determine the success of these institutions.

This course serves as a comprehensive foundation for all aspects of human resources planning, development, leadership and administration and is vital to both the human resources professional and the line manager.

Through the text readings, journal articles, case analyses, and student presentations, we will explore key issues and concerns in the human resources field including: planning, selection interviewing and EEO laws, performance management and appraisal, human resources and organization development, recruiting, direct and indirect compensation, managing organizational change, and labor & employee relations.

Course Objectives:

• Define human resource management
• Discuss mechanisms to create decision-making strategies as applied to human resource management
• Discuss the strategic role of the human resource function
• Explain methods for managing resistance to organizational change
• Describe the legal environment related to equal employment opportunity, freedom from harassment and layoff processes
• List and describe the process of job analysis and competency modeling
• Discuss recruiting processes and retention activities
• Discuss the use of performance assessment and feedback methods and their relevance in human resource management
• Define and describe how compensation systems can meet the needs of current employees and attract new ones
• Discuss labor relations strategies in human resource management
• Describe methods to promote workplace safety and health
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<th>Due Date</th>
<th>Grading</th>
<th>Overall Grade Rating</th>
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<tbody>
<tr>
<td>2/23/11</td>
<td>Policy &amp; Procedure Assignment...25%</td>
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<td>3/9/11</td>
<td>Job Description..................................25%</td>
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<td>5/11/11</td>
<td>Final Exam........................................25%</td>
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Please note that late assignments will not be accepted!!!!

**Required Text and Readings:**
Susan E. Jackson, Randall S. Schuler, Steve Werner *Managing Human Resources*

Additional reading assignments will be distributed throughout the semester as necessary.

**Course Outline and Reading Assignments:**
(reading assignments are to be completed before each session)

1/26 **Session 1**  
Course Introduction and Overview of Human Resources  
Management Materials and Assignments  
Chapters 1 & 2 –Managing Human Resources & Understanding the External and Organizational Environments  
**Optional Reading**  
[www.shrm.org](http://www.shrm.org)  
[www.workforce.com](http://www.workforce.com)  

2/2 **Session 2**  
Enabling Effective Communication in the Workplace  
**Optional Reading**  
[www.myersbriggs.org](http://www.myersbriggs.org)

2/9 **Session 3**  
Chapter 3 & 4 –HR Planning for Alignment and Change& Ensuring Fair Treatment and Legal Compliance  
**Optional Reading**  
[www.mediate.com](http://www.mediate.com)  
[www.hrmgt.com/hrlaw/sexhar.htm](http://www.hrmgt.com/hrlaw/sexhar.htm)

**POLICY AND PROCEDURE ASSIGNMENT REVIEW**  
Assignment due 2/23/11

2/16 **Session 4**  
Policies and Procedures in the Workplace
2/23 Session 5  Chapter 5 – Using Job Analysis & Competency Modeling

Optional Reading
www.interbiznet.com/eeri/matrix/map.html
www.gradview.com/careers/big_mistake.html

POLICY & PROCEDURES ASSIGNMENT DUE

JOB DESCRIPTION ASSIGNMENT REVIEW

3/2 Session 6  Chapter 6 and 7 – Recruiting and Retaining Qualified Employees & Selecting Employees to Fit the Job and the Organization

Optional Reading
www.work911.com/performance/particles/stupman.htm

3/9 Session 7  Chapters 9 and 11- Conducting Performance Management & Using Performance-Based Pay to Achieve Strategic Objectives

JOB DESCRIPTION ASSIGNMENT DUE

3/23 Session 8  Chapters 10 & 12 - Developing an Approach to Total Compensation & Providing Benefits and Services

Optional Reading

3/30 Session 9  Appreciative Leadership for Leaders of Change

Optional Reading
Materials to be provided

4/6 Sessions 10  Chapter 14 – Understanding Unionization and Collective Bargaining

Optional Reading
www.law.cornell.edu/wex/index.php/Collective_bargaining

4/13 Session 11  Chapter 13 – Promoting Workplace Safety and Health

Optional Reading
4/20 Session 12  Change Management – Who Moved My Cheese?

Optional Reading
www.whomovedmycheese.com

4/27 & 5/4  TEAM PRESENTATIONS
Sessions 13&14

5/11 Session 15  Final Exam