



PMG430: HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SECTOR

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

In this course, students will be presented with a comprehensive overview of human resource management application and functions in the public sector for both nonprofit and government jobs. Students will apply this understanding through course discussions about and analysis of the overall structure of HR Departments, Human Resource Management in the Public Sector tackles issues of recruitment, selection, training, appraising employee performance, and the incorporation of policies dealing with diversity and equity.

Course Overview:

This course presents an overview of human resource processes in the public sector and an analysis of the legal environment within which human resource professionals operate. The course explores challenges and opportunities in attracting highly-skilled workers in an era of intense competition from the private sector. The course will also explore the fundamental question of why human resource departments are necessary, and how these departments fit within the overall architecture of governmental and nonprofit organizations. The course further examines techniques and strategies employed by human resource professionals in, equipping employees with skills relevant to the workplace, and motivating them to provide maximum public value. Upon completion of this course, students should be able to articulate the role of human resource professionals in the public sector, the scope of their responsibilities within public organizations, and the key strategic opportunities and challenges confronting human resource professionals today. Students should also be able to understand the legal constraints within which human resource departments operate and techniques and strategies employed to enhance the quality of the workforce despite these challenges.

Course Learning Outcomes:

1. Analyze strategic approaches to human resource management, specifically methods by which human resources attracts, retains, and motivates highly-skilled employees.
2. Compare different approaches to frequent human resource issues such as compensation, workplace safety, and worker benefits.

3. Analyze the processes and dynamics in developing core competencies in an organizational workforce.
4. Examine the culture of governmental and nonprofit workplaces.
5. Examine the role of human resource departments in fostering and cultivating ethical behavior.
6. Explain the importance of diversity in the workforce.
7. Analyze the methods by which human resource professionals employ recruitment strategies to diversify the workplace.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

There is no textbook required for this course. Links are provided for all reading assignments listed within each module.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Cascio, W. (2015). *Human resources foundations*. [Video file]. Lynda.com

- Human Resource Management. (2014). *Human Resource Management*, 53(6).
- Wilton, N. (Academic). (2016). *What is human resource management?* [Video file]. SAGE Publications Ltd.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Readings

- Alonso, A., Kurtessis, J. N., Schmidt, A. A., Strobel, K., & Dickson, B. (2015). A competency-based approach to advancing HR. *People and Strategy*, 38(4), 38-44.
- Cascio, W. (2017). Human resources: Compensation & benefits. [Video file]. *Lynda.com*
- Cullinane, N., Hickland, E., Dundon, T., Dobbins, T., & Donaghey, J. (2019). Accessing the law to enforce employment rights: A case study of worker activism in a non-union workplace. *SAGE Publications, Ltd.*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (95 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Case Study as Union Activist Employee

For this first option, you are the impacted union worker. Review the Case, Accessing the Law to Enforce Employment Rights: A Case Study of Worker Activism in a Non-Union Workplace from the perspective of a union activist. Was the case handled with your best interest in mind? Can you think of other approaches where the needs of workers could have been handled differently?

Review the case in its entirety and answer the discussion questions at the end; for Option 1, however, keep in mind that you are responding as you would if you were on the side of the union activists.

The questions should be answered in essay form; make use of the case analysis as well as this week's course materials. Include a brief reflection at the end of your essay discussing your experience analyzing this case from an activist union worker's perspective.

1. The case emerged fortuitously and proved uncertain in terms of how much meaningful evidence would be generated. What lessons around planning qualitative fieldwork might one take from this experience?
2. Critically consider the advantages and disadvantages of the evidence collection methods used in the research.

3. The case study raises some ethical dilemmas pertaining to the researchers' dual roles as citizens and social scientists. How well do you think they handled the ethical issues associated with the research?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages in length, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Option #2: Case Study as Human Resources Manager

For this first option, you are assuming the role of Lead HR Manager. Review the Case, *Accessing the Law to Enforce Employment Rights: A Case Study of Worker Activism in a Non-Union Workplace* from the perspective of an HR manager. Was the case handled with the best interest of all parties in mind? Can you think of other approaches where the needs of workers and the organization could have been handled differently?

Review the case in its entirety and answer the discussion questions at the end; for Option 2, however, keep in mind that you are responding as you would if you were a Lead HR Manager in the case.

The questions should be answered in essay form; make use of the case analysis as well as this week's course materials. Include a brief reflection at the end of your essay discussing your experience analyzing this case from an HR Manager's perspective.

1. The case emerged fortuitously and proved uncertain in terms of how much meaningful evidence would be generated. What lessons around planning qualitative fieldwork might one take from this experience?
2. Critically consider the advantages and disadvantages of the evidence collection methods used in the research.
3. The case study raises some ethical dilemmas pertaining to the researchers' dual roles as citizens and social scientists. How well do you think they handled the ethical issues associated with the research?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages in length, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA. Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Module 3

Readings

- About the EEOC. (2019). *U.S. Equal Employment Opportunity Commission*. Retrieved from <https://www.eeoc.gov/eeoc/>
- Equal Opportunity Employment (2019). *U.S. Department of Labor*. Retrieved from <https://www.dol.gov/general/topic/discrimination>
- Phin, D. (2018). Human resources: Creating an employee handbook. [Video file]. Retrieved from <https://www.lynda.com/Business-Skills-tutorials/Human-Resources-Creating-Employee-Handbook/724786-2.html>
- Stoilkovska, A., Ilieva, J., & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics*, 6(2), 281-292.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (95 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: New Employees and Employee Handbooks

For this first option, review, Human Resources: Creating an Employee Handbook from the perspective of a new employee.

Several topics are covered regarding what goes into an Employee Handbook. Reflect on the different sections and consider them as if you were a new employee who has just graduated college; what did you find most relevant? For this assignment, you should decide if your identity as a new employee is a new graduate who is changing careers and already has several years of work experience or a new graduate for whom this is their first job. Feel free to also use yourself as the employee! Once you have decided who your new employee is, analyze the lesson and discuss what you would add or delete and why. What parts of the *Creating an Employee Handbook* lecture would most resonate with you (or your new employee) and why?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages in length, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Option #2: HR Management and Employee Handbooks

For this second option, review, Human Resources: Creating an Employee Handbook from the perspective of an HR Manager.

Several topics are covered regarding what goes into an Employee Handbook. Reflect on the different sections and consider, as if you were an HR Manager, what you found most relevant for a new employee who has just graduated college. Decide if your new employee is a new graduate who is changing careers and already has several years of work experience or a new graduate for whom this is their first job. Once

you have decided who your new employee is, analyze the lesson and discuss what you would add or delete and why. What parts of the *Creating an Employee Handbook* lecture would most resonate with your employee and why?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages long, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
Review the grading rubric to ensure you understand the requirements for this assignment.
Reach out to your instructor if you have any questions.

Module 4

Readings

- Bertrand, M., & Mullainathan, S. (n.d.). Discrimination in the job market in the United States. *Poverty Action Lab*. Retrieved from <https://www.povertyactionlab.org/evaluation/discrimination-job-market-united-states>
- Dick-Mosher, J. (2015). Bodies in contempt: Gender, class and disability intersections in workplace discrimination claims. *Disability Studies Quarterly*, 35(3). Retrieved from <http://dsq-sds.org/article/view/4928>
- NewsHour Productions LLC. (Producer). (2018). *As survivors say #MeToo, what will it take to stop widespread sexual harassment?*
- Triana, M. del C., Jayasinghe, M., & Pieper, J. R. (2015). Perceived workplace racial discrimination and its correlates: A meta-analysis. *Journal of Organizational Behavior*, 36(4), 491–513.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (40 points)

Review the details of the Portfolio Project described in Module 8 and select your choice of option #1 or option #2. Submit a topic and discuss your choice with the instructor. In one to two pages, identify the issue you have selected for your analysis along with an explanation of why you chose this issue and what you intend to learn from the analysis. Your final project is due at the end of Week 8. The paper will be expected to communicate the policy issue in a clear, concise, and organized fashion, using the required and recommended readings from the course for analytical support.

Module 5

Readings

- Department for Professional Employees. (2016). *Work in focus: A U.S. labor market overview*. Retrieved from <https://dpeaflcio.org/programs-publications/issue-fact-sheets/work-in-focus-a-labor-market-overview/>

- Perlow, L. (2013.) Thriving in an overconnected world. *Ted.com*. Retrieved from https://www.ted.com/talks/leslie_perlow_thriving_in_an_overconnected_world
- Reichental, J. (2019). Foundations of the fourth industrial revolution. [Video file]. *Lynda.com*.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Designing a Competency-Based, Structured Interview

Using LinkedIn, Monster.com, or any other job search engine of your choosing (including an organization's job board such as Google or Salesforce), find a job announcement and review it thoroughly. Using the job description, identify five to seven core competencies that are clearly essential (do not bother with minimum qualifications) to achieve a high-level of success in the position. For each skill, design an effective interview question that would enable an HR Manager to identify competency levels of a job candidate; do not ask yes or no questions. Review the material for this week to help you with this assignment.

Your submission should include the job title and description along with each numbered competency and associated interview questions. Also, include what you would look for in an answer to each question.

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages in length, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Option #2: Evaluating a Job Description

Using LinkedIn, Monster.com, or any other job search engine of your choosing (including an organization's job board such as Google or Salesforce), find a job announcement and review it thoroughly. Evaluate the job description based on the following skills:

- Essential Job Functions
- Knowledge of Work
- Duties & Responsibilities
- Level of Communication Skills Required
- Level of Leadership Skills Required
- Degree of Analytical and Research Skills Required

In your paper, list the job title, description, and each of the skills you are evaluating of the job description. Write a short overview of how you evaluated each skill and map specifically to the part of the job description that led you to your evaluation. Look for matches of keywords to the skills! Think

also about how you would evaluate an employee for this position – what criteria would you use and how?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages long, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Module 6

Readings

- Dizik, A. (2014, April 28). Leadership in human resources (A special report) --- For some managers, doing less is more: Long hours and constant interruptions can reduce productivity; The solution: Just say no. *Wall Street Journal*.
- Microtraining Associates (Producer). (2018). *Ethics and values in social work: Client-centered processes for managing ethical concerns* [Video file]. Alexander Street.
- Verschoor, C. (2016). Global survey measures workplace integrity. *Strategic Finance*, 98(6), 19-20.
- Wilkins, A., Colvard, R., & Lipinski, J. (2014). Does your company have this document? *Strategic Finance*, 96(1), 35-39.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Designing and Executing Ethics Guidelines

What is your job as an HR Manager in shaping healthy, robust workplace culture through crafting ethics guidelines? In this essay, you will assume the role of an HR Manager in any nonprofit or government organization, and you will be introducing new guidelines of ethics to a group who has not had them before. You may use your experience or a mock organization. You can also use a real example (be sure to do the appropriate research to accompany your analysis). In your essay, outline what you should do, as a leader, to maintain a healthy workplace environment, using ethics guidelines that you must include as well in your paper. Feel free to draw from the discussion board this week when you design your guidelines. You can think of this paper as an extension of the discussion assignment but with the added requirement of assuming the role of an HR Manager who is now tasked with meting out these guidelines to an entire organization. How will you do this? What challenges might you face? Should you craft a team of people to help spread the word about these ethics guidelines? How will you disseminate the new information?

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages in length, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Option #2: Assessing Workplace Culture

For this assignment, assume the role of a newly-hired HR Manager in a government or nonprofit organization. Your first order of business will be to assess the culture of the workplace, both in the human resources department and across the organization, at large. Decide first what sort of organization you want to analyze. You can use your current workplace, you can make something up, or you can use a real example (just be sure to do your research and match it appropriately to your analysis). Use the course material and design questions to ask employees that will give you an idea of how to measure workplace health (and happiness!). What will you need to ask that will tell you how people are feeling about their jobs? What do you want people to reveal to you? Generate a casual report (no statistics needed) that reads like a reflection on your questions and their responses.

Requirements:

- Your paper should include an introduction and a conclusion and should be 2-3 pages long, not including the title or reference pages, which are required.
- In addition to information from the assigned readings, incorporate two scholarly references outside of the required readings for this module. The CSU-Global Library and the recommended readings are good places to find your sources.
- Follow the CSU-Global Guide to Writing and APA.
Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Module 7

Readings

- California Courts, The Judicial Branch of California. (n.d.). *Alternative dispute resolution*. Retrieved from <http://www.courts.ca.gov/programs-adr.htm>
- Husni, L., Ani, S. (2018). Legal protection for domestic workers of women under the international convention on human rights. *Journal of Legal, Ethical and Regulatory Issues*, 21(2), 1-7.
- Phillips, J. (2016). Workplace violence against health care workers in the United States. *The New England Journal of Medicine*, 374(17), 1661-1669.
- United States Department of Labor. (n.d.). *Occupational safety and health standards: SEC 6. Occupational safety*. Retrieved from https://www.osha.gov/laws-regs/oshact/section_6

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Milligan, S. (2018). HR 2025: 7 critical strategies to prepare for the future of HR. *Society for Human Resource Management*. Retrieved from <https://www.shrm.org/hr-today/news/hr-magazine/1118/pages/7-critical-strategies-to-prepare-for-the-future-of-hr.aspx>
- Seven Dimensions (Producer). (2015). *HR strategy and management* [Video file]. Retrieved from <https://fod.infobase.com/PortalPlaylists.aspx?wID=257764&xtid=93357>

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (310 points)

Choose one of the following two options to complete for your Portfolio Project. Do not complete both projects. Identify your assignment choice in the title of your submission. When you are ready to submit, go to the Module 8 folder to upload the document.

Portfolio Option #1: Toolkit Design for HR Management and the Future of Work

This assignment requires you to build a Toolkit to use for the future of work. Your audience is made up of potential HR employees, and you are the HR Manager heading up a workshop. Drawing on much of the course material from the term, build a toolkit that addresses the developmental history of HR leadership, why it's fundamental to an ethical workplace environment, how the nature of work is changing, and HR's role in that change. Your toolkit should be chock full of explanations of the nature of change, applicable laws and acts, and examples of scenarios facing HR today. The focus of this Toolkit will be to onboard new HR employees and acclimate them to the future of work.

The resulting project will be a critical analysis that evaluates present and future challenges, explains how these challenges add to the overall knowledge in the field of HR, and offers practical advice for success.

Final Paper Writing Requirements:

- Your paper should be 8-10 pages in length, not including your cover sheet and reference list which are required.
- Cite at least four credible sources, including two scholarly articles that apply frameworks similar to the two you are evaluating, to support your thinking and conclusions.
- Document and citation formatting should be per the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

Portfolio Option #2: Case Analysis

Using the CSU-Global Library, locate the Sage Research Methods page and type in, "Human Resources." You may narrow the scope of your search by adding a term like so: "Human Resources and Workplace Discrimination" or "Human Resources and Mediation," for example. You can further narrow your search results by selecting Cases from the options for Content Type. Click on *any* case of interest and review *all* of the documents. For your Portfolio, complete the Exercises and Discussion Questions in full.

The resulting project will be a critical analysis that evaluates the case, explains how the case relates to the course materials, and offers practical, next-step advice for success.

Final Paper Writing Requirements:

- Your paper should be 8-10 pages in length, not including your cover sheet and reference list which are required.
- Cite at least four credible sources, including two scholarly articles that apply frameworks similar to the two you are evaluating, to support your thinking and conclusions.
- Document and citation formatting should be per the CSU-Global Guide to Writing and APA.
- Review the grading rubric to ensure you understand the requirements for this assignment. Reach out to your instructor if you have any questions.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.