Course:  Human Resources Management in the Public Sector
Day and Time:  Thursdays 4:30 - 7:10 pm
Location:  Founders Hall, Room 322
First Class:  Aug. 31
Last Class:  Dec. 7
Final Exam Due:  Dec. 14
Instructor:  Sarah Shores
Office Hours:  Before or after class or by appointment.
Phone:  540-522-1335
E-mail:  sshores@gmu.edu

Course Description:

This course provides an overview of the major functions, roles/responsibilities, and expectations of Human Capital (HC) staffs, line managers, and employees in modern public-sector organizations. The first half of the class covers the major areas of HC management as "foundation", followed by a "deeper dive" into a series of specific issues. The emphasis throughout is on pragmatic strategies and tactics to effectively manage employees and other sources of talent in a public-sector organization.

Learning Objectives:

The course is designed to be both strategic and practical. By the end, students should be able to answer a series of key questions about public-sector HC Management, including:

- What is Human Capital Management in a modern organization? How does it differ from Personnel Management and Human Resource Management? And what key competencies does a high-performing HC professional need to have?
- How does HC management in the public sector differ from the private sector, and why are some private-sector practices transferrable to the public sector and some not?
- What are the key functional elements of HC Management, and what are the leading practices that separate high-performing HC organizations from others?
- What are the major HC challenges public-sector organizations (Federal, State, Local) are facing now, and will likely face during the next 10 years?

The initial "foundation" segment of the course will include discussions of strategic planning, workforce planning, recruitment, compensation, union and employee relations, legal compliance, policy, performance management, equal employment opportunity, diversity, training and development, HC technology, and the roles of HC professionals and line managers.
The "deeper dive" segments will include areas that are particular challenges (or opportunities) for public-sector organizations, such as:

- Strategic partnering - how HC staff can work more effectively with senior leaders
- Motivation - how to motivate employees to be more engaged, committed, and productive
- HR Metrics and Quantitative Analysis -- using HR data for "fact-based decision making"
- Change Management - how to drive change in change-resistant organizations

**Grading Elements and Weights:** (Note - subject to amendment during the semester)

- 20% Class participation*
- 10% 1st individual paper (3-6 pages double-spaced)
- 20% Small-group project with class presentation and handout
- 20% 2nd individual paper (8-10 pages ds)
- 30% Final exam (12-15 page paper ds)

*Note: Class participation will be based on the quality of the views and questions offered and the degree to which those views and questions reflect a command of the reading material.

**Texts:**


**Planned Schedule of Classes:** (Note: subject to amendment during the semester)

- **Aug. 31**  
  Course overview and in-class exercise  
  No advance reading assignment

- **Sept. 7**  
  Subjects: *Introduction to HR Management and Strategic HR Management*  
  Assignment: Pynes chaps. 1, 2; Bogardus chaps. 1, 10; Fit-enz preface, chaps 1, 2  
  Assignment: assign 1st individual paper -- due Sept. 14

- **Sept. 14**  
  Subjects: *Legal Compliance, EEO, Affirmative Action, and Diversity* (Part 1)  
  Assignment: Pynes chaps. 3, 4; Bogardus chap. 2  
  Assignment: 1st individual paper due

- **Sept. 21**  
  Subjects: *Legal Compliance, EEO, Affirmative Action, and Diversity* (Part 2)  
  Assignment: Same as previous week
Sept. 28  Subjects: **Job Analysis, Recruitment, Metrics to measure success**  
Assignment: Pynes chaps. 5, 6; Bogardus chap. 3

Oct. 5  Subjects: **Compensation and Benefits**  
Assignment: Pynes chaps. 7, 8; Bogardus chap. 4  
Assignment: assign small group paper/presentation -- due Oct. 26

Oct. 12  Subjects: **Training and Development; HRIT (technology)**  
Assignment: Pynes chaps. 9, 13; Bogardus chap. 8 and pages 230-231

Oct. 19  Subjects: **Union and Employee Relations; Communications**  
Assignment: Pynes chap. 11; Bogardus chaps. 6, 7

Oct. 26  **Small group presentations**, with class handout.

Nov. 2  Subject: **Employee Motivation/Engagement - and Performance Management**  
Assignment: Pynes chap. 10; Bogardus chap 9; read all of *The Carrot Principle*  
Assign 2nd individual paper -- due Nov. 16

Nov. 9  Subject: **HR Metrics and Quantitative Analysis - "Fact-based Decision Making"**  
Assignment: Fitz-enz 21-35, 43-78, 79-107, 255-274 (only read the text, do not invest time in the formulas)

Nov. 16  Subject: **Working more effectively with Senior Leaders**  
Guest Speaker: Steve Katz, author of *Lion Taming*  
Assignment: Read *Lion Taming*  
Assignment: 2nd individual paper due

Nov. 23  No Class -- Thanksgiving

Nov. 30  Subject: **Change Management: driving change in change-resistant organizations**  
Assignment: Read materials TBA  
Assignment: assign Final Exam -- due Dec. 14

Dec. 7  Last class.  **Course summary and discussion of HC challenges for the future**  
Assignment: Read materials TBA.

Dec. 14  **Final Exam due** by e-mail no later than 7:00 pm

**Requirements for All Written Submissions:**

1) All work submitted must comply with the instructions provided by the professor and the provisions of the GMU Honor Code.

2) All work submitted must be solely the product of the individual(s) whose name(s) appear on it. Any facts or other work drawn from another source must be attributed to that source.

3) No work of any type submitted for another course may be used a second time to satisfy a requirement of this course.

4) All papers are due at the time and by the means identified by the professor -- late papers will result in a lowered grade.
**Disability Statement:**

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

**Honor Code Policy:** (Schar School of Policy and Government)

All work submitted to fulfill course requirements shall be solely the work product of the individual(s) whose name(s) appear on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student. No paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs. No assistance is to be obtained from commercial organizations which sell or lease research help or written papers. Proper footnotes and attribution are required for all written work. Students should follow an accepted reference/style manual such as Turabian or APA. Faculty in SPG have zero tolerance for academic dishonesty and will strictly enforce Mason’s honor code.