I. Overview and Objectives
Employees working for different levels of governments account for roughly 15 percent of total workforce in the United States. How to manage public workforce constitutes a daunting challenge for both public managers and public sector researchers. This course exposes students to selected themes and topics that prove pivotal in public personnel decisions and processes. The course is designed to be an in-depth analysis of the literature, problems and direction of public personnel issues. We will build up theoretical and analytical tools that will facilitate students to make sense of public personnel decisions and processes.

Over the course of the semester, students will be able to:
1. Describe and understand the basic rules and procedures employed in public personnel decisions.
2. Understand the major components of strategic human resources management.
3. Understand and apply theoretical and analytical tools to real world situations.
4. Identify the potential challenges in managing public workforce and evaluate the strength and weakness of different personnel reform proposals.

II. Readings

*Required Texts*
III. Course Communication
This course will be managed through the University Blackboard system. Blackboard is an Internet-based information display system, and it will be a primary means of communication for this course. You will find course syllabus, assignments, class lecture notes, course materials, course announcements, discussion board, etc. on the Blackboard site. To login, enter your Rutgers username and password. Please take some time to learn how to use the Blackboard and get familiar with its contents.

IV. Policies and Expectations
1. Attendance
Please do your best to show up for class on time and ready to participate. Absence from more than 2 times of the scheduled class sessions, whether excused or unexcused, is excessive, for which academic penalty is subject to the instructor’s discretion. Students who anticipate more absences than 3 times are encouraged to talk with the instructor. Unless other arrangements are made in advance with the instructor, students anticipating more than 3 times of absences are encouraged to rethink their enrollment decisions into this course.

2. Class Conduct
(a) If you have a cell phone, pager, watch with alarm or other distracting noisemaking devices, please be certain they are turned off during class.
(b) Please do not use your laptop or other mobile devices to surf the Internet, check e-mail or engage in other non-class related activities. It is distracting to me and to your classmates.

3. Academic Honesty and Integrity
Evidence of academic dishonesty will be dealt with severely, and will result in a failing grade for that assignment or for the course. Students are responsible for informing themselves about the standards of academic integrity before performing any academic work. For details please refer to http://academicintegrity.rutgers.edu/

4. Reasonable Accommodation
The University recognizes an obligation "to make all programs sponsored by Rutgers accessible to those with disabilities." The University Office of Disability Services may be contacted at 973-353-5300 or at 732-932-2848. Further information about disability services can be found at http://disabilityservices.rutgers.edu. Please feel free to contact me early in the semester to discuss your needs and assistance in this course.
V. Evaluation and Grading

1. Attendance and Participation (10%)
   Students are expected to attend all the class meetings. If a student is unable to attend the class due to schedule conflicts or other unavoidable circumstances, the instructor should be notified in advance of the scheduled meeting. Besides attendance, you are expected to have read and thought about the readings, contribute questions and comments, and actively participate in class discussions.

2. Synthesis Paper & Presentation (15%)
   Students are required to submit a synthesis paper and present their paper in the class. See Appendix I for detailed instructions.

3. Mid-Term Exam (15%)
   Students will take an open-book midterm exam that tests the first half of teaching materials. This exam will consist of true/false, short answer and essay type questions. The answers may be handwritten or typed. For grading purposes, the main emphasis is on content but quality of presentation is also a consideration. This "take-home exam" will be distributed on March 5th and will be due on March 12th at 5:30pm. You can submit the final exam either as hard-copy or by email. Early submissions are welcome; late submissions will not be accepted.

4. Final Exam (15%)
   Students will take an open-book final exam that tests the first half of teaching materials. This exam will consist of true/false, short answer and essay type questions. The answers may be handwritten or typed. For grading purposes, the main emphasis is on content but quality of presentation is also a consideration. This "take-home exam" will be distributed on May 7th and will be due on May 14th at 5:30pm. You can submit the final exam either as hard-copy or by email. Early submissions are welcome; late submissions will not be accepted.

5. Term Paper (45%)
   You should select one specific human resources management theory/concept/topic for your final term paper. You will need to submit a final written report, and make a presentation of the final paper at the end of the semester. See Appendix II for detailed instructions.

Grading Scheme

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1. Attendance &amp; Participation</td>
<td>10%</td>
</tr>
<tr>
<td>2. Synthesis Paper &amp; Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>3. Mid-Term Exam</td>
<td>15%</td>
</tr>
<tr>
<td>4. Final Exam</td>
<td>15%</td>
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</tbody>
</table>
Each assignment will be graded on a 100 point scale. In calculating the final grade, scores on each assignment will be weighted as shown above. The final grade will be on a 100 point scale:

- A 90 and above
- B+ 85 and above
- B 80 and above
- B- 75 and above
- C+ 70 and above
- C 60 and above
- F Below 60

Assignment Submission and Late Assignments:
All written assignments should be submitted as hardcopy unless directed otherwise. Allowing some students to turn in assignments late is not fair to students who complete the work in the assigned period of time. For any written assignments, work turned in late will be penalized 3 points (out of 100) for each day that it is late, unless prior arrangements have been made.

VI. Schedule of Topics and Readings (Subject to Change)
There might be changes to the schedule as the semester progresses; should a change become necessary, it will be communicated in advance in class.

Session 1 (January 22) – Introduction and Overview
- Introductions
- Syllabus Review: Read the entire syllabus.

Session 2 (January 29) – The Context of HR Management
Readings:
- Riccucci, Chapter 1
- Pyrnes, Chapter 1

Session 3 (February 5) – Strategic HR Management & Planning
Readings:
- Riccucci, Chapter 3
- Pyrnes, Chapter 2


**Session 4 (February 12) – Employment Law & Discrimination**

**Readings:**
- Riccucci, Chapter 4
- Pyrnes, Chapter 3

**Session 5 (February 19) – Managing a Diverse Workforce**

**Readings:**
- Riccucci, Chapter 5
- Pyrnes, Chapter 4

**Session 6 (February 26) – Job Analysis, Recruitment and Selection**

**Readings:**
- Riccucci, Chapter 11
- Pyrnes, Chapters 6 & 7
March 5 – Mid-Term Exam

Session 7 (March 12) – Employee Compensation
Readings:
- Riccucci, Chapter 13
- Pyrnes, Chapters 9 & 10

March 19: NO CLASS. Enjoy the Spring Break!

Session 8 (March 26) – Performance Evaluation
Readings:
- Riccucci, Chapter 14
- Pyrnes, Chapter 8

Session 9 (April 2) – Training and Development
Readings:
- Riccucci, Chapter 17
- Pyrnes, Chapter 11

Session 10 (April 9) – Employee Retention
Readings:
Theory 20:887-897.


**Session 11 (April 16) – Labor-Management Relations**

**Readings:**
- Riccucci, Chapter 8
- Pyrnes, Chapter 12

**Session 12 (April 23) – Privatization, and other HR Challenges**

**Readings:**
- Riccucci, Chapter 15

**Session 13 (April 30) – Term Paper Presentations**

**May 7 – Final Exam**