

**PADM 7605-001**  
**Human Resources Administration**  
**Fall 2006**

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**Office Hours:** Tuesday, Wednesday, and Thursday afternoons, or by appointment.

**Course Description and Objectives**

The purpose of this course is to give the student an appreciation of the complexities of managing human resources in the public sector. The class will consist of readings, class discussions, exercises that will demonstrate human resource management techniques utilized in the public sector, and a field project of your choice. The student should leave the class prepared for further study in the field and with an appreciation for the difficulties involved in effective human resource management.

This course will cover the development of human resources management in the public sector along with the theories and philosophies behind personnel administration. Moreover, this course will strive to be practitioner-oriented in its approach. We will look at the knowledge an individual needs to possess in order to be a successful human resources manager. Topics will include the Civil Service system; laws of the public workplace; strategic planning for human resources; job design, analysis, and classification; recruitment and selection; performance management; discipline and termination of public employees; risk management in the workplace; and ethical behavior for the public and nonprofit manager.

**Text Books**

The major text book for the class will be: Patton-Witt-Lovrich-and Fredericksen, Human Resource Management: The Public Service Perspective, Houghton Mifflin Company, Boston, 2002.

The case study text book for the class will be: James M. Banovetz, Managing Human Resources: Local Government Cases, ICMA Press, Washington, D.C., 1998.

## **Course Requirements**

**Case Studies** - The degree of student input is critical to the success of any course. Students are expected to have read all assignments as well as finished the case studies assigned prior to the beginning of class. The cases studies that you will turn in comprise 10 percent of your final grade.

**Research Field Project-** A 5 -8 page paper assessing a key issue area in public human resource management is required. The paper will be an actual case study of a city or nonprofit in the Memphis area. The student will contact the person in charge of human resources, report basic facts about the organization (population, number of employees, etc.), problems faced related to human resources, and possible solutions to the problems that the organization is considering and possible solutions that you as a human resource expert might come up with. Students should then be prepared to make a brief presentation of their findings near the end of the semester. This project will make up 30 percent of your final grade.

**Examinations** – There will be a mid-term examination (in class) and a comprehensive final examination (take home) covering selected topics. The examinations are designed to test the student’s ability to understand and critically evaluate the reading, lecture, and discussion materials covered during the semester. Make-up examinations will be approved and scheduled only at the discretion of the instructor based upon individual circumstances. The mid-term will comprise 30 percent of your final grade and the final exam will count for 30 percent of your final grade.

### **Grading**

Case Studies – 10%  
Research Field Project – 30%  
Mid-Term – 30%  
Final – 30%

**Class attendance and participation** – are expected and will be considered in the determination of your final grade. If the student will not be able to attend a class meeting, the student is expected to contact the instructor in advance to advise of the absence and to obtain any special instructions.

**Plagiarism** – One of the most serious violations of academic integrity and honesty is plagiarism. Please review the policy on academic integrity as contained in the Student Handbook. Violations of the policy on plagiarism will result in serious penalties up to a failing grade in the course and university disciplinary action.

**Disabilities** – The University of Memphis is highly supportive of the full participation and success of students with all types of disabilities. Students with disabilities or questions regarding qualifying disabilities should contact the Student Assistance Services department. Any student needing special assistance should submit documentation in writing to the instructor at the beginning of the semester.

**Inclement Weather** – In the event of class cancellation, the session will be made up during the semester. The University of Memphis will announce weather or other emergency related cancellations to the local radio and television media.

**Extra Credit** – Due to the nature of this course, extra credit will not be awarded.

### **Tentative Class Schedule**

**August 31 Introduction and Four Competing Systems in H.R.**  
Assignments, Read case study 1 from the ICMA book and answer the 5 discussion questions; and Read Chapters 1 and 2 of Patton, et.al. for next week.

**September 7 The Role of the Public Personnel Manager**  
Turn in Case Study 1 discussion questions.  
Assignments, Read case study 2 from the ICMA book and answer the 5 discussion questions; and Read Chapter 3 of Patton, et.al. for next week.

**September 14 Evolution of the Civil Service**  
Turn in Case Study 2 discussion questions.  
Have your research report topic chosen for discussion.  
Assignments, Read case study 3 from the ICMA book and answer the 9 discussion questions; and Read Chapters 4 and 7 of Patton, et.al. for next week.

**September 21 Laws of the Public Workplace and Job Design**  
Turn in Case Study 3 discussion questions  
Assignments, Read Patton et.al. Chapter 8 and work on your field project.

**September 28 SECOPA Conference in Athens, Ga.**  
No Class – Work on your individual research field project

**October 5 Recruitment and Selection**  
Review for Mid-Term

- October 12 MID-TERM EXAM (in Class)**  
 Assignments, Read case study 5 from the ICMA book and answer the first 5 discussion questions. Read Chapters 9 and 10 of Patton, et.al. for next week.
- October 19 Compensation and Benefits**  
 Turn in Case Study 5 discussion questions.  
 Assignments, Read Case Study 4 from the ICMA book and answer the 8 discussion questions; and Read Patton et.al. Chapter 11
- October 26 Performance Management**  
 Turn in Case Study 4 discussion questions.  
 Assignment, Read Patton, et.al. Chapters 12 and 13.
- November 2 Training and Development / Discipline and Termination**  
 Assignment, Read Patton, et.al. Chapter 14.
- November 9 Risk Management in the Public Sector**  
 Assignments, Make final preparations for your in Class Reports.
- November 16 All Reports Due!**  
 Start Students' Class Reports
- November 23 No Class, Thanksgiving Break**
- November 30 Students' Class Reports / Hand Out Take Home Final**
- December 7 Final Exam Due**

The instructor reserves the right to modify the class schedule as necessary. If for any reason class has to be cancelled, you will be given as much notice as possible.

**Suggested Readings:**

Kellough, J. Edward, and Sally C. Selden, "The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States", *Public Administration Review*, Vol. 63, No. 2, March / April 2003, pp.165-176.

Lawler, Edward E. III, *Pay and Organization Development*, Addison-Wesley Publishing Company, London: 1981.

Condrey, Stephen E. *Handbook of Human Resource Management in Government* (2<sup>nd</sup> ed.) San Francisco, CA: Jossey-Bass Publishers, 2005.

Graham-Moore, Brian and Timothy L. Ross, *Gainsharing and Employee Involvement*, Washington D.C.: The Bureau of National Affairs, Inc., 1995.

Siegel, Gilbert B., *Public Employee Compensation and its Role in Public Sector Strategic Management*, New York: Quorum Books, 1992.

Wasserman, Natalie and Dean G. Phelus (ed.), *Risk Management Today: A How to Guide for Local Government*, Washington, D.C.: ICMA, 1985.