

V373 COURSE SYLLABUS
HUMAN RESOURCES MANAGEMENT IN THE PUBLIC SECTOR
Spring 2022 SECTION 6875

Instructor: Christopher Schrader, SPHR
Time: Monday/Wednesday 9:45 a.m. – 11:00 a.m.
Location: PV A223
Office: SPEA 335
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Office Hours: By appointment

Reference Text: None; all required reading may be found in Files section of Canvas for this class in the folder marked Reading.

Course Overview:

Human Resource Management (HRM) is best defined as “the policies, practices, systems, and work culture that influence employee’s behavior, attitudes, and performance.” Regardless of whether it’s a departmental function or managerial skill set, HRM is an essential component of every organization’s success. Students who intend to pursue a career in management must be concerned with the concepts and techniques needed to carry out the complicated “people” aspect of their jobs. This course provides both a conceptual and pragmatic framework for understanding the management and operation of HRM techniques and systems in private /public organizations.

Course Teaching Goals and Objectives:

1. Familiarize students with the principles and practices of Human Resource Management (HRM) through course readings, discussions, and exams.
2. Develop an appreciation for the roles of managers and practitioners in the field through course readings, discussions, in-class exercises, and preparation of an executive email.
3. Provide students with opportunities to research and apply HRM Techniques and critical thinking skills to real-world problems through case studies.
4. Develop analytical and problem-solving skills in addressing HRM issues through case studies, and in-class exercises.
5. Integrate learned HRM concepts to prepare students for management careers in public and private organizations through exercises and case studies.

Exams

There will be 2 - 100-point exams. All will be administered on Canvas and each exam will be timed based the number of questions (multiple choice and short answer). Understand, once you begin an exam you **MUST** complete. If you start and walk away or close out, the clock will continue to count down. Exams will auto submit at the end of the designated time frame. Exams will open as indicated below and will close as indicated below. If you miss an exam, I will **NOT** reopen. So please play close attention to the dates. If you are experiencing internet issues, I would suggest that you take the exam on campus. Students have one week from the end of the close date of the exam to discuss their score. After that time, score stands.

Exam Dates

Open	Close
Lectures 1-15: March 7 at 11:00 a.m.	March 13 at 11:30 p.m.
Lectures 16-28: April 27 at 11:00 a.m.	May 6 at 11:00 a.m.

The questions on the exams will be short answer questions. The exams will be based on the readings and lectures, as well as class activities and assignments. Exams are not cumulative and only cover the relevant lecture series (see above).

There are no make-up examinations unless there are dire circumstances. If such dire circumstances arise, I must be notified through e-mail prior to the exam and the student must document the reason for the absence. I will decide whether the reason warrants missing an exam and will give a grade of zero if it does not. I reserve the right to ask different questions on make-up exams. If you require additional time or accommodations, I will schedule time for you to take a proctored exam with me or the class TA.

Cases

There will be 4 -cases worth 60 points each. Cases will be discussed on the dates shown below in progressive order. Student teams will have 45 minutes of class-time on each case delivery date to read the case and begin working on a solution; I will be available to give guidance as necessary. One person from each team will be responsible for keeping minutes of team meetings to document participation of each person on the team. The case solution(s) should be cited (e.g. if gained from lecture or other source, such as SHRM) as required. Both the minutes and the solution in MS Word format will be submitted on Canvas by whomever the team designates. Case solution due dates and time are shown below:

Case Solution Due Dates

February 7 February 28 April 13 April 27 **Due NO LATER than 11:30 p.m.**

Class Participation

Participation points are tracked through Top Hat. Students must be present on the days on which class participation questions/exercises are presented in order to earn points. These are not announced in advance.

Attendance

Attendance is also tracked through Top Hat. Students will be allowed two absences without penalty for the Spring Session. I expect the professional courtesy of notice when you cannot attend class. Please understand that, regardless of reason, beyond two missed classes will result in a deduction of 5 attendance points for each instance. The **SOLE** exceptions will be for Juniors and Seniors with conflicts arising from job or internship interviews that are documented (usually by email or text from the organization scheduling the interview.) Failure to provide documentation will result in a loss of attendance points. **NOTE: Students have seen their grades lowered by as much as half letter grade due to poor attendance.**

Executive Email

The sole writing assignment for this class is the creation of an executive email. Please see the folder in the files section of canvas for details and requirements regarding this assignment. The first draft email is due **March 7**. Students will receive feedback from me on ways to improve the final draft for submission. The final draft is due **April 25**. **Submission method is email.**

Grading Policy

Graded items are valued as follows:

Exams (2 @ 100 points each)	200 points	22%
Syllabus Quiz	10 points	1%
Executive Email	60 points	8%
Case work (4 @ 60 points each)	240 points	26%
Class attendance	140 points	16%
Class Participation	250 points	27%
Total	900 points	

IU Grading Scale

A+	100% - 97%	A	96% - 93%	A-	92% - 90%
B+	89% - 87%	B	86% - 83%	B-	82% - 80%
C+	79% - 77%	C	76% - 73%	C-	72% - 70%
D+	69% - 67%	D	66% - 63%	D-	62% - 60%

Student Conduct and Academic Honesty

Academic and personal misconduct by students in this class are defined and dealt with according to the procedures in the Code of Student Ethics. A student caught cheating will be reported to the SPEA Dean of Undergraduate Studies and could receive penalties up to and including a failing grade for the course. Examples of cheating include, but are not limited to, plagiarism, theft or acquisition of examination or quiz answers with or without use of such information, and provision of such information to others. Cheating diminishes those who do it, devalues their academic performance, and unfairly compromises those students who act honorably. **Cheating in any form will not be tolerated and appropriate disciplinary action will be taken.**

Honors Students

Any student who is a Hutton Honors or a SPEA Honors student should meet with me during the first week of class. There will be one extra assignment to be completed for the semester. Instructions for the assignment will be distributed later in the semester.

COURSE POLICIES

Note Taking

Students are NOT permitted to use computers for note taking unless required as a reasonable accommodation as determined by DSS. All note taking must be done by hand. Research has shown students retain information they write far better than that which they type.

Extra Credit for Note Taking

Students may earn up to 10 points of extra credit for submitting copies, screenshots, or scanned file attachments of notes (2 points per submission for up to 5 unique submissions)

Policy Regarding Academic Dishonesty

SPEA faculty do not tolerate cheating, plagiarism, or any other form of academic dishonesty. If you have not done so, you should read the IUB Code of Student Rights, Responsibilities, and Conduct, which can be accessed at <http://dsa.indiana.edu/Code/>, so you will be sure to understand what these terms mean and what penalties can be issued for academic dishonesty. Academic dishonesty can result in a grade of F for the class (an F for academic dishonesty cannot be removed from the transcript). Significant violations of the Code can result in expulsion from the University.

Plagiarism is using another person's words, ideas, artistic creations, or other intellectual property without giving proper credit. The Code of Student Rights, Responsibilities, and Conduct, states a student must give credit to the work of another person when s/he does any of the following:

- a. Quotes another person's actual words, either oral or written;
- b. Paraphrases another person's words, either oral or written;
- c. Uses another person's idea, opinion, or theory; or
- d. Borrows facts, statistics, or other material, unless the information is common knowledge.

Policy Regarding Course Withdrawal

Students who stop attending class without properly withdrawing from the class will receive a grade of F. It is important to withdraw from a course within specified timeframes (refer to the Office of the Registrar website at

http://registrar.indiana.edu/~registra/time_sensitive/offcalen4082.shtml).

Policy Regarding Civility

Civility is important in an academic community to ensure that all parties—students, staff, and faculty—are working in an environment that fosters achievement of the individual's and community's goals and objectives. Examples of discourteous behaviors during class include hand-held device use, listening on headphones, talking or laughing with others, chronically arriving late, etc.

Therefore, I expect all students to conduct themselves with professional courtesy, which includes (but is not limited to) the following:

- Respect for fellow students, the profession, and the instructor. Please treat other students respectfully. When I am in front of the class lecturing or addressing a question from a student, I expect your full attention. This means no talking with other students or in any way distracting me or the class from the lecture/discussion. Do not carry on a conversation with someone else in the class.
- Promptness. Please do not be late to class. I expect all students in their seats and ready to begin. I reserve the right to take further action if students are continually late to class.
- Do not leave the classroom during the class session except for health reasons or if you have notified me in advance for that day.
- No food. Please do not bring any food into the classroom, although you may bring drinks.
- **Computer usage is for class participation/case work only. Students found to be using computers for purposes not related to this class will be penalized.**

Policy Regarding Disabilities

If any student will require assistance or appropriate academic accommodations for a disability, please contact me after class, during my office hours, or by individual appointment. You must have established your eligibility for disability support services through the Office of Disability Services for Students in Franklin Hall, Room 006, and (812) 855-7578.

Syllabus Disclaimer

The instructor reserves the right to change the syllabus as needed throughout the course of the semester. Whenever a change is made, students will be notified as early as possible during class and/or via email about the change(s).

Lecture Schedule

CLASS	DATE	TOPIC
1	January 10	Introduction, Syllabus and Overview HRM: A Strategic Function
2	January 12 January 17	HRM: A strategic function MLK Day - NO CLASS
3	January 19	EEO and the legal environment
4	January 26	EEO and the legal environment/How to solve a case
5	January 31	Case 1 Delivery - In class work
6	February 2	HR Planning
7	February 7	HR Planning/ Executive Email Project Discussion
8	February 9	Job Analysis and Job Design
9	February 14	Recruiting Employees
10	February 16	Recruiting Employees/Employee Selection
11	February 21	Employee Selection/ Case 2 Delivery - In class work
12	February 23	New Employee Orientation/Training
13	February 28	New Employee Orientation/Management & Org Dev
14	March 2	Management & Org Development/ Exam 1 OPENS
15	March 7	Career Development/ 1st Draft email due
16	March 9	Career Development
	March 14 March 16	 Spring Break 
17	March 21	Compensation and Organizational Rewards
18	March 23	Compensation and Organizational Rewards
19	March 28	Performance Management
20	March 30	Performance Management
21	April 4	Employee Relations
22	April 6	Case 3 Delivery - In class work
23	April 11	Employee Relations
24	April 13	Employee Relations
25	April 18	Employee Benefits
26	April 20	Case 4 Delivery - In class work
27	April 25	Employee Benefits/ Final Draft Executive Email Due
28	April 27	Lecture if needed/EXAM Opens @ 12:00 p.m.

O’Neill School expectations of civility and professional conduct¹

The O’Neill School takes matters of honesty and integrity seriously because O’Neill is the training ground for future leaders in government, civic organizations, health organizations, and other institutions charged with providing resources for the public, and for members of society who are vulnerable and who are lacking in power and status. Precisely because O’Neill graduates tend to rise to positions of power and responsibility, it is critical that the lessons of honesty and integrity are learned early.

O’Neill requires that all members of its community – students, faculty, and staff – treat others with an attitude of mutual respect both in the classroom and during all academic and nonacademic activities outside the classroom. A student is expected to show respect through behavior that promotes conditions in which all students can learn without interruption or distraction. These behaviors foster an appropriate atmosphere inside and outside the classroom:

- Students are expected to attend class regularly and to be prepared for class.
- Students must be punctual in their arrival to class and be present and attentive for the duration of the class. Eating, sleeping, reading the newspaper, doing work for another class, wandering in and out of the classroom, and packing up or leaving class early are not civil or professional behaviors.
- Students must abide by the course policy regarding use of electronic devices in the classroom.
- Students must responsibly participate in class activities and during team meetings.
- Students must address faculty members, other students, and others appropriately and with respect, whether in person, in writing, or in electronic communications.
- Students must show tolerance and respect for diverse nationalities, religions, races, sexual orientations, and physical abilities.
- Students must not destroy or deface classroom property nor leave litter in the classroom.

Enforcement of Public Health Requirements

Masks and Physical Distancing Requirements

In recognition of what all IU community members owe to each other all students, staff, and faculty signed an acknowledgement of their responsibility to follow public health measures as a condition returning to the campus this fall. Included in that commitment were requirements for wearing masks in all IU buildings and maintaining physical distancing in all IU buildings. Both are classroom requirements.

Both requirements are necessary for us to protect each other from transmission of COVID-19.

- Therefore, if a student is present in class without a mask, the instructor will ask the student to put a mask on immediately or leave the class.
 - If a student comes to class a second time without a mask, the student’s final grade will be reduced by one letter (e.g., from an A to a B, for instance), and the instructor will report the student to the Office of Student Conduct of the Division of Student Affairs.
 - If a student refuses to put a mask on after being instructed to do so, the instructor may end the class immediately, and report the student to the Office of Student Conduct. The

¹ These expectations are excerpted from the O’Neill School Honor Code which can be found at: https://oneill.indiana.edu/doc/undergraduate/ugrd_student_honorcode.pdf

student will be summarily suspended from the university pursuant to IU's [Summary Suspension Policy](#)

- If Student Conduct receives three cumulative reports from any combination of instructors or staff members that a student is not complying with the requirements of masking and physical distancing, the student [will be summarily suspended](#) from the university for the semester.

Summary Suspension Policy

“A student may be summarily suspended from the university and summarily excluded from university property and programs by the Provost or designee of a university campus. The Provost or designee may act summarily without following the hearing procedures established by this section if the officer is satisfied that the student’s continued presence on the campus constitutes a serious threat of harm to the student or to any other person on the campus or to the property of the university or property of other persons on the university campus.”

The Provost has determined that refusal to comply with the public health requirements specified in the Student Commitment form, including the requirement of wearing a mask in all IU buildings, constitutes “a serious threat of harm to other persons” within the meaning of the summary suspension policy. In addition, the Provost has determined that a person who does not comply with these requirements, as evidenced by three credible violations of the policy reported to the campus from any source, constitutes “a serious threat of harm to other persons” within the meaning of the summary suspension policy.

Student Rights

Any student who believes another person in a class is threatening the safety of the class by not wearing a mask or observing physical distancing requirements may leave the class without consequence.

Attendance

The student commitment form requires that you take your temperature every morning and that you refrain from attending class if you have a temperature of 100.4 or other symptoms of illness. In order to ensure that you can do this, attendance will not be a factor in the final grade. Attendance may still be taken to comply with accreditation requirements.

Assigned Seating

In order to ensure we can contact you in the event you are exposed to COVID-19, you must remain in your assigned seat for the entire semester.

Counseling and Psychological Services

In partnership with the Health Center and Counseling and Psychological Services (CAPS), O'Neill offers students a Counselor in Residence. Students wanting to make an appointment should call 812-855-5177 and indicate they are O'Neill students.

In addition, check out these [CAPS workshops](#) and [the O'Neill Mental Health Guide](#).

For additional information about services offered to students by CAPS, please visit <http://healthcenter.indiana.edu/counseling/index.shtml>.

Religious Observation

In accordance with the Office of the Dean of Faculties, any student who wishes to receive an excused absence from class must submit a request form available from the Dean of Faculties for each day to be absent. This form must be presented to the course instructor by the end of the second week of this semester. A separate form must be submitted for each day. The instructor will fill in the bottom section of the form and then return the original to the student. Information about the policy on religious observation can be found at the following website: <http://vpfaa.indiana.edu/policies/bloomington/instructional-responsibilities/religious-observances.shtml>.

Disability Services for Students

Securing accommodations for a student with disabilities is a responsibility shared by the student, the instructor and the DSS Office. For information about support services or accommodations available to students with disabilities, and for the procedures to be followed by students and instructors: <http://studentaffairs.iub.edu/dss/>.

Sexual Harassment

As your instructor, one of my responsibilities is to help create a safe learning environment on our campus. Title IX and our own Sexual Misconduct policy prohibit sexual misconduct. If you have experienced sexual misconduct, or know someone who has, the University can help.

If you are seeking help and would like to talk to someone confidentially, you can make an appointment with:

- i. The Sexual Assault Crisis Service (SACS) at 812-855-8900
- ii. Counseling and Psychological Services (CAPS) at 812-855-5711
- iii. Confidential Victim Advocates (CVA) at 812-856-2469
- iv. IU Health Center at 812-855-4011

For more information about available resources:

<http://stopsexualviolence.iu.edu/help/index.html>. It is also important to know that federal regulations and University policy require me to promptly convey any information about potential sexual misconduct known to me to our campus' Deputy Title IX Coordinator or IU's Title IX Coordinator. In that event, they will work with a small number of others on campus to ensure that appropriate measures are taken and resources are made available to the student who may have been harmed. Protecting a student's privacy is of utmost concern, and all involved will only share information with those that need to know to ensure the University can respond and assist. I encourage you to visit <http://stopsexualviolence.iu.edu/help/index.html> to learn more.

Emergency Food Relief

If you find you are in need of food and do not have the resources to purchase it, please consider utilizing the emergency food relief system on campus and in the community. The following units/agencies are here to assist with food relief:

Crimson Cupboard: <https://studentaffairs.indiana.edu/student-support/crimson-cupboard/index.html>

Emergency Meal Project @ IU: <https://www.dining.indiana.edu/news-updates/emergency-meal.html>

Mother Hubbard's Cupboard Food Pantry: <https://www.mhcfodpantry.org/>

Other pantries: <https://www.foodpantries.org/ci/in-bloomington>

Emergency Funding

For emergency funding issues, please visit the Student Advocates Office (SAO) [website](#). For additional concerns not covered by the SAO, apply for funding from the O'Neill School [here](#).

Commitment to Diversity: Find your home and community at IU

Asian Culture Center

Address: 807 East Tenth Street, Bloomington, IN 47408

Phone: 812-856-5361

Email: acc@indiana.edu

Website: <https://asianresource.indiana.edu/index.html>

First Nations Educational & Cultural Center

Address: 712 E 8th St., Bloomington, IN 47408

Phone: 812-855-4814

Email: fnecc@indiana.edu

Website: <https://firstnations.indiana.edu/contact/index.html>

LGBTQ+ Culture Center

Address: 705 E 7th St., Bloomington, Indiana 47408

Phone: 812-855-4252

Email: glbtsev@indiana.edu

Website: <https://lgbtq.indiana.edu/contact/index.html>

La Casa Latino Culture Center

Address: 715 E 7th St., Bloomington IN, 47408

Phone: 812-855-0174

Email: lacasa@indiana.edu

Website: <https://lacasa.indiana.edu/>

Neal Marshall Black Culture Center

Address: 275 N Jordan Ave Bloomington, Indiana 47405

Phone: 812-855-9271

Email: nmgrad@indiana.edu

Website: <https://blackculture.indiana.edu/index.html>