

University of North Carolina at Chapel Hill
PUBA 723 - Human Resource Management
Spring 2019

Residential:

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In-person, Facetime, Skype and Adobe Connect meetings available upon request

COURSE OVERVIEW AND OBJECTIVES

How can a public organization develop and sustain a workforce that provides the highest level of public service? And how you can, as future public service leaders, serve as effective stewards of the people whom you serve and who serve your organization? This course wrestles with these questions through an exploration of organizational behavior, common human resource management practices, and diversity and inclusion. We will pursue three objectives:

-  Equip you with knowledge of the behavioral issues that underlie much of human resource management;
-  Provide you with experiential grounding in the current challenges facing managers and human resource departments;
-  Introduce you to current thinking about the role of diversity and inclusion in organizations;
-  Indoctrinate you to value the role of human resource management in effective public organizations.

READINGS

Readings are available either through the [Harvard Business Review Coursepack](https://hbsp.harvard.edu/import/549567), available for student pricing at <https://hbsp.harvard.edu/import/549567>, and through [UNC coursepack](https://library.unc.edu/support/reserves/) at <https://library.unc.edu/support/reserves/>.

REQUIREMENTS

Asynchronous Participation (20%) Each week requires you engage in a variety of activities, which will be graded on a pass-fail basis. **Readings and activities are due by Monday at 11:59 pm, the night before class. Five points will be deducted for every day late.**

Final Case Analysis (35%) The final case analysis will be of the Seattle Community Association: Undoing Institutional Racism case. Using the case as your raw material, you will analyze the case using specifications provided later in the semester.

Issue Paper (35%) For your final project, you will be working in a small team of students to write an issue paper on a topic of interest to practitioners. A written report is due at semester's end.

Knope Score (10%) For this component of your grade, the instructor will evaluate the quality of your contributions to class discussions, exercises and guest lectures. Your evaluation will be based

on the extent to which you have prepared for class, participate in class discussions, and demonstrate humility and respect while doing so.

UNC HONOR CODE

You can find the honor code [here](#), but here are a few excerpts applicable to this class:

- ✓ Engaging in conduct within a University classroom that substantially disrupts the academic environment (and kills your Knope Score).
- ✓ Academic dishonesty, including plagiarism and unauthorized assistance.

ACCESSIBILITY STATEMENT

The University of North Carolina at Chapel Hill facilitates the implementation of reasonable accommodations, including resources and services, for students with disabilities, chronic medical conditions, a temporary disability or pregnancy complications resulting in difficulties with accessing learning opportunities.

All accommodations are coordinated through the Accessibility Resources and Service Office, which can be reached at 919-962-8300, accessibility@unc.edu, and through their [website](#).

SCHEDULE

Week 1- Seattle Community Association Case, Shifting Demographics and Cultural Competency

- Seattle Community Association Case and Appendices (Files Upload)
- Cultural Competency Readings (Chapter 1 and 5, see below) (Files Upload)
- Norman-Major, Kristen A., and Susan T. Gooden, eds. "Cultural Competency and Public Administration." In *Cultural Competency for Public Administrators*, 3–13. M. E. Sharpe, 2012. (Files Upload)
- Wyatt-Nichol, Heather, and Lorenda A. Naylor. "Human Resource Management Practices That Facilitate Cultural Competence." In *Cultural Competency for Public Administrators*, edited by Kristen A. Norman-Major and Susan T. Gooden, 62–82. M. E. Sharpe, 2012. (Files Upload)

Week 2- Recruitment

- The Definitive Guide to Recruiting, in *Good Times and Bad*. See UNC coursepack for articles.
- Jost, John T., Laurie A. Rudman, Irene V. Blair, Dana R. Carney, Nilanjana Dasgupta, Jack Glaser, and Curtis D. Hardin. "The Existence of Implicit Bias Is Beyond Reasonable Doubt: A Refutation of Ideological and Methodological Objections and Executive Summary of Ten Studies That No Manager Should Ignore." *Research in Organizational Behavior* 29 (2009): 39–69. doi:10.1016/j.riob.2009.10.001. (UNC COURSEPACK)
- Kalleberg, A. L. "The Mismatched Worker: When People Don't Fit Their Jobs." *Academy of Management Perspectives* 22, no. 1 (2008): 24–40. doi:10.5465/AMP.2008.31217510. (UNC COURSEPACK)

Week 3- Hiring

- Beyond the Hiring Basics: Details You Need to Know. See HBR coursepack for articles.
- 7 Practical Ways to Reduce Bias in Your Hiring Process. (HBR COURSEPACK)
- What It Means to Work Here. (UNC COURSEPACK)

Week 4- Compensation, Voice, and Representative Bureaucracy

- Werner, Steve, and Stephanie G. Ward. "Recent Compensation Research: An Eclectic Review." *Human Resource Management Review* 14, no. 2 (2004): 201–27. doi:10.1016/j.hrmr.2004.05.003. (UNC COURSEPACK)
- Does Race or Gender Matter More to Your Paycheck? (UNC COURSEPACK)
- How Employee Voice Helps Community Engagement. (HBR COURSEPACK)

Week 5- Performance Evaluation and Feedback

- Conducting a Performance Appraisal Interview. (UNC COURSEPACK)
- How Gender Bias Corrupts Performance Reviews, and What to Do about It. (HBR COURSEPACK)
- Cannon, Mark D., and Robert Witherspoon. "Actionable Feedback: Unlocking the Power of Learning and Performance Improvement." *Academy of Management Executive* 19, no. 2 (2005): 120–34. doi:10.5465/AME.2005.16965107. (UNC COURSEPACK)
- NFM 59: The Self-Appraisal Problem (Files Upload)

Week 6- Leveraging Diversity and Managing Organizational Justice

- Making Differences Matter. (HBR COURSEPACK)
- Cropanzano, Russell, David E. Bowen, and Stephen W. Gilliland. "The Management of Organizational Justice." *Academy of Management Perspectives* 21, no. 4 (2007): 34–48. doi:10.5465/AMP.2007.27895338. (UNC COURSEPACK)
- Jost, John T., Laurie A. Rudman, Irene V. Blair, Dana R. Carney, Nilanjana Dasgupta, Jack Glaser, and Curtis D. Hardin. "The Existence of Implicit Bias Is Beyond Reasonable Doubt: A Refutation of Ideological and Methodological Objections and Executive Summary of Ten Studies That No Manager Should Ignore." *Research in Organizational Behavior* 29 (2009): 39–69. doi:10.1016/j.riob.2009.10.001. (UNC COURSEPACK repeat)

Week 7- Poor Performers

- The Burden of Dealing with Poor Performers. (HBR COURSEPACK)
- 7 Tips for Difficult Conversations. (HBR COURSEPACK)
- Anatomy of Hard Talks: What Makes a Conversation Fail. (HBR COURSEPACK)

Week 8- Training

- Allen, David G., Phillip C. Bryant, and James M. Vardaman. "Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies." *Academy of Management Perspectives* 24, no. 2 (2010): 48–64. doi:10.5465/AMP.2010.51827775. (UNC COURSEPACK)
- Why Diversity Programs Fail. (UNC COURSEPACK)

Week 9- Employee Voice, Mentoring, and Deviant Behaviors

- Employee Voice: Untapped Resource or Social Media Time Bomb? (HBR COURSEPACK)
- The Truth about Mentoring Minorities. (HBR COURSEPACK)
- Litzky, Barrie E., Kimberly A. Eddleston, and Deborah L. Kidder. "The Good, the Bad, and the Misguided: How Managers Inadvertently Encourage Deviant Behaviors." *Academy of Management Perspectives* 20, no. 1 (2006): 91–103. doi:10.5465/AMP.2006.19873411. (UNC COURSEPACK)

Week 10- Emotional Intelligence and Labor

- Online at UNC Library: Mastracci, Sharon H., Mary E. Guy, and Meredith A. Newman. *Emotional Labor and Crisis Response : Working on the Razor's Edge*. New York, NY: Routledge, 2012. Chapters 1, 3, and 8. (UNC COURSEPACK-book, but can download individual chapters)

Week 11- Organizational Structure and Employee Empowerment

- DeHart-Davis, Leisha. *Creating Effective Rules in Public Sector Organizations*. Washington, DC: Georgetown University Press, 2017. Chapter 5. (Files Upload)
- *Abdullah v. County of St. Louis, Missouri, United States District Court, E.D. Missouri, Eastern Division* 2014. (Files Upload)

- Empowering Employees for Broad-Based Action. (HBR COURSEPACK)
- Six Myths of Empowering Employees. (HBR COURSEPACK)

Week 12- Workplace Stress and Onboarding

- An Early Warning System for Your Team's Stress Level. (HBR COURSEPACK)
- Tyler, Kathryn. "Stress Management." HR Magazine, September 2006. <https://www.shrm.org/hr-today/news/hr-magazine/pages/0906tyler.aspx> (Post Link on Coursepage)
- Reinventing Employee Onboarding. (HBR COURSEPACK)

Week 13- Final Project Presentations

Final Applied Research Projects and Final Case Analysis