City University of New York - City College  
Public Service Management, Masters of Public Administration  

PSM B1825, Strategic Human Resource Management  
Spring 2013; Tuesdays, 7:15pm – 9:15pm  
Location: Shepard Hall #277

Professor: Janet Kyle  
Email: KyleCCNY@icloud.com  
Office Hours: Email to arrange a mutually convenient time.

Course Overview:

This course is designed for public and non-profit managers rather than human resources professionals. It will address the big question of “What are the strengths and limitations of an organization’s human resource management?”.  

It only takes listening to the news, reading newspapers or blogs, following the recent elections, observing the negotiations over union rights or budgets and tax rates to see the intense pressure that now exists on all resources in our communities. At the same time, we see the country’s demographic make-up changing as the population becomes increasingly diverse, more women are entering the workforce, baby boomers are retiring and people manage their careers in ways that involve moving between the different sectors: public, private and non-profit.

No matter what sector of the economy discussed, the need to attract the best people, keep them motivated and able to make a significant contribution to achieving the organization’s mission, is fundamental to success. It is in this sense that a strategic approach to managing human resources becomes essential. No longer are we in a time where a single department puts out a manual that explains how to hire, pay and fire people. Mangers are now responsible for selecting their team, training them to excel, managing performance and ensuring that they feel rewarded for their efforts.

In short, the purpose of this course is for you – as managers in a world of increasingly scare resources with heightened demands – to understand the challenges and responsibilities you have with regards to managing your human capital in light of core organizational objectives. You will learn how strategic human resource management is critical system with the organization as well as alternate approaches to HR processes that can move any team towards organizational excellence.

Responsibility for Learning:

I believe that faculty and students have a shared responsibility for learning, especially in graduate level classes in a professional degree program.

As a student, you are responsible for: 1) being prepared to contribute to class discussions each week, 2) completing assignments on time and according to professional standards of format, content and style, 3) participating in class discussions by sharing your insights, questions, interests and opinions, 4) contributing to and assisting with the learning of your classmates, 5) finding connections with your professional experiences and aspirations, 6) informing me of problems or situations that may interfere with your learning or course performance, and 7) providing feedback on the strengths and weaknesses of the course in a professional manner.

As the instructor, I am responsible for: 1) clearly articulating the course objectives, expectations and grading criteria, 2) providing activities and assignments to accomplish course objectives, 3) assisting in providing an atmosphere conducive to learning, 4) grading/returning assignments in a timely manner, 5) appraising students of their progress, 6) treating students as professionals 7) responding to student concerns.

What are the strengths and limitations of an organization’s human resource management?
Required Text:


Academic Integrity: Academic dishonesty of any sort whatsoever is strictly prohibited. To download a copy of the CUNY academic integrity policy, go to: [http://www.1.ccny.cuny.edu/upload/academicintegrity.pdf](http://www.1.ccny.cuny.edu/upload/academicintegrity.pdf) If you have any questions or need clarification on this, ask immediately. There is no room for plagiarism.

Grading: Grading will as follows:

- **Attendance & Participation** 20%
  - Be on time, prepared, engaged, participate, no electronics, think critically and contribute to whole class learning.

- **Class Assignments/Group Work** 25%
  - Case studies, Quizzes, Presentations, Reflections

- **HW Assignments:** 30%
  - Cases Studies, Concept Application, Essays, Reflections, Readings, Current Events

- **Final Papers/Project** 25%
  - TBD (Case Study, Best Practice, Research Paper)

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Late Assignments: will **not** get credit. There will be no make-up work unless it is an absolute emergency. In such case you must supply proof (e.g. doctors notice).

Attendance: Attendance will be taken promptly at 7:15pm. Be in class, ready to go. Do not be late; be present.

Participation: Human Capital management rarely has a single ‘right’ answer to a challenge. Rich classroom discussions and probing will help each of you develop the essential understandings that will permit you to identify organizational opportunities and challenges going forward. Be prepared.

Class Work: The nature of this work will vary throughout the course. In certain cases, it may be a quiz – in others it may be a reflection or a group work/presentation. Or, it may be a combination of these. In all cases, it will be necessary to have done the assigned reading and work in order to fully contribute.

Homework: These will be designed to apply what we are learning and/or to prepare for what is coming. Completing assigned out-of-class-work will create the essential foundation for in-class discussions and lectures. Late assignment will not receive credit.

Final Paper/Project: This assignment will incorporate what we have learned through the semester, more information will be forthcoming.

Overall Communication: I think email is one of the best inventions, ever. You are required to check your emails daily and reply within 24 hours of an email being sent. I commit to the same turnaround time. All to say, there is no reason that you cannot contact me or get in touch in a timely manner. Do not postpone reaching out.

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