

**Carleton University**  
**School of Public Policy and Administration**  
**Tentative Course Outline (as of February 2013)**

**PADM 5418 – Summer 2013**  
**Human Resource Management**

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## **I. Introduction**

The challenge facing the public service is more profound than at any other point in its history. It has responded to the challenge of being innovative, dynamic and high performing with fewer resources due to various cost containment measures, a more diverse and multi-generational workforce who are highly skilled and hyper-mobile. In this environment, effective management of human resources is one of the few levers that managers have at their disposal to accomplish their organizations strategic objectives. It is, however, a lever which is complicated and challenging - especially in the current context of the Canadian public service.

The objective of the course is to analyze the strategic aspects of managing human resources in the Canadian public service environment. The approach that will be used will attempt to meld the theoretical with the practical. The course will cover various human resource management issues as well as strategies that are used in both the public and private sector.

## **II. Instructional Method**

During the weekly classes, specific human resource management issues will be addressed and the strategies to address those challenges will be critiqued and debated. Students are expected to actively engage in discussion by drawing on their own experiences and by reading articles that are presented in the reading list.

**The student is not required to read each article in the given week.** The reading list for each week contains a number of articles from which the student may choose as few or as many as they wish. As presented in the course plan, the course reading list is lengthy in order to provide the student with a variety of options. Readings may be added during the term as required.

### III. Evaluation

Students will be evaluated and graded on each of the following four components:

- i) **Short Paper:** Each student will prepare a short paper (approximately 10 pages) on a topic covered in class. The paper should identify and analyse the specific HR issue addressed.
- ii) **Case Study:** Students will be given a case study during the month of xxxx. The case study will cover various human resources issues facing a public sector organization and will require each group to analyze the situation, identify and evaluate options and provide supported recommendations. Each group will also be required to present their recommendations orally. The report should be approximately 15 pages in length and should be accompanied by the presentation deck that will be used. The presentation will be delivered the week after the case and deck is submitted and should not exceed 20 minutes.
- iii) **Essay:** Each student will select an essay topic relating to the subject matter covered in the course or another for which prior approval is obtained. It is strongly recommended that the subject matter be discussed with the lecturer during the term. The essay is to be approximately 20 pages double spaced. The purpose of the essay is for the student to demonstrate an in-depth understanding of the subject matter as well as its relevance to the public service. Students are encouraged to draw on academic literature, case studies and their own experience.

The weighting for each of the above components is as follows:

Short Paper	20%
Case Study and Presentation	35%
Essay	45%

Please note that the due dates for the graded components will be determined at the first session. Students are required to hand in assignments on or before the due date. Assignments received after the due date will be subject to a late penalty. Extensions may be granted for exceptional circumstances.

### IV. Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request the processes are as follows:

**Pregnancy obligation:** write to me with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details visit the Equity Services website: <http://www2.carleton.ca/equity/>

**Religious obligation:** write to me with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details visit the Equity Services website: <http://www2.carleton.ca/equity/>

**Academic Accommodations for Students with Disabilities:** The **Paul Menton Centre** for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*) at <http://www2.carleton.ca/pmc/new-and-current-students/dates-and-deadlines/>

You can visit the Equity Services website to view the policies and to obtain more detailed information on academic accommodation at <http://www2.carleton.ca/equity/>

## V. Course Plan

An outline of the course is presented below.

**Week 1: Course Overview**

**Week 2: Human Resources Management in the Public Sector**

Readings: Ted Glen, "The state of talent management in Canada's public sector", in **Canadian Public Administration**, 2012, Vol. 44, No. 1.

Pfeffer, Jeffrey, **The Human Equation: Building Profits by Putting People First**, (Boston: Harvard Business School Press, 1998), pgs. 64-98.

Dave Ulrich and Dale Lake, Dale, "Organizational capability: creating competitive advantage" in **Academy of Management Executive**, 1991, Vol. 5, No. 1.

**Modernizing Human Resource Management**, Office of the Auditor General, 2010. [http://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_201004\\_02\\_e\\_33715.html](http://www.oag-bvg.gc.ca/internet/English/parl_oag_201004_02_e_33715.html)

**Nineteenth Annual Report to the Prime Minister on the Public Service of Canada**, Privy Council Office, 2011.

<http://www.clerk.gc.ca/eng/feature.asp?pageld=300>

**Week 3: The Workforce**

D. Johnson and A. Malloy., "The quiet crisis and the emergence of LaRelève: A study of crisis perception and executive leadership within the Canadian federal public service, 1997-2002" in **Canadian Public Administration**, June 2009, Vol. 52, No. 2.

K. Kernaghan, "Getting engaged: Public-service merit and motivation revisited", in **Canadian Public Administration**, Vol. 54, No. 1.

P. Arsenault, "Validating generational differences: A legitimate diversity and leadership issue", in **Leadership and Organization Development Journal**, 2004, Vol. 25, No. 2.

J. Twenge, "A review of the empirical evidence on generational differences in work attitudes", in **Journal of Business Psychology**, 2010, Vol. 25.

Valerie Sessa et al, "Generational Differences in Leader Values and Leadership Behaviour", in **The Psychologist-Manager Journal**, 2007, Vol. 10, No. 1

**Week 4: Recruitment and Selection**

Readings: William Poundstone, "Beware the Interview Inquisition", in **Harvard Business Review**, May 2003.

Justin Menkes, "Hiring for Smarts", in **Harvard Business Review**, November 2005.

Richard D. Arvey and James E. Campion, "The Employment Interview: A Summary and Review of Recent Research", in **Personnel Psychology**, 1982, Vol. 35.

Sarah Rynes and Barry Gerhart, "Interviewer Assessments of Applicant 'Fit': An Exploratory Investigation", in **Personnel Psychology**, 1990, Vol. 43.

Filip Lievens and George C. Thornton, "Assessment Centers: Recent Developments in Practice and Research", in **The Blackwell Handbook of Personnel Selection**, (Malden: Blackwell Publishing

2005).

**Week 5: Equity and Diversity**

Readings: **Employment Equity in the Public Service of Canada, Annual Report to Parliament 2005-06**, Treasury Board Secretariat.  
<http://www.tbs-sct.gc.ca/rp/56ee-eng.asp>

**Employment Equity in the Federal Public Service - Not there Yet**, Standing Senate Committee on Human Rights, February 2007.  
<http://www.parl.gc.ca/39/1/parlbus/commbus/senate/com-e/huma-e/rep-e/rep07feb07-e.pdf>

J. Helen Beck, et al, "Addressing Systemic Racial Discrimination in Employment: The Health Canada Case and Implications of Legislative Change", in **Canadian Public Policy**, September 2002, Vol. 28 No. 3.

David A. Thomas, "Diversity as Strategy", in **Harvard Business Review**, September 2004.

David A. Thomas and Robin J. Ely, "Making Differences Matter: A New Paradigm for Managing Diversity", in **Harvard Business Review**, September-October 1996.

M. Al-Waqfi and H.C Jain, "Racial inequality in employment in Canada: Empirical analysis and emerging trends", in **Canadian Public Administration**, September 2008, vol.51 no. 3.

Feng Hou and Simon Coulombe, "Earnings Gaps for Canadian-Born Visible Minorities in the Public and Private Sectors", in **Canadian Public Policy**, March 2010, vol. 36, no. 1.

Herminia Ibarra et al, "Why Men Still Get More Promotions than Women", in **Harvard Business Review**, September 2010.

Mahzarin R. Banaji et al, "How (Un)ethical Are You", in **Harvard Business Review**, December 2003.

**Week 6: Learning and Organizational Performance**

Readings: Matthew Kiernan, "The new strategic architecture: learning to compete in the twenty-first century", in **Academy of Management Executive**, 1993 Vol. 7, No. 1.

Jamie L. Callahan, "Organizational Learning: A reflective and

Representative Critical Issue for HRD”, in **Critical Issues in HRD**, (Cambridge: Perseus, 2003).

Amy C. Edmondson, “The Competitive Imperative of Learning” in **Harvard Business Review**, July-August 2008.

Helen Rainbird and Anne Munro, “Workplace learning and the employment relationship in the public sector”, in **Human Resource Management Journal**, Vol. 13, Issue 2.

David A. Garvin et al, “Is Yours a Learning Organization” in **Harvard Business Review**, March 2008.

Peter Cappelli, “Talent Management for the 21<sup>st</sup> Century” in **Harvard Business Review**, March 2008.

**Week 7: Work-Life Balance**

Readings: **An Examination of the Implications and Costs of Work-Life Conflict in Canada.**

[http://www.phac-aspc.gc.ca/publicat/work-travail/pdf/rprt\\_2\\_e.pdf](http://www.phac-aspc.gc.ca/publicat/work-travail/pdf/rprt_2_e.pdf)  
(Chapter 3 and 4)

**Reducing Work-Life Conflict: What Works? What Doesn't**

[http://www.hc-sc.gc.ca/ewh-semt/alt\\_formats/hecs-sesc/pdf/pubs/occup-travail/balancing-equilibre/full\\_report-rapport\\_complet-eng.pdf](http://www.hc-sc.gc.ca/ewh-semt/alt_formats/hecs-sesc/pdf/pubs/occup-travail/balancing-equilibre/full_report-rapport_complet-eng.pdf)

(Chapter 3)

Michelle Arthur and Alison Cook, “The Relationship between Work-Family HR Practices and Firm Profitability, in **Research in Personnel and Human Resources Management**, 2003, Vol. 22.

Jane Sturges and David Guest, “Working to live or living to work? Work/Life balance early in the career”, in **Human Resource Management Journal**, Vol. 14, Issue 4.

**Week 8: Assessing Performance**

Readings: Dick Grote, “Performance Appraisal Reappraised”, in **Harvard Business Review**, January-February 2000.

Harry Levinson, “Management by Whose Objectives?” in **Harvard Business Review**, January 2003.

Maury A. Peiperl, “Getting 360-Degree Feedback Right”, in

**Harvard Business Review**, January 2001.

Paula Kratz and Trevor C. Brown, "Unionised Employee's reactions to the introduction of a goal-based performance appraisal system" in **Human Resource Management Journal**, October 26, 2012.

**Week 9: Presentations**

**Week 10: Compensation and Performance Pay**

Readings: Jeffrey Pfeffer, "Six Dangerous Myths about Pay", in **Harvard Business Review**, May-June 1998.

A. Kohn, "Why Incentive Plans Cannot Work", in **Harvard Business Review**, September-October 1993.

Stephen Kerr, "On the folly of rewarding A, while hoping for B", in **Academy of Management Executive**, 1995 Vol.9, No. 1.

Michelle Brown, "Merit pay preferences among public sector employees", in **Human Resources Management Journal**, Vol. 11, Issue 4.

Michael O'Donnell, "Creating a Performance Culture? Performance Based Pay in the Australian Public Service", in **Australian Journal of Public Administration**. 1998, Vol. 57, Issue 3.

**Week 11: Workplace Issues and Labour Relations**

Readings: **Report of the Advisory Committee on Labour Management Relations in the Federal Public Service of Canada**, Treasury Board Secretariat. Chapter 5.

<http://www.tbs-sct.gc.ca/report/fryer/dwnld/wtpi-teip-eng.pdf>

Pfeffer, Jeffrey, **The Human Equation: Building Profits by Putting People First**, (Boston: Harvard Business School Press, 1998), pgs. 64-98.

Jessica Katz-Jameson, "Employee perceptions of the availability and use of interest-based, rights-based, and power-based conflict management strategies", in **Conflict Resolution Quarterly**, Vol. 19, Issue 2.

Lisa B. Bingham, "Employment dispute resolution: The case for

mediation”, in **Conflict Resolution Quarterly**, Vol. 23, Issue 1-2.

**Week 12: Managing Restructuring**

Readings: James R. Morris et al, “Downsizing After All These Years”, in **Organizational Dynamics**, Winter 1999.

J. Laabs, “Has Downsizing Missed its Mark”, in **Workforce**, April 1999.

John Kammeyer-Meuller et al, “Downsizing and Organizational Performance”, in **Research in Personnel and Human Resources Management**, 2001, Vol 20.

John Kammeyer-Mueller et al, “Workforce Reduction and Job-Seeker Attraction: Examining Job Seekers’ Reactions to Firm Workforce Reduction Policies” in **Human Resource Management**, Winter 2006, Vol. 45, No. 4.

**Human Resource Management**, Summer 1994, Vol. 33, Issue 2.

Marcia W. Blenko et al, “The Decision Driven Organization”, in **Harvard Business Review**, June 2010.

**Expenditure and Workforce Reductions in the Public Service**, Office of the Auditor General, 1998. [http://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_199804\\_01\\_e\\_9307.html](http://www.oag-bvg.gc.ca/internet/English/parl_oag_199804_01_e_9307.html)

**Week 13: Managing Organizational Change**

Readings: John P. Kotter, “Leading Change: Why Transformation Efforts Fail”, in **Harvard Business Review**, March -April 1995.

John P. Kotter and Leonard A. Schlesinger, “Choosing Strategies for Change”, in **Harvard Business Review**, July-August 2008.

Nadler, David A., and Tushman, Michael L., **Competing by Design: The Power of Organizational Architecture**, (New York: Oxford University Press, 1997), pg. 181-233.

Frank Ostroff, “Change Management in Government”, in **Harvard Business Review**, May 2006.

Freek Vermeulen et al, “Change for Change’s Sake” in **Harvard Business Review**, June 2010.