## Summer 2002
### SW 664 – The Management of Human Resources

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<th>Class Date</th>
<th>Subject</th>
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| May 6      | Introduction  
Human Resources Past, Present, Future — Role of the Human Resources Professional |
| May 13     | Human Resources in an Human Services Organization |
| May 20     | Legal Issues |
| June 3     | Discrimination and Organizational Climate |
| June 10    | Collective Bargaining  
[Assignment 1 is Due] |
| June 17    | Performance Management |
| June 24    | Reports/Presentations  
[Assignment 2.A is due]  
Mid-term evaluations |
| July 1     | Team Building |
| July 8     | Benefits/Compensation |
| July 15    | Reports/Presentations  
[Assignment 2.B and 2.C] |
| July 22    | Reports/Presentations  
[Assignment 2.b and 2.C] |
COURSE DESCRIPTION

Human service administrators increase practice effectiveness through structured human resource practice methods. The application further improves the quality and efficiency of agency staff performance. This course deals with ways to develop an equitable, healthy and viable workplace for employers and employees. This course provides relevant skills in staff recruitment, hiring, retention and termination, staff development, compensation and performance and benefit packages development. Students will also review relevant laws and legislation governing workplace relationships, such as the Americans with Disabilities Act (ADA).

COURSE CONTENT

Course topics include human resource management theories; management issues in a human services organization; current legal issues in employment; development of a positive organizational climate; methods for investigation of discrimination and sexual harassment complaints; strategies for performance management; team building; total compensation; and collective bargaining.

The course will not focus on issues of job design, occupational health, training and development, recruitment or managed care. A specific section is devoted to organizational climate focusing on issues of race, gender and ethnicity. However, each session will provide the opportunity to focus attention on each of these issues within the context of the scheduled topic.

COURSE OBJECTIVES

The course should help students to apply human resource concepts to their own agency experiences. By the end of this course students should be able to:

1. Identify areas within a human services organization that will benefit from partnering with a human resources professional.

2. Prepare a written analysis of a current legal issue for an agency director to consider.

3. Develop an organizational climate assessment with respect to race, gender, and ethnicity. In addition, students will be able to conduct an investigation into a complaint regarding organizational climate.

4. Develop a performance management strategy for their agency.

5. Design a team building approach for their agency.

6. Become familiar with the elements of a total compensation approach for salary and benefits.
COURSE DESIGN

The course is designed to be an interactive experience. In addition to lecture material, there will be several opportunities for individual and group presentations, presentations from assignments, case studies and similar experiences. Several of the sessions will involve team teaching by the instructor and a professional from the human resources field.
COURSE ASSIGNMENTS

1. Prepare a written report for the director of one of the three model agencies developed in class. The subject of the report is an impact analysis of a current employment related legal issue. The report should be approximately five to seven pages. The report should identify the issue, describe the impact on the agency, and provide a recommendation for action. The supporting logic for the recommendation needs to include at least five authoritative references. 20%

2. Agency Assay and Recommendations (60 POINTS) (Can be a group effort)

A. Visit an Agency (it can be your placement); ask about their human resources function: 1) Do they have a human resources administrator? Do they have a package of human resources policies? Can you have copies of some of them (sometimes they may be called “personnel policies”). Prepare a short paper reflecting your findings, and your judgment about the adequacy of this function. Connect to at least three references - hopefully more. Identify a problem area (~5 pp.). Prepare a preliminary text (~ 5 pp) and a Make a REPORT 1 in class on June 24, (Retain the essence of these ideas as the first part of your **REPORT 20%.

B. Prepare a report (~5 pp) to the director of that agency on what should be done about the problem area. Try to include some “best practices” from another agency if possible, and, perhaps, some practices that you have observed. Use at least six references, (the three previous ones can be among the six). The first page should be an EXECUTIVE SUMMARY, developed in the following format:

The Problem
Options
The Recommendation

The remaining (or other) five pages should make the case. In the recommendations (REPORT 2) attend to issues of logic, judgment, possible error, and bases for future improvement. 20%

C. Prepare an oral/written report to the “board of directors” of the agency. (using PowerPoint) outlining the problems (from Report 1) and the recommendations (from Report 2) in a convincing, professional presentation. Hand in your presentation; have copies for class members. 20%

3. Class Participation: Attending, joining in, sharing: (20%)
Grading will be based on cumulative points at the end of the term. 90 to 100=A; 80 to 89=B; 70 to 79=C; 60 to 69=D; below 60 = E.

RESOURCES

Recommended Texts:

Perlmutter, Bailey & Netting, Managing Human Resources in the Human Services (2001)

Two copies are on reserve in the SSW Library

Barbeito/Bowman, Nonprofit Compensation and Benefits Practices

One copy is on reserve in the SSW Library

Suggested Texts:

Butteriss (editor), Re-Inventing HR (1998)
Ulrich, Losey and Lake (editors), Tomorrow’s HR Management (1997)

I have also reproduced several references compiled by Professor John Tropman who has taught this course in the past.

Encyclopedia of Social Work (aka ESW)

Encyclopedia of Business (aka EB)


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1 I am referring her to the 1995 edition. There is a later edition, but this is the one we have at the moment. It is in the grad library. The call number is HF 1001 .E4661 1995


WEB SITES – ORGANIZATIONAL BEHAVIOR

http://mars.wnec.edu/~achelte/ob1/lprob01/index.htm
Table of Contents Author: LT Best experienced with Click here to start. What is Organizational Behavior Click here to start What is Organizational Behavior More Like This

http://www.lewisu.edu/~culleema/surfront.html
On line surveys from Whetten and Cameron

FastCompany Home Page
http://www.fastcompany.com/home.html
Fast Company Magazine, the handbook of the business revolution.

http://ursus.jun.alaska.edu/
Brain Food for Managers

http://www.ccl.org/
The Center for Creative Leadership is an international, nonprofit educational institution. Through our research, we are developing models of managerial practice. Through our training programs and products, we are applying these models as guides for assessment and development. This combined approach makes our research accessible and our training practical.

http://point-blockbusternet.lycos.com/reviews/WorkingWomen_12396.html
National Association for Female Executives

Surviving in no-man’s land

http://www.insiderviews.com/epubs/myths/genfebt.htm
Insider Views: Illusion of Inclusion, Myths related to genders

In their efforts to be accepted by male colleagues, it appears women who break into higher-level management positions tend to pattern their behaviors after the businessmen around them.

WEB SITES -HUMAN RESOURCES MANAGEMENT

http://www.human-resources.org/
Human resources innovative practices - best practices library
The human resources learning center presents HR best practices, benchmarking studies, reengineering and technology news.

http://expert-market.com/index-didit.html
The management consultant human resources environmental expert m...
A management consultant human resources environmental expert marketing . Free database of over 200,000 consulting firms and nationwide network of pre-qualified network of Premier Consulting Firms.

http://www.hrcinc.org/
Human Resources Center, Inc.

Canadian Council of Human Resource Associations

http://www.escap-hrd.org/
Human Resources Development in Asia and the Pacific

http://www.hbsp.harvard.edu/home.html
Harvard Business Review

http://www.readersndex.com/imprint/000002f/00002t1/author.html
Wall Street Journal

http://www.tompetersgroup.com/
Tom Peters Survival Page
http://www.accessone.com/~toddj/mbti_links.htm
Myers/Briggs Source Web Site

http://www.nafe.com/
National Association for Female Executives

http://www.zonta.org/
Zonta International – Association to Improve the Status of Women since 1919

http://www.catalystwomen.org/research.html
Catalyst

http://www.dol.gov/dol/wb/
Women’s Bureau Home Page

http://homearts.com/depts/relat/01eqqab5.htm

http://trochim.human.cornell.edu/gallery/young/emotion.htm
Emotional Intelligence