

## PhD in Management

Title of the course: Seminar in Human Resources Management

**Instructor: Paul Battaglio ([battaglio@utdallas.edu](mailto:battaglio@utdallas.edu))**

### Short description of the course:

This seminar explores advanced topics on the past, present, and future of human resource management in the public sector. Class readings draw from leading scholars in public human resource management in order to shed light on these topics. These issues relate directly to the responsibilities, challenges, and opportunities that confront modern public human resources management. The seminar will provide the student with an overview and history of public service, a critical analysis of public management reform, and a grounding in important human resources topics, including diversity and representation, employee rights and labor relations, and privatization of human resources. Participants will be able to identify, analyze, interpret, critique, and contribute to the understanding of major issues shaping public human resource management.

By the end of the course, students will be able to:

- Appreciate the major trends in public human resource management.
- Evaluate the impact of public management reforms on human resources.
- Identify key public workforce concepts such as, equal employment opportunity, representative bureaucracy, and diversity.
- Undertake advanced research in public human resource management issues.

### Student commitment

During the course students will be divided into study groups, which will deliver in-class presentations.

**Attendance is compulsory for the lectures.**

The course will take place in room 1 - IDM Palazzo Alliata according to the following schedule:

Date	Title	Main Topics	Hours
June 6	Introduction to Public Human Resource Management; Evolution of the	We start the seminar by introducing the concept of human resources and understanding the differences between public (nonprofit) and private sector management. The class session will then	14-16 2h

**Laboratorio Management e Sanità**  
**Istituto di Management**  
**Scuola Superiore Sant'Anna**

Piazza Martiri della Libertà, 24 - 56127 Pisa  
TEL. (+39) 050 88.3886/-3981/-3887/-3872 FAX (+39) 050 88.38.90  
direzionemes@sss sup.it

	Public Service	explore the evolution of civil service systems.	
June 11	Public Management Reform and Civil Service Systems	The session will begin with a brief discussion of major themes of public management reform. We will then consider the implications of these reforms on the public sector. The session will also consider how researchers have attempted to evaluate these reforms and opportunities for future research.	14-16 2h
June 19	Strategic Public Human Resource Management	This session will explore the SHRM perspective, wherein human resources plays a more significant role in the performance of the organization. We discuss how managers can employ human resources in a way that deliberately looks ahead at long-term goals and objectives for the entire organization, thinking strategically about its mission and anticipating future staffing needs.	14-16 2h
July 5	Research Presentations and Workshop	This session is dedicated to work on students' research projects. Participants will have a chance to present research proposals and get feedback.	14-18 4h

### Course evaluation

The final evaluation will be based on two components:

- Class participation;
- Research proposal.

### Readings

#### **June 6 - Introduction to Public Human Resource Management; Evolution of the Public Service**

Rainey, H. G., & Bozeman, B. (2000). Comparing public and private organizations: Empirical research and the power of the a priori. *Journal of Public Administration Research and Theory*, 10(2), 447-470.

Buelens, M., & Van den Broeck, H. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public Administration Review*, 67(1), 65-74.

Bullock, J. B., Stritch, J. M., & Rainey, H. G. (2015). International comparison of public and private employees' work motives, attitudes, and perceived rewards. *Public Administration Review*, 75(3), 479-489.

Brewer, Gene A., and J. Edward Kellough. 2016. Administrative Values and Public Personnel Management: Reflections on Civil Service Reform. *Public Personnel Management* 45(2): 171-189.

#### **June 12 - Public Management Reform and Civil Service Systems**

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 direzionemes@sssup.it

- Boyne, G., Poole, M., & Jenkins, G. (1999). Human resource management in the public and private sectors: An empirical comparison. *Public Administration*, 77(2), 407-420.
- Brown, K. (2004). Human resource management in the public sector. *Public Management Review*, 6(3), 303-309.
- Llorens, J. J., & Battaglio, Jr., R. P. (2010). Human Resources Management in a Changing World: Reassessing Public Human Resources Management Education. *Review of Public Personnel Administration*, 30(1), 112-32.
- Jordan, T., & Battaglio, Jr., R. P. (2014). Are We There Yet? The State of Public Human Resource Management Research. *Public Personnel Management*, 43(1), 25-57.
- Battaglio Jr, R. P., & Condrey, S. E. (2009). Reforming public management: Analyzing the impact of public service reform on organizational and managerial trust. *Journal of Public Administration Research and Theory*, 19(4), 689-707.
- Dan, S., & Pollitt, C. (2015). NPM Can Work: An optimistic review of the impact of New Public Management reforms in central and eastern Europe. *Public Management Review*, 17(9), 1305-1332.

### **June 19 - Strategic Public Human Resource Management**

- Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (2006). HR, ERP, and Knowledge for Competitive Advantage, *Human Resource Management* 45(2), 179-194.
- Ulrich, D., Younger, J., & Brockbank, W. (2008). The Twenty-First Century HR Organization," *Human Resource Management* 47(4), 829-850.
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management* 32(6), 898-925.
- Selden, S. C., & Wooters, R. (2011). Structures in Public Human Resource Management: Shared Services in State Government. *Review of Public Personnel Administration*, 31(4), 349-368.
- Abner, G. B., Kim, S. Y., & Perry, J. L. (2017). Building evidence for public human resource management: Using middle range theory to link theory and data. *Review of Public Personnel Administration*, 37(2), 139-159.
- Melton, E. K., & Meier, K. J. (2017). For the want of a nail: The interaction of managerial capacity and human resource management on organizational performance. *Public Administration Review* 77(1), 118-130.
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2018) Strategic human resource management and public sector performance: context matters, *The International Journal of Human Resource Management*, DOI: 10.1080/09585192.2017.1407088

Further required readings will be distributed electronically by instructor.