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Spring 2006

DIPL 6015 Human Resources in International Organizations

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Kamal, Ahmad PhD, "DIPL 6015 Human Resources in International Organizations" (2006). *Diplomacy Syllabi*. 120.

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HUMAN RESOURCES IN INTERNATIONAL ORGANIZATIONS

Dipl-6015, Tuesdays, 4.00 p.m. to 6.00 p.m. – Spring 2006

Prof. Ahmad Kamal, former Ambassador of Pakistan

COURSE DESCRIPTION:

The transition from the end of the Twentieth Century to the beginning of the Twenty-First Century coincides with a period of exciting and fundamental change in international relations, characterized by an increasing awareness and debate about the role of the international organizations. Never has the challenge been greater for international organizations as they come to terms with the problems connected with their role in international peace and security, the regulation of the international commons, the promotion of economic and social development, the provision of public services to refugees and displaced persons, and the enforcement of global human rights norms. All this is being done under relentless public scrutiny.

In a much lauded, much maligned, much misunderstood environment, the United Nations System is being subjected to varying interpretations, about its structure, its role, its challenges, its potential, and its essential work. Some believe it is a supra-national structure to be kept firmly under control; others, that it is the forum for the solution of all problems.

The course will be a complement to the other courses on International Organizations being taught at the University. It will focus on the Human Resource Management procedures of the United Nations and other International Organizations.

By the end of the course, the student should be able to:

- understand the background to the creation of the United Nations; understand the origins of the concept of the “international civil servant”;
- appreciate the difficulties inherent in the management of a bureaucracy in a multi-cultural environment;
- link the situation of the international organizations to that of trans-national corporations in a globalized world;
- compare the differences in management styles between a national and an international environment;
- identify the strengths and weaknesses of international civil service;
- synthesize information and articulately ask questions and state positions;
- research a Final Paper on a topic of relevance.

REQUIRED READINGS

- 1) Basic reading materials will be supplied to all students electronically.
- 2) The following critical texts will also serve as background reading:

Global Agenda. Special Anniversary Edition, published by the United Nations Association of the USA, ISBN 1-880632-71-3. (available from the UNA-USA, 801 Second Avenue 2nd Floor, New York)

The Future of the United Nations, by Joshua Muravchik, published by the American Enterprise Institute (AEI), ISBN 0-8447-7183-X

- 3) In order to be aware of current events and contribute fully to class discussions, the reading of at least one leading daily American newspaper (for example, the New York Times at <http://www.nytimes.com/>, or the Washington Post at <http://www.washingtonpost.com/>), and one major foreign weekly, (for example, The Economist at <http://www.economist.com/>) is required of all students.
- 4) Students will also find it most useful and intellectually satisfying to regularly read the Foreign Affairs magazine, published by the Council for Foreign Affairs six times a year (available at <http://www.cfr.org/>).
- 5) Some useful web-sites which can be constantly consulted are the following :
 - <http://www.un.org/>
 - <http://www.globalpolicy.org/>
 - <http://www.unfoundation.org/>

CLASS POLICIES

Class Participation Class participation is essential in this course, and therefore, timely and regular class attendance is mandatory. Class attendance will be marked at the very beginning of each class. Attendance will be graded. Except for serious emergencies, and medical reasons, which must be brought to notice before start of class over email, absences will not be “excused” during this semester. It should be clearly noted that almost one-third of the Final Grade is dependant on punctuality and attendance.

Drafting: Particular emphasis will be placed in this class on building up an ability to draft home-works and papers in a grammatically correct and logical manner, in

presentations that can carry weight and conviction with the reader. The same will hold true of oral presentations in class. Tips will be circulated to all students by email.

Email: Because of the importance attached to email and web pages, all students must have proper email accounts, and must check them regularly every day. (All email addresses will be collected in the first class). Students should also maintain a group address (Listserv) of all classmates, including the Professor, so that messages of common interest can be circulated to all.

Reference Formula: All assignments are normally to be submitted in Hard Copy in Microsoft Word format exclusively. All assignment submissions must also contain the following four-part Reference Formula in FOUR places, namely, (a) as the only “subject” of the email; (b) as the only first line of the text of the email; (c) as part of the “header” of the attached assignment, and as the “filename” of the attachment: (initials of university)-(course symbol)-(initials of student)-(assignment number)
Example of the four-part Reference Formula : SHU-UNHR-XXX-A# (where SHU stands for Seton Hall University, UNHR stands for this Human Resources Management course, XXX are the student’s initials in capital letters, and A# is the assignment number).

Web-Sites: Each student will be encouraged to maintain a personal web-site on which all assignments will be uploaded. Personal web-sites will be graded. (Some tips on the quickest means to establish student web-sites will be discussed in the first class). In addition, each student will have to provide a personal “thumbnail” picture and a few lines of descriptive text for a Class Record.

HOMEWORK ASSIGNMENTS

All home-works and other instructions will be given through e-mail. All students are therefore expected to provide their e-mail contacts, and to check and respond over this medium regularly. Home-works are normally to be submitted in hard copy.

CLASS NOTES

The objective is to maintain a complete record of the notes from each. The assigned student(s) will be responsible for preparation of the class notes. Class notes MUST be written within one day after the class, and then circulated via email to all colleagues. Class notes should not be longer than one page and should contain the following

1. The topic discussed in class.
2. The lessons learned

ORAL PRESENTATIONS

Students will be asked to make 20-minute oral presentations on the contents of the materials to be studied in class. The assignment of these materials to individual or pairs of students will be made in class. The format of these oral presentations will be explained in class.

Oral presentations will have to be supported by a short 1-2 page summary of key points to be emailed to the Class Listserv at least 24 hours in advance.

FINAL PAPER

The Final Paper will be based on a critical analysis of different human resource management challenges facing the United Nations. Students will be required to develop a paper based on a past or current challenge, while also making projections into the future for this topic. Papers should be 12-14 pages long, single-spaced, in Garamond 12 or 14 point or equivalent, with 1" margins. In addition, papers should have a Cover Page, an Index of Contents Page, a properly formatted Bibliography Page, and supporting Graphics (photographs, charts, graphs). Standard Footnotes (not text-notes) are expected for all works cited or quotes used. The Final Paper will have to be submitted in hard copy, two full weeks before the last class.

Students may freely choose their own research topic for the Final Paper. The choice of the topic for the Final Paper will have to be decided by each student by the end of the Third Session, after due discussion with the Professor. In order to have a wide variety of topics, no more than two students will be allowed to choose the same topic.

GRADING POLICY

In judging the quality of all assignments, the total grade for each of these will be divided into three portions, one-third for the visual quality and formatting of the presentation, one-third for the factual accuracy of research, and one-third for the strength and persuasiveness of the opinions expressed. Extra weight will be given for any noticeable improvement of work manifested over the semester.

Regularity in attendance will be graded at 30%, websites at 10%, homework
and

class work at 30%, and Final Paper at 30%.

The following grading scale will be used in class. (The School may have a slightly modified grading scale, so class grades will be rounded off upwards under the School grading scale at the end of the semester).

A+	(98-100)	C+	(78-79)
A	(94-97)	C	(74-77)
A-	(90-93)	C-	(70-73)
B+	(88-89)	D	(60-69)
B	(84-87)	F	(59 or
B-	(80-83)		

SCHEDULE OF LECTURES :

SESSION 1: COURSE INTRODUCTION:

BACKGROUND ON THE ORIGINS OF THE UNITED NATIONS Reading:

None

SESSION 2: CHARTER PROVISIONS:

CHAPTER 10 ON THE SECRETARIAT *Oral Presentation:* (to be indicated)

SESSION 3: ORIGINAL DEBATES:

THE CREATION OF THE INTERNATIONAL CIVIL SERVICE *Oral Presentation:* (to be indicated)

SESSION 4: RECRUITMENT AND TRAINING:

SECRETARIAT COMPOSITION, GEOGRAPHICAL DISTRIBUTION, INTERNSHIPS *Oral Presentation:* A/60/310, ST/AI/2002/4, ST/AI/2005/17, ST/IC/2004/10, ST/AI/2005/11, Staff Development Programme

SESSION5: CONTRACTS:

TYPES AND ENTITLEMENTS, CONSULTANCIES *Oral Presentation:* Common System, A/59/217

SESSION 6: SALARY STRUCTURES:

Common System, Taxes, Promotion Levels *Oral Presentation:* Common System

SESSION 7: STATISTICAL DISTRIBUTION:

NATIONALITY, GENDER, AGE, MOBILITY, AND TRENDS

Oral Presentation: CEB.unsystem.org, A/60/310, ST/AI/2004/4, ST/AI/2005/8, Mobility Guidelines, Mobility Q&A

Homework Assignment Three due (Index of Contents of Final Paper)

SESSION 8: BUDGETING AND MANAGEMENT REFORM:

RESULTS BASED MANAGEMENT , DECENTRALIZATION OF AUTHORITY

Oral Presentation: A/59/253, A/59/263, A/59/263/Add.1, A/59/263/Add.2, A/59/264, A/59/357, Delegation of Authority, Framework for Management Reform

SESSION 9: ADMINISTRATIVE TRIBUNALS:

Mandates and Case Studies *Oral Presentation:* (to be indicated)

Homework Assignment Four due (expanded Index of Contents of Final Paper)

SESSION 10: PROBLEMS AND SCANDALS:

Oil for Food, Harassment, Dismissals *Oral Presentation:* IT/IC/2004/4

SESSION 11: STAFF COUNCIL:

Mandate, Relationship with the Administration *Oral Presentation:* (to be indicated)

Session 12: Funds and Programmes, Specialized Agencies Common System, exclusions *Oral*

Presentation: (to be indicated)

(Final Papers due)

SESSION 13: OUTSIDE THE UN SYSTEM BWIs, WTO, RED CROSS, ETC.

Oral Presentation: (to be indicated)

SESSION 14: COURSE WRAP-UP DISCUSSION AND EVALUATION