Course Syllabus: POLS 543 Human Resources Management

Professor:
Randy Burnside
burnside@siu.edu
(618) 453-3174(Faner Hall 3138)
(618) 453-7654(Anthony Hall 16)

Class Meeting:
Tuesday and Thursday
11:00 p.m. to 12:15 p.m.

Office Hours:
3:30-4:30 on Mondays and
2:00-3:30 on Wednesdays or by appointment

REQUIRED COURSE TEXT:
ISBN: 978-1-4833-4003-6

*Other readings will be assigned during the semester and will be available on SIU Online.*

COURSE DESCRIPTION: Human Resource Management (HRM) has become a dynamic and evolving area of study in Public Administration. The functions of HRM are critical to the successful management of any organization. To better understand the vital role of HRM in organizations today, this course explores the various aspects entailed in the management of the personnel system of an organization. The focus of this course will be to enhance your understanding of the historical context of HRM in relationship to the current conditions of HRM to ensure that you develop the basic skills necessary to effectively manage HRM issues. In this course we will examine and analyze various human resource concepts and practices. We will examine the traditional personnel functions of recruitment, selection, motivation, compensation, evaluation, discipline, and the termination of employees. We will examine the major issues that affect the conduct of public administrators in personnel management. We explore issues such as employee rights and responsibilities, equal employment opportunity, affirmative action and labor-management relations. Each of these HRM functions demands a particular skill set. This course is designed to help prepare you, the aspiring public administrator in developing these skills to help you face the challenges of today’s workplace environment.
MPA CURRICULUM OBJECTIVES: As a part of the MPA program, upon successful completion of the course, each MPA student should be able to demonstrate a range of competencies including the ability to:

- Lead and manage in public governance.
- Analyze, synthesize, think critically, solve problems, and make decisions.
- Communicate and interact productively with a diverse and changing workforce and citizenry.

HUMAN RESOURCE MANAGEMENT COURSE OBJECTIVES: In addition to these broad competencies related to the MPA program, each student should be able to demonstrate a range of knowledge and skill competencies including the following.

Knowledge Competencies:

1) An understanding of the historical evolution and development of the public sector HRM system.

2) An understanding of how HRM practices can promote and sustain high-performance in the public sector.

3) An understanding of the fundamental guiding values of the various HRM policies and practices.

4) An understanding of the various contemporary issues in HRM and the skills necessary to professionally and ethically respond to their challenges in the public sector.

5) An understanding of the importance of representative bureaucracy.

Skill Competencies:

1) The ability to think conceptually, critically, analytically, and independently regarding HRM policies and practices.

2) The ability to professionally and effectively communicate ideas in classroom discussions, presentations, and written assignments.

3) The ability to apply knowledge of the course material to practical decisions in the workplace.

4) The ability to work effectively with a diverse group of individuals.

5) The ability to implement problem solving management competencies effectively to workplace decision making practices, and the ability to apply these practices in different context for communities with varying needs.
Requirements and Grading Policy

COURSE REQUIREMENTS: Your grade in this course will be based upon your performance in the following areas, each of which is discussed in detail below.

Course Requirements Grading Percentage

A. Critical Review Analysis  
*Doctoral students may be assigned additional readings for the Critical Review Analysis.

B. Case Study Exercise Assignments  
Case Study Assignment #1 (10%) Case Study Assignment #2 (10%)  
** Doctoral students may be responsible for developing additional assignments in lieu of the Case Study Assignments.

C. Examinations  
Midterm Examination (25%) Comprehensive Examination (25%)  

D. Diversity Awareness Assessment  

E. Participation & Attendance  

Overall Total = 100%

Critical Review Analysis 10%
During the semester each student is required to write a critique. The papers are to be three to four pages and should cover all of the readings assigned for that week. Papers are due in the SIU-Online dropbox by **12(noon) on the Sunday before that week’s class.**

In addition to the written portion of this assignment, you will also be responsible for leading the class discussion on the day that your critical review is due. It is your responsibility to inform me AS SOON AS POSSIBLE if you have an excused absence that will affect you not being able to present on the date you are assigned. Thus, students will not be allowed to reschedule their presentation if prior to class the Professor is not informed of the absence and classified by the Professor as excused. Failure to provide acceptable documentation or show up for your presentation on the date that you are scheduled to present will result in you forfeiting your presentation points for the assignment. This means that you will receive a “0” for the presentation portion of the assignment.

The objective of this activity is to direct discussion by posing questions which:

- Elucidate the assigned material for that class period;
• Relate that day’s reading assignment to larger themes in HRM:
• Compare and/or critique the reading;
• Synthesize/integrate various readings. Try to draw the connections between authors or readings under consideration. For example, one could take themes or ideas from the reading assignment and combine them to produce a new perspective. Or, take provocative quotations from readings to stimulate discussion.
• Apply main points or lessons to the real world of practice;
• Raise points of contradiction or unanswered questions
• Attempt to “connect the dots” as it pertains to other readings for the course

Case Study Exercise Assignments (2 each @ 10%= 20% Total)
To further assess, enhance, and develop your hands-on knowledge of various aspects encompassed in the Human Resource process, you will also be assigned to a group and a series of case study exercises. The purpose of the case study exercises is to demonstrate your mastery of salient concepts and practices associated with HRM. The activity topics may vary from recruitment, selection, compensation, motivation, performance appraisals, training and development, to diversity management, and ethics. A handout regarding the detailed requirements for each assignment will be provided at least one week prior to the assignment’s due date. Remember, an electronic copy of your paper and presentation must be submitted via SIU-Online Dropbox on the date assigned by 8 a.m.

In addition to the written portion of this assignment, you will also be responsible for presenting your case study to the class. It is your responsibility to inform me AS SOON AS POSSIBLE if you have an excused absence that will result in you not being able to present on the date you are assigned. Thus, students will not be allowed to reschedule their presentation if prior to class the Professor is not informed of the absence and classified by the Professor as excused. Failure to provide acceptable documentation or show up for your presentation on the date that you are scheduled will result in you forfeiting your presentation points for the assignment. This means that you will receive a “0” for the presentation portion of the assignment.

Examinations (2 each at 25%= 50% Total)
In this course, there will be a MIDTERM EXAM (25%) and a COMPREHENSIVE EXAM (25%) that will come from the assigned readings, class discussions, lectures, activities, and assignments. The examinations are designed to help prepare students for the MPA Program Comprehensive Exam. The format of the test will consist of multiple choice, fill in the blank, short answer and essay questions to aid students in the development of the theoretical and practical applications of the material. Please note the following:
There are NO MAKE-UP EXAMS unless the student has an extraordinary excuse, which WILL REQUIRE DOCUMENTATION. If you miss an exam it is your responsibility to contact me as soon as possible to inform me of the situation.

Your excuse is due immediately upon your return to class. Any excuse that is received after your return to class will be NOT be accepted. This rule is nonnegotiable.

Anyone who arrives to take the test (after the first person taking the test leaves the room) will take a different exam. Therefore, always arrive on time for test.

Diversity Management Assessment Memorandum (10% Total) America’s population is rapidly growing and becoming increasingly more diverse. As a result, the needs, values, and beliefs of these diverse groups in the workforce and the service delivery populations that the (HRM) team serves are expanding beyond traditional norms. The process of diversity management is a tool that HR Managers can use to develop a workplace environment that aids in the completion of the organization’s goals and objectives at maximum capacity. So how can we determine if today’s public organizations are prepared for these changes? What recommendations can we make to enhance their efforts? For this individual assignment, you will be responsible for conducting a cultural competence assessments of yourself and a diversity management assessment of a public organization that you are interested in working for. Upon completion of these assessments you will prepare and submit a memorandum with your assessment and recommendations for enhancing the diversity management initiatives of the organization that you selected. A handout with a detailed description of this assignment will be provided during the semester.

Written Format Requirements for the Human Resources Management: All written assignments for this course must adhere to the following guidelines:

- APA Format Guidelines:
- Title Page
- Parenthetical (In-text citations)
- Reference Page
- 1” Margins
- Double spaced, 12 pt. Times New Roman Font
- Extensive use of quotes are NOT allowed in any writing assignments. Be sure to concisely summarize or paraphrase the author’s ideas from which you are adapting. Failure to follow these guidelines may result in you receiving a “0” for the assignment.
Class Participation and Attendance- 10% Total
Students must actively participate in class discussions, by sharing ideas, experiences and perspectives. POLS 546 is primarily a student led discussion seminar with some instructor-directed interaction for the primary purposes of gauging student understanding and performance. Thus, if you are absent from class you cannot be participating. Therefore any student who misses more than one class without prior notice and proper documentation will fail this component of the course. Seminar students are expected to be prepared and informed participants in class discussion. Good participation demonstrates a student’s depth of understanding, mastery and ability to evaluate and analyze the material. To that point it is important for students to keep these three concepts in mind.

- Content mastery: Students must demonstrate an understanding of facts, concepts and theories presented in readings and lectures. This ability is the basis for all higher level skills and must be demonstrated by classroom contributions and/or response to questions.
- Communication skills: These include active listening and understanding, responding appropriately, asking questions in a clear manner, using proper vocabulary, building on the ideas of others. Strive to avoid rambling discussion, loose association or argumentativeness.
- Valuing: students should be able to identify the value, worth or importance inherent in the material. In either accepting or rejecting a position, these values should be made explicit.

SYLLABUS: CLASS AGENDAS & READINGS (Tentative Subject to Change)

Week 1-Introduction to Human Resources Management
- January 19
  - Syllabus Distribution, Course Overview & Introductions
- January 21
  - What is HRM?-SIU Online
  - Recent Trends in Federal Civilian Employment and Compensation- Available on SIU Online

Week 2-The Historical Evolution of Human Resources and Public Service
- January 26 & January 28
  - Evolution of the Public Service in the United States Available on SIU-Online

Week 3- The Historical Evolution of Human Resources and Public Service Continued
- February 2 & February 4
  - The Public Service Heritage: Berman et al. (2016) Chapter 1
Week 4 – Recruitment
• February 9 & February 11
  ➢ Recruitment: Berman et al. (2016) Chapter 3

Week 5 - Selection
• February 16 & February 18
  ➢ Selection: Berman et al. (2016) Chapter 4

Week 6- Public Service Motivation and Compensating Employees
• February 23
  ➢ Employee Engagement: Berman et al. (2016) Chapter 6
• February 25
  ➢ Compensation: Berman et al. (2016) Chapter 7

Week 7- Position Management & Midterm Examination
• March 1
  ➢ Position Management: Berman et al. (2016) Chapter 5
• March 3
  ➢ Midterm Examination

Week 8- Employee-Friendly Policies
• March 8 & March 10
  ➢ Employee-Friendly Policies: Berman et al. (2016) Chapter 8
  ➢ Case Study Assignment #1 Due-March 10 and Class Presentations on March 10

Week 9- Spring Break

Week 10– Managing a Diverse Workplace & Workplace Discrimination
• March 22 & March 24
  ➢ History of Affirmative Action, Gender, Age and other forms of Discrimination
  ➢ Readings Available on SIU- Online

Week 11- Performance Appraisals & Employee Evaluations
• March 29 & March 31
  ➢ Appraisal: Berman et al. (2016) Chapter 10

Week 12- Organizational Development & Veterans Day
• April 5 and April 7
  ➢ Training, Learning and Development: Berman et al. (2016) Chapter 9
• April 7
  ➢ No Class- Midwest Political Science Association Conference

Week 13-The Legal Environment of HRM
• April 12 & April 14
  ➢ The Legal Rights & Responsibilities: Berman et al. (2016) Chapter 2
Employee Rights and Responsibilities-Available SIU-Online
Case Study Assignment #2 Due- April 14

Week 14- Labor Management Relations
• April 19
  ➢ Unions and the Government: Berman et al. (2016) Chapter 11
• April 21
  ➢ Collective Bargaining: Berman et al. (2016) Chapter 12

Week 15- Strategic Human Resource Management
• April 26 and April 28
  ➢ Strategic Public HRM
    Available on SIU-Online
  ➢ Conclusion: Berman et al. (2016)

Week 16- Diversity Management Assessment
• May 2 and May 4
  ➢ Diversity Management Assessment Assignment Due May 2
  ➢ Discussion of Course and Wrap-up

Week 17- Comprehensive Examination
• Thursday May 12
  ➢ Comprehensive Examination 10:15-12:15 p.m.

Course Administrative Policies

Late Submission
The instructor reserves the right to accept late assignments on a case by case basis however, the penalty for missed deadlines will be a reduction of a full letter grade for each day after the due date for late assignments. To be clear when you miss the deadline there is at minimum a one letter grade reduction if the work is accepted by the instructor.

Classroom Rules
The classroom is a learning environment. I expect all students to observe some basic rules of courtesy, which include the following: (1) arrive to class on time and do not leave before class is dismissed; (2) turn off cell phones; (3) no eating during class; (4) do not read the newspaper, listen to music through headphones, etc., during class; (5) do not sleep during class; (6) do not carry on private conversations with others in the classroom while someone else is speaking; and (7) please be courteous to your classmates and respectful of your fellow students’ views, comments, and questions. Failure to follow these rules will negatively impact your grade in this course; (8) no use of recording devices without the written consent of the instructor; (9) No use of laptop computers without the consent of the instructor; (10) No use of derogatory language in class.
Advising
Please take time to consult the instructor when you need assistance with any aspect of the course or if you are uncertain about your performance. It is your responsibility to schedule a meeting with the instructor immediately after the midterm examination to discuss your progress in the course. I am available to meet during my Office Hours and if necessary and my schedule permits by appointment if you need to meet outside of the posted hours.

Request for Modifications
Students with disabilities for which accommodations may be required should notify the instructor as soon as possible at the beginning of the semester. For all aspects of the course requiring accommodations (e.g., assignments and examinations) students are responsible for contacting Disability Support Services (DSS) (618-453-5738; http://disabilityservices.siu.edu/) to make the necessary arrangements. It is the student’s responsibility to provide the instructor with a copy of the supporting documentation from DSS so that the necessary accommodations can be made in advance.

Electronic Communication
You are responsible for checking your siu.edu email address and SIU Online account daily concerning class updates. Your siu.edu email account is considered an official method of communication. Emails sent by students from any address other than your official siu.edu account will not be responded to as a safety precaution.

Writing Assistance
A large portion of the requirements for this course are based upon student’s ability to write effectively. The English Department’s Writing Center offers free tutoring services to all SIU students for such assistance. The Morris Library and Trueblood locations are open starting the third week of the semester. Please visit their website at: http://write.siu.edu/ for more information.

Incomplete Grading Policy
Incomplete grades will only be granted to students for course work missed UNAVOIDABLY at the end of the semester. Additionally, incomplete grades will only be granted if at least 70% of the course requirements have been completed. Any student that is granted an incomplete grade must complete all course requirements by the day before the next semester (Fall 2017) begins. If the remaining course requirements are not submitted by the specified deadline the incomplete grade will be calculated according to the course work completed for the semester.

Attendance Policy
Attendance is expected and excessive absences will not be tolerated. More than 2 unexcused absences will result in the automatic loss of a letter grade. Excused absences must be obtained either before missing class or documentation must be presented after missing class and all documentation must be approved by the instructor within a 3 days of returning to class. Thus, I expect you to notify me if an absence is absolutely
necessary and provide documentation that is accepted by the university. Additionally, a substantial portion of your grade is dependent upon class participation thus, if you are not present you cannot participate and that will have negative ramifications for your grade in this course. Excused absences do not include "oh I overslept", "my car didn’t start", "I was sick but didn’t go to the doctor", "my grandmother died for the 4th time" and "I don’t have documentation from the university". I could go on but I think you get the point. Only documented absences will be excused.

Emergency Procedure Policy
Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on the BERT’S website at www.bert.siu.edu, Department of Public Safety's website www.dps.siu.edu (disaster drop down) and in the Emergency Response Guidelines pamphlet. Know how to respond to each type of emergency. Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency. The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering within the facility.

Academic Integrity
The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work. Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one’s own work or material that is not one’s own. As a rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings. Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university’s policy on plagiarism (see general catalog for details).

Dr. Burnside reserves the right to change add to or modify all reading assignments in this course