University of North Texas at Dallas
Fall Semester 2016
SYLLABUS for Hybrid Learning

<table>
<tr><td colspan="5" align="center">PADM 5030: Human Resources Management
3 Credit Hours</td></tr>
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<tr><td align="center">Department of</td><td align="center">Public Leadership</td><td></td><td align="center">School of</td><td align="center">Liberal Arts and Sciences</td></tr>
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Instructor Name:	Karen M. Jarrell, Ph.D.
Office Location:	DAL 1.105
Office Phone:	(214) 752-5973
Email Address:	karen.jarrell@untdallas.edu

Office Hours:	Tuesday 3:00-5:50 Wednesday 1:00-3:00 Saturday by appointment

Classroom Location:	*DAL 2.306 and Online*
Class Meeting Days & Times:	Hybrid course. Physical Class Meetings on Saturdays (see below) and Online

Course Catalog Description:	Theory and application of managing human behavior in public organizations. Topics include motivation, supervision, conflict management, workplace diversity and the functions of public personnel systems including job design, analysis, and classification; recruitment and selection; compensation, development, training, and evaluation; promotion and discipline; and employee law.

Prerequisites:	Admission to the MS in Public Leadership program.
Required Text:	Pynes. J.E. (2013). *Human Resources Management for Public and Nonprofit Organizations*. San Francisco, CA: Jossey-Bass
Recommended Text and References:	Additional readings will be assigned via Blackboard.

Access to Learning Resources:	UNT Dallas Library:
	    phone: (972) 780-1616
	    web: http://www.untdallas.edu/library
	    email: library@untdallas.edu
	UNT Dallas Bookstore:
	    phone: (972) 780-3652
	    web: http://www.untdallas.edu/bookstore
	    e-mail: untdallas@bkstr.com

Course Goals or Overview: The goals of this course are as follows -

The goal of this course is to provide students with an understanding of the nature of human resources management within the context of public service organizations. Students will be expected to understand both theoretical and conceptual foundations of the profession, while also exhibiting a mastery of applying them in a practical manner.

Learning Objectives/Outcomes: At the end of this course, students will be able to:	
1	Be able to identify public service concepts, supporting evidence, and apply them in a practical setting (CEA framework).
2	Understand the responsibilities and roles of human resources management, while also identifying the specific challenges faced within the public service environment.
3	Explain why Strategic Human Resources Management is critical for public and nonprofit organizations.
4	Understand the federal laws related to equal employment opportunity and their implications for strategic human resources management.
5	Be able to explain why managing diversity is important to strategic human resources management and identify key concepts related to cultural competency
6	Understand the need for, and use commonly used methods to produce a job analysis.
7	Discuss the importance of recruitment and selection to strategic human resources management in public service, and understand the legal concerns therein.
8	Understand the importance of compensation and benefits to strategic human resources management.
9	Explain the importance of volunteers to strategic human resources management and discuss how they assist in public and nonprofit organizations.
10	Understand the importance of performance management systems and apply different types of evaluation instruments to practical organizational settings.
11	Understand and Identify the elements of labor –management relations.

Online/Hybrid Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Blackboard announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Schedule	Topic and Activities	Due Date

August 27, 2016	**Course Introduction: Syllabus Review**
	Exercise: In Class Reading and Case Analysis
	Reading for August 28-September 2:
	• Pynes:
	   - Chapter 1 "Introduction to Human Resources Management in the Public and Nonprofit Sectors";
	   - Chapter 2 "Strategic Human Resources Management and Planning"
	Blackboard: "Context and Nonprofit Human Resource Management" by Kunle Akingbola
		August 27, 2016

August 28-September 3, 2016
(Online)
	Fundamentals and Strategy of Public Service HRM
	See Blackboard for activities/lectures and assignments
	(Discussion Board 1/Case Analysis 1)
	Reading for September 10:
	• Pynes:
	   - Chapter 3, "Federal Employment Opportunity Laws and Other Employee Protections"
	   - Chapter 4, "Managing a Diverse Workforce"
		August 28-September 3, 2016
		   (Online)

September 10, 2016	**EEO Laws and Diversity in the Public Service Workforce** Exercise: An African American Woman Among the Good Ol' Boys in Indiana; Culture Clash at the Cancer Center (Reeves) (In-Class Group Presentations #1) Reading for September 11-16:	September 10, 2016

	• Pynes:
	    - Chapter 5, "Job Analysis"
	    - Chapter 6, "Recruitment and Selection"	

September 11-17, 2016 (Online)	**Job Analysis, Recruitment & Selection**
	See Blackboard for activities/lectures and assignments (Discussion Board 2/Case Analysis 2)
	Reading for September 24:
	• Pynes:
	    - Chapter 7, "Compensation"
	    - Chapter 8, "Benefits"
	    - Chapter 12, "Volunteers"
		September 11-17, 2016 (Online)

September 24, 2016	**Compensation, Benefits & Volunteer Management**
	Exercise: In Class Group Presentations #2
	Reading for September 25-October 1:
	• Pynes:
	    - Chapter 10, "Performance Management"
	    - Chapter 11, "Labor-Management Relations: Collective Bargaining in the Public and Nonprofit Sectors"
		September 24, 2016

September 25-October 1, 2016 (Online)	**Performance Management & Labor-Management Relations, and Volunteer Management** See Blackboard for activities/lectures and assignments (Discussion Board 3/Case Analysis 3)	September 25-October 1, 2016 (Online)
October 8, 2016	**Final Case Study Presentations**	October 8, 2016
October 15, 2016	**Final Case Study Analysis Paper Due**	October 15, 2016

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

In Class Case Study Analysis – In every class we will have at least one case study to read and discuss. Prior to each class, the case(s) will be posted in BlackBoard. You are expected to read the case and become familiar with how the practices in the case relate to the theoretical ideas found in your readings.

In Class Group Case Study Analysis Presentations – In order to engage actively with both the material and your classmates, students will be expected to deliver two (2) group presentations that analyze cases reflective of HRM issues. Cases will be handed out in class and students will be expected to strategically breakdown each scenario, assess conceptual issues and provide recommendations. These presentations are 25 points each.

Discussion Board Posts: Given the hybrid format of this course, students will still be expected to engage with their classmates in the online setting. As such, three (3) discussion board posts will be required and they consist of two components: first, students must write a **250 word narrative** based on their interpretation of the material (a specific set of considerations for your post will be provided). Second, students must respond in **125 words or more** to one (1) of their classmate's original posts. Responses must be analytical in nature and draw upon your interpretation of the material and concepts you learned about in the week's module. Simply restating a post or responding with "I agree with your post/perspective" will not be sufficient. Students must react to another post by drawing upon specific concepts to either compare it to their own perspective, or by

adding ideas you believe shed further light on any given interpretation. Each post is worth **5 points** (15 points total).

Online Case Study Analysis: Our distance learning format will also consist of three (3) case study analyses that will require students to assess an organizational HRM issue and provide recommendations on how to resolve identified issues based on course concepts. Specifics on each case analysis will be provided in the Activities/Assignments folder of each module, and are worth **10 points each** (30 points total).

Final Project (Part 1): Case Study Analysis – This semester, students will be expected to complete a **10-12 page** case study analysis. This paper will ask students to apply concepts, theories, and strategies discussed in class and in the reading material to a contemporary public service human resources management issue. This assignment will be posted on October 1, 2016 and is **due October 15, 2016 at 9:00 a.m.** More information will be provided at a later date.

Final Project (Part 2): Case Study Analysis Presentation – In addition to the literature review, students will be expected to present their analysis in class on **October 8, 2016.** This presentation should be **no more than 10 minutes** in length and is worth 30 points. More information will be provided at a later date.

Class Participation – A healthy class experience is dependent upon not only the instructor, but also instructor-student and student-student interactions. This class not only incorporates a manageable amount of readings, but also injects "real-world" exercises that allow students to put theory in to practice. As such, it is imperative that students not only attend class (promptly, of course), but arrive prepared to engage in MEANINGFUL discussions that add to every individual's knowledge – including the instructor's. As you will see, class participation representative of roughly **12% of the final grade**, and this will be determined in two ways: first, students will be expected to arrive to class ready to discuss the week's readings, in both small groups, and within the larger classroom setting. Valuable class contributions will be based on the readings or other RELEVANT information. Please feel free to introduce alternative readings or present examples that are reflective of current events. Second, because this class is exercise-intensive, each student will be expected to come prepared for the week's activity. This class is geared toward allowing you analyze case studies and engage in realistic role plays based on our leadership topic for the week. Poorly prepared students not only affect their own grades, but diminish the overall learning experience of his or her classmates.

Food in the Classroom – Our Saturday classes will be long with the opportunity for small breaks. Hence, I will allow snack food and drink in class as long as it is in containers that inhibit spills.

Grading Matrix:

Activities/Assignments	Value (points or percentages)	Total
Final Project (Case Study Analysis)	1 paper at 50 points	50
Discussion Board	3 discussion board (5 points each)	15
Online Case Study Analyses	3 case analyses (10 points each)	30
Final Project (Presentation)	1 presentation at 30 points	30
In-Class Case Analysis Presentations	2 group presentations (25 points each)	50
Class Participation	-	25
Total:		**200**

Grade Determination:
A = 200 – 180 pts; i.e. 90% or better
B = 179 – 160 pts; i.e. 89 – 80 %
C = 159 – 140 pts; i.e. 79 – 70 %
D = 139 – 120 pts; i.e. 69 – 60 %
F = 119 pts or below; i.e. less than 60%

University Policies and Procedures

Students with Disabilities (ADA Compliance):

Chapter 7(7.004) Disability Accommodations for Students

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Disability Services Office website at http://www.untdallas.edu/disability. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untdallas.edu or at Building 2, room 204.

Blackboard Learn Accessibility Statement:
University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. Blackboard Learn course management system's accessibility statement is also provided:
http://www.blackboard.com/Platforms/Learn/Resources/Accessibility.aspx

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance using any of these tools.

Course Evaluation Policy:
Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

Assignment Policy:
Assignments in this class must reflect the following format:
- Font: Times New Roman, Size 12
- Cover Page with Assignment Title, Class Title, Date, and Student Name
- One inch margins (Top, Bottom, Left, Right); please note that you will have to go into your page setup to make this adjustment. Most MS Word programs have 1.25 inches as a default for Left and Right margins.

Late Policy:
Students are expected to turn in all assignments at the *beginning* of the class on the date the assignment is due. Late work will receive a grade penalty. Work that is turned in at any time during the first 24 hours after the date

and time the assignment is due will receive no higher than a grade of B. Work that is turned in at any time during the second 24 hours after a paper is due will received no higher than a grade of C. Student work *will not be accepted under any circumstances* more than 48 hours after the assigned due date and time. You will receive a 0 for the assignment. A hard copy of all work must be handed in to the professor at the beginning of the class.

Exam Policy: Exams should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Academic Integrity:
Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Academic Integrity at
http://www.untdallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf for complete provisions of this code.

In addition, all academic work submitted for this class, including exams, papers, and written assignments should include the following statement:
On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection*:* Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies:

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. Students are responsible to notify the instructor if they are missing class and for what reason. Students are also responsible to make up any work covered in class. It is recommended that each student coordinate with a student colleague to obtain a copy of the class notes, if they are absent. Credit will not be given for work assigned during a missed class. Class attendance in the Blackboard classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Blackboard, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to

for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course

Use of Cell Phones & Other Electronic Gadgets in the Classroom
Students who prefer to use laptops to take notes in class are more than welcome to do so. However, please refrain from engaging in other activities (Facebook, shopping, etc.) that will serve as a distraction for both you and me. If I find you using your laptop for other activities, I will confiscate your laptop and this privilege will be revoked for all students.

Also, while we have all become increasingly reliant upon our technological devices to keep us in the loop both professionally and personally, this class has a "No Cell Phone" policy. This policy is particularly focusing on the growing trend of in-class texting, but it is certainly not limited to this behavior. If you need to use your cell phone, please feel free to leave the class as you see fit. Our time in class is limited, and despite our busy lives, I would like to spend the class period focused on the material.

Incompletes:
A semester grade of incomplete will be given only under extreme and unusual situations. Additionally, to be fair to all students in the course, when the work is completed, the student will not receive higher than a B for the course, regardless of how many points were earned in the course. More importantly, an incomplete will only be granted for students who are in good standing within the class (A/B grade) and have completed all work (except for the final) at semester's end. An incomplete is not a substitute for a poor grade.

Inclement Weather and Online Classes: On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically. Online classes may or may not be affected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette:
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to the Student Code of Student Rights Responsibilities and Conduct at http://www.untdallas.edu/osa/policies. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of

particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.

Technology Requirements: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements.

A number of our required readings will be posted on Blackboard. Please print them out and read them before the date in which we will discuss them. They are listed under the "Content" section for this course. Please let me know if you have any issues finding them.

Blackboard Learn 9.1 is the platform software for this course. Blackboard Learn supports major web browsers such as Windows Internet Explorer, Apple Safari, Mozilla Firefox, and Google Chrome. However, since the latter two are updated continually, some recent versions may not be compatible. If you experience difficulty accessing or using components of the course, try using Internet Explorer. Also, no matter what browser you use, always enable pop-ups. For more information see:

- http://www.untdallas.edu/dlit/ecampus/requirements
- https://blackboard.secure.force.com/publickbarticleview?id=kAB700000008Oom
- https://learn.unt.edu/bbcswebdav/institution/BrowserCheck/check_full.html