COURSE PURPOSE AND OBJECTIVES:

This course is a graduate level course focusing on the management of human resources in the public sector in the United States. The course provides the students with a solid foundation for understanding the various administrative processes associated with the human resource management function (i.e. recruitment and selection, compensation, evaluation, training and development, collective bargaining, planning, social equity, performance appraisals, etc). Particular attention is placed on the changing roles of human resources management in the public sector during the emergence of new methodologies and technology that influence how we do work and evaluate human resource outcomes.

The course will cover: 1) the history of human resource management, 2) the major elements of the personnel management process, 3) organizational functions of human resource systems, and 4) contemporary issues and problems facing human resource managers and policymakers in the public sector. Although most of you will never be human resource managers, the issues involved here will play key roles in your careers. In many ways human resource management is the key to organizational success since organizations are only as effective and efficient as their employees. In essence, it is “personnel management” that ensures that the right person is doing the right job and that he or she has the proper tools and is motivated to do the best job possible.

Each class will be devoted to discussion and analysis of the specific topic indicated for that class on the syllabus. The course will be conducted primarily as an interactive graduate seminar, which requires that each student come to each class well prepared to participate in discussions.

REQUIRED TEXTS:

*Public Personnel Management: Contexts and Strategies*, Sixth Edition 2010, Donald E. Klingner, John Nalbandian and Jared Llorens Pearson Longman [This text will be referred to as Klingner and Nalbandian in class and on your syllabus].

Additional readings will be distributed by the professor at various times during the semester. Some are already on the syllabus while others are not. You will be asked to download others from Blackboard or the internet.

**GENERAL COURSE POLICIES:**
I expect all students to conduct themselves with professional courtesy, which includes but is not limited to the following:

1. **Reading Assignments:** Reading assignments should be completed in advance, and class members should be prepared for weekly class discussions. I love to lecture, but at this level of education your participation is required. It will be assumed that you will be prepared to lead a discussion of the assigned case study on your particular day.

2. **Attendance:** Regular attendance and meaningful participation will provide the margin of difference for those on the borderline between grades. Class attendance and participation are expected in a graduate course. While the professor will be tolerant of legitimate absences (e.g., an occasional work assignment), he will be intolerant of illegitimate absences (e.g., just cutting class). Chronic excused or illegitimate absences will not be tolerated. If you have a legitimate excuse for not attending a class session, please let me know, in advance if possible. Two (2) unexcused absences will result in the reduction of one letter grade (from an A to B or a WF). Three (3) or more unexcused absences will result in the reduction of two letter grades (from an A to C or a WF). I reserve the right to decide what absences are excused or not excused, and will take into account any special circumstances that arise. Part of the degree requirements is to attend class. As a department we certify (via the MPA degree) to your future employer and to the public, that you comprehend a specific body of knowledge and have been socialized into a public service career. This can not be accomplished with poor class attendance.

3. **Cheating or Plagiarism:** In accordance with departmental policy (attached), cheating or plagiarism will result in a grade of F for the course. Any work submitted for a grade should be the original work of the student. Remember, plagiarism is a violation of acceptable student conduct. *Long quotations should be avoided. Text or unique ideas taken directly from an author (quoted or paraphrased) should be cited and that citation should include a page number for the text.* Violations will not be treated lightly, and disciplinary action will be taken should such violations occur. Please see the professor if you have any questions about academic integrity in general or as it relates to particular requirements for this course.

4. **Special Accommodations:** Attached to this syllabus is an ADA statement. If you are a student with a qualifying disability that will affect your participation in class or your ability to take tests (as certified by the UNT Office of Disability Accommodation), please see the professor no later than the second class meeting so that we can work out appropriate accommodations and develop a written agreement about them.

5. **Late Work:** Just as you would expect to turn in a work assignment in a timely manner, so also should you submit class assignments in a timely manner. Late work will be subject to a penalty of a grade-a-day deduction unless an arrangement is made well in advance of the due date of an assignment.
(6) **Computers:** If you are going to use a laptop computer for note taking, please do not surf the web (unless instructed) or answer emails during class. My experience and that of other students has shown this conduct to be very disruptive. Violations of this policy will result in the student being asked to not bring the computer to class and or a grade deduction.

(7) **Promptness:** Please do not be tardy to class. I expect all students in their seats and ready to begin at the appointed time. I reserve the right to take further action if a student is continually late to class. I will understand the occasional work conflict or traffic jam situation.

(8) **Respect for fellow students, the field, and the instructor:** Although some of the issues we will cover can be controversial and may evoke an emotional response, please treat other students respectfully. When I am in front of the class lecturing or addressing a question from a student, I expect your full attention. This means no talking with other students or in any way distracting me or the class from the lecture/discussion. Please wait your turn if you would like to contribute to the discussion. Do not carry on a conversation with someone else in the class or you may be asked to leave the classroom – **And Please Turn off your Wireless Phones and Ringythingies.**

(9) **Syllabus Changes:** I reserve the right to change, modify, add to, alter, delete, and otherwise rearrange the syllabus to make the learning process accessible. If this were to occur, students will be given advanced notice and a copy of the changes.

(10) **Ph.D. Students:** Additional work will be required of Ph.D. students. See professor.

(11) **Student Evaluation of Teaching Effectiveness (SETE)** is a requirement for all organized classes at UNT. 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 the SETE to be an important part of your participation in this class. Constructive comments and ideas to improve the course are appreciated.

(11) **Final grades** will be computed on the following basis:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage of Final Grade</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Article</td>
<td>10 Percent</td>
<td>September 16</td>
</tr>
<tr>
<td>Service Learning Community Project</td>
<td>25 Percent</td>
<td>Whole Semester</td>
</tr>
<tr>
<td>Department of Labor News</td>
<td>05 Percent</td>
<td>Various Dates</td>
</tr>
<tr>
<td>Original Research</td>
<td>15 Percent</td>
<td>November 25</td>
</tr>
<tr>
<td>Examinations</td>
<td>30 Percent</td>
<td>October 16 &amp; Dec 9th</td>
</tr>
<tr>
<td>General Participation/Case Studies</td>
<td>15 Percent</td>
<td>Whole Semester</td>
</tr>
</tbody>
</table>
ASSIGNMENTS:

**Academic Article:** Students are to select an article from an academic journal. No magazines. 1. You are required to share a one-page summary, in memo format, with the members of the class. 2. Describe the type of study – qualitative, quantitative, sample size and design. What was the purpose of the study? 3. State the outcomes, implications and or findings. What relevance do they have for human resources and public administration? 4. List the limitations, what could have been done differently? What is your opinion? Additionally, you will give a mini-presentation on the key points of the article in a round table type discussion – no power point. Please provide a citation for the article at the top of the page. Articles must be approved by the instructor in advance (on or before September 02, DUE September 16) use current articles (2006 - 2014).

**Examinations:** Students will be required to complete two examinations. They will be essay and short answer, and will cover both reading and in-class material. A good essay answers all parts of the question, uses good spelling and grammar, develops an idea or theme, gives specific examples, and reaches a conclusion. Exams will be administered at the UNT testing center 335 Sage Hall from 6:00pm to 8:50pm October 14 and December 9, 2014.

**Department of Labor News:** Students are required to go to the DOL web site and or other site with human resource information and write a one page MEMO on the news article of their choice. The first paragraph will summarize the article and the second will include analysis and applicability to class work and or the field in general (5 total). Whole page 1 inch margins.

**Original Research:** Student teams (no more than three) will be formed and individuals will select a subject from the list below or related topic and write a paper. The teams or individual will research the topic and will write a 10 to 15 page paper on the subject and its relationship to local government. This might be one of the last opportunities you have to engage in academic research. The professor will meet with each of the teams to provide guidance and follow-up. The purpose for this assignment is to give the student the opportunity to research and study one HR topic in depth. This is not the type of paper you can leave for the least minute.

**Service Learning Community Project in Human Resources:** Each student will be assigned to a group that will conduct a project for a municipality. In essence, you will meet with the host agency, receive instructions on the project, carry out the project, write a report and give an oral presentation (where appropriate) to the agency. It is important that this assignment be carried-out professionally and in a timely manner. Your reputations, as well as mine and that of the department are in the balance. I will give further instructions on this assignment as well as give the options that are available on the second day of class.

**General Participation/Case Studies:** Students will be assigned a case study to facilitate. They will lead the discussion and answer the questions at the end of the case study. All students must read all the case studies and be prepared to comment on them. In the past, students would only read the case study assigned to them. I will be more vigilant in assuring students read all case studies.
### Suggested Human Resource Policy Topics

<table>
<thead>
<tr>
<th>Compensation</th>
<th>Productivity</th>
<th>Diversity in the Workplace</th>
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</thead>
<tbody>
<tr>
<td>Travel</td>
<td>Nepotism</td>
<td>Public Employee Liability</td>
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<tr>
<td>Attendance and Tardiness</td>
<td>Corrective Action</td>
<td>General Benefits</td>
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<tr>
<td>Performance Appraisals</td>
<td>Grievances</td>
<td>Alternative Dispute Resolution</td>
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<tr>
<td>Political Activity</td>
<td>Substance Abuse</td>
<td>Training</td>
</tr>
<tr>
<td>Employee Records</td>
<td>Drug Testing</td>
<td>Conflict Resolution</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Sexual Harassment</td>
<td>AIDS</td>
</tr>
<tr>
<td>E-government</td>
<td>Internet/Intranet</td>
<td>Child Care/Day Care</td>
</tr>
<tr>
<td>Workplace Violence</td>
<td>ADA</td>
<td>Employee Assistance Programs</td>
</tr>
<tr>
<td>Motivation</td>
<td>Applicant Testing (aptitude, typing, psychological)</td>
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### Sample List of Journals Related to Public Administration

| Academy of Management Journal | Administration |
| Administration and Society | Administration and Social Work |
| Administrative Science Quarterly | Advanced Management Journal |
| American Political Science Review | American Real Estate and Urban Development Review |
| Economics Association Journal | American Review of Public Administration |
| Bureaucrat | California Management Review |
| Evaluation | Evaluation Research |
| Financial Management | Government Finance Review |
| Group and Organization Studies | Harvard Business Review |
| Human Resource Management | Industrial and Labor Relations Review |
| International Journal of Public Administration | Journal of Accountancy |
| Journal of the American Planning Association | Journal of Finance |
| Journal of Land Economics | Journal of Money, Credit and Banking |
| Journal of Politics | Journal of Public Administration Education |
| Journal of Public Policy | Management Review |
| Management Science | Municipal Finance Journal |
| National Civic Review | National Tax Journal |
| Philippine Journal of Public Administration | Policy Analysis |
| Policy Review | Policy Studies Journal |
| Public Administration | Public Administration and Development |
| Public Administration Quarterly | Public Administration Review |
| Public Budgeting and Finance | Public Finance |
| Public Interest | Public Management |
| Public Opinion | Public Personnel Management |
| Public Productivity and Management Review | Public Sector Regulation |
| Review of Public Personnel Administration | State and Local Government Review |
| Urban Affairs Quarterly | Western Political Quarterly |
ASSIGNMENTS:

Please give this material some analytical thought before coming to class. You are expected to participate in discussions and share your opinion.

Tuesday August 26

Welcome and Introduction

Distribution of syllabus, overview of the course, assignment of articles for student presentations. Topic: Public administration, public personnel administration, and civil service history.

Tuesday September 2

Service Learning Projects, Descriptions and Assignments

Overview and History of Human Resources Part Two - The World of Public Personnel Management

Klingner and Nalbandian Chapter 1

“What is Patronage? A Critical Examination” Public Administration Review January February 2009 Volume 69 No. 1


Service Learning Project Teams – time allotted for team work.

Academic Articles DUE for professor review and approval.

DOL News Due

Tuesday September 9

Doing Human Resource Management in the United States

Klingner and Nalbandian Chapter 2

Reeves Case 30 – Brittni
Reeves Case 17 – Samuel


**Tuesday September 16**

**Strategic Thinking about Human Resource Management**

Klingner and Nalbandian Chapter 3

Reeves Case 8 – Erika

“Sector Switching From a Business to a Government Job: Fast-Track Career or a Fast Track to Nowhere?” *Public Administration Review* January February 2009 Volume 69 No. 1

Due - Academic Article Round Table Discussions

**Tuesday September 23**

**The HR Role in Policy, Budgeting, Performance Measurement, and Program and Evaluation and Defining and Organizing Work**

Klingner and Nalbandian Chapters 4 & 5

Reeves Case 3 – Timothy Reeves Case 18 – Christa


**Tuesday September 30**

**Rewarding Work: Pay and Benefits**

Klingner and Nalbandian Chapter 6

Reeves Case 4 – Shanette    Reeves Case 5 – Britney
Reeves Case 6 – Donald


**DOL News Due**

**Tuesday October 7**

**HR Management Forum & Social Equity, and Diversity Management**

**Guest Presenter:** To Be Announced Later

Klingner and Nalbandian Chapter 7

Reeves Case 12 – Catherine
Reeves Case 14 – Courtney

The Supreme Court’s landmark decision in the “reverse discrimination” case, *Ricci v. DeStafano*


Tuesday October 14

Midterm Exam in Testing Center - Sage Hall Room 335, 6:00 – 8:50pm

Tuesday October 21

**Recruitment, Selection, and Promotion**

Klingner and Nalbandian Chapter 8

Reeves Case 1 – Jianying Reeves Case 2 – Kelly
Reeves Case 7 – Tyler


“Employment Laws and the Public Sector Employer: Lessons to be Learned from a Review of Lawsuits Filed against Local Governments” *Public Administration Review* January February 2009 Volume 69 No. 1

**DOL News Due**

Tuesday October 28

**Leadership and Employee Performance and Training, Education, and Staff Development**

Klingner and Nalbandian Chapter 9 and 10

Reeves Case 25 – Kelsey Reeves Case 28 – Britney
Reeves Case 20 – Jingran


**DOL News Due**
**Tuesday November 4**

Service Learning Project Teams will meet and discuss the progress on their projects. If necessary a follow-up meeting with their city can be scheduled this day.

**Tuesday November 11**

**Performance Appraisals**

Klingner and Nalbandian Chapter 11

Reeves Case 19 – Brittni    Reeves Case 21 – Samuel
Reeves Case 22 – Erika    Reeves Case 23 – Timothy

*Meeting Departmental Goals: Performance Appraisals – The Value of Performance Appraisals* pages 51-68


**DOL News Due**

**Tuesday November 18**

**Safety and Health and Organizational Justice**

Klingner and Nalbandian Chapter 12 and 13

Reeves Case 13 – Christa    Reeves Case 15 – Shanette
Reeves Case 16 – Tyler    Reeves Case 26 – Donald
Reeves Case 27 – Catherine    Reeves Case 29 – Courtney
Reeves Case 24 – Jianying

Baron Anthony S. *Violence in the Workplace: Actual Examples*, Baron pages 17-67

*At your Own Risk! Public Administrators’ Liability for violating Individuals’ Constitutional Rights*

Section 37 – Public Employees’ Privacy Rights

Section 40 – Monitoring Employee Telephone Conversations and Email.
Tuesday November 25

**Human Resource Management Round Table Discussion and Collective Bargaining**

**Guest Speakers** – HR Directors from various cities and counties discussing current issues

**Collective Bargaining**

Klingner and Nalbandian Chapter 14

Reeves Case 9 – Kelly
Reeves Case 11 – Kelsey

Chapter 143 of the Texas Local Government Code *Municipal Civil Service for Firefighters and Police Officers* (Meet and Confer Ordinance)


Original research (HR papers) DUE

Tuesday December 2

Presentation of Service Learning Projects

Tuesday December 9

Final Exam in Testing Center - Sage Hall Room 335, 6:00 – 8:50pm

**Student Evaluation of Teaching Effectiveness (SETE) Course Evaluation:**
Please complete course evaluation when notified to do so.

UNIVERSITY OF NORTH TEXAS - DEPARTMENT OF PUBLIC ADMINISTRATION POLICY ON CHEATING AND PLAGIARISM

Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration departmental office.

DEFINITIONS

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism "as the use of unauthorized books, notes, or otherwise securing help in a test; copying other's tests, assignments, reports, or term papers; representing the work of another as one's own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty."

11
PENALTIES

Normally, the minimum penalty for cheating or plagiarism is a grade of "F" in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

APPEALS

Students may appeal any decision under this policy by following the procedures laid down in the UNT Code of Student Conduct and Discipline. Clarification of university policy can be found at the website for the Center for Student Rights and Responsibilities http://www.unt.edu/csrr/.

POLICY ON DISABILITY ACCOMMODATION

The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12th class day of regular semesters (4th class day of summer sessions).

Acceptable Student Behavior:
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.deanofstudents.unt.edu

Notes