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### PSCI 462.01: Human Resource Management

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Political Science 462  
**HUMAN RESOURCE MANAGEMENT**  
Spring 2016

Prof. Jesse Munro  
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Class Time: T, Th 9:40-11:00 am  
Class Location: ED 214  
Office Hours: T, Th 11:00 – Noon

**Course Description**

This course introduces students to the field of human resource management. Focus is on the knowledge and skills required by both personnel officers and those who manage personnel on a daily basis. The course provides a solid base of understanding for those considering a career in management.

**Course Objectives**

1. To acquire substantive knowledge of each major area of human resource management.
2. To develop problem-solving skills relevant to situations faced by managers and Personnel Officers.
3. To develop technical skills relevant to the effective administration of personnel systems and the effective management of human resources.

**Required Texts**

*PSCI 462 Human Resource Management Course Pack*, UC Bookstore.

**Course Requirements**

This course requires **active student participation. This is an upper level course and assignments and discussion should reflect an upper level of thought and effort.** Students are required to read all assigned readings, be prepared to discuss them in class, take three (3) exams, submit three writing assignments and participate in the group discussions regarding the writing assignments. Each exam is worth 100 points and the writing assignments are worth 20 points each for a total of 360 points. Failure to participate in the group discussions will result in points being deducted from the submitted writing assignment. Grading scale is:

A =	335-360	B- =	288-298	D+ =	241-251
A- =	324-334	C+ =	277-287	D =	227-240
B+ =	313-323	C =	263-276	D- =	216-226
B =	299-312	C- =	252-262	F =	0-215

***Sources for Writing Assignments:*** The availability of potential sources for student use in developing writing assignments will be discussed in class. Students are encouraged to utilize sources provided in and through the Mansfield Library.

## Special Increment for Graduate Students

In addition to completing the Course Requirements, graduate students are required to develop a 1-2 page (double-spaced) case study based on personal experience that raises an important personnel problem or issue. Students are then required to identify appropriate analytical questions and proceed to write a three-page analysis of the case. This increment is worth fifty (50) points, so grades will be determined on four hundred ten (410) points. **Graduate student grades** will be determined by the following scale:

A =	381-410	B- =	328-339	D+ =	275-286
A- =	369-380	C+ =	316-327	D =	258-274
B+ =	357-368	C =	299-315	D- =	246-257
B =	340-356	C- =	287-298	F =	0-245

## PSCI 400 Advanced Writing Assignment

Students enrolled in this optional one-credit, co-requisite course will write a ten page essay on a course-related topic approved by the instructor. Students may rewrite the essay and submit it for a new grade. The important facets of writing must be discussed with the instructor prior to writing the essay (style, organization, sources, and method of citation and documentation). The essay is worth 100 points and will be graded based upon content (clarity and validity of argument) and writing (grammar, diction, syntax, and logical development).

## Your Work Product

This is an upper level course and assignments, test responses, and discussions should reflect an upper level of thought, effort, and analysis. **You are taking this course under the provisions set forth in The University of Montana Conduct Code...remember plagiarism and its consequences.**

If you are going to miss an exam or be late with an assignment, notify me in advance of the test or assignment due date. **Points may be deducted for late assignments and tests.**

## Weekly Reading, Test and Writing Assignments

- |                                 |  |
|---------------------------------|--|
| <b>1</b> - Tuesday 26 January   | <u>Introduction to Human Resource Management</u>   |
| <b>2</b> - Thursday 28 January  | <u>Human Resource Function and Strategic Human Resource Management</u><br>Read: Tompkins, Chapter 1, pages 1-16<br>Tompkins, Chapter 2, pages 20-26;<br>Tompkins' article, "SHRM in Government," pages 95-110<br>Case Study 2.1 page 110 |
| <b>3</b> - Tuesday 02 February  | <u>Fair Labor Standards Act</u>  |
| <b>4</b> - Thursday 04 February | <u>Fair Labor Standards Act</u>  |

- 5 – Tuesday 09 February      Centralized Merit Systems  
 Read: Tompkins, Chapter 3, pages 37-52  
 Pendleton Act of 1883  
 Case Study: Rule of Three
- 6 – Thursday 11 February      Centralized Merit Systems, *continued*
- 7 - Tuesday 16 February      Societal Values and Civil Service Reforms  
 Read: Tompkins, Chapter 4, pages 53-73
- 8 – Thursday 18 February      Family Medical Leave Act (FMLA)
- 9 - Tuesday 23 February      **EXAM 1**
- 10 - Thursday 25 February      Job Analysis and the Theory of Job Standardization  
 Read: Tompkins, Chapter 5, pages 76-83 and 93-97;  
 Congressional Report Letter of Submittal  
 Exercise 5.1 page 96 and ADA pages 153-157  
 (HO) Scientific Management Theory of Job Standardization
- 11- Tuesday 01 March      Job Analysis, *continued*  
 Read: Exercise 5.2 pages 96-97 (note advice on page 95)  
**Assignment: Be prepared to do Assignment 1 in class today – Due Tuesday 08 March 2016**
- 12 – Thursday 03 March      Job Evaluation and Pay Systems  
 Read: Tompkins, Chapter 6, pages 99-119  
 Class Exercise: Point Factor Method of Job Evaluation  
 Case Study 6.1 page 119
- 13 – Tuesday 08 March      Job Evaluation and Pay Systems, *continued*  
**\*\*Assignment 1 Due Today\*\***
- 14 – Thursday 10 March      Nondiscrimination Approach to Equal Employment Opportunity  
 Read: Tompkins, Chapter 7, pages 130-142  
 Class Exercise: Potentially Unlawful Pre-Selection Inquiries
- 15 – Tuesday 15 March      Nondiscrimination Approach to EEO, *continued*
- 16 – Thursday 17 March      Affirmative Action Approach to Equal Employment Opportunity  
 Read: Tompkins, Chapter 8, pages 161-177  
 Case Study 8.1 page 180, The Johnson Decision

- 17 – Tuesday 22 March Affirmative Action Approach to EEO, *continued*
- 18 – Thursday 24 March **EXAM 2**
- 19 – Tuesday 29 March Employee Recruitment and Selection  
 Read: Tompkins, Chapter 9, pages 183-213  
 Case Study 9.1 page 213  
 Case Exercise 9.1 page 214
- 20 – Thursday 31 March Employee Recruitment and Selection, *continued*  
 Review: Exhibit 9.4 page 197 and Exhibit 9.5 pages 198-199  
**Assignment: Be prepared to do Assignment 2 in class today - Due Tuesday 12 April 2016.**
- 21 – Tuesday 05 April **Spring Break – No Class**
- 22 – Thursday 07 April **Spring Break – No Class**
- 23 – Tuesday 12 April Performance Appraisal and Counseling  
 Read: Tompkins, Chapter 11, pages 243-267  
**\*\*Assignment 2 Due Today\*\***
- 24 – Thursday 14 April Performance Appraisal and Counseling, *continued*  
 Review: Critical Incident Technique Pages 89-90  
 Exhibit 11.7 page 258  
**Assignment: Be prepared to do Assignment 3 in class today – Due Thursday 21 April 2016.**
- 25 – Tuesday 19 April Personnel Policies and Employee Relations  
 Read: Tompkins, Chapter 13, pages 300-324.  
 Class Exercise: Seven Tests of Due Process and Just Cause  
 Case Study 13.1 page 323 Balancing Needs  
 Case Study 13.2 page 324 Troubled Employee
- 26 – Thursday 21 April Personnel Policies and Employee Relations, *continued*  
**\*\*Assignment 3 Due Today\*\***
- 27 – Tuesday 26 April **Guest Speaker: Pat Risken, Attorney At Law – Montana Attorney General's Office**

- 28 – Thursday 28 April**      Collective Bargaining and Labor Relations  
 Read: Tompkins, Chapter 14, pages 326-358  
       Case Study 14.1 page 357 An Unfair Labor Practice  
       Case Study 14.2 page 358 Intoxicated Snow Plow Operator
- 29 – Tuesday 03 May**      Discussion of Collective Bargaining, *continued*
- 30 – Thursday 05 May**      Summary and Conclusion
- 31 – Wednesday 11 May**    **EXAM 3 – Final 8:00 – 10:00 am**

**WRITING ASSIGNMENTS**

<u>Assignment</u>	<u>Start Date</u>	<u>Due Date</u>
Assignment 1	Tuesday 01 March 2016	Tuesday 08 March 2016
Assignment 2	Thursday 31 March 2016	Tuesday 12 April 2016
Assignment 3	Thursday 14 April 2016	Thursday 21 April 2016

**Assignment 1 – Position Description – Due Tuesday 08 March 2016**

Complete Exercise 5.2 on page 97. Note the advice on page 95.

**\*\*Each student must submit his or her position description separately\*\***

The paper shall be double-spaced, 12 font, one-inch margins all around, no contractions, no title page, just place your name in the upper left hand corner. **The paper is due at class time on 08 March 2016. If you are going to be late with an assignment, please let me know in advance of the due date and time. Failure to notify me of a late assignment may result in points being deducted.**

**Assignment 2 – Supplemental Application Form and T&E Scoring Form – Due Tuesday 12 April 2016**

You are a department personnel officer. Using the interview technique for conducting job analysis, you recently wrote a position description. You also evaluated the job's worth and assigned it to an appropriate pay grade. You have now received authorization to fill the vacant position. The line manager has asked you to recruit applicants and design a system for evaluating their training and experience. Your assignment is to write a Supplemental Application Form and a T&E Scoring Form similar to those in Exhibit 9.4 page 197 and Exhibit 9.5 pages 198 -199. Keep in mind that years of experience is not always the best indicator that KSAO's are possessed; education and specialized training may be pertinent as well.

Suggestion: Proceed sequentially, listing all KSAO's before identifying appropriate SAF questions and evaluative criteria. Remember, its training and experience you with to determine.

**\*\*Each student must submit his or her SAF and T& E SF separately\*\***

The paper shall be 12 font, one-inch margins all around, no contractions, no title page, just place your name in the upper left hand corner. **The paper is due at class time on 12 April 2016. If you are going to be late with an assignment, please let me know in advance of the due date and time. Failure to notify me of a late assignment may result in points being deducted.**

### **Assignment 3 – Performance Appraisal Form – Due Thursday 21 April 2016**

You are a department personnel officer. You recently helped recruit and select a new employee. The line manager has now asked you to develop a performance appraisal form that will help assess the performance of the new employee (no applicable appraisal method is currently in place). You decide to use the critical incident technique of job analysis and to construct appropriate BOS's. Working as a group, and using the critical incident technique (pages 89-90), identify six behaviors that "define a superior employee" in this position. Next, construct and submit an appraisal form comprised of at least six behavioral observation scales.

This is much harder than it first seems. Some suggestions: 1) Avoid listing traits, KSAO's, or tasks. The idea is to identify discrete behaviors, behaviors that supervisors associate with superior performance. 2) Take a look at Exhibit 11.7, pages 258, but do not plagiarize. Behaviors must be generated from personal observation. 3) Since you are not equally familiar with the position, help the position incumbent identify critical behaviors by asking probing questions.

**\*\*Each student must submit his or her performance appraisal form separately\*\***

The paper shall be 12 font, one-inch margins all around, no contractions, no title page, just place your name in the upper left hand corner. **The paper is due at class time on 21 April 2016. If you are going to be late with an assignment, please let me know in advance of the due date and time. Failure to notify me of a late assignment may result in points being deducted.**