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PSC 462.01: Human Resource Management

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Political Science 462
HUMAN RESOURCE MANAGEMENT
Spring 2010

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Office: Corbin 252
Office Hours: MWF 10 – 11:30 am, 2-3 pm or by appt
Class Time: MWF 1:10-2 pm
Class Location: LA 337

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

PSC 462 Human Resource Management Course Pack, UC Bookstore.

Course Requirements

Undergraduate and graduate students are required to read all assigned readings, be prepared to discuss them in class, take three exams, and submit five writing assignments. Each exam is worth 100 points and the writing assignments 20 points each. Grading scale is:

A =	372-400	B- =	320-331	D+ =	268-279
A- =	360-371	C+ =	308-319	D =	252-267
B+ =	348-359	C =	292-307	D- =	240-251
B =	332-347	C- =	280-291	F =	0-239

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

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 fifty (450) points. **Graduate student grades** will be determined by the following scale:

A = 419-450	B- = 360-373	D+ = 302-314
A- = 405-418	C+ = 347-359	D = 284-301
B+ = 392-404	C = 329-346	D- = 270-283
B = 374-391	C- = 315-328	F = 0-269

PSCI 400: 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.

Weekly Reading, Test and Writing Assignments

- 1 - Monday 25 January** Introduction to Human Resource Management

- 2 - Wednesday 27 January** An Introduction to the Human Resource Function
Read: Tompkins, Chapter 1, pages 1-16

- 3 - Friday 29 January** Strategic Human Resource Management
Read: Tompkins, Chapter 2, pages 20-26;
Tompkins' article, "SHRM in Government," pages 95-110
Case Study 2.1 page 110

- 4 - Monday 01 February** Fair Labor Standards Act

- 5 - Wednesday 03 February Centralized Merit Systems
Read: Tompkins, Chapter 3, pages 37-52
Pendleton Act of 1883
Case Study: Rule of Three
- 6 - Friday 05 February Centralized Merit Systems, continued
Assignment: Begin Assignment 1 – Due Friday 12 Feb 2010
- 7 - Monday 08 February Centralized Merit Systems, continued
- 8 - Wednesday 10 February Societal Values and Civil Service Reforms
Read: Tompkins, Chapter 4, pages 53-73
- 9 - Friday 12 February Societal Values and Civil Service Reforms, continued
****Assignment 1 Due Today****
- 10 - Monday 15 February **Holiday – Washington / Lincoln Day - No Class**
- 11- Wednesday 17 February Optional Review for Exam 1
- 12 - Friday 19 February ****EXAM 1****
- 13 - Monday 22 February Family Medical Leave Act
- 14 - Wednesday 24 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
Assignment: Begin Assignment 2 – Due Monday 1 Mar 2010
- 15 - Friday 26 February Job Analysis, continued
Read: Exercise 5.2 pages 96-97 (note advice on page 95)
**Assignment: Be prepared to do Assignment 3 in class today –
Due Friday 5 March 2010**
- 16 - Monday 01 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
****Assignment 2 Due Today****

17 - Wednesday 03 March	<u>Job Evaluation and Pay Systems, continued</u>
18 - Friday 05 March	<u>Job Evaluation and Pay Systems, continued</u> **Assignment 3 Due Today**
19 - Monday 08 March	<u>Nondiscrimination Approach to Equal Employment Opportunity</u> Read: Tompkins, Chapter 7, pages 130-142 Class Exercise: Potentially Unlawful Pre-Selection Inquiries
20 - Wednesday 10 March	<u>Discussion of EEO, continued</u>
21 - Friday 12 March	<u>Affirmative Action Approach to Equal Employment Opportunity</u> Read: Tompkins, Chapter 8, pages 161-177 Case Study 8.1 page 180, The Johnson Decision
22 - Monday 15 March	<u>Affirmative Action , continued</u>
23 - Wednesday 17 March	<u>Affirmative Action , continued</u>
24 - Friday 19 March	TBA
25 - Monday 22 March	**Optional Review for Exam 2**
26 - Wednesday 24 March	**Exam 2**
27 - Friday 26 March	TBA
28 - Monday 29 March	Spring Break – No Class
29 - Wednesday 31 March	Spring Break – No Class
30 - Friday 02 April	Spring Break – No Class
31 - Monday 05 April	<u>Employee Recruitment and Selection</u> Read: Tompkins, Chapter 9, pages 183-213 Case Study 9.1 page 213 Case Exercise 9.1 page 214
32 - Wednesday 07 April	<u>Employee Recruitment and Selection, continued</u> Review: Exhibit 9.4 page 197 and Exhibit 9.5 pages 198-199 Assignment: Be prepared to do Assignment 4 in class today - Due Monday 12 April 2010.

- 33** - Friday 09 April Employee Recruitment and Selection, continued
- 34** - Monday 12 April Performance Appraisal and Counseling
Read: Tompkins, Chapter 11, pages 243-267
****Assignment 4 Due Today****
- 35** - Wednesday 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 5 in class today – Due Monday 19 April 2010.
- 36** - Friday 16 April **No Class – National Conference on Undergraduate Research**
- 37** - Monday 19 April Performance Appraisal and Counseling, continued
****Assignment 5 Due Today****
- 38** - Wednesday 21 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
- 39** - Friday 23 April Personnel Policies and Employee Relations, continued
- 40** - Monday 26 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
- 41** - Wednesday 28 April Discussion of Collective Bargaining, continued
- 42** - Friday 30 April Practical Application – Reality in Practice
- 43** - Monday 03 May Optional Review for Final Exam
- 44** - Wednesday 05 May ****Exam #3****
- 45** - Friday 07 May Social and Ethical Concerns
- 46** – Monday 10 May **Final Exam - Time 3:20 pm – 5:20 pm**

WRITING ASSIGNMENTS

<u>Assignment</u>	<u>Start Date</u>	<u>Due Date</u>
Assignment 1	Friday 5 February	Friday 12 February
Assignment 2	Wednesday 24 February	Monday 01 March
Assignment 3	Friday 26 February	Friday 5 March
Assignment 4	Wednesday 7 April	Monday 12 April
Assignment 5	Wednesday 14 April	Monday 19 April

Assignment 1 – The Structure of Personnel Systems – Due Friday 12 February 2010

After reading Chapter 3, write a 3-4 page paper (double-spaced) comparing and the commission model with the executive commission. Provide an explanation of the differences between the two models while analyzing the benefits in relation to a merit based civil service system.

****Each student must submit his or her paper 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 shall is due at class time on 12 Feb 2010. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Assignment #2 – An ADA Analysis – Due Monday 01 March 2010.

Complete Exercise 5.1 on page 96. (Two or three pages, double-spaced). Use pages 153-157 as a resource. **Note:** This assignment call for a PLAN characterized by a series of steps. Do not give me conclusions. Do not tell me what you did do. Explain what you will need to do at each decision step to be in compliance with the ADA. Begin with whether the law even applies to you as an employer.

****Each student must submit his or her paper 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 01 March 2010. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Assignment #3 – Position Description – Due Friday 05 March 2010

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 05 March 2010. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Assignment #4 – Supplemental Application Form and T&E Scoring Form – Due Monday 12 April 2010

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 wish 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 2010. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Assignment #5 – Performance Appraisal Form – Due Monday 19 April 2010

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 19 April 2010. If you are going to be late with an assignment, please let me know in advance of the due date and time.**