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**PADM 7313 – Human Resource Management for Public and Nonprofit Organizations**

**Spring 2022**

Tuesdays 6:00-8:40 PM Classroom: 103 Ross Hall   
Instructor: Dr. Jerry G. Stevenson Office: 640 Ross Hall

Phone: (501) 916-6049 E-mail: [jgstevenson@ualr.edu](mailto:jgstevenson@ualr.edu)

Class Discussion List: PADM731301@ualr.edu

Office Hours: Tuesdays, 4:00-5:30 PM and by appointment

*“Learning that does not involve thinking is nothing but memorization of facts not understood, resulting in the formation of mere opinions, not the possession of genuine knowledge and understanding,” (Adler, 1987)*

**Required Texts:**

(1). Dennis L. Dresang (2017). *Personnel Management in Government Agencies and Nonprofit Organizations*, 6th Edition: Routledge Publisher.

(2). Additional readings, including journal articles and case studies, will be distributed during class, or via e-mail to our class listserv [*PADM731301@ualr.edu*](mailto:PADM731301@ualr.edu) or placed in our shared HRM Google Drive.

**Face Masks are Required**

**UA Little Rock requires that students, faculty, staff, and guests, regardless of vaccination status, wear a face mask in classrooms and on campus.**

**Virtual Protocol**

**We will shift to synchronous online instruction via Zoom if the university decides against having face-to-face traditional instruction for this semester**

**Course Overview:**

This graduate-level course provides an introduction to human resources management in public and non-profit organizations. The topics covered in this course will assist students in their understanding of civil service protections and other issues, and how matters surrounding human resources relate to broader themes in the field of public administration. The course will also provide exposure to current research literature, and provide a foundation for students who may wish to pursue further study in the field of human resource management. The material presented in this course will take both a practical and research-based approach, and will provide students with the concepts and skills necessary to perform tasks related to public human resource management.

The material and exercises in this course will address each of the four major learning objectives for the Master of Public Administration program:

* *Knowledge of public service*: Students will develop a substantive knowledge about public and non-profit organizations, public policy, the political process, public service values and professional ethics.
* *Research Skills*: Students will learn to apply critical thinking and decision-making approaches, appropriate research methods and employ analytical tools and statistical techniques for collecting, analyzing, presenting, and interpreting data for policy, organizational, and managerial issues in public and/or non-profit organization.
* *Leadership, organizational and managerial skills:* students will develop skills to lead and manage people in complex and changing environments.
* *Communication Skills*: Students will improve their written and oral communication skills that are essential for effective public administrators in order to communicate and interact productively with a diverse and changing workforce and citizenry.

**Student Learning Outcomes**

* To understand the changing environment, key principles and operating characteristics of public and nonprofit HRM.
* To identify the framework of law in public HRM.
* To describe current practices and trends in public and nonprofit HRM.
* To describe strategies for enhancing diversity in public and nonprofit organizations.
* To explain the advantages and drawbacks of typical types of performance appraisal systems.
* To identify differences in orientation and behavior between unions and management in the public sector.
* To evaluate emerging efforts for improving the public and nonprofit HRM function.

**Skill Competencies**

Upon successful completion of this course, students should be able to:

1. Analyze the strengths and weaknesses of an organization’s or jurisdiction’s human resource management policies and practices, and develop specific recommendations for moving the organization towards more strategic human resource management (SHRM);
2. Locate and use information gathered through library, electronic and field research.
3. Communicate ideas professionally and effectively in class discussions, written assignments and formal presentations;
4. Develop valid performance criteria as part of a comprehensive performance evaluation system; and
5. Apply class material and own experiences to HRM cases by making decisions regarding employee recruitment, selection, accommodation, training, promotion, compensation, discipline, evaluation and termination in the context of legal, political and value considerations.

**The top skills employers want in today’s employees:**

* **Ability to work in a team structure**
* **Ability to make decisions and solve problems**
* **Ability to plan, organize and prioritize work**
* **Ability to verbally communicate with persons inside and outside the organization**
* **Ability to obtain and process information**

This course and assignments are structured in a manner that will help you develop or enhance the skills you already have in these specific areas. For the duration of the semester, students will be randomly assigned to a small group to guide the class discussion of the assigned readings.

***Written Assignments and Oral Presentations***

In lieu of exams, students will be required to complete several case studies, written assignments and make short presentations throughout the semester. Case studies and written assignments are designed to evoke critical responses from students and an opportunity to apply theoretical approaches.

**Oral Presentations:**

Each student will make a 15 to 20 minute presentation to the class at the end of the semester on a HRM topic of your choosing (see page 8). Also, you are required to make a practice video of your presentation and share it with me at least one week prior to your final presentation. The specific dates for each student’s presentation will be determined later in the semester. **You will need to identify your presentation topic by the 3rd week of the semester (September 7th) and email it to me for final approval prior to class.**

**Attendance & Course Participation Policy**

It is to the student’s advantage that s/he attend every class each week because missing class can hamper individual learning and slow down the process for the entire class. You are expected to notify me in advance if you will be late on a specific date, or if you have to miss class. Missing class should be reserved for emergencies or job requirements. Please note that students with more than two absences will have their final grade reduced by one letter grade. Any more than two absences during the semester will merit a serious consideration of whether the course should be dropped and attempted later in the future

*Student participation is arguably the most valuable component of this course.*Students should attend every class prepared to discuss the readings and engage in conversations about the subject matter. It is important to note that students will not automatically receive a full participation grade for simply showing up to class or asking an occasional question. Rather, students are expected to earn their participation grade by acquainting themselves with the course material ahead of time and discussing it with the instructor and other students. Also, no “**social loafing**” or “**free riders**” please. Each student is expected to contribute and share his/her own knowledge, experiences and insights in order to maximize the learning and professional development of everyone in this class, including me.

**Late Assignments**: Late assignments will only be accepted within 24 hours of their due dates and will receive a full letter reduction unless arrangements have been made with me prior to the assigned due date.

**Teaching Philosophy**

My role is serve the self-directed and responsible graduate student as a guide, facilitator and coach. I am NOT the “sage on the stage” that some students have learned to expect from previous educational experiences. I want you to discover Public and Nonprofit Human Resource Management through the assigned readings, in-class activities and your own research. I fully expect each student to take charge of his or her own learning because learning is Not a spectator sport. You MUST be an active participant.

Please let me know if there is something specific that I can do to enhance your learning and professional development throughout the semester. I welcome your suggestions and feedback as we embark on this exciting educational journey.

**Preferred Name and Pronouns**

If you have a preferred name that is different than that provided to me in BOSS, please let me know. Also, please share with me your pronouns so that I may refer to you correctly. My pronouns are he/him/his.

**Diverse Viewpoints & Mutual Respect**

All students are expected to be open to diverse viewpoints and convey mutual respect to those who hold positions contrary to your own. A university classroom has to be a place where frank and open exchanges are the norm. *Please treat what others express in this class as confidential.* Only one person should be talking at a time throughout a class session with no “side conversations.”

**UA Little Rock’s Non-Discrimination Policy**

The University and this graduate program adheres to a policy that enables all individuals, regardless of race, color, gender, national origin, age, sexual orientation, veteran’s status or disability to work and study in an environment unfettered by discriminatory behavior or acts. Harassment of an individual or group will not be condoned and any person – student, faculty, or staff member – who violates this policy will be subject to disciplinary action.

Harassment which is considered discriminatory includes actions or conduct (verbal, graphic, gestural, or written) directed against any person or group with the intent to demean or create a hostile or threatening environment.

It is not the intent of this policy to infringe upon or limit educational, scholarly, or artistic expression. At the same time the University prohibits discriminatory practices, it promotes equal opportunity through affirmative action. Nondiscriminatory affirmative action equal opportunity policies apply to: recruitment, hiring, job classification and placement, work conditions, promotional opportunities, demotions/transfers, terminations, training, compensation, choice of contractors and suppliers of goods and services, educational opportunities, disciplinary action, recreational and social activities, use of facilities, housing, and University sponsored programs.

Any person who believes they have been discriminated against should contact the Human Resources Office on campus to obtain assistance and information concerning the filing of complaints, (501) 569-3180

**Student Grievances**

Students with grievances should follow this chain of command (course instructor, school director, college dean, provost) with contact information. The university’s Student Complaint Form is located at https://ualr.edu/deanofstudents/student-complaint/.

**Children in Class**

Children are permitted in the classroom only with the instructor’s advance permission.

**Cell phones**: Cell phones need to be turned off during every class session.

**Students with Disabilities**:

Your success in this class is important to me, and it is the policy and practice of the University of Arkansas at Little Rock to create inclusive learning environments consistent with federal and state law. If you have a documented disability (or need to have a disability documented), and need an accommodation, please contact me privately as soon as possible, so that we can discuss with the Disability Resource Center (DRC) how to meet your specific needs and the requirements of the course. The DRC offers resources and coordinates reasonable accommodations for students with disabilities. Reasonable accommodations are established through an interactive process among you, your instructor(s) and the DRC. Thus, if you have a disability, please contact me and/or the DRC, at 501-569-3143 (V/TTY) or 501-683-7629 (VP). For more information, please visit the

DRC website at ualr.edu/disability.

**Inclement Weather Policy**: <https://ualr.edu/policy/home/admin/weather/>

**Academic Integrity**:

Students and faculty at UA Little Rock are committed to academic excellence and do not tolerate any form of academic dishonesty. According to *UALR’s Student Handbook*, the following actions are subject to grade penalty and disciplinary action:

*Cheating on an examination or quiz*: To give or receive, to offer or solicit information on any quiz or examination. This includes the following classes of dishonesty:

(a) copying from another student’s paper; (b) use during the examination of prepared materials, notes or text other than those specifically permitted by the professor:

(c) collaboration with another student during the examination; (d) buying, selling, stealing, soliciting, or transmitting an examination or any material purported to be

the unreleased content of a coming examination, or the use of such material; (3) substituting for another person during an examination or allowing such substitution

for oneself; (f) bribery of any person to obtain examination information.

*Plagiarism*: To adopt and reproduce as one’s own, to appropriate to one’s own use and incorporate in one’s own work without acknowledgement, the ideas of others

or passages from their writings and works.

*Collusion*: To obtain from another party, without specific approval in advance by the professor, assistance in the production of work offered for credit to the extent

that the work reflects the ideas or skills of the party consulted rather than those of the person in whose name the work is submitted.

*Duplicity*: To offer for credit identical or substantially unchanged work in two or more courses, without specific advance approval of the professors involved.

**Tentative Course Schedule**

Please note that the dates for each topic are tentative. Some topics will require greater discussion and more time than others. Students are expected to attend all class sessions and be prepared for the next topic by completing readings ahead of time. In the event of significant schedule changes, students will be notified of the changes both in class and by the distribution of a new schedule.

**Date Topic Required Readings**

Week 1

January 22 Introductions & Expectations

Week 2

January 29 Personnel Management in Government

Agencies and Nonprofit Organizations Chapter 1 The Development of the Merit System Chapter 2

Week 3

February 4 Ethics, Rights & Responsibilities Chapter. 3

Diversity Chapter 4

Week 4

February 11 Productivity Chapter 5 Organization for Personnel Management Chapter 6

Week 5

February 18 Succession Planning Chapter 7

Position Analysis & Job Evaluation Chapter 8

Week 6

February 25 Performance Evaluation Chapter 9

Week 7

March 3 Selecting Employees Chapter 10

Week 8

March 10 Employee Training & Development Chapter 11

Health & Safety Chapter 12

Week 9

March 17 Discipline & Dismissal Chapter 13

Compensation Chapter 14

March 24 SPRING BREAK/NO CLASS

Week 10

March 31 Collective Bargaining Chapter 15

Summary & Conclusion Chapter 16

Week 11

April 7 Student Presentations (TBA)

Week 12

April 14 Student Presentations (TBA)

Week 13

April 21 Student Presentions (TBA)

Week 14

April 28 Course Wrap-up

**Selected HRM Presentation Topics**

**(this is not an exhaustive list).**

The possible topics to investigate are limited only by your imagination. This assignment provides you with an opportunity to explore a HRM topic in depth that holds particular interest to you so I urge you to take advantage of it. Ask me for help if you are having difficulty coming up with a presentation topic.

* Outsourcing HRM in the Public and Nonprofit Sector
* Professional Development and Training
* Comparing HRM in the nonprofit and public sectors
* Employee and Management Rights and Responsibilities
* Best Practices for Evaluating Employee Performance
* Handling Discipline and Grievances
* Workplace Justice
* Recruiting and Managing Volunteers
* Creating a High Performance Work Culture
* Work-Family Initiatives
* Valuing Diversity and Multiculturalism
* Succession Planning for Public and Nonprofit Organizations
* Strategic Planning for HRM in the Public & Nonprofit Sector
* Strategies for Improving Employee Retention
* Strategic Human Resource Management
* Best Strategies for Promoting Excellent Teamwork Among Employees
* Benchmarking Best HRM Practices for Public & Nonprofit Organizations
* Risk & Control Management in Public & Nonprofit Organizations
* Alternative Dispute Resolution Systems for Public Organizations
* Empowerment Strategies
* Collective Bargaining for Public & Nonprofit Organizations

**Public & Nonprofit HRM Journals**

**(this is not an exhaustive list)**

* *Journal of Public and Nonprofit Affairs*
* *Public Administration Review*
* *Public Personnel Management*
* *Review of Public Personnel Administration*
* *Public Productivity & Management Review*
* *Public Performance & Management Review*
* *Journal of Policy Analysis and Management*
* *Nonprofit & Voluntary Sector Quarterly*
* *Training & Development*
* *Nonprofit Quarterly*
* *Nonprofit Management & Leadership*

**STUDENT RESOURCES**

**Writing Quality**

Please keep in mind that this is a professional graduate-level course. All of your written assignments should be prepared with the attention due to a professional presentation, and expected from a Master’s degree candidate. Written assignments require proofreading and editing prior to submission with careful attention given to correct grammar, spelling, punctuation, paragraphs, and sentence structure. Writing competency is extremely important in graduate school as well as in your professional career.

If you struggle with writing, I strongly encourage you to use the services of *UALR’s Writing Center*. *The Writing Center* provides a variety of resources for students (ualr.edu/writing center) and is willing to assist you in improving your professional writing skills.

### Communication Skill Center

The [Communication Skills Center](https://ualr.edu/appliedcomm/communication-skill-center-csc/) (CSC) is a resource devoted to helping campus and online students in the various stages of preparing a presentation. CSC staff help take the panic out of public speaking! Services include, but are not limited to, public speaking anxiety management, brainstorming, research, content organization, PowerPoint/Google Slide design and integration, and providing presenters with helpful rehearsal feedback. The CSC offers both in person (Learning Commons, first floor of the Ottenheimer Library) and virtual services:

To schedule an in person or online video call appointment, please use the following link: [calendly.com/ualr-communication-skill-center](https://calendly.com/ualr-communication-skill-center)

To access our online chat, please use the following link (and be sure to log-in to your email): <https://hangouts.google.com/group/ncmX9d991pbMAkV66>

To request support via email, please use the following link: <https://forms.gle/Aq6sThHm9T6weZD66>

[**Microsoft Office 365**](https://ualr.edu/itservices/applications/v/office365/)

Office 365 is a communication and collaboration service hosted by Microsoft offered to current students and employees for personal use. Office 365 allows users to install Microsoft Word, Excel, Powerpoint, Outlook, and OneNote applications on their local computers, as well as access to the online versions of the software.

* [View details](https://ualr.edu/itservices/applications/v/office365/)

**Student Support Resources**

Having trouble with class (or life!) and not sure where to find help?  
Start your search at [www.ualr.edu/chasse/student-resources/](http://www.ualr.edu/chasse/student-resources/)  These resources range from big picture needs like transportation and childcare; to general needs available on campus like printing, counseling, student success workshops; to specific academic assistance like communication, math, supplemental tutoring, blackboard; and includes a link to the university’s main student services list.

## Students can also [request support from the UA Little Rock Care Team.](https://docs.google.com/forms/d/e/1FAIpQLSftFHstFymEU2oT99X9PdvRuMWdkgPT3udUL3HJwnxLIphS3g/viewform) A member from the Care Team (typically a staff member in your College) will make contact with you within 48-72 hours, usually sooner. The Care Team member is a resource who can help you navigate UA Little Rock, assist with academic support strategies, conflict resolution, connect you to campus and community resources, help you navigate financial resources, and assistance in crisis situations.