



POSC 6593 CRN: 10A 11381

SEMINAR HUMAN RESOURCE

MGMT

2025 Spring

Course Information

College of Liberal Arts and Communication
Department of Government, Law & Policy

Credit Hours: 3

Instructor Information

Name: Jonghoon Lee

Title: Postdoctoral Fellow

Email: jolee@astate.edu

Phone: (870) 972-3690

Office: HSS 3052

Office Hours: Tuesday 2 - 4 PM

Additional Information:

If students cannot make office hours at the designated time, they can make an appointment to find another available time or meet by zoom.

Course Description

An examination of policies, procedures, strategies, laws and regulations implemented in human resources management for public and nonprofit organizations.

Course Description cont'd.

An introduction to the organizational and methodological issues involved in the analysis and evaluation of programs and policies in public and non-profit organizations. This includes: reviewing the history of the U.S. public personnel administration; planning strategically for human resource needs; organizing work, pay and benefits; considering social equity and diversity; recruiting, selecting and promoting employees; employee training and development; evaluating leadership and employee performance; performance appraisal techniques; completing job analyses, classification, and performance appraisals; ensuring employee safety and health; considering organizational justice and collective bargaining; considering the role of ethical and professional judgment.

Required Textbooks & Materials

*image
not
available*

Title: Human Resource Essentials for Public Service

ISBN: 9781736040218

Authors: Mary Ellen Guy, Jessica E. Sowa

Publication Date: 2022-01-01

*image
not
available*

Title: Achieving Social Equity

ISBN: 9781733934466

Authors: Mary Ellen Guy, Sean A. McCandless

Publication Date: 2020-01-01

Program Learning Outcomes

- Leadership: MPA students will be able to evaluate different leadership patterns within an organization and determine appropriate strategies to enhance organizational performance. (UC 1, 2, 5)
- Analysis: MPA students will demonstrate the ability to analyze, synthesize, think critically, and make decisions as public and nonprofit managers. (UC 3)
- Communication: MPA students will determine an appropriate communication style, research and develop content, and deliver content using the appropriate communication channel for various managerial situations that may arise in public or nonprofit organizations. (UC 4, 2)
- Ethics: MPA students will create a personal code of ethics and be able to apply that code to complex managerial situations. (UC 4)

Course Learning Outcomes

Upon Completion of this course, you should be able to:

- State and explain key concepts in the application of human resource administration, including hiring, discipline and appraisal.
- Evaluate the successes and problems associated with various performance appraisal techniques.
- State and explain key laws, court cases, and history differentiating equal employment opportunity, affirmative action, and workforce diversity.
- Analyze a job, create a job description, and understand the application of pay equity concepts.

Course Assessments and Evaluation Procedures

Weekly Reader Article Presentation (30% of your grade): As part of this course, you are required to prepare and present a report on a chapter selected from *Achieving Social*

Equity: From Problems to Solutions. This assignment is designed to enhance your understanding of social equity concepts and their application in human resources.

A sign-up sheet will be provided during the first week of class to claim the chapter you wish to present. Each chapter can have a maximum of three presenters, and selections are on a **first-come, first-served** basis. Ensure you sign up early to secure your preferred chapter.

This assignment comprises three different requirements:

1. **Written Report (15% of your grade):** Prepare a 3-5 page report summarizing and analyzing your selected chapter. Your report should highlight key points, discuss their implications for human resources, and connect them to real-world applications. Please include 2-3 discussion questions at the end of your report to stimulate class engagement. The report must be double-spaced, Times New Roman in 12-point font, with one-inch margins, and submitted as a Word (.docx) or PDF (.pdf) file.
2. **Video Presentation (10% of your grade):** Record a 3-5 minutes video presentation providing an executive summary of your chapter. Focus on presenting the key ideas in a concise and engaging manner - please avoid reading directly from your report. Upload your video to YouTube or Kaltura and submit the link to the designated page. The goal of your presentation is to inform your peers of the chapter's main ideas and relevance to human resources practices.
3. **Discussion Engagement (5% of your grade):** Actively participate in the discussion page by responding thoughtfully to questions and comments posted about your presentation. Your responses should demonstrate a clear understanding of the chapter's content, engage with your peers' perspectives, and further the discussion in a meaningful way. Timely and respectful interaction is expected to foster a collaborative learning environment.

Participation (10% of your grade): All students are expected to actively participate in class, especially in Weekly Reader Article Presentation. Active participation entails asking questions and answering questions asked by presenters. Watch your classmates' presentations and prepare thoughtful questions and comments.

Weekly Exercises (30% of your grade): Each week, students are required to complete selected exercises and/or discussions from *Human Resource Essentials for Public*

Services. These assignments are designed to reinforce students' understanding of concepts and theories covered in that week. The answers must be double-spaced, Times New Roman in 12-point font, with one-inch margins, and submitted as a Word (.docx) or PDF (.pdf) file. Submissions are due by **11:59 pm on Sunday of the assigned week**. Late submissions will incur a penalty of 10% per day beyond the due date.

Final Exam (30% of your grade): At the last week, students are required to complete semester analysis (final exam). This final exam is a critical component of the course, designed to assess students' understanding of key concepts and ability to analyze and apply course materials in human resources. The exam comprises two different components: micro and macro essays. Responses must be double-spaced, Times New Roman in 12-point font, with one-inch margins, and submitted as a Word (.docx) or PDF (.pdf) file. Please number each page and label each response with the corresponding question number.

Students may use any resources to complete the exam, but except discussion with your classmates. Properly cite all external sources and include a reference list. Consistency in citation style is required, but the choice of style is up to each student. Failure to cite sources appropriately will result in plagiarism penalties. The exam is due by **11:59 pm on Friday, Feb 28th**. Late submissions will incur a penalty of 10% per day beyond the due date.

Course Schedule/Outline

Date	Assignment Name	Assignment Type	Points
	BioSig-ID™ validation - Module Activities	Assignment	0
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	BioSig-ID™ validation - Module Activities	Assignment	0
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	Class Participation	Assignment	10
	Classroom Connections	Discussion	0
	Group Work Extra Credit	Assignment	0
	Plagiarism Statement Acknowledgment	Quiz	1
	Student Lounge	Discussion	0
1/19/25	1.1 Discussion: Course Introductions	Discussion	1
1/26/25	1.3 Chapter 1 "HRM in Public Service"	Assignment	1
1/26/25	1.4 Chapter 2 "Strategic HRM"	Assignment	1
1/26/25	1.5 Chapter 2 "Strategic HRM"	Assignment	1
1/26/25	2.1 Chapter 3 "Merit System Principles and Practices"	Assignment	1
1/26/25	2.2 Chapter 4 "HRM in Nonprofit Organizations,"	Assignment	1

Date	Assignment Name	Assignment Type	Points
2/2/25	3.1 Chapter 5 "Job Design, Analysis, and Descriptions"	Assignment	1
2/2/25	3.2 Chapter 6 "Recruiting the right Person with the Right Skills"	Assignment	1
2/9/25	4.1 Chapter 7 "Compensation and Benefits"	Assignment	1
2/9/25	4.2 Chapter 8 "Training, Developing, and Retaining"	Assignment	1
2/16/25	5.1. Chapter 9 "Performance Management"	Assignment	1
2/16/25	5.2 Chapter 10 "Labor Relations and Collective Bargaining"	Assignment	1
2/25/25	6.1. Chapter 11 "Fair and Inclusive Public Service Workplaces"	Assignment	1
2/25/25	6.2. Chapter 12 "Workplace Safety"	Assignment	1
2/25/25	6.3 Chapter 13	Assignment	1
2/28/25	7.1. Semester Analysis (Final Exam)	Assignment	30
2/28/25	Weekly Reader Article Presentation	Discussion	30

Course Policies

Late Assignment/ Exam Absence: Make-up assignments will be allowed only for university-excused absences. These include accidents, religious holidays, illness (verified by a doctor), serious family emergencies, and participation in group activities sponsored by the University. For more information on university-excused absences, click here: [university attendance policy](#).

Except in the case of unforeseen absences (e.g., emergencies), students must notify the instructor beforehand. In the case of emergencies, students must justify their absence within two business days from the days of absence.

Unexcused absences from exams will result in a score equal to zero for that exam. At-home assignments handed in after the deadline will be penalized by 10 percentage points. An additional 10 percentage points will be deducted every 24 hours from the deadline, with this penalty applying for up to 72 hours. Beyond this window, any assignments not submitted will result in a grade of zero.

Re-Grading Policy: Students can request a revision of their grade within five days of receiving the graded assignment. To ask for a revision, students must write an email in which they explain the reason why they believe their score should be changed. The instructor will then consider the request and regrade the entire assignment. As a result, your grade may go up or down.

Questions about Assignments: Students are encouraged to attend office hours to discuss any questions related to the class, including assignments. I am glad to answer questions about the course material and assignments.

Email Etiquette: In the email subject, please indicate "POSC 6593."

University Policies

ACADEMIC INTEGRITY

[Click to view Academic Integrity information](#)

Arkansas State University upholds the academic integrity policy as found in the Student Handbook. Academic Misconduct is housed in the Office of the Provost and Academic

Affairs and Research, providing consultation, conducting meetings, educating, and assisting faculty and students through the academic misconduct process.

Note Selling

“There are companies that will try to lure you into selling the notes you take in this class. Don’t let these companies take advantage of you. Selling my notes to any commercial service I will consider a violation of my intellectual property rights and/or copyright law as well as a violation of the A-State academic integrity policy. Continued enrollment in this class signifies intent to abide by the policy. Any violation will be reported to the Office of Academic Initiatives and Integrity.” – adopted from the University of Arkansas

Plagiarism

Plagiarism is the act of taking, using, and/or presenting the idea(s), work(s), and/or writing(s) of another person or entity (e.g., artificial intelligence) as one's own. Plagiarism includes, but is not limited to:

1. Submitting as one’s own any theme, paper, report, computer program, presentation, creative work, or scholarly work of any nature belonging to, or written or created by another, including artificial intelligence, without prior permission of the instructor and proper citations.
2. To avoid plagiarism, give written credit and acknowledgment to the source of thoughts, ideas, and/or words, whether you have used direct quotation, paraphrasing, or just a reference to a general
3. If you directly quote works written by another person(s) or entity (e.g., artificial intelligence), enclose the quotation with quotation marks and provide an appropriate citation (e.g., footnote, endnote, bibliographical reference).
4. Research for an assignment, as well as the complete assignment, must be the work of the person seeking academic credit for the course. Permission of the instructor to use prior work completed for another course or assignment must be obtained in advance.

Cheating/Unapproved Collaboration

1. Cheating is an act of dishonesty with the intent of obtaining and/or using information in a fraudulent or unauthorized manner. Examples of cheating include,

but are not limited to:

2. Observing and/or copying from another student's assignment.
3. Giving or receiving assistance during an examination period. This includes providing specific answers to subsequent examinees and/or dispensing or receiving information that would allow the student to have an unfair advantage in the examination over students who did not possess such information.
4. Using class notes, outlines, and/or other unauthorized information during an examination.
5. Using, buying, selling, stealing, transporting, or soliciting, in part or in whole, the contents of an assignment when such action is not authorized by the instructor of the class.
6. Using for credit in a subsequent class an assignment written for credit in a previous class without the knowledge and permission of the instructor of the subsequent class. This includes when a student is repeating a course for credit.
7. Impersonating or attempting to impersonate another person, or permitting or requesting another person to impersonate you for the purpose of taking an examination or completing other assignments.
8. Unauthorized collaboration during an examination, lab, or any course requirement with any other person by giving or receiving information without specific permission of the instructor.
9. Altering grades or official records.
10. Falsifying or signing another person's name on any academically-related University form or document.
11. Sabotaging or interfering with the academic progress of others.
12. Submitting altered, fraudulent, or falsified data, course, and degree program requirements, including but not limited to honor's thesis; doctoral dissertation; qualifying exam; dissertation defense, and University records/forms.

ACTIVE SHOOTER RESPONSE

[Click to view Active Shooter Response information](#)

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and other populated area. In most cases, active shooters use firearms and

there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.

CHILDREN/VISITORS IN CLASS

The University has an obligation to its students, faculty, staff, and visitors to conduct its operations and maintain its facilities in a manner consistent with its mission as an institution of higher education. For this reason, young children should not be brought to the campus, and, of course, may not attend classes with their parent or guardian.

There may be occasions when brief visits by children of students may be necessary. Children may visit college offices and facilities, **other than classrooms**, for limited periods of time when their parent or guardian is conducting routine business at the college.

Regular repeated visits by children are not permitted. In no case are children permitted in labs, shops, construction/repair sites, or other areas where potential hazards exist.

Children brought on campus must be directly supervised at all times by their parent or guardian.

CLASS ATTENDANCE POLICY (UNDERGRADUATE COURSES)

[Click to view the Class Attendance Policy](#)

Students should attend every lecture, recitation, and laboratory session of every course in which they are enrolled. Students who miss a class session should expect to make up missed work or receive a failing grade on missed work. It is the practice of Arkansas State University to allow students to participate in university-sponsored academic or athletic events, even when those events cause them to be absent from class. Students participating in university-sponsored academic or athletic events will not have those days counted against their available absences and will be given reasonable opportunities to make up missed assignments and exams.

Students enrolled in freshman or sophomore level courses numbered 1000 or 2000 may during the spring and fall semester miss no more than twice the number of lectures, recitations, laboratory sessions, or other regularly scheduled class activities that would normally be scheduled during a week. Students who miss more than the maximum number of freshman or sophomore-level classes may be assigned a grade of "FN" for the course. Students who may be assigned a grade of "FN" in a course because of excessive

absences may withdraw from the course without penalty before the deadline for dropping an individual course. In determining whether excessive absences should result in a failing grade, consideration shall be given to the maturity and class standing of the student, the quality of academic work being accomplished by the student, and extenuating circumstances related to such absences.

Students enrolled in junior or senior upper-level courses numbered 3000 or 4000 will not be assigned a grade of "FN" solely for failing to attend classes. However, instructors shall set forth in their syllabi at the beginning of the semester their attendance requirements and expectations with regard to make-up policy for work missed, class participation, and other factors that may influence course grades. In determining whether excessive absences should adversely affect a grade in an upper-level course, consideration shall be given to the maturity and class standing of the student, the quality of academic work being accomplished by the student, and extenuating circumstances related to such absences.

Students must utilize their available absences for any cause which requires them to miss class including, but not being limited to, vacation, illness, emergency, or religious observances. Students who are aware that they will have absences during a term should ensure that they do not exceed the absences available.

CLASS ATTENDANCE POLICY (GRADUATE COURSES)

[Click to view Class Attendance Policy](#)

Class attendance is a critical component of learning and students are expected to attend and participate fully in all scheduled class meetings and activities. Attendance policy is established by the faculty of record for a given class.

Students who do not attend traditional classes or participate in online courses during the first eleven class days of a fall or spring semester, or the first five class days of a five-week term, will be assigned a grade of WN (withdrawal for non-attendance) and are administratively withdrawn from the class. The WN grade does not impact GPA calculation. Students who initially attend, but discontinue attendance or completion of assignments without officially dropping a class are assigned a grade of FN (failure for non-attendance.) The FN grade is equivalent to a grade of F for calculating GPA and academic standing. Academic standing, not attendance, determines whether or not the

student is eligible for continued enrollment. (See probation, suspension, and readmission of suspended students.)

CLASS ATTENDANCE POLICY (A-STATE ONLINE COURSES)

There is no formal attendance policy for graduate level courses as class attendance is a critical component of learning and students are expected to attend and participate fully in all scheduled class meetings and activities. Any attendance policy is established by the faculty of record for a given class.

Students who do not log into an online course during the first 11 of days of class for Fall and Spring Semesters (full session or part of term 1), or first 5 days of class for Summer I and Summer II terms (or fall/spring part of term 2), will be assigned a grade of WN – withdrawal for non-attendance, and are withdrawn from the class. The WN grade does not impact GPA calculation. WN can only be assigned for students who have never logged into Canvas for online classes. Students who have logged into Canvas at any time once the term has begun are NOT eligible for a WN even if they have not completed any assignments. These students must complete the normal drop or withdrawal process. Students who initiate attendance but discontinue attendance or completion of assignments without officially dropping a class are assigned a grade of FN – failure for non-attendance. The FN grade is equivalent to a grade of F for calculating GPA and academic standing. Academic standing, not attendance, determines whether or not the student is eligible for continued enrollment (see probation, suspension, and readmission of suspended students).

Course Attendance Policy: Since this is an asynchronous web-based course, non-attendance may be based on the following: (1) not being logged in appropriately to the Canvas system by the date for WN grading; or (2) non-completion of assignments as noted in the schedule, on the syllabus, or inside announcements, all of which will be at the instructor's discretion.

EDUCATIONAL EQUITY

A-State takes great pride in fostering a diverse and inclusive environment for students, faculty, and staff. Acts of discrimination and/or harassment on the basis of color, sex, sexual orientation, gender identity, race, age, national origin, religion, marital status, veteran status, genetic information or disability in any of its practices, policies or procedures are not tolerated. This includes, but is not limited to, employment, admissions,

educational services, programs or activities which it operates or financial aid. It is the responsibility of all departments and all personnel, supervisory and non-supervisory, to see that this policy is implemented throughout the university.

When applicable, students are encouraged to follow the Student Rights Grievance Procedure outlined in the [Student Handbook](#). Reports can also be submitted to institutionalintegrity@astate.edu. Incidents involving claims of disability-based discrimination should be reported to [Access and Accommodations Services](#) using their Disability Grievance Procedure.

Direct all inquiries regarding the nondiscrimination policy to the Office of Title IX and Institutional Equity, 870-680-4161, and the Administration Building, Room 104.

EMERGENCY PROCEDURES: PROVOST'S INCLEMENT WEATHER POLICY

[Inclement Weather Policy](#)

During periods of inclement weather, the Office of the Provost at Arkansas State University asks the A-State community to be flexible and responsible regarding classes and assignments.

Inclement weather-related announcements and updates - Regarding inclement weather alerts, Arkansas State reminds all students that official announcements will be made only through official university communications. The official university homepage, AState.edu, is supplemented by the verified university social media accounts -- on Facebook (Facebook.com/ArkansasState) and Twitter (@ArkansasState). Email communication for emergency and weather alerts is provided to the official AState.edu issued faculty and staff or student accounts. Individuals who have signed up for text alerts will also receive notices of openings and closures.

INFORMATION TECHNOLOGY

[Information and Technology Services Page](#)

Student Email - All students are responsible for maintaining their current address, email address, and phone number with the Office of Admissions, Records, and Registration. It is also the student's responsibility to frequently monitor campus e-mail and the university website, as these electronic means of communication are the university's most effective and efficient ways to disseminate important information to the campus community.

Campus e-mail is the primary means of communication from the Office of Student Conduct; appearance notifications, hearing notifications, and decision notifications will be sent to the student's A-State email address. Furthermore, this is the only email address utilized for official University correspondence.

Your email address will be your account name AND @smail.astate.edu

Your student email account will look similar to the following:

Jane.Smith@smail.astate.edu

ITS Help Desk - The Arkansas State University Information Technology Services Help Desk is here to help serve Students, Staff, and Faculty 24 hours a day. We are here to help with all of your IT needs. Feel free to call or submit a work order for help. We also have a selection of self-help tools available for solutions to everyday problems. We are excited to be your first point of contact for problem-solving and solutions to your IT problems. We support many areas such as first-time account setup, password reset, and Microsoft Office installation help. Our staff is committed to providing the most up-to-date information to help guide you during your time here at A-State.

Service Eligibility - Help Desk services are available to all current A-State students, faculty, and staff. We cannot assist the general public with technical support issues. If you call the Help Desk, please be prepared to supply your full name and A-State ID number. If you visit us in person at the Dean B. Ellis Library room 149, please be prepared to show us your A-State ID.

LEARNING OUTCOMES (PROGRAM LEVEL)

[Click for Student Learning Outcomes](#)

LEARNING OUTCOMES (COURSE LEVEL)

Variable by Course/Instructor

STUDENTS WITH DISABILITIES

If you are a student with a disability or if you think you may have a disability, please contact Access and Accommodation Services (AAS) to register with their office. If you are eligible for services and an accommodation notification is sent from the AAS office on

your behalf, we will work collectively to ensure that your accessibility needs are met as required. <http://www.astate.edu/a/disability/>

TITLE IX/CHILD MALTREATMENT

As an Arkansas State University faculty member, it is my responsibility and my privilege to contribute to the creation of a safe learning environment for all A-State students. Because of my position as a member of the A-State faculty, I am also a mandatory reporter for purposes of Title IX and the Arkansas Child Maltreatment Act. I want you to be able to share information related to your life experiences with me or in class during this course. However, I also want you to understand that: (1) under the ASU System [Child Maltreatment Policy](#), I must immediately report known or suspected child maltreatment by contacting both the Child Abuse Hotline and the University Policy Department; and (2) under the A-State [Title IX \(Sexual Harassment Discrimination\) Grievance Procedure](#) and the A-State [Other Sex-Based Discrimination Grievance Procedure](#), I must report to the A-State Title IX Coordinator incidences of sexual harassment or other sex-based discrimination that I observe or that are reported to me. For purposes of Title IX, sexual discrimination includes sexual harassment, sexual assault, stalking, domestic violence, and dating violence occurring within the Title IX jurisdiction. Reports of sexual assault, sexual violence, stalking, domestic violence, and dating violence may also be reported to law enforcement authorities. You may also report instances of sexual discrimination directly by contacting the A-State [Office of Institutional Integrity & Title IX](#), including by email at title9@astate.edu.