NPAD 501: Nonprofit Human Resource Management
2 Credits
Summer 2021
May 10 – July 16

Instructor: Peter N. Knox, MPA, MA
Office Hours: By Appointment (please email to arrange)
E-mail: pknox1@binghamton.edu
Class Days/Times: Online
Dept. Contact Info: https://www.umt.edu/law/mpa/default.php

COURSE DESCRIPTION
This course introduces students to the field of human resource management (HRM) in public and nonprofit organizations. It focuses on the knowledge and skills required by both personnel officers and those who manage personnel on a daily basis. The course provides a foundation for developing and applying an understanding of human resource management and a broad introduction for those considering a career in supervision/management in the nonprofit sector.

The course also provides an overview of the numerous federal laws, executive orders, and court decisions that have shaped the field of human resource management. Familiarity with the historical development of HRM is critical to operating successfully in the field of human resource management.

Course Learning Objectives
Upon completion of the course, students will be able to:
1. Acquire substantive knowledge of each major area of human resource management;
2. Develop problem-solving skills relevant to situations faced by managers and personnel officers;
3. Engage technical skills relevant to the effective administration of personnel systems and management of human resource; and,
4. Incorporate greater cultural awareness and understanding into our everyday public service practice.

Required Reading/Coursework
To achieve the course learning objectives stated above, students will be provided with required readings including book chapters, scholarly journal articles, and reference material. These required readings and assignments are identified in your course schedule and in our course shell in Moodle. You are expected to have completed each unit’s readings by the beginning of the corresponding unit noted in the syllabus. Readings and materials will be posted for you to access in Moodle within each unit folder or otherwise per my communication.

Required Texts

Other Materials
Additional materials (e.g., empirical articles, research reports) may be provided online via Moodle.
Statement on Credit Hours and Course Expectations
This is a 2-credit course, which means students are expected to do about 4-6 hours of course-related work or activity each week beyond class time. For an online course such as this, the time you spend working with the lectures and participating on discussion boards and/or in live Zoom meetings is considered time “in class”. Thus, course readings and course assignments are your time “outside of class” and should take roughly 4-6 hours of your time, on average.

Method of Instruction
This class has been organized into 10 weekly units, to be completed online. Since this is an online course, each student is required to check our course site regularly and actively participate in discussions. Our course site is organized by week, with each week containing links to brief lectures, discussions, assignment dropboxes, and other materials pertaining to that unit’s content. The success of this class depends on your ability to complete, reflect, and discuss the material and concepts provided. Please work to engage with your peers in a manner that would be typical of a face-to-face interaction. Doing this makes the course more enjoyable for all of us!

TEACHING STRATEGIES AND METHODS
In order to accommodate the different learning styles of different students, this course will incorporate a variety of teaching strategies and lessons, including online discussions, homework assignments, and mini-lectures. Active participation and full preparation by each student is expected. Students are encouraged to contact the instructor beyond class hours whenever needed to ask questions or seek guidance on course structure.

CLASSROOM/ONLINE LEARNING ENVIRONMENT
The faculty and staff in the Department of Public Administration & Policy are committed to serving all students by creating an intellectually stimulating, safe, and respectful class atmosphere. In return, all students are expected to honor the thoughts, opinions, ideas, and feelings of faculty, staff, other students, and guests.

Faculty, staff, students, and guests often bring case examples from practice settings or personal experiences to discuss in the context of the course material. Cases should not be discussed outside of the classroom. Please refrain from including identifying information when presenting cases. Concerns about the online course environment should be brought to the attention of the instructor as soon as possible.

MPA Portfolios
If you are using any assignments from this course for your final MPA portfolio, it is your responsibility to keep track of individual grades and professor feedback. Use your computer’s “snipping tool” or screenshot to capture graded feedback to save with your files. We ask that you very carefully read the MPA Portfolio requirements listed on our website (e.g. no you cannot use outlines or case write ups). We ask that you be mindful of individual and group projects you participate in each semester so you stay on track – we appreciate you doing so. Each DPAP professor will always offer an option to complete projects on your own. If questions, contact the MPA Director.

Knox, P. - 2021
OVERVIEW OF ASSIGNMENTS

Submission of Assignments:
Please submit all assignments via the Course Assignment links provided in Moodle.

Course Engagement:
As this is a Summer Session course, it is condensed and each week will cover a significant amount of information and processes. It is critical that you participate fully in online discussion forums and assignment processes in order to determine your own understanding, ask questions, and collaborate with your peers.

Assignments:
In order to facilitate your learning process, there will be five (5) class discussion forums relating to the lectures and content covered over the previous two-week period. You will complete these discussions and/or responses by the day of the week and time specified (see assignment summary, below, for due dates). Late assignments will not be accepted without prior arrangement and the student will receive a 0 for that assignment/discussion. Detailed instruction and guidance for these discussion forum will be available in our course shell in Moodle.

This course also entails three (3) skills assessments to help you learn the theory and background of nonprofit human resource management and translate it into tangible skills. These assignments will provide you with necessary exposure to and practice in HRM processes and circumstances that are commonplace and can be applied immediately within your work in the nonprofit sector. Detailed instruction and guidance for these assessment project will be also available in our course shell in Moodle.

Finally, as graduate students, a comprehensive review and application of course content in the form of a case study and analysis of a real-world human resource management experience will be conducted. This case study will include a 2-3 page overview and presentation of the case that raises a key human resources issue, followed by a 3-4 page analysis in which relevant analytical questions are raised, course content and theoretical understanding is applied, and professional assessment is provided.

Guidelines for Written Work
Unless noted, all written assignments should meet and use the following criteria:

1. All work must be typed, double-spaced, utilize 12-point Times New Roman font, and have one inch margins.
2. All assignments shall utilize scholarly, peer-reviewed sources
3. Citations should follow APA format (in-text citations and a reference page are required for written work). Please see https://owl.purdue.edu/owl/purdue_owl.html for assistance with APA guidelines.
4. Assignments are due on the date/time listed in the syllabus; late assignments will not be accepted.
   a. In emergency situations, students may be granted an extension if arrangements are made with the instructor at least 24 hours prior to the assignment due date.
5. All assignments must be turned in as Microsoft Word documents via the links provided in Moodle. If the instructor cannot open the document, the student will not receive a grade. Submission of assignments via e-mail will not be accepted unless specific arrangements have been made in advance.
6. Student collusion is not allowed for individual assignments and will be treated as an act of plagiarism.
   a. I highly recommend using UM’s Writing & Public Speaking Center for feedback on writing assignments. You can schedule a Zoom appointment online.
Technology Issues
Please make sure that your Internet browser settings meet the requirements to be Moodle compatible. Call UM Online by phone, (406) 243-4999 or email umonline-help@umontana.edu if technological problems arise. There is no on-call assistance during nights and weekends. For a total Moodle system failure, students will be sent an email by the University of Montana.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Course Discussions</td>
<td>50 (10pts per two-week periods)</td>
<td>Discussion Leader: Mondays, 11:59pm</td>
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<td></td>
<td></td>
<td>Respondents: Wednesdays, 11:59pm</td>
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<tr>
<td>Skills Assessments</td>
<td>60 (20pts each)</td>
<td>Assessment #1 - Saturday, May 29, 11:59pm</td>
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<td>Assessment #2 - Saturday, June 12, 11:59pm</td>
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<td>Assessment #3 - Saturday, July 26, 11:59pm</td>
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<tr>
<td>Case Study</td>
<td>40</td>
<td>Sunday, July 18, 11:59pm</td>
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<td>TOTAL</td>
<td>150</td>
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Determination of Final Grades
Grades for this course will be determined by the extent to which a student demonstrates the competencies listed in this syllabus. Grades for this course will be assigned using the grading systems established by the University of Montana and the Department of Public Administration & Policy. Therefore, grades will be assigned in the following way:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>94 – 100</td>
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<tr>
<td>A-</td>
<td>90 – 93</td>
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<tr>
<td>B+</td>
<td>87 – 89</td>
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<tr>
<td>B</td>
<td>84 – 86</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 83</td>
</tr>
<tr>
<td>C+</td>
<td>77 – 79</td>
</tr>
<tr>
<td>C</td>
<td>74 – 76</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 73</td>
</tr>
<tr>
<td>F</td>
<td>0 – 69</td>
</tr>
</tbody>
</table>
# COURSE SCHEDULE

All course units have a Monday - Sunday schedule.  
This syllabus may be subject to changes or adjustments.  
Please refer to the latest version available in Moodle in advance of each unit.

## WEEK OF MAY 10

### Unit 1: Intro to Human Resource Management (HRM) & Strategic HRM and Planning

**Due Dates:** Introductory discussion post – share a bit about yourself! – **Wednesday, May 12, 11:59pm.**

**Readings:**  
Pynes, Chapter 1 & 2 (pp. 3 – 68)  
*Open Source Readings Online – See Moodle*

## WEEK OF MAY 17

### Unit 2: Equal Employment Opportunity & Employee Protections

**Due Dates:**  
Discussion Leader(s) Post – **Monday, May 17, 11:59pm**  
Respondent Posts – **Wednesday, May 19, 11:59pm**

**Readings:**  
Pynes, Chapter 3 (pp. 69 – 110)  
*Open Source Readings Online – See Moodle*

## WEEK OF MAY 24

### Unit 3: Diversity & Inclusion

**Due Dates:**  
Skills Assessment #1  
*Writing a Diversity & Inclusion Statement/Plan – **Saturday, May 29, 11:59pm***

**Readings:**  
Pynes, Chapter 4 (pp. 111 – 140)  
*Open Source Readings Online – See Moodle*

## WEEK OF MAY 31

### Unit 4: Job Analysis

**Due Dates:**  
Discussion Leader(s) Post – **Monday, May 31, 11:59pm**  
Respondent Post – **Wednesday, June 2, 11:59pm**

**Readings:**  
Pynes, Chapter 5 (pp. 141 – 174)  
*Open Source Readings Online – See Moodle*
### WEEK OF JUNE 7
#### Unit 5: Recruitment & Selection

**Due Dates:**  
Skills Assessment #2  
*Conduct a Job Analysis and Corresponding Recruitment Plan*  – *Saturday, June 12, 11:59pm*

**Readings:**  
Pynes, Chapter 6 (pp. 175 – 210)  
*Open Source Readings Online – See Moodle*

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### WEEK OF JUNE 14
#### Unit 6: Compensation & Benefits

**Due Dates:**  
Discussion Leader(s) Post – *Monday, June 14, 11:59pm*  
Respondent Posts – *Wednesday, June 16, 11:59pm*

**Readings:**  
Pynes, Chapter 7 & 8 (pp. 211 – 301)  
*Open Source Readings Online – See Moodle*

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### WEEK OF JUNE 21
#### Unit 7: Training & Career Development

**Readings:**  
Pynes, Chapter 9 (pp. 275 – 302)  
*Open Source Readings Online – See Moodle*

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### WEEK OF JUNE 28
#### Unit 8: Performance Management

**Due Dates:**  
Discussion Leader(s) Post – *Monday, June 28, 11:59pm*  
Initial Respondent Posts – *Wednesday, June 30, 11:59pm*

Skills Assessment #3  
*Creating an Employee Performance Evaluation*  – *Saturday, July 3, 11:59pm*

**Readings:**  
Pynes, Chapter 10 (pp. 303 – 340)  
*Open Source Readings Online – See Moodle*

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### WEEK OF JULY 5
#### Unit 9: Labor Relations & Collective Bargaining

**Due Dates:**  
*Case Study: Steps 1 & 2*  – *Saturday, July 10, 11:59pm*

**Readings:**  
Pynes, Chapter 11 (pp. 341 – 376)  
*Open Source Readings Online – See Moodle*
WEEK OF JULY 12
Unit 10: Volunteers

Due Dates:  Discussion Leader(s) Post – Monday, July 12, 11:59pm
            Respondent Posts – Wednesday, July 14, 11:59pm
            Final Organizational Case Study & Analysis (Steps 1-3) – Sunday, July 18, 11:59pm

Readings:  Pynes, Chapter 12 (pp. 377 – 407)
            Open Source Readings Online – See Moodle

CLASSROOM POLICIES

- **Extra Credit**: Not available for this course.
- **Classroom Etiquette**: A driving component of our department is professionalism and your ability to work well with others. Thus, the expectation is that you will maintain a high level of professionalism in your classroom conduct with me, and with your fellow students. This means being respectful during class discussions, and in all communications with the professor and others. Failure to do so will result in removal from class discussions.
- **E-mail Etiquette**: E-mail is a wonderful tool for you to contact me with questions, but it does not replace office hours. If you have involved questions about course material, you should set up a time to come see me or set up a zoom conversation.
- **Incompletes or Withdrawals “W” for the Course**: If for some reason the course is not working out for you please adhere to the University’s policies for the last day to drop a class.
- **Late Assignments**: Students are expected to submit all work on the date specified in the course calendar. Any exceptions to this must be approved by the instructor 72 hours before the date in question. Students must complete all assignments to receive a grade for the course. But, let’s be clear, we are learning during a pandemic and I will do everything I can to help you. Just ask.
- **University Attendance Policy**: (please make sure to follow the participation course policies listed above too) Students who are registered for a course but do not attend the first two class meetings may be required by the instructor to drop the course. This rule allows for early identification of class vacancies and to permit other students to add classes. Students not allowed to remain must complete a drop form or drop the course on the Internet (http://cyberbear.umt.edu) to avoid receiving a failing grade. Students who know they will be absent should contact the instructor in advance.
- **Academic Dishonesty (Plagiarism)**: Students must follow the University’s policies for academic dishonesty. For detailed information, please view. As such, all work submitted must be your own; no duplicate work (work completed for another class) will not be accepted. Acts of cheating or plagiarism will result in a grade of zero (0) for the assignment. Moreover, acts of plagiarism will also be reported to the Academic Court. To avoid acts of plagiarism, cite each reference or source you use and give proper credit for the ideas, opinions, and findings of others. When you are using the exact words of others, you must use quotation marks and include the page number where you found the quote in your citation.

- **Sensitive Course Materials**: College education aims to expand student understanding and awareness. Thus, it involves engagement with a wide range of information, ideas, and creative representations. In
college courses, students can expect to encounter—and critically appraise—materials that may differ from and perhaps challenge familiar understandings, ideas, and beliefs. Students are encouraged to discuss these matters with the professor.

- **Disability Assistance:** The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors. The link for this is information: Disability Services for Students. If you think you may have a disability adversely affecting your academic performance, and you have not already registered with Disability Services, please contact Disability Services in Lommasson Center 154 or call 406.243.2243. I will work with you and Disability Services to provide an appropriate modification.

- **Cultural Leave Policy:** UM has a Cultural and Ceremonial Leave Policy: “Cultural or ceremonial leave allows excused absences for cultural, religious, and ceremonial purposes to meet the student’s customs and traditions or to participate in related activities. To receive an authorized absence for a cultural, religious or ceremonial event the student or their advisor (proxy) must submit a formal written request to the instructor. This must include a brief description (with inclusive dates) of the cultural event or ceremony and the importance of the student’s attendance or participation. Authorization for the absence is subject to approval by the instructor. Appeals may be made to the Chair, Dean or Provost. The excused absence or leave may not exceed five academic calendar days (not including weekends or holidays). Students remain responsible for completion or make-up of assignments as defined in the syllabus, at the discretion of the instructor.”

**ACCOMMODATIONS**

Students who would like to request academic accommodations to ensure their equitable access to and participation in this course should notify the instructor as soon as they are aware of the need for such arrangements. Authorizations from Disability Services for Students (DSS) are often required. Please visit the DSS website (http://www.umt.edu/disability-services/default.php) or contact DSS at (406) 243-2243, at dss@umontana.edu or in Lommasson Center 154 on the University of Montana campus for more information. The Department of Public Administration & Policy will treat information regarding disabilities in a confidential manner.

If you are experiencing undue personal or academic stress at any time during the semester or if you need to talk with someone about a personal problem or situation, I encourage you to seek support as soon as possible. I am available to talk with you about stresses related to your work in my class. Additionally, I can assist you in reaching out to any one of a wide range of campus resources, including:

- Office of Student Affairs: (406) 243-5225
- Curry Health Center: (406) 243-4330
- Student Advocacy Resource Center: (406) 243-4429
- International Student and Scholars Office: (406) 243-2288
- University Counseling Center: (406) 243-4711
- University Police: 911 OR (406) 243-4000 (Emergency); (406) 243-6131 (Non-Emergency)