

San José State University
Master of Public Administration/ Political Science Department
PADM 215 Public Personnel Administration Section 01 Spring 2025

Course and Contact Information

Instructor:	Dr. Eric Ramones, Ed.D, MPA, IPMA-SCP
Office Location:	Clark Hall 406J
Telephone:	(408) 741-2060
Email:	eric.ramones@sjsu.edu
Office Hours:	Thursday 5pm to 6pm or by appointment
Class Days/Time:	Thursday 6:00pm to 8:45pm
Classroom:	DMH 354
Prerequisites:	PADM 210

Course Description

An overview of personnel management in a political environment and its role in maintaining a democratic society. Methods and problems of job analysis, compensation, staffing, Equal Employment Opportunity (EEO), evaluation, training and union relations.

Course Format

This course adopts an online virtual format using the Zoom meeting platform. Internet connectivity, computer with video and audio capability, and email account for submission and receipt of assignments are required.

Course Goals

To gain fundamental knowledge in public personnel/human resources management applicable to a career in public administration. Students will learn: broad knowledge of fundamentals and practices of public human resources management; the application of human resources management strategies and techniques; and the analysis of personnel issues for the purposes of decision-making.

Course Learning Outcomes (CLO)

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

1. Describe the function of public personnel management in a public organization
2. Analyze the function of public personnel management for public administrators
3. Identify key competencies within a job announcement or job description
4. Describe recruitment and selection processes in a public organization
5. Utilize strategic human resources thinking during organizational decision making

Required Texts/Readings

Textbook

(A) Donald Klingner, John Nalbandian, Jared Llorens Public Personnel Management: Contexts and Strategies 6th edition (Longman, 2010)

(B) Norma Riccucci, Public Personnel Management, Current Concerns, Future Challenges 5th edition, (Pearson, 2011).

Other technology requirements / equipment / material

Web Camera and Microphone if not built in to personal computer. Assignments will be submitted via email in either Microsoft Word (preferred) or PDF format

Course Requirements and Assignments

Chapter Analyses: Each chapter covers a human resources topic that appears in the Riccucci text and other sources. You must come to class ready to discuss. You will be required to provide written analysis and lead a discussion identifying key points and relevant concepts. Papers should be 4-5 pages double-spaced typewritten. CLO 1,2,5

Examination: The text contains study questions to prepare for the exams as we go along from topic to topic. They will be directly tied to the lecture/discussion and the texts and will contain no surprises. Credit will be given for thorough analysis and synthesis on the exams. Merely listing facts demonstrates the ability to memorize and does not demonstrate knowledge of material. CLO 3,4,5

Term Paper (Final): Papers should be a 10 to 12 pages double-spaced typewritten (Not including the cover page and references). Papers should contain at least 10 references from the literature of the last 5 years. The topic must be on an aspect of Public Personnel Management and be approved in advance by the instructor. Students must take care that appropriate citations are used. Direct quotations must be so indicated with quotation marks and a specific reference to the page in the source from which it was taken. Ideas from others must also be referenced although quotation marks are inappropriate. CLO 1,2,5

Class Participation: You will be rated on your ability to remain actively engaged in the discussion by contributing relevant themes and referencing applicable concepts from the textbooks. In addition, you will be asked to participate in team exercises, and make ad hoc presentations to the class. CLO 2,5

Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally three hours per unit per week) for instruction, preparation/studying, or course related activities, including but not limited to internships, labs, and clinical practica. Other course structures will have equivalent workload expectations as described in the syllabus.

Final Examination or Evaluation

The culminating activity and signature assignment for this course is the Term Paper.

Grading Information

Case Analyses 20%

Exam 25%
Participation 25%
Final Term Paper 30%

Determination of Grades for the Case Analyses and Term Paper will be based on the following criteria:

1. The professionalism with which the report is presented: clarity, appearance, grammar, spelling, appropriate word choice, “voice”, citations are relevant and accurate
2. The appropriate application of concepts from class discussion and readings to the analysis
3. The quality of the incorporation of relevant research to justify or provide evidence for position held, or to support or refute statements
4. The quality of critical thinking demonstrated in writing

Late work will only be accepted for an unforeseen emergency or hardship and will be penalized by at least one grade based on the extended deadline. Missed work will result in either a failure of the course or an incomplete. Students must communicate the emergency or hardship in advance of the assignment due date, if possible.

<i>Grade</i>	<i>Points</i>	<i>Percentage</i>
<i>A plus</i>	<i>980 and above</i>	<i>98 to 100%</i>
<i>A</i>	<i>920 to 979</i>	<i>92 to 97%</i>
<i>A minus</i>	<i>900 to 919</i>	<i>90 to 91%</i>
<i>B plus</i>	<i>880 to 899</i>	<i>88 to 89 %</i>
<i>B</i>	<i>820 to 879</i>	<i>82 to 87%</i>
<i>B minus</i>	<i>800 to 819</i>	<i>80 to 81%</i>
<i>C plus</i>	<i>780 to 799</i>	<i>78 to 79%</i>
<i>C</i>	<i>750 to 779</i>	<i>75 to 77%</i>
<i>D</i>	<i>700 to 749</i>	<i>70 to 74%</i>
<i>F</i>	<i>690 and below</i>	<i>69% or lower</i>

Classroom Protocol

Attendance and Participation are mandatory for the successful completion/passing of this course. Consistent, relevant, weekly participation in scholarly class discussions throughout the entire semester are criteria for class participation.

University Policies

General Expectations, Rights and Responsibilities of the Student

As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. To learn about these rights and responsibilities, please read [University Policy S16-15: Students' Rights and Responsibilities](#) and SJSU's current semester's [Policies and Procedures](#). These Policies and Procedures include links to relevant information should questions or concerns about a class arise. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not address the issue, it is recommended that the student contact the Department Chair as the next step. At any point, a student may contact the [University Ombudsperson](#).

Academic Integrity

Your commitment as a student to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy F15-7](#) requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. Visit the [Student Conduct and Ethical Development](#) website for more information.

Accommodation for Students' Religious Holidays

[University Policy S14-7](#) states that San José State University shall provide accommodation on any graded class work or activities for students observing religious holidays that require absence from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the absence. It is the responsibility of the instructor to make every reasonable effort to honor the request without penalty, and of the student to make up the work missed.

Adding and Dropping Classes

Students are responsible for understanding the policies and procedures about add/drop. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](#). Students should be aware of the current deadlines and penalties for dropping classes ([Late Drop Information](#)).

Information about the latest changes and news is available at the [Advising Hub](#).

Attendance and Participation

Attendance is the responsibility of the student. However, attendance itself may not be used as a criterion for grading. Students are expected to attend all meetings for their courses, as they are responsible for all material covered, and active participation is frequently essential to ensure maximum benefit to all class members. Participation may be used as a criterion for grading when the parameters and their evaluation are clearly defined in the course syllabus and the percentage of the overall grade is stated. The full policy language can be found at <http://www.sjsu.edu/senate/docs/F15-3.pdf>

Accommodations for Students with Disabilities

[Presidential Directive 97-03](#) requires that students with disabilities requesting accommodations register with the [Accessible Education Center](#) (AEC) to establish a record of their disability. AEC will contact the instructor with further details, if needed

If special arrangements are needed in cases of emergency or if the building must be evacuated, please make arrangements with the instructor.

Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](#) requires students to obtain instructor's permission to record the course. The following criteria define expectations relating to recording a course.

- Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without approval. You may not publicly share or upload instructor generated

material such as exam questions, lecture notes, or homework solutions without instructor consent. This prohibition includes sharing information with third parties and on websites.

- You must obtain the instructor's permission to make audio or video recordings in class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.
- Permission from the instructor, whether in writing or orally, may extend to either a single class or the entire semester.
- In classes where active participation of students or guests may be on the recording, permission of those students or guests must be obtained as well.

Timely Feedback on Class Assignments

Per [University Policy F13-1](#), all students have the right, within a reasonable time, to know their academic scores, to review their grade-dependent work, and to be provided with explanations for the determination of their course grades.

Counseling and Psychological Services

The SJSU Counseling and Psychological Services is located on the corner of 7th Street and San Carlos in the new Student Wellness Center, Room 300B. Professional psychologists, social workers, and counselors are available to provide confidential consultations on issues of student mental health, campus climate, or psychological and academic issues on an individual, couple, or group basis. We also offer numerous workshops for students every semester.

To schedule an appointment or learn more information, visit [Counseling and Psychological Services website](#) at <http://www.sjsu.edu/counseling>.

Peer Connections

[Peer Connections](#) is your campus-wide resource for mentoring (time management, note taking, learning strategies, adjusting to college, etc.) and tutoring (including over 120 different courses and undergraduate writing). In addition, Peer Connections provides classroom support through Supplemental Instruction Leaders, Learning Assistants, Peer Mentors, and Embedded Tutors. Your instructor will announce if a Peer Educator is in your class. Peer Connections also has space for studying and offers breakfast snacks for students each day while supplies last. All services are FREE to SJSU students.

For more information on services, hours, locations, or a list of current student success workshops, please visit the website at <http://peerconnections.sjsu.edu>.

PADM 215, Public Personnel Administration, Spring 2025, Course Schedule

Course Schedule subject to change with advanced notice

Week	Date	Topics and Readings	Assignments Due
1	1/23	First Day of Instruction – Course Overview	
2	1/30	Overview of Public Personnel Management A. Chapter 1,2 B. B. Chapter 1	
3	2/6	Strategic Thinking A. Chapter 3 B. B. Chapter 10	
4	2/13	Planning, Budgeting, Performance Management and Program Evaluation A. Chapter 4	Topic Proposal
5	2/20	Defining and Organizing Work A. Chapter 5	
6	2/27	Rewarding Work: Pay and Benefits A. Chapter 6 B. B. Chapter 13	
7	3/6	Social Equity and Diversity Management A. Chapter 7 B. B. Chapter 3,5,6 (Chapter 5 or 6 for Analysis)	Case Analysis #1
8	3/13	Recruitment, Selection, and Promotion A. Chapter 8 B. B. Chapter 11	
9	3/20	Leadership A. Chapter 9 B. Chapter 12	
10	3/27	MIDTERM EXAMINATION	Exam
11	4/3	SPRING BREAK NO CLASS	
12	4/10	Training, Education, and Staff Development A. Chapter 10 B. Chapter 17	
13	4/17	Performance Evaluation A. Chapter 11 B. Chapter 14	Case Analysis #2
14	4/24	Safety and Health A. Chapter 12 B. Chapter 7	
15	5/1	Organizational Justice/Collective Bargaining A. Chapter 13, 14 B. Chapter 8	
16	5/8	TERM PAPER DUE	Term Paper
17	5/15	FINALS WEEK– ASSIGNMENTS DUE	