

<b>Course</b>	HRMG 5800 Staffing
<b>Term</b>	Fall 2, 2009 Tuesday Evening (5:30P – 9:30P) October 17 – December 18
<b>Instructor</b>	Name: Paul Ladnier Phone: 352-861-0083 Email: ladnier@webster.edu
<b>Catalog Description</b>	This course introduces students to the basic principles and techniques of staffing the workplace. Students will be introduced to basic and intermediate level theories and strategies utilized in staffing, planning, recruiting, and selection. Topics covered include: job analysis, recruitment, selection, and performance assessment.
<b>Prerequisites</b>	Managing Human Resources (HRMG 5000)
<b>Course Level Learning Outcomes</b>	<p>Upon successful completion of this course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in staffing.</li> <li>2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in staffing when analyzing moderately complex factual situations involving staffing issues.</li> <li>3. Develop appropriate solutions to multifaceted staffing problems involving moderately complex factual situations using appropriate facts, concepts, principles, analytic techniques, and theories from staffing.</li> <li>4. Evaluate the quality of their proposed solutions to staffing problems against appropriate criteria, including fit with organizational strategies and human resources management strategies, as well as organizational constraints.</li> <li>5. Develop basic labor forecasts using appropriate qualitative and quantitative techniques.</li> <li>6. Create moderately complex recruiting plans using recruiting concepts and analytic techniques.</li> <li>7. Develop and evaluate moderately complex test batteries that reflect and integrate appropriate employment law, reliability, and validity concepts.</li> </ol>
<b>Materials</b>	<i>Staffing Organizations</i> . 6 <sup>th</sup> ed., Heneman, H.G, & Judge, T.A; Boston: Irwin McGraw-Hill ISBN: 13-9780073530277

**Grading**

Determination of grades is based on the following criteria:  
Your course grade will be based on your scores on your examinations, papers, assignments, and your contributions to class discussions. These different components will be weighted as follows:

A 96 – 100, A- 90 – 95, B+ 87 – 89, B 84 – 86, B- 80 – 83,  
C 70 – 79, F 69 or less, I Incomplete

Mid-Term Exam	25%
Final Exam	25%
Term Paper & Assignments	30%
Presentation	10%
Class Participation	10%

**Mastery Level (Grade of “B”): Professional Achievement**

Products must meet the requirements stated above for minimum requirements and additionally meet professional criteria. For example, documentation should be included to support research papers, the APA format should be used consistently throughout the paper, and substantially more than the minimum number of references should be included. Presentations should be logical, organized, and comprehensive.

Examinations should be organized, in depth, comprehensive, logical and complete, and evidence thorough understanding of the subject /topic through application of principles.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

**Mastery Level Plus (Grade of “A”): Creative Achievement**

Products must meet all requirements stated above and additionally meet creative criteria. These criteria include unique topic or subject selection, synthesis of ideas, evaluation of subject matter and positions found in the literature, be creative in approach, establish new relationships with ideas and provide new insights.

Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

The grade of “A” represents the best work of students, accomplished in a unique and professional manner.

<p><b>Activities</b></p>	<p>Classes will include lectures, group exercises, and discussions of short cases. Some individual exercises may be completed during class, but some will also be completed outside class. All group exercises will be completed during class, and obviously cannot be made up individually later—you will simply not get credit for those missed group exercises. For all classes other than the first class, you are expected to have read the assigned chapters before class each week. This will enable you to participate in any exercises and to ask questions about material you didn't understand.</p> <p>There will be one midterm examination and a final examination. The examinations will consist primarily of multiple choice questions, short answers, and brief essay questions – some based on scenarios. The examinations will cover all of the assigned readings, even if the material was not discussed in class. In addition, you may be tested on information introduced in lectures or cases, but which is not covered in the textbook.</p>
<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b> The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b> Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b> If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b> Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not</p>

	<p>acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b>  From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b>  It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>						
<p><b>Course Policies</b></p>	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. Any changes will be announced during class.</p> <p>All cell phones, pagers, and other electronic devices must be silenced during class time. Students must refrain from repeated departures from the classroom in order to receive or make such communications during class time.</p>						
<p><b>Weekly Schedule</b></p>	<p>HENEMAN AND JUDGE BOOK</p> <table border="1" data-bbox="492 1293 1354 1367"> <thead> <tr> <th data-bbox="492 1293 602 1367">Week</th> <th data-bbox="602 1293 1130 1367">Topics</th> <th data-bbox="1130 1293 1354 1367">Chapters in Text</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Week	Topics	Chapters in Text			
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	<b>7</b> <b>12/1</b>	Internal Selection Decision Making	10-11	
	<b>8</b> <b>12/8</b>	Final Match Retention (Maybe staffing system management)	12-14	
	<b>9</b> <b>12/15</b>	<b>FINAL EXAM</b>		
<b>Additional Information</b>	<p><b><u>Term Paper Requirements:</u></b>          Students will be required to submit a 10 – 12 page typed research paper using double-spacing, in APA format, with one-inch margins and 12-point font. A minimum of five references, excluding the text, must be reviewed in preparing comments, references, citations, etc. Content, style, grammar, spelling, sentence structure, organization, etc. will be included in the grading criteria. Each student will select a topic of interest that is related to staffing &amp; selection or another management topic approved by the instructor. When feasible, select a topic that is related to your workplace or a current situation that you want to address. The written paper is due not later than Week #7 the oral presentation must be completed not later than Week #9. No credit will be given for papers or presentations not completed by the due date(s).</p> <p><b><u>Required Elements for Research Paper:</u></b></p> <ul style="list-style-type: none"> <li>▪ Abstract – Summarizing the issues of the study and recommendations.</li> <li>▪ Prior research – Clearly express the reason you chose your topic to report on. Include the body of information that validated your problem(s). Show how your work will help resolve the problem(s) that the organization faces. If you find evidence that other researchers agree that the problem addressed in your paper is important, so indicate the references.</li> <li>▪ Conclusion and other research – What were the significant contributions of your findings? Identify potential limitations of the study and suggest areas of research that can address these limitations.</li> <li>▪ References – You are required to cite all relevant articles that are referenced. In-text cites are necessary.</li> <li>▪ Attach any surveys, questionnaires or instruments used in your study.</li> <li>▪ Use APA guidelines for citations.</li> <li>▪ In addition to the above elements, your paper will include: title page, Certificate of Authorship, and a table of contents.</li> </ul> <p><b><u>Potentially Required Elements for Research Paper:</u></b></p> <ul style="list-style-type: none"> <li>▪ Problem statement and goals – State the problems of the study that you plan to address. How will you manage the problems?</li> <li>▪ Analysis – Discuss the potential alternatives. Document criteria; discussing the interaction of your criteria with each alternative recommended.</li> </ul>			

- Results – Present the significant results of your study and relate it to the existing literature. What are the expected outcomes for your organization given your recommendations and within what time frame?
- Appendix (as required / appropriate)

Students will attach and sign a Certificate of Authorship:

“I hereby certify that I am the author of this document and any assistance I received in preparing this report is fully acknowledged. I have also cited in APA format for all sources from which I obtained ideas, data, and words. Sources are properly credited according to the APA guidelines.”

“I also certify that I have not submitted a paper on the same or similar topic to any other professor, at Webster University or elsewhere, in the course of my educational career without proper reference, citation, and acknowledgement.

Signature: \_\_\_\_\_.”

**Oral Presentation Requirements:**

Use of PowerPoint is required along with handouts as appropriate. The presentation must be given as scheduled with the instructor for either Week #7, 8, or 9 – otherwise, no credit will be awarded. A very limited number of presentations will be given on Week #9 due to the final exam. 8 – 15 minutes in length. Students finding it necessary to change the oral presentation date must find another student willing to switch dates then both students must notify the instructor of the new dates agreed to.

**Minimum Requirements:**

Products (papers, case studies, projects) must be on time, in the correct format, corrected for spelling and grammar, appropriate materials included and referenced to-the-point and on topic and conclusions must be supported.

Examinations must be complete, accurate, neat, evidence clear thought, and exhibit concise and to-the-point responses.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Reviewed by:   Nicki Nance  

Job Title:   Faculty Coordinator  

Date:   8/31/09