# ADVANCED HUMAN RESOURCES MANAGEMENT

**MAN 4306**

## COURSE DESCRIPTION

This course is a seminar providing an overview of the process by which organizations staff positions from pools of external and internal applicants. Staffing is one of the most focal human resource activities. As such, results from this course are central to effective management. Understanding this topic requires recognizing how theory, research, and legal foundations can inform staffing decisions. Therefore, this class will focus on practices concerning attraction and selection for the most effective utilization of human resources.

Topics covered in the course include: staffing strategy and context, measurement of staffing effectiveness, recruitment and job choice, and selection practices. Throughout the course, considerable emphasis will be placed on relevant legislation and court decisions, and practical application of relevant theory and past research.

## REQUIRED TEXTS

1. Heneman, H. G. III, & Judge, T. A. (2008). Staffing organizations. Sixth Edition. Middleton, WI: Mendota House.

You can purchase these books from online stores such as Amazon.com. (To save you money, I did not order the books through the bookstore.)

## GRADING AND COURSE REQUIREMENTS

This class is a seminar. Therefore, the active participation from all members of the class is essential. You will be expected to have read the required material prior to class, and be prepared to discuss it in detail. Your grade will be based on your contribution to the cases I've assigned for each day and for your participation during in class discussion of the cases. Your quiz grade will be based on your performance on brief in-class quizzes.

The final grade will be 50% case performance and 50% quiz performance. Missing class means missing group work for your cases, and will impact your grade negatively. All homework is done in small groups of 2-4 people. All members of the group receive the same grade for the homework under normal circumstances, however, if there is evidence that one or more students is not performing his or her share of the work the "free-riders" will lose points commensurate to his or her lack of effort.

All quizzes will be graded from 0-100 points. There are ten items on each quiz, so each item is worth 10 points. Partial credit will be given for answers that are partially correct. All cases will be rated from 0-100 points. A grade of 87 (B+) is given for groups that thoroughly and professionally complete all portions of the assignment. I reserve A grades for students who go above and beyond what is directly required for the assignment.

The grading scale for the course is 93%-100%=A; 90%-93%=A-; 87%-90%=B+; 83%-87%=B; 80%-83%=B-; 77%-80%=C+; 73%-77%=C; 70%-73%=C-; 67%-70%=D+; 63-75%=D; 60-63%=D-; below 60%=F.

Absolutely no late work is acceptable, unless I have approved an extension in advance. There are no make up tests without my explicit approval for a make up BEFORE the

testing date unless an event that could not have been forseen causes you to miss a test. Failure to complete all parts of the course by the assigned due dates will result in an incomplete.

UF grade points are as follows: A (4.0), A- (3.67), B+ (3.33), B (3.0), B- (2.67), C+ (2.33), C (2.0), C- (1.67), D+ (1.33), D (1.0), D- (.67), E (0.0).

**RESPECT AND ATTENDANCE**

A professional and high performance culture requires respect for the learning process, for human dignity, for the ideas and the work of others in the business program, and respect for the significant human and financial resources that are invested in business education from many sources. Most importantly, students must respect their own personal commitment to earning a degree. They must devote the necessary time, attention, and best efforts to their education, consistent with the demands of each program format.

Students must treat class attendance as an academic appointment that must be met, much as one must meet a business appointment. Students are expected to attend all scheduled class sessions. Absences should be communicated in advance to me, or, in case of emergency, as soon thereafter as practicable. Unexcused absences or multiple reported absences often reflect a lack of academic and professional commitment and will result in a considerable penalty in final grading.

**STUDENTS WITH DISABILITIES**

If you have a disability that may require modification of seating, testing, or other requirements, contact me immediately so that appropriate arrangements may be made.

**SPECIFIC POLICIES AND PROCEDURES**

1. Case work must by typed in 12 point Times New Roman, Arial, or Helvetica font with 1 margins on all sides. Any homework not meeting these standards will be treated as if it was never turned in.

2. An absence is an absence, regardless of the reason. It is simply too much work to keep track of why people are missing and assessing their honesty, so I give one absent day as flextime, to be used as you see fit but if you use up your day it is gone, even if the absences that come later are justifiable (so for example, if you miss a class because you'd rather start a campaign for mayor on a lark, and then have an attendant social obligation later in the semester, you're out of luck because you already used up your flex day).

3. Plagiarism on any paper will result in an F for the course and a report to the relevant academic dean. I have a very low tolerance for academic misconduct, and so should most of you, because cheating diminishes the achievements of those who are working honestly.

4. Although some of the work for this class is graded at the group level, I will also ask you to rate your group members and will reduce points for any member of a group who is

demonstrated to be slacking according to the consensus of the other members of the group.

**CLASS SCHEDULE AND READINGS**

On the following pages are the class schedule and readings. Because the readings are not evenly assigned to each class, you should either plan your schedule accordingly or, smooth out the flow by reading ahead of the schedule. This is your responsibility to manage.

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| Oct 28 | Introduction | Chapter 1 | | Lecture notes |
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| Oct 30 | Strategy and staffing; discuss case | Chapter 2 | Case 1 Due | Lecture notes |
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| Nov 4 | Legal issues in HR | Chapter 2 | | Use EEO notes again |
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| Nov 6 | HR Planning | Chapter 3 | Case 2 Due | Lecture notes; Discussion notes |
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| Nov 13 | Recruiting | Chapters 5 and 6 | Quiz 1 | Lecture notes |
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| Nov 18 | Recruiting | Chapters 5 and 6 | Case 3 Due | Use recruiting notes again |
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| Nov 20 | Measurement and Validation | Chapter 7 | Quiz 2 | Lecture notes |
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| Nov 25 | Measurement and Validation | Chapter 7 | Case 5 Due | Use measurement notes again |
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| Dec 2 | External selection (screening) | Chapters 8 and 9 | Quiz 3 | Lecture notes |
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| Dec 4 | External selection (tests) | Chapters 8 and 9 | | Lecture notes |
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| Dec 9 | External selection (interviews) | Chapters 8 and 9 | Quiz 4 | Lecture notes |
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| Dec 11 | Decision making and final choice | Chapters 8 and 9 | Case 6 Due, Quiz 5 | |