

MGMT 5566: STRATEGIC STAFFING

WINTER 2011 – SYLLABUS
MONDAY & WEDNESDAYS 5:30 – 6:45

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**THIS SYLLABUS MAY CHANGE
THROUGHOUT THE SEMESTER,
THUS CURRENTLY ENROLLED
STUDENTS SHOULD ACCESS THE
SYLLABUS FROM BLACKBOARD.**

COURSE DESCRIPTION

This course presents theoretical frameworks and practical applications for determining optimal person-organization fit and person-job fit within organizations. Emphasis will be placed on integrating recruitment and selection strategies and practices with overall business strategies. The importance of strategically planning and implementing recruitment and selection processes will be addressed as they relate to various organizational contexts, including environmental threats and opportunities, organizational size, structure, and climate.

COURSE OBJECTIVES AND STRATEGY

The purpose of this course is to provide students with theoretical and practical knowledge of the design and implementation of effective recruitment, selection and employee development programs, with a goal in mind of enhancing overall organizational functioning through these activities.

At the end of the course, successful students should be able to:

- ✦ Demonstrate their understanding of human resource planning principles, including analysis of labor markets and how recruitment and selection strategies should link to organizational strategy.
- ✦ Design an effective recruitment strategy for a variety of jobs and organizations.
- ✦ Identify issues, analyze and apply principles to recruitment and selection activities to ensure compliance with anti-discrimination legislation and case law.
- ✦ Explain validity and reliability in regards to selection devices and apply these principles to ensure selection devices adequately predict job performance.
- ✦ Utilize appropriate principles to design, implement and evaluate effective development/training programs.

This course will use the following techniques:

- ✦ Class work will be focused on learning concepts and principles through activities, with lectures focused on conceptual material. You'll be expected to be familiar with the readings assigned for the day, since you will need that knowledge to fully participate. So please come to class prepared.

- ✦ A significant part of the course will be team-based. Teams will be assigned at the beginning of the semester, and these groupings will continue throughout the course. Some class time will be given for required team work. Students are responsible for adequate preparation in order to support their group's efforts, and all students in a group are responsible for the group's products and outcomes.
- ✦ Testing methodology will consist of "Individual-Group Tests" (IGTs). These tests are designed not only to assess individual student learning, but to also serve as a learning tool.

READING MATERIALS

- ✦ Staffing: Heneman, Judge & Heneman. *Staffing Organizations*. Sixth Edition, 2006.
- ✦ Readings are indicated in the schedule; most are available in Blackboard and others can be retrieved through our online library system (<http://library.umkc.edu/>).
- ✦ Training & Development: No text is required. Students interested in a scholarly resource for training and development are welcome to consult with me.

HOW PERFORMANCE WILL BE EVALUATED

Your grade will be based on the following, which sums to a total of 365 points. Unless you make prior arrangements with the instructor, all assignments must be turned in by the time and date specified or they will not be graded.

- ✦ Individual and group grades on each of three Individual-Group Tests (IGTs), made up of 180 points total (60 points each) for individual tests and 60 points total (20 points each) for group tests.
- ✦ A group paper that evaluates the staffing system (including recruitment and selection) of an organization of your choice (75 points).
- ✦ A letter of agreement from the client whose staffing system you will be evaluating (25 points).
- ✦ A presentation of your findings to the class from your group paper. The class input will count for 40% of this grade, and the instructor's assessment will count for 60% (25 points)
- ✦ In addition, students are expected to attend class regularly. See "attendance policy," below. The instructor reserves the right to deduct points from your grade if your attendance is unacceptable.
- ✦ There will be no extra credit assignments.

The chart below shows how grades will be assigned at the end of the semester.

% of Total Points Received	Grade	% of Total Points Received	Grade
93% - 100%	A	73% - 76%	C
90% - 92%	A-	70% - 72%	C-
87% - 89%	B+	67% - 69%	D+
83% - 86%	B	63% - 66%	D
80% - 82%	B-	60% - 62%	D-
77% - 79%	C+	Below 60%	F

INDIVIDUAL-GROUP TESTS

- ✦ These tests will be given to students first individually, as in a traditional class, and then the groups will take the same test.
- ✦ Both individual and group tests will be closed-book.
- ✦ These tests are difficult, so you should study a lot and thoroughly understand the material. Make sure you ask questions if you don't understand concepts or ideas.
- ✦ The tests will be mostly multiple choice, occasionally some true-and-false, and will have about 60 questions per test.
- ✦ All students must take the individual IGTs and may only miss a group test due to travel or illness.. ***Students who are absent must notify the instructor as soon as possible (before the exam if possible), and take the IGT they missed before the next class session, or they will lose the points allocated for that IGT, for both individual and group.*** Students making up exams must notify the instructor and schedule make-ups at the convenience of the administrative staff, which is during normal business hours. To schedule makeup exams, first check with the instructor and then contact Ms. Susan Mott (816-235-2211 or motts@umkc.edu).
- ✦ Students who must miss a group exam will earn 95% of the group grade.

APPEALS

- ✦ Students and/or groups may make written appeals for answers to questions that have been counted wrong if they believe they indeed answered correctly. Please note on the class schedule when these appeals are due. Please submit appeals electronically.
- ✦ You must make your appeals using the appeals form. Download the document in Blackboard, make your appeal, save it in a new file, and return it to the instructor either via email. Please use a separate form for each question you appeal.
- ✦ If a group appeal is won, the group, as well as any individual member who answered in the same way as the group, will have his/her grade changed accordingly. The grades of other groups or other group members will not be affected, unless they too successfully appeal the question. If an individual appeal is won, only that person's grade will be changed.
- ✦ Students who are absent during the normal testing time, and thus are making up the individual IGT, will not be allowed to make appeals.
- ✦ Appeals should be logically sound, clearly written and based on course information. Appeals based primarily on personal and/or professional experience are generally unsuccessful. As indicated on the form, provide citations where appropriate.

GROUP PAPER

There will be one group paper due for the semester. This paper must be well-written, professional and scholarly, while at the same time concerned with the practical application of sound HR policies and practices. It should be conceptualized as a proposal from a consulting company (yours) to the top management of the organization you are evaluating. Please see the "Group Paper Assignment" document for details.

GROUP PRESENTATIONS

Each group will make a presentation to the class about the organization they are studying and their analysis and recommendations. Class members and the instructor will rate your group's presentation (see "How Performance Will Be Evaluated" for break-down), using a standardized form (found in Blackboard). All group members should participate in the presentation.

GROUP GUIDELINES

Upon formation, each group should discuss and agree upon what constitutes acceptable and superior performance. You might consider the following dimensions:

1. Comes to group activities adequately prepared, including completing the required readings, thinking about the cases and studying for tests
2. Takes initiative in completing group work and volunteering for presenting group ideas to the class
3. Actively participates in all group discussions and activities
4. Effectively and actively listens to other group members
5. Values the diversity of other group members' points of view, communication styles and work styles; attempts to capitalize on the particular strengths of each group member
6. Is a supportive team player who demonstrates cooperation and flexibility in meeting the team goals

"FIRING" A GROUP MEMBER

For three-person teams: If at any time during the semester, a team determines that a member is not performing up to standards, it may "fire" him or her. To do this, it must have first informed that member in writing so that s/he has an opportunity to improve performance. If after a reasonable interval, his/her performance has not improved, the team must state the reasons for the "termination" briefly in writing and have it approved by the professor. Any student fired from the team will have to join another team in order to receive IGT group grades and complete the team project.

For two-person teams: If a two-person team decides that it is dysfunctional to the point of ineffectiveness, the team must consult with the instructor. No individual projects will be accepted unless approved by the instructor.

ATTENDANCE POLICY

An assumption of education is that if you are present, you will learn more than if you are not. Therefore, students are expected to attend all class sessions. However, I realize that occasionally students must travel for business, or may be ill. In the event of such absences, please notify me as soon as you know that you will be gone. You may

email or call me, or let me know ahead of time in class. Also, please note that excessive absences may affect your grade (see “How Performance Will Be Evaluated,” above). In cases where students abuse this attendance policy, grading sanctions will occur.

LEARNING AND GRADING POLICIES

My learning and grading policies are as follows:

- ✦ You are responsible for your own learning.
- ✦ I always try to clearly communicate what's required for the class, but if you're unsure after consulting the syllabus and schedule, please ask me.
- ✦ Just because we don't cover text material in class **does not** mean that you are not responsible for it. You are expected to approach learning the material from a scholarly perspective, critically and thoroughly studying the text and relating it to what is covered in class as well as your own work experience. Because of this philosophy as well as the emphasis on group work, it's impossible and highly undesirable for the instructor to lecture on every detail.
- ✦ The emphasis on group work is, obviously, to help you learn how to effectively work in groups. Again, the student is responsible for this process. Make sure you and your group members agree on the definition of good group member performance, as well as strategies about how you will deal with performance problems within your group. If you are having concerns about how your group is functioning, please don't hesitate to confer with me about it. I am happy to give advice and encouragement, but you and your other group members are responsible for your performance.
- ✦ I (as well as most of the business world) greatly value good, clear, accurate and interesting writing. Please don't hand in papers (even drafts) unless you have carefully proofread them and are convinced that you have given it your best writing. Please contact the Bloch Communication Center if you have concerns about your writing.
- ✦ Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibilities of the instructor.
- ✦ Regarding standards of conduct:
 - A student enrolling in any UMKC course is expected to exhibit high standards of academic honesty. Under no circumstances will cheating in this class be tolerated. "Cheating" includes copying off other students' tests, plagiarizing others' papers or texts (which includes paraphrasing sections without giving the author due credit), revealing the contents of a test before other students take it, etc. These dishonest activities diminish the educational experience for those who are taken advantage of and hurt the class as whole as well as the perpetrator.
 - In the case of academic misconduct, I will assess the affected work and report the incident according to the guidelines printed in the University catalog. Students who are suspected of participating in any of these activities will be reported to the Bloch School's Associate Dean, our Investigative Officer.
 - All in-class IGTs are closed book, closed notes, and are to be taken without help or assistance except for that received according to the rules for the individual-group tests. Persons observed cheating on tests will receive a grade of zero for the exam.

- The work that you do on all team projects and out-of-class work is expected to be that of your team and only your team, and any questions that arise should be directed to your instructor, not to other teams. Each person is expected to perform a proportionate share of effort (i.e., 50% on a two-person project, 33.3% on a three-person project, etc.) on *each* project assigned. Individuals and/or teams observed cheating on projects or not following these policies will receive a grade of zero for that project.
 - The rules governing any suspected violation are clearly spelled out in the UMKC Catalog and will be followed to the letter. You can read the complete set of rules by clicking [here](#).
- ✦ There are several ways to contact me, including
- [Emailing me](#). This is the best strategy. I work from home quite a bit and check email about twice a day (although I usually don't on holidays, weekends or vacations!).
 - Calling me (235-2333). If my voice mail picks up, **please leave a message**. Unless I am absolutely unable to, I return calls within 24 hours. If I'm out of the office for an extended period, I will leave that message so you'll know when to expect my return call. Also let me know when the best time is to call you back, if you're going to be gone for awhile.
 - Catching me before or after class (least effective strategy).
- ✦ No changes will be made to final grades after they are submitted to Academic Records at the end of the semester. The **only** exceptions are if you have made prior arrangements with me to take an "incomplete" for the semester or I have made an error in calculating your grade. Of course, you may always appeal any instructor's grade if you believe "capricious grading" occurred. Please see the [UMKC General Catalog](#) for details on the grade appeal process .
- ✦ If you have any questions about the course or concerns you'd like to voice, please feel free. I am a pretty reasonable person (most of the time, anyway!) and am open to your suggestions and input.
- ✦ If you have any questions about a disability or desire accommodation under the Americans with Disability Act, please contact the Office of Disabled Student Services, (816) 235-5696.
- ✦ The course requirements described in this syllabus and schedule may change throughout the semester.