

MGMT 5823
Talent Acquisition
Professor Thomas H. Stone
Fall 2017

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Office Hours: M & W 11:00-11:45, or by appointment, email or phone

Course Site: Brightspace: ; <http://online.okstate.edu>

Online Learning Support: spearsonline@okstate.edu

Phone: 405-744-4048

Facebook: Follow Spears School Online Learning on Facebook

<https://www.facebook.com/Spearsonline>

COURSE DESCRIPTION: MGMT 5823 emphasizes the human resource management function of staffing and is required in the new HR major degree sheet. A separate course, Talent Development, MGMT 5153 is offered in Spring term and fall as a distance course. Talent acquisition includes the processes of human resource planning, job analysis, recruiting, and selection. The course covers procedures and methods of staffing, including applications, interviews, references, ability and personality tests, and others. Oklahoma State University is among schools worldwide that align with the SHRM HR Curriculum Guidelines, thus preparing HR graduating students for success in the HR field. In addition, SHRM offers the SHRM Assurance of Learning Assessment exam with required topics from the SHRM HR Curriculum Guidelines. By taking and passing this exit exam, students receive a certificate of achievement that helps them differentiate themselves in the job marketplace. MGMT 58233 is excellent preparation for content on talent acquisition covered in the SHRM Assurance of Learning Assessment exam and the SHRM CP exam. All HR majors may want to consider taking this exam just prior to or immediately after graduation. See www.shrm.org/assessment.

COURSE OBJECTIVES: This course has one general objective and several specific objectives. The general objective of the course is: students will learn the theories, principles, methods, and related terminology of staffing and their application to employee selection. Staffing includes both internal and external recruiting and selection. Specific objectives include, being able to:

1. specify the knowledge, skills, abilities, and other characteristics (KSAOs) required for a job or set of jobs;
2. develop a recruiting plan;
3. construct a selection plan from a set of KSAOs;
4. develop a behavior description interview;
5. analyze and critique a staffing program.

Students will work toward achieving the above objectives both individually and in small groups of three or four.

COMPUTER REQUIREMENTS

- A broadband internet connection
- Windows 7 or Mac OS Mavericks or newer operating system are preferred
- Google Chrome or Mozilla Firefox web browser
Note: lecture videos are not compatible with Internet Explorer or Edge
- [VLC Viewer](#) video player (click on link to download)

INSTRUCTOR RESPONSE:

Either my Graduate Teaching Assistant or I will respond to student inquiries within 24 hours during Monday-Friday business hours. However, sometimes I check e-mail during evening hours and weekends and may be able to respond. Students will expect grades for assignments to be posted to the Gradebook in Brightspace within one week of turning in the assignment.

REQUIRED TEXTS:

H.G. Heneman, III, T.A. Judge J. D. Kammeyer-Mueller, *Staffing Organizations 8th Ed.*, Irwin McGraw Hill, 2015. A digital version may be purchased via http://www.coursesmart.com/IR/1602374/0077650921?__hdv=6.8 for about half the price of a new text. At the site, search by title and authors.

InterviewRight is a self-paced course which takes approximately four hours to complete and consists of eight sections. There are interactive exercises, non-graded review quizzes, and a graded post test, which should be worked sequentially. Once you complete the entire program and post test, your personalized certificate will be available to print and submit to your professor. You do not need to complete the course in one session. Your progress will be saved as you move through the sections.

To purchase **InterviewRight** (\$49.00), go to <https://ir.devinegroup.com/signup/> and follow the prompts. Be sure to provide a current email address as you will receive several messages before registration is complete. The last email will provide your login information and you can begin the course immediately.

If you have any difficulties, please call Customer Support at [\(513\) 792-7500](tel:5137927500) or send an email to support@devinegroup.com.

This interactive program is very useful for interviewing knowledge and skills. The program describes in detail the major concepts of the staffing and interview process. If each team buys the program, it is less than \$15 each. The price, \$49, is a special rate for students; the price to others is \$150. You can save and/or print all the Kaizen White Paper and the material in the toolkit. And you have indefinite access to the program.

OTHER MATERIALS: Additional material will be available on Brightspace. Samples of staffing material may be distributed to groups of students, and students may be required to locate materials in both the library and via the Internet. Materials for the staffing project will be available through the library, Brightspace or handouts.

PROCESS FOR EVALUATION AND COURSE REQUIREMENTS: There will be two exams, one mid-term and a final, worth 50% of the course grade. The midterm exam is worth 20% each and the final, 30%. The project component is worth 25%. There will be periodic quizzes worth 15%. The lowest two quizzes will be dropped and a missed quiz, for whatever reason is counted as a drop. Quizzes will be taken on Brightspace under quizzes within a 2 day window and can not be taken late. Note: you will not receive a score when you submit; the quiz with answers will be sent usually within 24 hours of the closing time for the quiz. Some questions from quizzes will be on exams. Exams and quizzes will be objectively scored items. Finally, there are short, untimed module learning checks (LC's) following most modules worth a total of 10%. Unlike quizzes, you will receive the correct answer and score when you submit.

Project 25%

The project involves developing and conducting a selection plan and a behavior description interview. This project has the following components: (1) job analysis and job description (2) importance and frequency ratings of task statements (derived from a job analysis); (3) importance ratings of KSA's for critical tasks; (4) an interview protocol with stems and probes and ratings for each question; (5) a rating of the candidate using a summary evaluation form and statement of other selection information to be used in the hiring process; (6) the organization job description of the job and brief description of the organization; and an ad for the job and specification of recruiting sources to be used.

NOTE: Details of the project are on D2L listed as Staffing Project

This assignment will be graded on:

- a. completeness and relevance of the job dimensions;
- b. appropriateness of questions -- both stems and probes; and
- c. quality of the interview, including organization, smoothness, and rapport with interviewee.
- d. extent to which your report does what is stated in these guidelines.

For the group project component, there is a team and self-rating rating form (In Staffing Project module). This form must be completed by all students within a week of submission of the final project.

Exams 50%

Exam questions will cover material from the text, lecture and videos. Both learning checks and exam questions will be mainly multiple choice and true/false with the possibility of a few short answer.

This course, MGMT 5823 requires you to select a testing center to administer your exams (not for quizzes). You are required to select a testing center by visiting the Spears Business Online Learning website, <https://spearsonline.okstate.edu>.

ACTION: one week prior to course start date, go to the Spears School of Business Online Learning website to choose a testing center at: spearsonline.okstate.edu, and click on "Select Testing Center" at the top right of the page. Follow the instructions to identify your testing center. Up to one week before each exam start date, make your appointment directly with your testing center to take each exam while being monitored by a proctor for test security reasons. The exam and/or exam

instructions will be sent to your testing center 3 days prior to the exam start date. Contact the Spears School Online Learning office at spearsonline@okstate.edu, or call (405) 744-4048 if you have any questions regarding the testing center sign up process. You may also visit <http://spears.okstate.edu/online/guide>.

Please Note: If you change your testing center less than 4 days prior to the exam start date, you will need to email Spears Online Learning office at spearsonline@okstate.edu to ensure that your exam will be sent out.

Grades will be determined by combining points from all exams, assignments, and other required course work. The grading scale is: A = 100%-90%; B = 89%-80%; C = 79%-70%; D = 69%-60%; and F = 59% and below.

COURSE POLICIES: Some of the material in the course is challenging and will require serious effort to learn and absorb. The rewards for learning this material are many since a solid knowledge of staffing is rare among HR majors as well as among many HR professionals.

If you must be absent on a day there is a scheduled exam or assignment due, you must contact me before hand. Grade penalties will be assessed for late assignments.

Unless otherwise notified, all written assignments must be typed.

SEE <http://academicaffairs.okstate.edu/faculty-a-staff> for university and college regulations.

UNIVERSITY POLICY:

Drop Policy

Information about university drop policy and dates is at this website:

<http://registrar.okstate.edu/>

To drop this course, contact the Registrar's office, (405) 744-6876, or drop through Banner Self Service, <http://my.okstate.edu>

Academic Integrity:

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration on homework or assignments, plagiarism, multiple submissions of the same assignment, cheating on examinations, fabricating information, helping another person cheat, having unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <<http://osu.okstate.edu/acadaffr/aa/academicintegrity.htm>>.

And, the fall OSU Syllabus attachment is

<http://academicaffairs.okstate.edu/sites/default/files/Fall%202015%20Syllabus.pdf>

TOPICS COVERED AND ASSIGNMENTS: Note that the actual schedule may change, but the topics will be covered in this order.

External Context of Staffing

Read Heneman, Judge & K-M (HJK-M) Chp. 1. Consider and be prepared to discuss Discussion Questions (DQs) 1-5, and Ethical issue 1 & 2; Nucor Steel video—overview of selection
>> Sample QUIZ Chp 1 – closes Aug. 27 11 PM

Legal Issues in Selection

Read HJK-M Chp. 2. Consider DQs 1-5, ethical issue #1, Applications: Age Discrimination in Promotion? Disparate Impact: What do the statistics mean and be prepared to discuss.
>> QUIZ 1 Chp 2 -- closes Sep. 3 11 PM

>> Labor Day Monday Sept 4

Job Analysis – Week 4

Read HJK-M Chp. 4; Consider DQ's 1-7 and Ethical issues 1 & 2 for Chp. 4.
>> QUIZ 2 Chp. 4 – closes Sept. 10, 11 PM

Section A Project (1-2) Due: Tuesday September 6 11 PM

Staffing Strategy and Planning

Read HJK-M Chp. 3; Consider DQ's 1-7 and Ethical issues 1 & 2 for Chp. 3.
>> QUIZ 3 Chp 3 – closes Sept. 17 11 PM

External and Internal Recruiting

Read HJK-M Chp 5; consider DQ's 1-5 and Ethical issues 1 & 2.
>> QUIZ 4 Chp 5 -- closes Sept 24 11 PM

Read HJK-M Chp 6; consider DQ's 1-5 and Ethical issues 1 & 2.

Forest Park case (on Brightspace)

No QUIZ for Chp 6 Internal recruiting, QUIZ will be sent for studying. (Note: there are a few QUIZ questions)

Section B Project (3-8) Due: Tuesday September 27 11 PM

Measures, Reliability and Validity

Read HJK-M Chp. 7; consider DQ's 1-6 and Ethical Issues 1 & 2.

>> QUIZ 5 Chp 7 – closes Oct. 8 11 PM

Consider Applications: Evaluation of two new assessment methods for selecting telephone customer service representatives and Conducting empirical validation and adverse impact analysis.

>> **Midterm Exam – Week 8 (Covers Chapters 1-7 and class material) 7 AM Oct. 11>> closes Oct. 14 5 PM**

(Note: must be taken under proctored conditions (test center or ProctorU))

Selection: logic and initial assessment methods

Read HJK-M Chp 8; consider DQ's 1-6 and Ethical issues 1 & 2.

>> QUIZ 6 Chp 8 – closes Oct. 22

Consider Applications: Reference reports & initial assessment in a start-up company and Developing a lawful application blank.)

Selection: Tests and Interviews

Read HJK-M Chp 9; consider DQ's 1-6 and Ethical issues 1 & 2.

Hogan Personality Tests see www.youtube.com/watch?v=DL--GBjIU6o

Go through Interview Right CD-ROM

>> QUIZ 7 Chp 9 -- closes Oct. 29 11 PM

Consider Applications: Assessment methods for the job of human resource director; Choosing among finalists for human resource director.

Selection Internal

Read HJK-M Chp. 10; consider DQ's 1-6 and Ethical issues 1 & 2.

Consider Application: Changing a promotion system.

>> QUIZ 8 Chp 10 -- closes Nov. 5 11 PM

Making Staffing Decisions

Read HJK-M Chp. 11; DQ's 1-6 and Ethical issues 1 & 2.

>> QUIZ 9 Chp 11 --closes Nov. 12 11 PM

Consider Applications: Choosing entrants into a management training program)

Final Match

Read HJK-M Chp. 12, consider DQ's 1-5 and Ethical issues 1 & 2.

Consider Application: Making a job offer.

>> QUIZ 10 Chp. 12 –closes Nov. 19 11 PM

Section C Project (9-14) Due: Tuesday Nov. 28 (Note: a copy of the complete project including my comments from Sections Q & B, must be submitted, not just the last components.)

>> Final Exam Time – Dec. 11 7 am > Dec. 13 11 PM