Staffing
HRMG-5800
S2 2021  Section BH  3 Credits  03/15/2021 to 05/14/2021  Modified 02/28/2021

Sections: BH, F4, GO, and W1

Meeting Times

Wednesday, 6:00 PM to 10:00 PM
Class begins Wednesday, March 15, 2021
Via Zoom at the following locations:
BH - Fort Bragg, F4, GO, and W1

Contact Information

Adjunct Professor: Dr. Milicia Johnson
Email: miliciajohnson58@webster.edu
Office: Fort Bragg
Phone: 910-527-3404

Description

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.

Requisites
HRMG 5000

Outcomes

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

1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in staffing.
2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in staffing when analyzing moderately complex factual situations involving staffing issues.
3. Develop appropriate solutions to multifaceted staffing problems involving moderately complex factual situations using appropriate facts, concepts, principles, analytic techniques, and theories from staffing.
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.
5. Develop basic labor forecasts using appropriate qualitative and quantitative techniques.
6. Create moderately complex recruiting plans using recruiting concepts and analytic techniques.
7. Develop and evaluate moderately complex test batteries that reflect and integrate appropriate employment law, reliability, and validity concepts.

Required Textbook

Staffing organizations

Author: Heneman & Judge
Publisher: MCG
Edition: 9th
ISBN: 978-1260141337

Deliverables

MATERIALS


To order: Call MBS direct at 1-800-325-3252, or by Internet: http://www.mbsdirect.net.

SUPPLEMENTAL READINGS:

Selected articles from professional publications and websites.

USE OF THE WEBSTER LIBRARY IS ENCOURAGED.

Eden-Webster Library at http://library.webster.edu. Go to Databases & Internet Resources: then to Online/full text Databases or http://www.webster.edu/webmain2.html and then go to Library Resources: then to Online/full text Databases.

ACTIVITIES

Students are expected to participate in all course activities as assigned by the instructor. Course activities may include discussions, weekly assignments, case studies, and learner assessments. However, individual Professors may incorporate other activities into the course materials.

Research Paper and Presentation:

The research paper topic must be related to staffing (recruitment, selection, compensation, retention strategies, etc.) and should be written using APA format. The paper should be between 8-10 pages with at least 5-8 references. Research papers without the appropriate number of references will automatically lose 10 points. The latest APA Publication Manual is the 7th Edition, American Psychological Association, 2020. ISBN: 9781433832154. Purchasing the manual is not required. You may also find APA guidance online. Additional guidance for the research paper will be provided in class. Email the Professor your topic by the end of week two. Additional guidance for the research paper will be provided in class.

Evaluation

The GRADUATE catalog provides these guidelines and grading options:

- **A/A−** Superior graduate work
- **B+/B/B−** Satisfactory graduate work
- **C** Work that is barely adequate as graduate-level performance
- **CR** Work that is performed as satisfactory graduate work (B− or better). A grade of “CR” is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.
- **F** Work that is unsatisfactory
- **I** Incomplete work
- **ZF** An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.
- **IP** In progress
- **NR** Not reported
- **W** Withdrawn from the course

### Criteria

**PERCENTAGE of GRADE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Paper/Cases</td>
<td>20%</td>
</tr>
<tr>
<td>Mid-term Examination</td>
<td>30%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>30%</td>
</tr>
<tr>
<td>Class Participation/Activities</td>
<td>20%</td>
</tr>
</tbody>
</table>

Grade Distribution for this course is as follows:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 - 95</td>
<td>A</td>
</tr>
<tr>
<td>94 - 90</td>
<td>A-</td>
</tr>
<tr>
<td>89 - 87</td>
<td>B+</td>
</tr>
<tr>
<td>86 - 84</td>
<td>B</td>
</tr>
<tr>
<td>83 - 80</td>
<td>B-</td>
</tr>
<tr>
<td>79 - 75</td>
<td>C</td>
</tr>
<tr>
<td>Below 75</td>
<td>F</td>
</tr>
</tbody>
</table>

**NOTE:** Students using Tuition Assistance (TA) are responsible for ensuring that all Incomplete (I) work is completed within 120 days from the end of the course. If the work is not completed and a grade awarded, the military will take action to recover their TA payment from your pay.

Students are responsible for ensuring that all grades of Incomplete (I) have been changed prior to petitioning to graduate.

**ACADEMIC REVIEW PROCEDURE:** Grades of B- or higher may not be appealed. The appeal process begins with the instructor. If further review is warranted, a written request outlining the issue should be submitted to the Academic Advisor.

### Schedule

**WEEK 1: Chapters 1 & 2**

Discuss the following: introductions, syllabus, textbook & APA publication manual, research paper, HRMG 6000 (Integrated Studies in Human Resources Management) capstone course, and classroom guidelines.

Discuss research paper/project: The research paper topic must be related to staffing (recruitment, selection, compensation, retention strategies, etc.) and should be written using the APA format. The paper should be between 8-10 pages with at least 5-8 references. Research papers without the appropriate number of references will automatically lose 10 points.

Discuss staffing models, organizational effectiveness, and strategic decisions; Equal Employment Opportunity laws, consent degrees, and affirmative action programs.

**Next Week:**
Read Chapters 3-4 in Staffing Organizations.

Prepare to submit Applications: Staffing Strategy for a New Plant, pp 40-41 (Due week 2).

WEEK 2 - Chapters 3 & 4
Discuss planning requirements, external influences, job analysis and rewards system.

Next Week: Read Chapters 5-6 in Staffing Organizations.

WEEK 3 - Chapters 5 & 6
Discuss external recruitment factors, including programs for recruiter training, recruitment sources and partnerships, communication strategies, and organization Web sites; internal recruitment factors, including targeted positions, job postings, employee referrals, glass ceiling issues, and legal requirements.

Next Week: Read Chapter 7 in Staffing Organizations

WEEK 4 - Chapter 7
Discuss staffing selection tools (PC and Web-based)measurements and criteria, including testing procedures, applicant reactions and inquiries, acquisition of appropriate tests and test manuals, and professional standards.

Review Chapters 1-7 for mid-term examination

Next Week:
Prepare to take the Mid-Term Exam (Due week 5)
Read Chapter 8 in Staffing Organizations

WEEK 5 - Mid-Term Exam
Discuss the process involved in external selection and focus specifically on methods of initial assessment.
Take the Mid-term exam, covering Chapters 1-7.

Next Week: Read Chapters 9-10 in Staffing Organizations.

WEEK 6 - Chapters 9-10
Discuss external selection practices, including resumes, application forms, educational requirements, references, background checks, personality tests, situational judgment testing, structured interviews, mandatory drug testing, and medical exams; internal selection practices, including performance readings and assessment centers.

Next Week: Read Chapters 11-12 in Staffing Organizations.

WEEK 7 - Chapters 11 & 12
Discuss decision-making processes, face validity, weighting and combined qualification scoring, adverse impact of hiring decisions, candidate selection and job offers, new employee orientation, authorization to work, negligent hiring, employment-at-will, unfulfilled promises, differential starting pay, variable pay, high demand jobs and premium pay, severance packages, on-line salary research, and impact of reneging on employment agreements.

Next Week:
Read Chapters 13-14 in Staffing Organizations.
Prepare to submit your research paper/project (Due week 8).

WEEK 8 - Chapters 13 & 14
Discuss system management, including job descriptions, information systems and software programs, outsourcing, metrics and costs, and arbitration of employment disputes; turnover, exit interviews, and root cause identification, retention initiatives, including voluntary resignations, discharges, and downsizing; legal issues.
Submit and present your research paper/project.
Next Week: Prepare to present Applications: Making a Job Offer, pp 637-639 (Due week 9).

WEEK 9 - Final Exam

Take the Final Exam covering Chapters 8-14.

Submit and present Applications: Making a Job Offer, pp 637-639 and discuss.

DISCLAIMER: This syllabus is intended to provide a basic structure to this course. Adherence to this syllabus is subject to change at the discretion of the instructor.

Course Policies

MA-INTEGRATED STUDIES 6000: Students should begin thinking about their 6000 capstone projects early in their program. Discussions with your instructor and the mentor for your program area are encouraged. An approved project is required to enroll in the capstone course. Group projects are encouraged, but individual projects also meet the requirements for the course.

CLASS ATTENDANCE: The following Webster University Graduate School Policy is in effect for this course:

A. The University reserves the right to drop students who do not attend class the first week of the term/semester.

B. The student should notify the instructor prior to class if an absence is anticipated and he or she should not miss more than four contact hours. Makeup work will be assigned and if the absence is unexcused, it may exceed the material presented.

C. For absences of eight hours, the instructor has the option to lower the student's grade one letter grade and to inform the student of the action.

D. If a student is absent twelve hours or more, the instructor has the option to assign a grade of “F” (work that is unsatisfactory) and to inform the student of the action. It is the student's responsibility to withdraw from the course.

E. For excused absences, in extreme cases, when the instructor chooses to award a grade of Incomplete (I) for twelve hours missed, the student must provide acceptable documentation to verify that the absences were unavoidable (e.g. illness, military duty/TDY). The actions will be coordinated with the Site Director, who will ensure that the documentation is placed in the student’s file.

F. In all cases, without excused absences, the student should withdraw from the course if he or she has more than twelve hours of absences.

ETHICS: Webster University strives to be a center of academic excellence. As part of our Statement of Ethics, the University strives to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism, and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to disciplinary action. The University reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.
The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies and information* section of the catalog contains important information related to attendance, conduct, academic honesty, grades, and more. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

http://www.webster.edu/catalog/current/undergraduate-catalog/

**Graduate Studies Catalog**

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to conduct, academic honesty, grades, and more. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

http://www.webster.edu/catalog/current/graduate-catalog/

**Grading**

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

**Undergraduate**

http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading

**Graduate**

http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades

**Incomplete**

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

**Grade Appeals**

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

**Academic Honesty Policy**

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others’ work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University’s Academic Honesty Policy is published in academic catalogs:

**Undergraduate**

http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html

**Graduate**

http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:
Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html

Contact Hours for this Course

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, the content must be covered at another time.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu.

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc or Loretto Hall 40 on the main campus for more information.

Student Success Portal

Webster University’s Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at http://www.webster.edu/success/students.html.

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University’s worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu. For support navigating the library’s resources, see
Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html

Academic Calendar - http://www.webster.edu/academics/academic-calendar/

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the “Tuition, Fees, and Refunds” section of Webster’s Academic Catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/tuition.html

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

http://www.webster.edu/student-handbook/

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

http://www.webster.edu/sexual-misconduct/

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

http://www.webster.edu/irb/index.html

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.
Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

http://www.webster.edu/technology/service-desk/

WorldClassRoom

WorldClassRoom is Webster’s Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

https://worldclassroom.webster.edu/

Webster Alerts

Webster Alerts is the University’s preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

http://www.webster.edu/technology/services/webster-alerts/