



QUINLAN
SCHOOL of BUSINESS

Schreiber Center • 16 E. Pearson St.
Water Tower Campus • Chicago, IL 60611
LUC.edu/Quinlan

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Office Hours, By Appointment

HRER 463 Staffing
Monday's 6:00 p.m.-9:00 p.m.
Schreiber Center Room 405
Spring 2016, 2/22/16-5/2/16

Catalog Description

This course provides an overview of staffing processes in organizations, with an emphasis on recruitment and selection procedures. Other topics of discussion include legal and strategic issues in staffing, and relevant statistical concepts.

Course Overview

This course is designed to provide students with an in-depth coverage of the issues involved in the recruitment and selection of employees. In addition to the more obvious topics (e.g., job analysis), there will be considerable discussion of legal issues and some statistical concepts that are particularly relevant. In addition, we will spend considerable time discussing, and practicing, one of the most common tools used for selection, i.e., interviewing. This course will help you and your fellow students understand the critical issues in selecting the right individuals for organizations – individuals who “fit” the job and the company.

The objective of this course is three-fold. First, we aim to broaden your understanding of what it means to “hire the right people.” Next, we emphasize the importance of defining and measuring organizational staffing requirements. Here, we will emphasize the role of job analysis, KSAOs, and understanding the applicants’ perspective. Finally, we will spend considerable time discussing the importance of the interview process – and learn how to conduct a valid, structured interview.



Course Objectives and Learning Outcomes

- To understand the link between organizational strategy and staffing strategy.
- To understand the process of job analysis.
- To learn to forecast staffing requirements.
- To understand the best practices in human resource planning.
- To learn the complexities involved in sourcing candidates.
- To learn how to assess job requirements.
- To practice interview skills
- To understand organizations' corporate social responsibility in dealing with people from different backgrounds, and finally,
- To have fun while learning

Required Materials

- Staffing Organizations, Heneman, H.G., & Judge, T.A., and Kammeyer-Mueller, J. (2014). (8th edition), Illinois: McGraw-Hill/Irwin, ISBN: 978-0078112683
- Additional readings and cases will be distributed in class.

Course Requirements and Grading Criteria

Participation

The best part of this class is what we can learn from each other's diverse work and life experiences. The participation component of your course requirements is taking an active part in class discussions including preparing cases, carefully reading the assigned readings for each class, and sharing your own professional, cultural, and intellectual experiences. I expect to hear from each student during each class session

Class Policies

The course is designed to be fully interactive. To get the most out of this course, you need to participate actively in class discussions. Participation requires preparation before class, attendance in class, and presentation of your ideas to the class.

- Please check Sakai for announcements and possible handouts before each class.
- Please bring your textbook and assigned readings to each class when necessary.
- If you have to miss a class, please be aware that exams cover material discussed in class in addition to assigned readings and handouts. It is your responsibility to get notes and



information from your classmates that you may have missed.

- This syllabus and the topics assigned to each day/week are subject to change.

Class Format

The format of the class will be a combination of presentations, textbook readings, discussions, class lectures and assignments, debates, dialogues, case studies and videos. Attendance and active participation of all students is critical to success in this course. We will use Sakai as an interactive way to communicate. Please make a habit of checking Sakai to ensure you have all the readings and course materials.

Tests

The take-home midterm exam will consist of short essay questions. The exam will cover material from assigned readings, lectures, and classroom discussions and activities.

The in-class final exam will be comprehensive and will consist of essays and/or cases to analyze, broadly covering major themes from the entire course.

Grading criteria for the exams include

- Knowledge of the subject matter
- Linkage to assigned texts and class activities
- Answering every part of the question

Grading

Final grades will be based on the following criteria:

Assignment 1 10%

Assignment 2 – [Interviewing/Selection Exercise/Paper] 30%

Examination 40%

Individual Participation 20%

Total 100%

Assignment of letter grades will be as follows:

A (A+) *	94-100
A-	90-93
B+	87-89
B	84-86
B-	80-83
C+	77-79
C	74-76
C-	70-73
D+	67-69
D	64-66
D-	60-63

* For individual exams and projects, a grade of A+ (98-100) may be given.



Assignments

#1

The first assignment requires you to think of a hypothetical “ideal” company that offers all the attributes that you would look for, in the ‘perfect job’. You must list and discuss specific factors that you would consider in accepting employment with this company. Note that this assignment is not expected to be a research paper -- rather, this is a discussion of your personal views on what factors could help make any company a ‘preferred employer’. Also, you should consider person/organization and person/job match.

(4-5) pages; double-spaced, typed, stapled , APA format.

#2 Current events reports

Each student will complete short presentation on a CURRENT staffing/labor market topic in the news (within the last 2 weeks) and present it to the class. Your presentation need only be 10 minutes but should include an overview of the issue and questions for the class. You will be able to sign up for the day of your choice during the first class.

#3

Students will get to practice their interview skills at an Interview Session (see below for date). During this class, students will assemble in pre-determined groups of three (or four, depending on the number of students in the class), and participate in role-plays designed to allow each student to play three roles: the interviewer, the applicant, and the observer.

The interviewing groups will be formed in the first class.

In order to help with the interviewing exercise, you are required to submit a “job advertisement” for the hypothetical job for which you would like to be interviewed. This job description should be written as a one-page advertisement, providing as much information about the job as possible. Please bring this job description to class (see below for class date) which will allow us to discuss and critique it.

The final version should be submitted to your interviewer prior to the interview session.

A copy of this should be submitted along with Assignment 2. Also, please remember to bring a copy of your Resume to hand over to your interviewer.

Please note that Assignment 2 should also include the following items (completed, of course!):

- [1] Job Requirements Sheet
- [2] Skill Requirements Sheet
- [3] Sample Question Work Sheet
- [4] Interviewer’s Self-Appraisal
- [5] Applicant Reaction Sheet
- [6] Observer’s Checklist/Evaluation
- [7] The Applicant’s Resume

Also, please remember to include the job advertisement you created for the interview session.



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Please remember to include the names of the other students in your group, along with the roles/he played, i.e., when you were the applicant, who was the interviewer, and who was the observer, and so on. Don't worry, we will talk about all of these components throughout the term.

Quinlan School of Business Policies:

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. Limited assistance in proctoring make-up exams may be available through a designated Quinlan administrative assistant. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of



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For the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

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For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://luc.edu/media/lucedu/quinlan-graduate/pdfs/Honor-Code-Quinlan-July2012.pdf>



Class by Class/Week by Week Course Outline

<u>Date</u>	<u>Topics/Activities</u>	<u>Readings to be completed for class</u>
1/ Feb 22, 2016	Intro to Staffing/Staffing Models and Strategy Legal Compliance View video - https://www.youtube.com/watch?v=jT8N6nXG6Co	HJK Chapters 1 & 2 Article – Staffing and EEO Laws
2 / Feb 29, 2016	Planning Job Analysis and Rewards	HJK Chapters 3 & 4 Article – The Effects of Work Values on Job Choices
3/March 7, 2016	NO CLASS – Spring Break	
4 / March 14, 2016	External Recruitment Internal Recruitment *Assignment 1 Due	HJK Chapters 5 & 6 Article – Staffing a New Sales Force
5/ March 21, 2016	NO CLASS	
6/ March 28, 2016	Measurement *Bring Job Advertisement for team	HJK Chapter 7 HR Magazine Article: Quality Check. http://www.shrm.org/publications/hrmagazine/editorialcontent/pages/0507hrtech.aspx
7/ April 4, 2016	External Selection I and II *Bring Resume for team *Bring skills requirement sheet for team.	HJK Chapters 8 & 9 Article – The Value of Biodata Article – The Big 5 Personality Traits



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Internal Selection
Decision Making

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		<p>HJK Chapters 10 & 11</p> <p>Fortune article “Graduating this Spring? How to stand out from the Crowd.” http://fortune.com/2013/03/01/graduating-this-spring-how-to-stand-out-from-the-crowd/</p>
<p>9/ April 18, 2016</p>	<p>Final Match Retention Management</p>	<p>HJK Chapters 12 & 14</p> <p>Article – Integrated Model of Applicant Reactions</p>
<p>10/ April 25, 2016</p>	<p>Interview Rotations/de-brief</p> <ul style="list-style-type: none"> *Bring prepared list of questions for your interview *You will complete the observer’s form during the interview *You will complete the self -assessment and applicant reaction sheet after the interview 	
<p>11/ May 2, 2016</p>	<p>Final Exam</p>	

Please note: This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.