

# HRIR 6301 Staffing, Training, and Development

Sec 001, Fall 2020

## Course Instructor

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## Teaching Assistant

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**Office Hours:** by appointment

## Course Description, Goals, & Objectives

Staffing and employee development are two of the most focal human resource activities. Together, they are the core of talent management. In this class, you'll learn about how to develop plans for hiring the employees you need to facilitate strategic goals, how to attract talent to your organization, how to select the best candidates from a pool of applicants, how to help new employees get onboard, how to develop knowledge and skills over time to match changing organizational needs, and how to keep talented people in your organization.

We will discuss ways that these issues can either facilitate or hinder a company's operations. After you have acquired a background in each topic, we'll discuss how effective managerial practices can use this knowledge to help improve organizational functioning and facilitate personal career success. Finally,

there will be several cases based on real organizational situations that will help you to explore different ways to solve business problems that are related to talent management principles.

Understanding this topic requires recognizing how theory, research, and legal foundations can inform staffing and development decisions. We will be using research tools from areas like psychology, sociology, and economics as a rigorous foundation, and then extending these foundations with real organizational experiences.

## **Course Prerequisites**

HRIR MA student or department consent.

## **Course Delivery Methodology**

Pre-class presentations, in class discussion and cases, group work, textbook, articles, exams.

## Tennessee Warning Notice Pursuant to MN Department of Administration's Data Practices

To make this class more accessible to all enrolled students, we intend to record all class lectures and discussions. Since your audio/video may be part of those recordings we are informing you. Along with the instructor and teaching assistants, these recordings will be shared with only the students enrolled in the class during this semester, in accordance with FERPA regulations.

## Course Meeting Information

### **Times:**

Wednesdays--5:45 pm to 9:05 pm required synchronous Zoom sessions

### **Additional Meetings:**

- You will need to work with classmates on some course projects. The time and place/method of meeting will be determined by you and your peers.

## Final Exam

There is no final exam for this course. See the Grading Criteria section below for further details.

## Textbook & Reading Materials

### Required Course Materials

The textbook for the first half of the course is Heneman, H. G. III, Judge, T. A., & Kammeyer-Mueller, J. D. (2019). *Staffing organizations* (9th ed.). Columbus, OH: Pangloss.

## Optional Course Materials

The world is your oyster.

## Assignments & Grading

### Grading Criteria

Your grade in this class will be determined by your performance on routine quizzes, a running case exercise, participation in collective class discussions, and participation in small group exercises. Your performance on each of the components will be weighted as follows:

Individual participation (10%)

Quizzes (40%)

Group participation (10%)

Group cases and reports (40%)

Individual participation grades will include attendance for class Zoom sessions, active individual engagement on course discussion boards.

Group participation grades will include ratings from fellow group members for case participation and active individual engagement in group discussion sessions.

### Due Dates and Late Work

Students are expected to complete all quizzes and participate in their in-class case exercises at the scheduled times. Possible exceptions include serious illness, family emergency, or a conflict with recognized academic activities. If these apply, you must contact me to request a makeup. Make arrangements for the makeup as soon as possible—preferably BEFORE the event in question.

### Attendance Requirement & Penalties

Students are expected to attend class regularly. Attendance will be recorded regularly. A consistent pattern of missed classes will result in a reduced grade for class participation.

### Make-up for Missed Attendance, Assignments, & Exams

Please review the [university policy on make-up work](#) (<https://policy.umn.edu/education/makeupwork>)

### Carlson Course Grading Policy

Carlson School uses a grading policy based upon a class median aggregate GPA. Learn more about the **Carlson Course Grading Policy** ([https://z.umn.edu/policy-carlson\\_graduate\\_grading](https://z.umn.edu/policy-carlson_graduate_grading)).

## Carlson & University Policies

### Student Academic Misconduct and Scholastic Dishonesty

The Carlson School defines academic misconduct as any act by a student that misrepresents the student's own academic work or that compromises the academic work of another. Scholastic misconduct includes (but is not limited to) cheating on assignments or examinations, plagiarizing, i.e., misrepresenting as one's own work any work done by another, submitting the same paper, or substantially similar papers, to meet the requirement of more than one course without the approval and consent of the instructors concerned, or sabotaging another's work. Within this general definition, however, instructors determine what constitutes academic misconduct in the courses they teach. Students found guilty of academic misconduct face penalties ranging from lowering of the course grade or awarding a grade of F or N for the entire course, to suspension from the University.

Review the **Student Conduct Code** ([https://z.umn.edu/policy-carlson\\_student\\_conduct\\_code](https://z.umn.edu/policy-carlson_student_conduct_code)) and **Student Conduct and Academic Integrity website** ([https://z.umn.edu/student\\_conduct\\_academic\\_integrity](https://z.umn.edu/student_conduct_academic_integrity)).

If you are interested in learning more about how to cite sources and avoid plagiarism, U of M libraries offers online **tutorials and tools related to citations** ([https://z.umn.edu/research\\_citation\\_tools](https://z.umn.edu/research_citation_tools)). You can also visit the **Center for Writing** ([https://z.umn.edu/center\\_for\\_writing](https://z.umn.edu/center_for_writing)) for additional assistance.

### Accommodations for Students with Disabilities

The University of Minnesota is committed to providing all students equal access to learning opportunities.

The Disability Resource Center (DRC) is the campus office that works with students who have disabilities to provide and/or arrange reasonable accommodations. Students registered with the DRC, who have a letter requesting accommodations, are encouraged to contact the instructor early in the semester. Students who have, or think they may have, a disability (e.g. psychiatric, attention, learning, vision, hearing, physical, or systemic), are invited to contact the DRC for a confidential discussion at 612-626-1333 (V/TTY) or at [drc@umn.edu](mailto:drc@umn.edu) (<mailto:drc@umn.edu>). Additional information is available on the **Disability Resource Center website** ([https://z.umn.edu/disability\\_resource\\_center](https://z.umn.edu/disability_resource_center)).

### Title IX

**Title IX** ([https://z.umn.edu/title\\_ix\\_process](https://z.umn.edu/title_ix_process)) prohibits sex discrimination, including sexual harassment, sexual assault, stalking, and relationship violence, in education.

### Students with Mental Health and Stress Management

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. University of Minnesota services are available to assist you with addressing these and other concerns you may be experiencing. Learn more about the broad range of confidential **mental health services**

([https://z.umn.edu/mental\\_health\\_services](https://z.umn.edu/mental_health_services)) available on campus.

## Student Writing Support

As a student, you may experience challenges in your writing. The University of Minnesota has a **student writing support resource** ([https://z.umn.edu/student\\_writing\\_support](https://z.umn.edu/student_writing_support)) to help with your writing.

## Additional University Policies

1. Grade definitions from the Administrative Policy: **Grading and Transcripts: Twin Cities, Crookston, Morris, Rochester** ([https://z.umn.edu/policy-grading\\_definitions\\_transcripts](https://z.umn.edu/policy-grading_definitions_transcripts)).
2. Scholastic Dishonesty (see Board of Regents Policy: **Student Conduct Code** ([https://z.umn.edu/policy-student\\_conduct\\_code](https://z.umn.edu/policy-student_conduct_code)) and the Administrative Policy: **Teaching and Learning: Instructor and Unit Responsibilities: Twin Cities, Morris, Rochester** ([https://z.umn.edu/policy-instructor\\_unit\\_responsibilities](https://z.umn.edu/policy-instructor_unit_responsibilities))).
3. Administrative Policy: **Makeup Work for Legitimate Absences: Twin Cities, Crookston, Morris, Rochester** ([https://z.umn.edu/policy-makeup\\_work](https://z.umn.edu/policy-makeup_work))
4. Board of Regents Policy: **Student Conduct Code** ([https://z.umn.edu/policy-student\\_conduct\\_code](https://z.umn.edu/policy-student_conduct_code)); Administrative Policy: **Teaching and Learning: Student Responsibilities (Twin Cities, Crookston, Morris, Rochester)** ([https://z.umn.edu/policy-student\\_responsibilities](https://z.umn.edu/policy-student_responsibilities))
5. Board of Regents Policy: **Sexual Harassment, Sexual Assault, Stalking and Relationship Violence** ([https://z.umn.edu/policy-sexual\\_harassment\\_assault\\_stalking\\_relationship\\_violence](https://z.umn.edu/policy-sexual_harassment_assault_stalking_relationship_violence))
6. Board of Regents Policy: **Equity, Diversity, Equal Employment Opportunity, and Affirmative Action** ([https://z.umn.edu/policy-equity\\_diversity\\_eo\\_aa](https://z.umn.edu/policy-equity_diversity_eo_aa))
7. Board of Regents Policy: **Disability Services** ([https://z.umn.edu/policy-disability\\_services](https://z.umn.edu/policy-disability_services))
8. Board of Regents Policy: **Academic Freedom and Responsibility** ([https://z.umn.edu/policy-academic\\_freedom\\_responsibility](https://z.umn.edu/policy-academic_freedom_responsibility))

## Course Summary:

Date	Details	Due
Wed Jan 20, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510708&amp;include_contexts=course_221810"><b><u>HRIR 6301 Staffing, Training, and Development</u></b></a> ( <a href="https://canvas.umn.edu/calendar?event_id=510708&amp;include_contexts=course_221810">https://canvas.umn.edu/calendar?event_id=510708&amp;include_contexts=course_221810</a> )	5:30pm to 9:30pm

Date	Details	Due
Sun Jan 24, 2021	<a href="#"><u>Week 2: Measurement and Evaluation</u></a>	to do: 11:59pm
Wed Jan 27, 2021	<a href="#"><u>HRIR 6301 Staffing, Training, and Development</u></a> <a href="https://canvas.umn.edu/calendar?event_id=510709&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510709&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Sat Jan 30, 2021	<a href="#"><u>Measurement and Evaluation Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577036">(https://canvas.umn.edu/courses/221810/assignments/1577036)</a>	due by 11:59pm
Sun Jan 31, 2021	<a href="#"><u>Week 3: Social and Legal Context</u></a>	to do: 11:59pm
Mon Feb 1, 2021	<a href="#"><u>Measurement and Evaluation Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577036">(https://canvas.umn.edu/courses/221810/assignments/1577036)</a> (1 student)	due by 11:59pm
Wed Feb 3, 2021	<a href="#"><u>HRIR 6301 Staffing, Training, and Development</u></a> <a href="https://canvas.umn.edu/calendar?event_id=510710&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510710&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Sat Feb 6, 2021	<a href="#"><u>Social and Legal Context Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577026">(https://canvas.umn.edu/courses/221810/assignments/1577026)</a>	due by 11:59pm
Sun Feb 7, 2021	<a href="#"><u>Week 4: Planning</u></a>	to do: 11:59pm
Wed Feb 10, 2021	<a href="#"><u>Social and Legal Context Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577026">(https://canvas.umn.edu/courses/221810/assignments/1577026)</a> (1 student)	due by 11:59pm
Sat Feb 13, 2021	<a href="#"><u>HRIR 6301 Staffing, Training, and Development</u></a> <a href="https://canvas.umn.edu/calendar?event_id=510711&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510711&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Sun Feb 14, 2021	<a href="#"><u>Planning Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577030">(https://canvas.umn.edu/courses/221810/assignments/1577030)</a>	to do: 11:59pm

Date	Details	Due
Wed Feb 17, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510712&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> <a href="https://canvas.umn.edu/calendar?event_id=510712&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510712&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Fri Feb 19, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577041"><b>Planning case</b></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577041">(https://canvas.umn.edu/courses/221810/assignments/1577041)</a>	due by 11:59pm
Sat Feb 20, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577035"><b>Job Analysis Quiz</b></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577035">(https://canvas.umn.edu/courses/221810/assignments/1577035)</a>	due by 11:59pm
Sun Feb 21, 2021	 <a href="#"><b>Week 6: Recruiting</b></a>	to do: 11:59pm
Wed Feb 24, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510713&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> <a href="https://canvas.umn.edu/calendar?event_id=510713&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510713&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Sat Feb 27, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577024"><b>Recruiting Quiz</b></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577024">(https://canvas.umn.edu/courses/221810/assignments/1577024)</a>	due by 11:59pm
Sun Feb 28, 2021	 <a href="#"><b>Week 7: Screening</b></a>	to do: 11:59pm
Wed Mar 3, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510714&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> <a href="https://canvas.umn.edu/calendar?event_id=510714&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510714&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm
Fri Mar 5, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577042"><b>Recruiting case</b></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577042">(https://canvas.umn.edu/courses/221810/assignments/1577042)</a>	due by 11:59pm
Sat Mar 6, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577029"><b>Screening and Evaluation Quiz</b></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577029">(https://canvas.umn.edu/courses/221810/assignments/1577029)</a>	due by 11:59pm
Sun Mar 7, 2021	 <a href="#"><b>Week 8: Personality and Ability</b></a>	to do: 11:59pm
Wed Mar 10, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510715&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> <a href="https://canvas.umn.edu/calendar?event_id=510715&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510715&amp;include_contexts=course_221810)</a>	5:30pm to 9:30pm

Date	Details	Due
Sun Mar 14, 2021	 <a href="#"><u>Personality and Ability Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577027">(https://canvas.umn.edu/courses/221810/assignments/1577027)</a> due by 11:59pm	
Wed Mar 17, 2021	 <a href="#"><u>Week 9: Interviews and Work Simulations</u></a>  <a href="#"><u>HRIR 6301 Staffing, Training, and Development</u></a> <a href="https://canvas.umn.edu/calendar?event_id=510716&amp;include_contexts=course_221810">(https://canvas.umn.edu/calendar?event_id=510716&amp;include_contexts=course_221810)</a> 5:30pm to 9:30pm	to do: 11:59pm
Sat Mar 20, 2021	 <a href="#"><u>Personality and Ability Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577027">(https://canvas.umn.edu/courses/221810/assignments/1577027)</a> due by 11:59pm (1 student)	due by 11:59pm
Sun Mar 21, 2021	 <a href="#"><u>Interviews and Work Simulations Quiz</u></a>  <a href="#"><u>Interviews and Work Simulations Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577031">(https://canvas.umn.edu/courses/221810/assignments/1577031)</a> due by 8pm (1 student)	due by 8pm
Wed Mar 24, 2021	 <a href="#"><u>Interviews and Work Simulations Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577031">(https://canvas.umn.edu/courses/221810/assignments/1577031)</a> due by 8pm (1 student)	due by 8pm
Sat Mar 27, 2021	 <a href="#"><u>Week 10: Decision making</u></a>  <a href="#"><u>Decision Making Quiz</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577033">(https://canvas.umn.edu/courses/221810/assignments/1577033)</a> due by 11:59pm	to do: 11:59pm
Sun Mar 28, 2021	 <a href="#"><u>Week 11: Learning Goals</u></a>	to do: 11:59pm
Wed Mar 31, 2021	 <a href="#"><u>Decision making case</u></a> <a href="https://canvas.umn.edu/courses/221810/assignments/1577038">(https://canvas.umn.edu/courses/221810/assignments/1577038)</a> due by 5pm	due by 5pm

Date	Details	Due
	 <a href="https://canvas.umn.edu/calendar?event_id=510718&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a>	5:30pm to 9:30pm
Sat Apr 3, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577032"><b>Learning Goals Quiz</b></a> ( <a href="https://canvas.umn.edu/courses/221810/assignments/1577032">https://canvas.umn.edu/courses/221810/assignments/1577032</a> )	due by 11:59pm
Sun Apr 11, 2021	 <a href="#"><b>Week 12: Learning Principles</b></a>	to do: 11:59pm
Wed Apr 14, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510720&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> ( <a href="https://canvas.umn.edu/calendar?event_id=510720&amp;include_contexts=course_221810">https://canvas.umn.edu/calendar?event_id=510720&amp;include_contexts=course_221810</a> )	5:30pm to 9:30pm
Fri Apr 16, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577044"><b>Training and development case</b></a> ( <a href="https://canvas.umn.edu/courses/221810/assignments/1577044">https://canvas.umn.edu/courses/221810/assignments/1577044</a> )	due by 11:59pm
Sat Apr 17, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577028"><b>Learning Principles Quiz</b></a> ( <a href="https://canvas.umn.edu/courses/221810/assignments/1577028">https://canvas.umn.edu/courses/221810/assignments/1577028</a> )	due by 11:59pm
Sun Apr 18, 2021	 <a href="#"><b>Week 13: Learning and Development</b></a>	to do: 11:59pm
Wed Apr 21, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510721&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> ( <a href="https://canvas.umn.edu/calendar?event_id=510721&amp;include_contexts=course_221810">https://canvas.umn.edu/calendar?event_id=510721&amp;include_contexts=course_221810</a> )	5:30pm to 9:30pm
Sat Apr 24, 2021	 <a href="https://canvas.umn.edu/courses/221810/assignments/1577034"><b>Learning and Development Quiz</b></a> ( <a href="https://canvas.umn.edu/courses/221810/assignments/1577034">https://canvas.umn.edu/courses/221810/assignments/1577034</a> )	due by 11:59pm
Sun Apr 25, 2021	 <a href="#"><b>Week 14: Retention Management</b></a>	to do: 11:59pm
Wed Apr 28, 2021	 <a href="https://canvas.umn.edu/calendar?event_id=510722&amp;include_contexts=course_221810"><b>HRIR 6301 Staffing, Training, and Development</b></a> ( <a href="https://canvas.umn.edu/calendar?event_id=510722&amp;include_contexts=course_221810">https://canvas.umn.edu/calendar?event_id=510722&amp;include_contexts=course_221810</a> )	5:30pm to 9:30pm

Date	Details	Due
Sat May 1, 2021	 <b>Retention Management Quiz</b> <a href="https://canvas.umn.edu/courses/221810/assignments/1577025">(https://canvas.umn.edu/courses/221810/assignments/1577025)</a>	due by 11:59pm
	 <b>Onboarding and retention case</b> <a href="https://canvas.umn.edu/courses/221810/assignments/1577040">(https://canvas.umn.edu/courses/221810/assignments/1577040)</a>	due by 11:59pm
	 <b>Peer- and self-rated team participation</b> <a href="https://canvas.umn.edu/courses/221810/assignments/1577039">(https://canvas.umn.edu/courses/221810/assignments/1577039)</a>	due by 11:59pm
	 <b>Class participation</b> <a href="https://canvas.umn.edu/courses/221810/assignments/1577037">(https://canvas.umn.edu/courses/221810/assignments/1577037)</a>	
	 <b>Roll Call Attendance</b> <a href="https://canvas.umn.edu/courses/221810/assignments/1577043">(https://canvas.umn.edu/courses/221810/assignments/1577043)</a>	