

MANAGEMENT 451/Selection, Placement & Evaluation of Human Resources

Fall 2008

MW 4:00-5:15, BC 102

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Text: Heneman, H.G., III, & Judge, T.A. Staffing Organizations, 6th ed., 2009, Irwin McGraw-Hill.

Course Objectives: All of us at one time or another will be involved in the employee selection process. As a job candidate, we are well aware of the importance of this process. We usually try to increase the probability that we will be chosen as the best person for the job. Conversely, many of us will also be involved in the selection process from a reverse perspective - we will be selecting others for employment in our organization. Unfortunately, even the best "selection systems" are not always successful. We overlook candidates who could perform successfully, and sometimes select people who do not work to our satisfaction. In addition, the selection process has to conform to legal requirements.

This course will cover the criteria and methods that should be used to maximize the likelihood of finding and selecting high performers. Unfortunately, the selection process is fraught with uncertainty - we are trying to predict the future with procedures that are less than perfect. In reality, what seems to be a "common sense" endeavor of staffing an organization is quite complex. This course is thus intended to increase your understanding of how a selection process should be designed. Organizations need to collect job-relevant information from applicants, and subsequently use this information appropriately in making selection decisions.

Specifically, this course will help you to:

Understand the legal and regulatory environment surrounding the human resources functions of selection, placement and evaluation.

Become familiar with job analytic techniques.

Apply analytic skills to assessing patterns of compliance with governmental regulation and organization policies.

Understand the kinds of tests which are most appropriate for specific jobs.

Be able to construct application forms and conduct reference checks.

Be able to conduct successful job interviews.

Understand the importance and complexity of evaluating job performance in organizations.

Be able to express informed opinions and to apply technical and legal knowledge in a critical fashion to "real-world" selection issues for which there are no clear answers.

Be able to recognize and analyze staffing issues with incomplete and ambiguous information.

Student Evaluation: Students will be evaluated on the basis of four exams. Each exam is worth 100 points. The grading scale used will be based on total points, as follows:

A = 360 or more	B = 320-359	C = 280-319	D = 240-279	F = 239 or lower
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Exams

The exams will consist of a variety of item types. Many of the items will use a multiple choice format, but other formats (especially matching and short essay) will also be included. Exams will cover both lectures and assigned readings.

Exams are not cumulative; thus, each exam is a unit exam only. In addition, make-up exams will not be given. An optional comprehensive final will be given during finals week, & the grade on this exam can be substituted for any other exam. This will serve as a make-up exam, and can also be taken by students who would like to improve upon the grade they earn on any unit exam.

Exams are given at the beginning of the class hour. Students who arrive late may be denied the opportunity to sit for the exam. Students who arrive after another student has completed the exam and left the room will be denied the opportunity to sit for the exam, as it is at that point no longer a secure document.

Administrative Policies

Attendance: While formal attendance records will not be maintained in this class, you are strongly encouraged to attend regularly. Material will be presented in class that is not discussed in the text, and you will be held responsible for that material.

Disabilities/Employee Relations: Call the Director of Institutional Equity at 575.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 575.646.6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

Incompletes ("I" grades): Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course (October 15). Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.

Cell Phones: Please turn off all cell phones and beepers before class every day. As in the business world, taking calls during class will be viewed as disruptive and poor etiquette.

Policy on electronic/information devices. In addition, no communication devices of any form are allowed to be visible during any graded activity. They may be placed in your pocket, purse, or in a backpack. If the instructor sees you in visible possession of a telephone, palm pilot, tape recorder, disk player, or any other device which can be used to store, retrieve, send, or receive any form of data or message, it will result in an automatic grade of F in the course, without regard to whether the device was in use at the time or not.

Course Schedule	
Aug 25-Sep17	Chapters 1, 2, 4
Sep 22	TEST 1
Sep 24-Oct 8	Chapters 3, 5, 6
Oct 13	TEST 2
Oct 15-Nov 3	Chapters 7, 8, 9, 10
Nov 10	TEST 3
Nov 10-Dec. 1	11, 12, 13, 14,
Dec 3	TEST 4
Week of Dec 9 (as scheduled by NMSU)	Optional Final