
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 up 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 three exams, and five cases. One case can be dropped, so four will be counted and will hold a grade value of 100 points total (25 points per case). Each exam is worth 100 points, so the total points for exams will be 300, giving a 400 point total for the course. 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

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, and 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, especially students who arrive after another student has completed the exam and left the room, as at that point the exam is no longer a secure document.
Cases

Students will be expected to prepare a critique of each case before it is discussed in class, and should turn it in during the class when it is discussed. All case analyses must be typed, and should be brought to class, not emailed to the professor. Refer to the course handout “How to Study a Case” for guidelines on my expectations.

Administrative Policies

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. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.

Email Communications

Your NMSU email account is the official means of communicating with the university. Information critical to your success at NMSU is delivered to you via this account, and you are expected to follow rules and policies provided to you via this communication method. Any email from you to the instructor should be sent either through the CANVAS course management system or through your official NMSU email account. Please be advised that due to privacy and security concerns, we are unable to respond to emails from or about students that do not originate from an official NMSU email address.

Your instructor prefers all email be sent directly to pbenson@nmsu.edu

Notice Concerning Disabilities and Discrimination.

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act Amendments Act (ADAAA) covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:

Trudy Luken, Director
Student Accessibility Services (SAS) - Corbett Center, Rm. 244
Phone: (575) 646-6840 E-mail: sas@nmsu.edu
Website: http://sas.nmsu.edu/

NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status.

Furthermore, Title IX prohibits sex discrimination to include sexual misconduct: sexual violence (sexual assault, rape), sexual harassment and retaliation.

For more information on discrimination issues, Title IX, Campus SaVE Act, NMSU Policy Chapter 3.25, NMSU’s complaint process, or to file a complaint contact:

Gerard Nevarez, Title IX Coordinator
Agustin Diaz, Title IX Deputy Coordinator
Office of Institutional Equity (OIE) - O'Loughlin House, 1130 University Avenue
Phone: (575) 646-3635 E-mail: equity@nmsu.edu
Website: http://www.nmsu.edu/~eeo/

Other NMSU Resources:

NMSU Police Department: (575) 646-3311 www.nmsupolice.com
NMSU Police Victim Services: (575) 646-3424
NMSU Counseling Center: (575) 646-2731
NMSU Dean of Students: (575) 646-1722
For Any On-campus Emergencies: 911
Policy on Academic Honesty

Cheating: Cheating will not be tolerated. Punishment for those caught cheating will be an “F” in the course. The person will also be subject to further sanctions as indicated in the NMSU student code of conduct.

Academic and non-academic misconduct: The Student Code of Conduct defines academic misconduct, non-academic misconduct and the consequences or penalties for each. The Student Code of Conduct is available in the NMSU Student Handbook online:
http://deanofstudents.nmsu.edu/student-handbook/

Academic misconduct is explained here:
http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/3-academic-misconduct.html

Plagiarism. Plagiarism is using another person’s work without acknowledgment, making it appear to be one’s own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course, or dismissal from the university.

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.

Cell Phones

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

Attendance Policy

Formal attendance will not be taken during class meetings, but your professor strongly encourages you to be in class every day. Material on exams will be drawn from assigned readings and from course lectures and activities, and you will be responsible for material covered in class whether you attend or not. Activities done in class are inherently incapable of being “made up” and thus a missed exercise is simply that. Also, any assignments, policies, or other issues discussed in class will apply to all students, present or not. Please attend.

Course Schedule

August 24: Course Introduction
    Chapter 1

August 31: Legal Issues in Staffing
    Chapter 2

September 7: Labor Day Holiday

September 14: Legal Issues in Staffing
    Chapter 2
    Case: An Indiscreet Conversation on Hiring

September 21: Human Resource Planning; Job Analysis
    Chapter 3, 4

September 28: Test 1
    All material August 26 to September 23

October 5: Recruitment
    Chapters 5 and 6
October 12: Measurement  
    Chapter 7

October 19: Selection Methods  
    Chapters 8 and 9  
    Case: Facebook

October 26: Selection Methods and Internal Selection Methods  
    Chapter 8, 9 and 10  
    Case: Danville Airlines

November 2: **Test 2**  
    All material October 7 to October 28

November 9: Selection Decisions and Final Match  
    Chapter 11 and 12  
    Case: Ambrose & Bisaro

November 16: Staffing Systems and Administration/Retention  
    Chapters 13, 14  
    Case: Anjali Kumar – Negotiating a Job Offer

November 23: Thanksgiving Holiday

November 30: **Test 3**  
    All material November 11 to November 25

Week of December 7: **Optional Final Exam**