MIDSTATE COLLEGE
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Winter 2018

Course: HR315 Employee Recruitment, Interviewing and Hiring
Credit: 4 Quarter Hours   **Method of Delivery:** eLearning (E),

Course Description:
This course provides the student with knowledge of concepts, theories and methods utilized in effective and efficient staffing of an organization. The importance of creating a competitive edge will be highlighted, through instructing students how to build a qualified and positive workforce, including development of talent. The student will learn how different types of organization's recruit, and how to prepare for and conduct interviews, in which the candidate is meaningfully and successfully assessed based upon organizational needs. The hiring process will be explored, including legal compliance, and students will learn how to extend an offer of employment, and practice negotiation skills.
Prerequisite: MGT350 Human Resource Management

Text(s) & Manual(s): Commonsense Talent Management:
                           Using Strategic Human Resources to Improve Company Performance
Author(s): Steven T. Hunt
Publisher: Wiley

Text(s) & Manual(s): The Talent Selection and Onboarding
                           Pocket Tool Kit
                           How to Find, Hire, and Develop the Best of the Best
Author(s): Erika Lamont & Anne Bruce
Publisher: McGraw Hill

Materials Needed for the Course:
   Additional Supplies: n/a
   Hardware/Software and Equipment: internet and computer access

Topics:
1. Employee recruiting
2. Employee interviewing
3. Employee hiring
4. Negotiation
5. Staffing of an organization
6. Development of talent
7. Legal compliance

Learning Objectives: Upon completion of this course, the student will be able to:
1. Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
2. Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.
3. Examine how different types of organizations recruit, and how to prepare for and conduct interviews.
4. Assess and critique the hiring process, including legal compliance.
5. Explain the process of extending an offer of employment, including the studying and practicing of negotiation skills.

Midstate Grading Scale:
90-100   A
80-89   B
70-79   C
60-69   D
  0-59   F

Academic Integrity:

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (**plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement**) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

Plagiarism:

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

Student Success and Tutoring:

Contact Student Success: Room 110; (309) 692-4092, ext. 1100; studentsuccess@midstate.edu;

The Office of Student Success offers help in the following areas:

- Tutoring: Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided by the instructor outside of scheduled class times or through the office of Student Success.
- Writing assignment assistance: This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- Math, accounting, and computer skills (including file management).
- Test-taking techniques.
- Note-taking skills development.
- Study skills development.
- Time management.

Instructor Information:
Instructor: Nick Fowler, MBA
Midstate e-mail: njfowler@midstate.edu
Cell Phone: 309-253-8777 (text preferred)
Office Phone: 309-692-4092 ext. 2280
Office Hours: Office located in Room 228. I am on campus Monday through Thursday (and often Friday), and can meet with students at any time (in person or digitally). Please call or email and make an appointment to avoid any schedule conflicts.

Policies and Procedures:

1. Late work: Late work is not accepted and will result in a zero percent on any/all late assignments. Only in extreme extenuating circumstances will late work be accepted (and even in such circumstances, the student has the responsibility to notify the instructor in a timely manner and seek approval for extensions). Even if extensions are granted, late penalties in grading will still apply at the discretion of the instructor.

2. All Writing Assignments: This includes, but is not limited to, papers, essays, projects, essay questions on exams, homework assignments, and summaries. These assignments will supplement the textbook, additional readings, and online lectures to further your understanding and application of course material. Assignments may be turned in online via Turnitin (our online plagiarism software). Late papers will not be accepted (see above policy on late work). I expect college-level writing, appropriate for the level of class this is, and such writing will be will be graded on spelling and grammatical errors (run-on sentences, punctuation, etc) in addition to content.

3. Academic dishonesty: Cheating / plagiarism in any form will not be tolerated in this course and may result in the dismissal/suspension from the course/program/college. Do your own work! Not knowing the rules of plagiarism is not a valid defense. Check with me if you are not clear on what constitutes plagiarism.

4. Syllabi changes: The instructor reserves the right to change this syllabus at any time. Students will receive timely notice of all such changes via announcements made online in Moodle Rooms and/or via email.

Participation Requirements:

In class: Students are expected to be in class during each on campus session. Attendance is taken for each class session, and reported to the college. Likewise, students may receive credit for attending (and participating in) class. In the event of an absence, even if it was approved by the instructor ahead of time, the student will be marked absent and may lose any/all points associated with participation.

eLearning: In accordance with Midstate College policies, class material will be made available in our learning management syste (Joule/Moodle Rooms) on Monday at 12:00 p.m. of each week and will remain available until the following Monday until 8:00 AM. This allows students one week to access the lecture and related material for that week's session, complete any assignments and/or assessments, and participate in the mandatory discussion and summary boards (see my discussion/summary requirements rubric in Moodle Rooms to ensure full credit in forums). Students must "submit substantial gradable work" in order to be marked as present for each week (see the Midstate eLearning policy on attendance in the student eLearning handbook). While each week extends from Monday at 12:00 PM to the following Monday at 8:00 AM, the instructor has the right to set due dates at their discretion within each week. For instance, **your initial discussion posts are due Thursday nights by Midnight**. Certain assignments, exams, and papers/projects may be due in the middle of the week at specified days and times.

Flex Learning: Flex courses are taught both on-campus and through eLearning. Flex courses offer personalized learning where students can choose each week whether they want to attend on-campus, via eLearning, or both.

- *Students who attend in-class for the week are not required to do the discussion and summary online for that week, however they may be asked to submit other work in Moodle Rooms. If the course meets multiple times per week, students must be present in-person for all classes in order to be exempt from the online requiremnts. Students who choose to only attend on-campus will be given time and computer access to complete any work required in Moodle Rooms.

- *Students who attend online for the week are required to do ALL work (assignments, discussions, summaries, etc) online.

Examination Information:
There will be a pretest and posttest in the course. While these are not formally graded, it is essential that you take them seriously. They provide you, the instructor, and the college feedback in regards to how the class is meeting students' needs. There will be quizzes, a Midterm and a Final exam. The quizzes will contain true/false, multiple choice, and/or short answer. The Midterm and Final exams will be essay and/or short answer and are geared to invoke complex thinking and assess student understanding and application.

Methods of Evaluating Student Performance:
- Written assignments will assess students' critical thinking ability.
- Weekly discussions and summaries will assess students' understanding of core concepts.
- Quizzes, Midterm and Final exams geared to assess students' understanding and advanced application.
- You must successfully complete all projects and activities for this course including:
- Quizzes
- Final Project
- Exams

These projects are the core assessment features for this course and failing to complete the projects will result in a failing grade. No make-up work will be accepted without written documentation that proves extenuating circumstances.

Instructor's Grading Scale:

Participation (discussion/summary for online classes)	25%
Assignments (homework, case studies, etc)	25%
Exams & Quizzes	25%

Papers/Projects	25%

*Instructor will use the online Moodle Rooms gradebook for all students in the course.

Examination Information:
There will be a pretest and posttest in the course. While these are not formally graded, it is essential that you take them seriously. They provide you, the instructor, and the college feedback in regards to how the class is meeting students' needs. There will be other exams throughout the class. It is imperative that students prepare and allot ample time to successfully complete the exams. Exams may include true/false, multiple choice, matching, short answer, and essay questions.

Methods of Evaluating Student Performance:
- Written assignments will assess students' critical thinking ability.
- Weekly Discussions and Summaries will assess students' understanding of core concepts.
- Exams are geared to assess students' understanding and advanced application.
- You must successfully complete all projects and activities for this course including:
  - ✓ Case Study(s)
  - ✓ Final Project – HR Knowledge Informational Interview and Company Overview
  - ✓ Offer Letter
  - ✓ Onboarding Email & Onboarding Plan, Month 1
  - ✓ Logistics Checklist

These projects are the core assessment features for this course and failing to complete the projects will result in a failing grade. No make-up work will be accepted if these projects and activities aren't completed on time unless written documentation is provided that shows extenuating circumstances.

Week-by-Week

Week One:
Topics:
- Staffing of an organization
- Employee recruiting

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:
- Read: Introduction and Chapter 1 (pages 1-16) in "Pocket Tool Kit"
- Read: Chapters 1 and 2 (pages 1-24) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Test Your Wow Factor- Complete Table 1.1 on page 15 in "Pocket Tool Kit" in regards to your current organization (or last organization if currently unemployed). Were you surprised by the results? Name two aspects that the organization is doing well and two aspects that require improvement.
- Complete Pre-test

Discussion Question 1 Week 1(one post requirement):
Please introduce yourself and provide information on anything you feel comfortable sharing with the class and your instructor.
Discussion Question 2 Week 1:
Explain the difference between Strategic HR and Administrative HR.

Summary Week 1:
If you had to research, apply, and interview for your current job and your current organization, would you? Or could you? Why or why not?

Week Two:
Topics:
- Staffing of an organization
- Development of talent
- Legal compliance

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Examine how different types of organizations recruit, and how to prepare for and conduct interviews.
- Assess and critique the hiring process, including legal compliance.

Assignments:
- Read: Chapter 2 (pages 17-30) in "Pocket Tool Kit"
- Read: The beginning of Chapter 3 (pages 27-43) in "Commonsense Talent Management"
- Read: Appendix A (pages 357-387) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Essay: Define "Business Execution" and explain why it is an important concept. Guidelines: 1-2 pages, double spaced, 12 point font, be sure to cite sources used when appropriate. **Post to the Assignment Activity**
- **Review Case Study requirements – due in Week 6**

Discussion Question Week 2:
When conducting interviews, how does asking all candidates the same questions help ensure legal compliance?

Summary Week 2:
From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

Week Three:

Topics:
- Staffing of an organization
- Development of talent
- Legal compliance

Objectives:
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.
- Examine how different types of organizations recruit, and how to prepare for and conduct interviews.
- Assess and critique the hiring process, including legal compliance.

Assignments:
- Read: Chapter 3 & Chapter 4 (pages 31-66) in "Pocket Tool Kit"
- Read: The end of Chapter 3 (pages 43-58) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Using the popular universal job boards like the ones listed on page 56 in "Pocket Tool Kit", find a job posting from a company that interests you. Be sure the job posting has a full job description and definitive company information. You will be using this job description throughout the course to develop various new hire documents. The more information included in the job posting, the better. **Post to the Assignment Activity.**
- Complete Exam #1

Discussion Question Week 3:
Chapter 3 of "Pocket Tool Kit" describes the many types of generations in today's workforce. Find your generation's description (you do not have to share your generation name if you do not feel comfortable) and answer the following: 1. Do you feel as though the overall description is accurate? Why or why not? 2. Are the expectations you have in line with the expectations the book lists for your generation? Why or why not?
Summary Week 3:
Why do millennials seem to have an unquenchable thirst for feedback? How can management be sure to accommodate this type of feedback requirement to keep millennials happy and productive?

Week Four:

Topics:
- Employee recruiting
- Staffing of an organization
- Employee hiring
- Negotiation
- Legal compliance

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Examine how different types of organizations recruit, and how to prepare for and conduct interviews.
- Assess and critique the hiring process, including legal compliance.
- Explain the process of extending an offer of employment, including the studying and

practicing of negotiation skills.

Assignments:

- Read: Chapter 5 (pages 67-86) in "Pocket Tool Kit"
- Read: Chapter 4 (pages 59-99) in "Commonsense Talent Management"
- Read: Any Supplemental Materials – negotiation
- Create a letter extending an offer of employment for the job description submitted in Week 3. **Post to the Assignment Activity.**

Discussion Question Week 4:

How does social media positively/negatively affect hiring from a recruiter's perspective?

Summary Week 4:

Negotiation with a potential employee requires quick thinking and preparation. Using what you've learned from this week's reading, what are some ways to negotiate properly and legally?

Week Five:

Topics:

- Employee hiring
- Staffing of an organization
- Development of talent

Objectives:

- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:

- Read: Chapter 6 (pages 87-104) in "Pocket Tool Kit"
- Read: Chapter 5 (pages 101-149) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Onboarding Email Assignment: Using what you've learned thus far in the course and in Chapter 6 of "Pocket Tool Kit" write an email meant to welcome a new hire to the company (onboarding) Use the job description submitted in week 3 as the basis for this email. **Post to Assignment Activity.**

Discussion Question Week 5:

In your own words, define a new hire's *personal network* and explain the importance of addressing the new hire's *personal network* during the onboarding process.

Summary Week 5:

According to Hunt, "Employees in goal-driven cultures see a direct relationship between how they are evaluated and the impact they have on the success of the company as a whole" (Hunt, 2014). Look at the questions regarding Goal-Driven Cultures presented on page 106 of "Commonsense Talent Management" and answer them for your current position (or last position held). How well does your organization project a goal-driven culture? Do you feel as though you understand exactly how you fit in with the larger organization? Explain.

Week Six:

Topics:

- Employee hiring
- Development of talent
- Legal compliance

Objectives:

- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.
- Assess and critique the hiring process, including legal compliance.

- Explain the process of extending an offer of employment, including the studying and practicing of negotiation skills.

Assignments:
- Read: Chapter 7 (pages 105-118) in "Pocket Tool Kit"
- Read: The beginning of Chapter 6 (pages 151-201) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Complete Exam #2
- **Case Study Due**

Discussion Question Week 6:
Why is it important to remain legally compliant when documenting employee performance?
Summary Week 6:
From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

Week Seven:

Topics:
- Staffing of an organization
- Development of talent

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:
- Read: Chapter 8 (pages 119-130) in "Pocket Tool Kit"
- Read: The end of Chapter 6 (pages 201-248) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- For the job description submitted in Week 3, create an Onboarding Plan for Month 1. An example of such a plan can be found on page 124 of "Pocket Tool Kit" in Figure 8.1. Be sure to use the same headings as the sample plan. You may need to further research the job position in order to develop objectives. **Post to the Assignment Activity.**
- **Review Final Project Requirements – Due Week 12**

Discussion Question Week 7:
What does it mean to "Make Your Newest Employees Raving Fans"?

Summary Week 7:
Using the job description posted in Week 3, go to a website such as Glassdoor.com and search for the company. Is the feedback positive or negative? Are the employees "raving fans"?

Week Eight:

Topics:
- Staffing of an organization
- Development of talent

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:

- Read: Chapter 9 (pages 131-142) in "Pocket Tool Kit"
- Read: The beginning of Chapter 7 (pages 249-278) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Essay: Choose a company other than those listed in Chapter 9 of "Pocket Tool Kit" and research how they invest in the onboarding process as well as how they develop employees. Guidelines: 1-2 pages, double spaced, 12 point font, be sure to cite sources used when appropriate. **Post to the Assignment Activity.**

Discussion Board Week 8:
Development of employees can be one of the most rewarding areas of talent management but also one of the most frustrating areas of Strategic HR. Why do you think this is so? Explain.

Summary Week 8:
From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

Week Nine:

Topics:
- Staffing of an organization
- Development of talent

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:
- Read: Chapter 10 (pages 143-150) in "Pocket Tool Kit"
- Read: The end of Chapter 7 (pages 279-306) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Complete Exam #3

Discussion Board Week 9:
What is meant by the phrase, "drain the shark tank and create your own"?

Summary Week 9:
After reading the case study on Volkswagon, is this a place you would like to work? Why or why not?

Week Ten:

Topics:
- Staffing of an organization
- Employee recruiting

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:
- Read: Chapter Conclusion (pages 151-157) in "Pocket Tool Kit"
- Read: Chapter 8 (pages 307-328) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- **Final Project Due**

Discussion Board Week 10:

Why is it important to define the changes that need to be made and clarify what you do not intend to change BEFORE you begin to create an HR strategy?

Summary Week 10:
Explain why most strategic HR initiatives take three years to reach full effectiveness.

Week Eleven:

Topics:
- Employee hiring
- Staffing of an organization
- Development of talent

Objectives:
- Apply knowledge after examining and explaining concepts, theories, and methods utilized in effective and efficient staffing of an organization.
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.

Assignments:
- Read: Appendix (pages 159-169) in "Pocket Tool Kit"
- Read: Chapter 9 & 10(pages 329-353) in "Commonsense Talent Management"
- Read: Any Supplemental Materials
- Submit a rough draft of your Final Project. **Post to the Assignment Activity.**
- Complete Post-test

Discussion Board Week 11:
What are some ways to establish HR leadership credibility?

Summary Week 11:
We've completed both textbooks – how have your perceptions of HR changed? Do you feel as though you will implement the concepts discovered when working as an HR professional? Explain.

Week Twelve:

Topics:
- Staffing of an organization
- Development of talent

Objectives:
- Justify the importance of creating a competitive edge by building a qualified and positive workforce; including development of talent.
- Examine how different types of organizations recruit, and how to prepare for and conduct interviews.

Assignments:
- Read: Any Supplemental Materials
- Complete Exam #4

Discussion Board Week 12:
Aside from the tools in both textbooks, creating a great place to work would also include a nice environment were employees can get a breath of fresh air. Does your current (or most recent) employer offer such a place? How does having/not having a space for fresh air affect your attitude towards work?

Summary Week 12:
What was your favorite topic covered in this course? Least favorite? Was there a topic you would have liked to focus on more?