

**KATZ GRADUATE SCHOOL OF BUSINESS
UNIVERSITY OF PITTSBURGH**

Course:	BOAH 2521 Staffing Organizations
Credits:	1.5
Term:	Spring, 2012 (2124)
Class Time:	Tuesdays 6:20-9:20 p.m.
Location:	B75 Mervis Hall
Instructor:	Dr. Debbie Good
	Phone: 724-331-3746; e-mail: debgood@katz.pitt.edu
Office Hours:	Mondays and Wednesdays 1:00-2:00 p.m. and by appointment

I. COURSE DESCRIPTION

This course is designed to familiarize students with the goals, practices, theories, legislation, and problems encountered while staffing contemporary organizations. Particular attention will be focused on the developing theories of “talentship” and talent management and the philosophical and practical differences between just filling job vacancies versus cultivating organizational talent in a comprehensive, strategic manner. As such the human resource functional areas of human resource planning, recruitment, selection, career development and human resource metrics will serve as the foci of class sessions. Class discussions will explore the philosophical, legal, and professional issues that arise during these on-going activities.

II. COURSE OBJECTIVES

Theoretical models of staffing strategies will be examined from the standpoint of gaining competitive advantage for the firm as a whole via recruitment, selection and employee development. Programs and procedures used to implement and operationalize such strategies will also be assessed. At the conclusion of the class, you will be capable of assessing a firm’s staffing plans, policies and programs for their contribution to attracting, hiring and maintaining quality personnel.

III. COURSE PROCEDURES

A variety of instructional methods will be utilized in this module including lecture, experiential exercises and case studies. Key to the success of this class however, is the active involvement of each and every class member.

IV. COURSE MATERIALS

Materials for this class will be found on Courseweb, through the Pitt Digital Library and from Harvard Business Publishing.

Due to the variety of topics covered in this course, we would need to have multiple textbooks to thoroughly cover the issues. Given the six weeks we meet, I do not find multiple texts to be a viable option. However, if you are interested in a reference text for this course, I would recommend *Staffing Organizations* by Herbert Heneman III and Timothy Judge 6th Edition, (McGraw-Hill/Irwin, 2009). . Be advised however, that due to the nature and structure of this class the text will be not be utilized in the class.

Three cases from Harvard Business Publishing will be used in class:

Cirque du Soleil

SG Cowen: New Recruits

IBM Retail Business Assessment at Dillard's Inc.: Managing Staffing Levels to Improve Conversion

Staffing the Boston Public Schools

These items can be purchased through the following site and delivered right to your computer for usage: <http://cb.hbsp.harvard.edu/cb/access/11838387>. Each of the items is priced at \$3.95 if you buy them all at once.

In addition, a series of articles available through the Pitt Digital Library will be assigned for selected sessions.

V. COURSE REQUIREMENTS

Case Analyses (45%): Each of the Harvard cases will be analyzed using the models and theories presented in the class. Instructions under separate cover will be provided for each case.

Project (45%): A group project focused on developing a recruiting, staffing and retention strategy for a target job will span the six weeks of the course. Again, detailed instructions are provided under separate cover.

Participation (10%): Participation grades will be determined by the instructor and are designed to assess your contribution to the class activities and discussion scheduled each week. As a colleague of mine is quick to point out, “quality dominates quantity”. It is not necessary for you to dominate course discussions to attain a favorable evaluation. Instead, it is desirable that you further such “give and take”, demonstrate the ability to apply concepts to practice and provide insights on the subject at hand. Accordingly, your participation grade will include the quality of your comments as well as your regular attendance in class.

VI. SCHEDULE

TOPICS AND ASSIGNMENTS	
January 10 Session	<p>Understanding Strategic Staffing and Its Context</p> <ul style="list-style-type: none"> • Defining Strategic Staffing • Resource-based View of the Firm • Human Resource Philosophies • Creating a Staffing Strategy • Staffing Models • The Legal Framework of Staffing <p>Supplementary Reading: Pitt Digital Library, Randall Schuler, “Personnel and Human Resource Management Choices and Organizational Strategy,” <i>Human Resource Planning</i>, (10)1, pages 1-17.</p> <p>Optional Reading: Heneman and Judge, Chapter 1 and 2</p>
January 17 Session	<p>Traditional Job Analysis and Competency Modeling</p> <ul style="list-style-type: none"> • Performance-based Job Profiles vs. Traditional Job Descriptions • Job Analysis Processes • Competency Modeling • Job Rewards Assessment • Defining Talent Management and “Talentship” <p>Supplementary Reading: Pitt Digital Library, Peter Capelli, “Talent Management for the Twenty-First Century,” <i>Harvard Business Review</i>, March 2008, pp. 74-81.</p> <p>John W. Boudreau and Peter M. Ramstad, “Talentship and Human Resource Measurement and Analysis: From ROI to Strategic Change,” <i>Human Resource Planning Journal</i>, no. 1 (2006), pages 25-33</p> <p>Optional Reading: Heneman and Judge, Chapter 4</p>
January 24 Session	NO CLASS: MBA Professional Development Days
January 31 Session	<p>Strategic Human Resource Planning and Recruitment</p> <ul style="list-style-type: none"> • Labor Supply • Labor Demand • Realistic Job Preview • Transition Matrix • Staffing Yield • Recruiting Sources • Sourcing Plan

<p>January 31 (Continued)</p>	<ul style="list-style-type: none"> • Internal/External Sources <p>Optional Reading: Heneman and Judge, Chapters 3, 5 and 6 Case Discussion: Cirque du Soleil SG Cowen</p> <p>Case Assignment Due: IBM Retail Business Assessment at Dillard's Inc.: Managing Staffing Levels to Improve Conversion</p>
<p>February 7 Session</p>	<p>Measurement and Strategic Selection</p> <ul style="list-style-type: none"> • Reliability • Validity • Utility • Correlation • Selection Techniques <p>Optional Reading: Heneman and Judge, Chapters 7, 8, 9 and 10 Case Discussion: IBM Retail Business Assessment at Dillard's</p>
<p>February 14 Session</p>	<p>Strategic Management of Workflow including Contingent Staffing and Termination Activities</p> <ul style="list-style-type: none"> • Socialization • Voluntary and Involuntary Separation • Contingent Workers • Succession <p>Optional Reading: Heneman and Judge, Chapter 12 Case Assignment Due: Staffing at the Boston Public Schools</p>
<p>February 21 Session</p>	<p>Evaluation of Strategic Staffing</p> <ul style="list-style-type: none"> • Performance Management or Performance Evaluation • Retention Management <p>Supplementary Reading: Lawrence Rothstein, "The Case of the Temperamental Talent," <i>Harvard Business Review</i>, Nov/Dec 1992, vol. 70, issue 6, pages 16-25.</p> <p>Optional Reading: Heneman and Judge, Chapter 14 Case Discussion: Staffing at the Boston Public Schools</p>
<p>February 28</p>	<p>Finals Week Project Due</p>