

**Strategic Workforce Planning**

**HR 4090**

**General Class Information**

Instructor Name and Contact Information: David R. Penkrot Email: dp9u@virginia.edu

Home Telephone: (301) 972-2950

Subject Area and Catalog Number: Human Resources Management HR 4090

Year and Term: Summer 2017, May 15 – August 4, 2017

Class Title: Strategic Workforce Planning

Pre-requisite: HR 4010, HR 4020, or with instructor or program director permission

Level (Graduate or Undergraduate): Undergraduate

Credit Type: 3 Credits

Class Description**:** This course addresses HR recruitment planning, recruiting, job placement, performance appraisal, and outplacement resulting from layoffs, downsizing, or firing.

Required Text (Include ISBN, specific edition):

Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Third edition, 2015, Pearson, ISBN-13: 978013357176-9

Learning Objectives:

Upon successful completion of this course, students will be expected to:

1. Understand how staffing plays a role in the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create a positive impact on an organization’s effectiveness.

2. Learn how the various federal, state and local laws and regulations affect an organization’s hiring practices and how organizations are penalized for non-compliance of these stated laws.

3. Understand the role of ethics in planning and acquiring and retaining a quality workforce.

4. Understand how a pay structure would encourage quality applicants to seek employment in an organization and a continuing pay structure that would encourage employee satisfaction and retention.

5. Develop a better understanding of an organization’s short-term and long-term strategy and planning, recruiting, and career planning.

6. Understand the role of performance management as a tool for motivating employees and facilitating organizational effectiveness.

Assessment Components:

This course will be conducted as an online course over a period of approximately 12 weeks.

Delivery Mode Expectations: The weekly course requirements which will be provided each week online in the Course Syllabus will consist of reading assignments from the selected course textbook, review of chapter notes, and online power-point presentations. In addition, students will participate in live online sessions (three in our class) and Discussion Board/Discussion Forum (three in our class) in response to articles from current periodicals. There will also be a midterm examination (essays and online exam), a final exam (online) and a final project. The midterm exam will consist of essay questions prepared in advance and an online examination. The final exam will consists of an online exam. Finally, the evaluation for our class will also be accessible through UVaCollab.

Class Participation Information Schedule:

Live/Chat Room (Synchronus):

Live Session No. 1: Week of 06/04/2017

Live Session No. 2: Week of 06/25/2017

Live Session No. 3: Week of 07/16/2017

Online/Threaded Discussion (Asynchronus):

Discussion Board / Discussion Forum No. 1: Week of 06/11/2017

Discussion Board / Discussion Forum No. 2: Week of 07/09/2017

Discussion Board / Discussion Forum No. 3: Week of 07/23/2017

Midterm Exam: Must be completed no later than June 25, 2017 (Online Exam and Essays)

Final Online Exam must be completed no later than August 4, 2017. Online exams are open book.

Final Project: Must be completed no later than July 28, 2017

Required Technical Resources and Technical Components: There are no additional resources or technical components required for this course. All other resources will be provided by the instructor.

**Class Specific Information**

Class Instruction and Activities: This course will be conducted as an online course over a period of approximately 12 weeks. The class lessons will consist of lectures notes, online power-point presentations, student participation in chatrooms and threaded discussions, and articles from current periodicals.

Class Requirements: Students are required to attend and participate in all three (3) of the scheduled online discussions and to actively participate in the 3 (three) scheduled threaded discussions in order to receive full credit. The days and evenings for the chatrooms (synchronous discussions) will be determined by the instructor after receiving comments and availability from the class members in the first week of the class. In addition, students are required to complete both the midterm exam, the final online exam, and submit the Final Project by the dates stated in this syllabus.

Evaluation Standards and Assessments: There will be three (3) scheduled chat rooms and there will also be three (3) threaded discussions will be posted throughout the semester. A midterm exam will be given consisting of essay questions and an online exam. The midterm exam will cover material included in Chapters 1-7 consisting of 3-4 essay questions. Each essay questions response will be at minimum 2 pages in length not including references. The midterm exam must be completed in its entirety by June 25, 2017. There will also be a Final Online Exam (Chapters 8-13) and an independent Final Project for this course. The Final Project (including the topic and instructions) will be introduced to the class in Week 2 and an outline will be required by the end of Week 4. Comments and suggestions regarding the Final Project will be made throughout the course. The Final Project must be completed and submitted no later than July 28, 2017. Requests for extensions must be approved by the Instructor prior to the due date and all class work must be completed no later than August 4, 2017.

Class Schedule: These are the topics, learning outcomes and assignments that will be covered in each class session.

Attendance: Students are expected to attend/participate in all required class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in class.

Week of:

1. 05/15/17 Strategic Staffing Ch. 1

Define the role of staffing as a critical organizational function concerned with the acquisition, deployment, and retention of the organization’s workforce.

2. 05/21/17 Business and Staffing Strategies Ch. 2

Explain how different staffing strategies support different business strategies and how staffing can contribute to the company’s attainable competitive edge.

3. 05/28/17 The Legal Context Ch. 3

Identify and develop an understanding of how laws and regulations have assumed an importance of major importance in the process of staffing organizations.

4. 06/04/17 Strategic Job Analysis and Competency Modeling Ch. 4

Develop understanding of the nature of job analysis and how it is used in practice and to define job descriptions and job specifications and how each are used in practice.

5. 06/11/17 Forecasting and Planning Ch. 5

Identify and attract job applicants from outside the organization that may bring new ideas and innovative processes to an organization how to forecast the likely supply of available workers from inside and outside the firm.

6. 06/18/17 Sourcing: Identifying Recruits Ch. 6

Create a sourcing plan and determine alternative recruiting sources and match them with specific jobs.

06/18/17 Recruiting Ch. 7

Develop the various strategies used to attract applicants and how recruiting guides and the EEOC’s best recruiting practices promote recruiting consistency and quality.

7. 06/25/17 Measurement Ch. 8

Develop the understanding why measurement and assessment is important to staffing and the difference between *reliability* and *validity* and explain how they affect the evaluation of a measure.

8. 07/02/17 Assessing External Candidates Ch. 9

Identify candidates through assessment and evaluation of external job applicants in order to determine the most likely fit between candidates and the job.

9. 07/09/17 Assessing Internal Candidates Ch.10

Assessment and evaluation of employees from within the organization as they move from job to job via transfer and promotion systems.

10. 07/16/17 Hiring and Choosing Candidates Ch.11

Discussion on the different ways of combining candidates’ scores on different assessment methods to calculate an overall score and the factors that influence the content of a company’s job offer.

11.07/23/17 Managing Workforce Flow Ch.12

Develop an understanding of improving employee retention strategies and also various ways of downsizing a company’s workforce.

07/23/17 Staffing System Evaluation and Technology Ch. 13

Identify how the organization structures itself to conduct human resources and staffing and how staffing technology can improve the efficiency and effectiveness of the staffing function.

***Submit Final Project No Later 07/28/17***

12. 07/31/17 ***Last week of Class – All work must be submitted by August 4, 2017***

Communication & Student Response Time: Students are encouraged to contact the Instructor regarding questions and/or concerns concerning course requirements and/or class assignments as soon as possible. Students may contact the Instructor be email (and by telephone) and a response will be provided within 24-48 hours. If an immediate response is required the student is advised to contact the Instructor by telephone per the telephone number provided in the “Instructor Name and Contact Information” provided above. If the Instructor is not available at the time of contact students are advised to leave a message with their name and contact information.

Assignments: There are no weekly written assignments for this course. Students are encouraged to read the chapters in the textbook as assigned in order to be prepared for scheduled chatrooms and threaded discussions.

Resources: There are no additional resources other than the required textbook for this course. The Instructor will provide additional resources to the students for chatrooms and threaded discussions as needed.

Grading: Course Semester grades are determined as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| Grading Matrix for HRM 4090 – Summer Semester 2017 | Number of Points (Total) | Frequency of Evaluation | Percent Allocation Towards Final Grade (Approx. Values) |
| Midterm Exam  Final Exam | 200 Points (100 Pt. Online Exam, 100 Pt. Essays)  100 Points (Online Exam) | Midterm  Final | 25%  12% |
| Final Project | 200 Points | 1 Per Semester | 25% |
| Chatrooms | Active Participation in Chatrooms 150 points (50 points per scheduled chat) | 3 Per Semester | 19% |
| Threaded Discussions | Active Participation in Threaded Discussions 150 points (50 points per scheduled discussion) | 3 Per Semester | 19% |
| Total | 800 points |  | 100% |

Course Grading: A 90 – 100

B 80 - 89

C 70 - 79

D 60 - 69

F 0 - 59

***\*Note:*** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F. Please see full discussion below in “SCPS Grading Policies”.

**Technical Specifications: Computer Hardware**

* Operating system: Microsoft Windows 8.1 (64-bit) or Mac OS X 10.10
* Minimum hard drive free space: 100GB, SSD recommended
* Minimum processor speed: Intel 4th Gen Core i5 or faster
* Minimum RAM: 8GB

**Technical Support Contacts**

* Login/Password: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu)
* UVaCollab: [collab-support@virginia.edu](mailto:collab-support@virginia.edu)
* BbCollaborate Support: <http://www.tinyurl.com/uvabbc>

**UVa Policies**

**SCPS Grading Policies:** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F.  S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit [www.scps.virginia.edu/audience/students/grades](file:///C:\Users\jmp6y\Downloads\www.scps.virginia.edu\audience\students\grades) for more information.

**Attendance**: Students are expected to attend all class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in the class.

**University Email Policies:** Students are expected to check their official UVa email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.

**Mid-Term and End-of-Class Evaluations:** Students may be expected to participate in an online mid-term evaluation. Students are expected to complete the online end-of-class evaluation. As the semester comes to a close, students will receive an email with instructions for completing this. Student feedback will be very valuable to the school, the instructor, and future students. We ask that all students please complete these evaluations in a timely manner. Please be assured that the information you submit online will be anonymous and kept confidential.

**University of Virginia Honor System:** All work should be pledged in the spirit of the Honor System at the University of Virginia.The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: “I pledge that I have neither given nor received help on this examination (quiz, assignment, etc.)”. The pledge must be signed by the student. For more information, visit [www.virginia.edu/honor](http://www.virginia.edu/honor).

**Special Needs:** It is the policy of the University of Virginia to accommodate students with disabilities in accordance with federal and state laws. Any SCPS student with a disability who needs accommodation (e.g., in arrangements for seating, extended time for examinations, or note-taking, etc.),should contact the Student Disability Access Center (SDAC) and provide them with appropriate medical or psychological documentation of his/her condition. Once accommodations are approved, it is the student’s responsibility to follow up with the instructor about logistics and implementation of accommodations. Accommodations for test taking should be arranged at least 14 business days in advance of the date of the test(s). Students with disabilities are encouraged to contact the SDAC*:* 434-243-5180/Voice, 434-465-6579/Video Phone, 434-243-5188/Fax. Further policies and statements are available at[www.virginia.edu/studenthealth/sdac/sdac.html](file:///C:\Users\jmp6y\Downloads\www.virginia.edu\studenthealth\sdac\sdac.html)

For further policies and statements about student rights and responsibilities, please visit [www.scps.virginia.edu/audience/students](file:///C:\Users\jmp6y\Downloads\www.scps.virginia.edu\audience\students)