

Interamerican University of Puerto Rico
Metropolitana Campus
Faculty of Economics and Entrepreneurial Sciences

Doctoral Program

Course Outline

I- General Information

Title	:	Human Resource Planning, Recruitment, and selection.
Code	:	HURS 8070
Credits	:	3
Academic Section	:	Feb. –May 2011
Professor	:	Rafael Colón Cora
Office Hours	:	M-W 4:00 P.M – 6:00 P.M
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II-Course Description

Analysis of the concepts and techniques of human resources planning, recruiting, and selection. Review of the scientific, legal and administrative aspects related to planning, recruiting, and selection of human resources according to the organization's needs.

III-Course Objectives

Upon the completion of this course, the student should be able to:

1. Analyze the Human Resource planning theories at micro and macro level at the organizations.
2. Develop an in depth understanding of the Human Resource Planning Concepts, models, and problem solving tools.
3. Evaluate the scientific, legal, and administrative aspects related to recruitment and selection of Human Resources.
4. Develop functional knowledge of the necessary concepts, processes, practices, and the major quantitative techniques for effective participation in a human resource staffing operation.

5. Develop the skills to analyze an organizations human resources needs and the activities necessary to satisfy these needs.
6. Develop the skills to integrate the Human Resources planning with business planning.
7. Formulate and implement strategies to address people-related business issues.
8. Define and apply business measures of Human resources effectiveness, focusing on the business impact.
9. Develop the skills to recruit a pool of qualified job applicants internally and externally, within the confines of the law, using resumes, applications, and reference checks.
10. Apply the concepts of validity and reliability to recruitment, selection, and promotion.
11. Evaluate the legal environment of the human resource recruitment and selection and legally acceptable job performance criterion measures.
12. Apply Human Resource staffing strategies to business objectives in a complex scenario.

VI- Course Contents

Part 1- Introduction

I. Nature, Scope, and Evolution of Human Resource Planning

Part 2- Planning at Micro Level and Macro Level

At the micro level, Human Resource Planning is a highly focused activity, undertaken at the level of individual companies, groups of companies, industrial associations, or other private or public organizations that involves three steps: (1) a determination of an organization's human resource requirements in terms of current operational, technological and strategic needs (i.e. demand); (2) a determination and characterization of the existing human resource stock (i.e. supply); and (3) an identification of the difference, or the gap. The difference can either signify a shortage or a surplus. Usually both are found and vary from one occupation to another. Careful micro level Human Resource Planning should be conducted not only at broad occupational levels, but also at the levels of production technologies and processes and by critical skills, Such planning then becomes meaningful input for the identification of training needs and the effective and efficient satisfaction of those needs.

A. Demand and Supply Analysis

1. **Demand:** Determination of an organization's human resource requirements.
2. **Supply:** Determination and characterization of the existing human resource stock.

The internal supply of labor

Skills inventories – experience, education, abilities.
Markov analysis – predicting employee transition.
Replacement analysis – using past vacancies predict future needs.

The external supply of labor

Labor force
Labor Market
Demographic trends
General trends

3. **Identification of the difference, or the gap, between supply and demand.**

Planning for surpluses

Attrition
Incentives for early retirement
Transferring or retraining
Reduced work hours
Lay offs - outplacement

Part 3- Recruitment Strategy

1. Key Insights from landmark studies.
2. Organizational contingencies of recruitment strategies.
3. Staffing and other Human Resource systems.
4. Staffing systems.
5. Assessment/planning.
6. Program design.

Part 4- Preparing for Selection

1. Job analysis.
2. Design of selection System.

Part 5- Developments in the use of different kinds of Predictors

1. The selection recruitment interview.
2. Cognitive ability in personnel selection decisions.
3. Personality in personnel selection decisions.
4. Emotional factors as selection criteria.
5. Situational judgment tests.

6. Assessment centers: Recent developments in practice and research.

Part 6- Decisions and their Context

1. Decision making in selection.
2. Relevance and rigor in research on the applicant's perspective.

Part 7 - Criterion Measures

1. The prediction of the typical and maximum performance in employee selection.
2. Job Performance: Assessment issues in personnel selection.
3. The prediction of contextual performance.

V- Course Activities

1. Professor Oral Presentations.
2. Student must read the professional journals.
3. Case analysis.
4. Oral presentations.
5. Student midterm and final research presentation.

VI-Evaluation Process

During the semester, two regular tests will be given, mid term and final. Both will be worth 25% each and will be comprised of essay, short answer, and problem questions. The final will be comprehensive in nature.

Paper

A research paper worth 50% is required for each student. The paper should cover subjects in human resources theory and management. Also in matters that influence the behavior of the manager in specific industry or firm. Further information concerning the paper will be presented in class.

Your course grade will be a weighted average of your grades:

Mid term Exams-----	25%
Final Exam-----	25%
Research Paper-----	50%
Total -----	100%

Grades

The following maximum grading scale is guaranteed:

- *90 - 100% = A
- *80 - 89% = B
- *70 - 79% = C
- *60 - 69% = D
- *Below 60% = F

VII Norms Student must comply with

1. Student with special needs must inform it at the beginning of the course or as soon as you become aware of it. Please contact Mr. José A. Rodriguez at XT 2306.
2. Lack of honesty, fraud or Plagiarism and any inadequate behavior constitutes a major infraction sanctioned by the University General ordinance for students. It establishes that major infractions may cause an expulsion of the University.
3. When the mobile interferes with the normal performance of the class it should be deactivate. Students should not operate any electronic devices able to get access to a university test or assessment bank.

VIII Educational Resources

Text

Evers, A., Anderson, N., Voskuijl, Handbook of Personnel Selection. Blackwell Publishing, Maiden, Massachusetts (2005).

Bibliography

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14. Sumanth, J.J. and Cable, D. Status and organizational entry: How organizational and individual Status affect justice Perceptions of Hiring Systems. *Personnel Psychology Joournal*, vol. 64, Issue 4, 2011, pages 963-1000. *Personality and social Psychology*, 86, 174-199.
15. Maverick, A. Personnel Selection Branch. Ord Publishing, London (2012) Robertson, I.T. and Smith, M. Personnel Selection. *Journal of occupational and Organizational Psychology*. November 1, 2001.
16. McDaniel, M.A., Hartman, N.S. and Grubb, W.L. (2003) "Situational Judgment tests, knowledge, behavioral tendency, and validity: a Meta analysis". Paper presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
17. Viswesvaran, c. (2003) Review of Measuring and Analyzing Behavior in Organizations. San Francisco, Cal. Jossey-Bass.