

## Syllabus

### Course Information:

- Number/Section OBHR 4334.001
- Title Talent Acquisition and Management
- Term Fall 2016
- Days/Times/Location MW / 1:00-2:15 / JSOM 2.902

### Professor Information:

- Professor Jeff A. Weekley, PhD
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- Office JSOM 4.224
- Hours MW / 11:00-12:00

Overview	
Pre-requisites	OBHR 3310 and OBHR 3330 (see advisor)
Course Description	OBHR 4334 focuses on the effective management of talent flow into and through organizations. It covers workforce planning, job analysis, recruiting and selection, on-boarding, promotion and succession planning, and other workforce movements. An important goal of the class will be to provide opportunities to develop hands-on skills that are relevant to effectively managing talent flows. Some emphasis on using data systems to perform human resource planning, job analysis, recruitment, selection, on-boarding, socialization, career development, succession planning, and withdrawal from work.
Learning Objectives	<ul style="list-style-type: none"><li>• Understand the role of talent acquisition in the success of the enterprise and its interrelations with other HR</li></ul>

	<p>functions.</p> <ul style="list-style-type: none"> <li>• Be able to conduct a basic workforce planning analysis, identify talent gaps, and determine appropriate actions to take.</li> <li>• Understand the legal framework within which talent acquisition occurs.</li> <li>• Conduct a job analysis to identify critical job requirements.</li> <li>• Develop an effective and cost efficient recruiting strategy to meet anticipated talent needs.</li> <li>• Develop and implement a selection system to meet important objectives (e.g., performance, cost, adverse impact, diversity, etc.).</li> <li>• Understand the impact of internal movement of talent throughout the organization and maximize the benefits derived from it.</li> <li>• Quantify the financial impact of talent flows into and out of the organization.</li> <li>• Understand how current practices vary globally.</li> </ul>
Required Text/Materials	<p><i>Required Text</i></p> <p><b>Book Title:</b> Staffing Organizations, V8  <b>Author(s):</b> Heneman, Judge, and Kammeyer- Mueller  <b>eISBN:</b> 978-0-07-786241-1  <b>Publisher:</b> McGraw-Hill</p> <p>Articles. Additional readings may be assigned.</p>

DATE	TOPIC	ASSIGNMENTS
8-22 (M)	Introduction / Talent Acquisition Strategy	Chapter 1
8-24 (W)	Talent Acquisition Strategy	
8-29 (M)	Legal Foundations	Chapter 2
8-31 (W)	Legal Foundations	
9-5 (M)	LABOR DAY – NO CLASS	
9-7 (W)	Job Analysis and Competency Modelling	Chapter 4
9-12 (M)	Job Analysis and Competency Modelling	
9-14 (W)	Workforce Planning	Chapter 3 <b>Project 1 due</b>
9-19 (M)	Workforce Planning	

9-21 (W)	Sourcing & Recruiting	Chapter 5
9-26 (M)	Sourcing & Recruiting	
9-28 (W)	Sourcing & Recruiting	
10-3 (M)	Sourcing & Recruiting	<b>Project 2 due</b>
10-5 (W)	Measurement Fundamentals	Chapter 7
10-10 (M)	Measurement Fundamentals	
10-12 (W)	EXAM I	
10-17 (M)	Selection Methods	Chapters 8 & 9
10-19 (W)	Selection Methods	
10-24 (M)	Selection Methods	
10-26 (W)	Decision Making Models	Chapter 11
10-31 (M)	Offering and Closing	Chapter 13 (pp 646-656) <b>Project 3 due</b>
11-2 (W)	On-Boarding	
11-7 (M)	Internal Mobility and Succession Planning	Chapters 6 & 10
11-9 (W)	Internal Mobility and Succession Planning	
11-14 (M)	Turnover and Retention	Chapter 14
11-16 (W)	Turnover and Retention	<b>Project 4 due</b>
11-21 (M)	FALL BREAK – NO CLASS	
11-23 (W)	FALL BREAK – NO CLASS	
11-28 (M)	Utility and Staffing Metrics	
11-30 (W)	Global Practices	
12-5 (M)	GROUP PRESENTATIONS	<b>Group Papers due</b>
12-7 (W)	GROUP PRESENTATIONS	
12-9/12-15	EXAM II	

GRADING	
Criteria	Points: <ul style="list-style-type: none"> <li>Exams 50% or 200 points</li> <li>Group Project 25% or 100 points</li> <li>Individual Projects 20% or 80 points</li> <li>Participation 5% or 20 points</li> </ul>

	<p>376 points or greater      A</p> <p>360-375 points      A-</p> <p>348-359 points      B+</p> <p>333-347 points      B</p> <p>320-332 points      B-</p> <p>308-319 points      C+</p> <p>293-307 points      C</p> <p>280-292 points      C-</p> <p>240-279 points      D</p> <p>239 points or less      F</p>
Exams	<p>There will be two closed notes/book exams in class. The second exam is <u>not</u> cumulative and will include only the material (book and class) covered since the first exam. Exam questions will be multiple guess and require you to demonstrate knowledge of the Talent Acquisition concepts covered.</p> <p>There will be no makeup exams. If you cannot make the exam, you will be expected to contact me and make arrangements one week in advance to take it prior to the rest of the class. Unacceptable excuses will receive a 0 for that exam.</p>
Group Project	<p>Groups of 3-4 will be formed the first week of class to work on a team project. Your goal will be to lay out a comprehensive talent acquisition plan for a job in an organization of your choosing. Your plan should have four major sections: (a) strategy, 3-year workforce plan, and job analysis; (b) branding, sourcing and recruiting; (c) selection, hiring, and adverse impact; and (d) on-boarding, retention, and internal movement. The pieces of the plan should fit with one another and the organization's business strategy (e.g., don't advocate a "build" strategy for a startup and allow for little or no training). Identify a real job within a real company – ideally one on which you can access a lot of information on current practices. Where possible, specify how you would improve on their current practices and why you think this represents an improvement.</p> <p>Your final paper should be 15-20 pages, double spaced (not counting</p>

	<p>references, charts, figures, etc.). It should include detailed descriptions of the specific actions you would take relative to each component of the talent acquisition process and why (what is the logic behind the specific recommendations you are making). Present as much “final product” as possible. For example, put together a workforce requirements plan, show how you would “brand” the recruiting message, examples of the selection processes you advocate, etc. Write as if I were the Director of Talent Acquisition and you are recommending to me an overhaul of the current system and what you would replace it with. The last week of class will be devoted to team presentations of 10-15 minutes, including Q&amp;A. While I will take presentations into consideration, the majority of the project grade will be based on content.</p> <p>Organization and governance will be left to each team. You will need to figure out amongst yourselves how best to coordinate to get this done. To minimize social loafing, peer reviews may be gathered at the semester’s end, based on input from the team members, and used to adjust individual grades on the group paper up or down.</p>
Individual Projects	<p>Throughout the class, you will be given 4 short projects to complete. These will be assigned a grade from 0-20 and are to be completed individually. Assignments should be handed in during class (not emailed) on the day they are due. Late assignments will not be accepted (and given a 0).</p> <ol style="list-style-type: none"> <li>1. Project 1 – job analysis project to be handed out in class.</li> <li>2. Project 2 – ID a recruiting campaign (e.g., video, website, etc.) that does a particularly good job of highlighting the organization’s employer brand. Write a one-page description of the campaign (include links if available) and why you found this to be particularly illustrative of the organization’s EVP.</li> <li>3. Project 3 – selection decision project to be handed out in class.</li> <li>4. Project 4 – ID a program offered by a company related to <u>one</u> of the following: On-Boarding, Internal Mobility, OR Retention. Write a one-page description of the program (include links if available), why you think it serves/does not serve the organization’s goals well, and what you would do to improve it.</li> </ol>
Participation	The value of the course will depend in large part on the participation of

	<p>everyone. Everyone begins the course with all 20 participation points. Participation will be evaluated on the basis of both attendance and the frequency of actual involvement in discussions, debates, and exercises. Only by failing to regularly attend and participate will points be deducted.</p> <p>Reading the assigned materials before class is key to your ability to participate effectively. The majority of time spent in class will be to cover materials not in the book or integrating them in some fashion, so understanding the basic concepts will be up to you to do beforehand.</p> <p>Phones, laptops, and other wireless devices are to be left off during class. Listen, take notes (the old fashion way), speak up, and have fun.</p>
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Information in this syllabus is subject to change at the discretion of the Instructor.