**Micro Org Sci I (OS8610)**

Spring 2015

Tuesdays 2:00 to 4:45PM

Colvard Lab

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**COURSE DESCRIPTION AND OBJECTIVES**

The purpose of this course is to provide a graduate-level examination of the theoretical and empirical foundations associated with the understanding, prediction and development of employee work performance. Focal topics include the nature of performance at work, assessment of individual differences associated with work performance, and talent management processes such as talent sourcing, talent acquisition and succession planning. We will also talk about the legal context that surrounds talent management and consider how these issues and processes function and are implemented in organizational settings.

At the end of the semester, students should have knowledge of the key empirical foundations of talent management and should be to see how those foundations can be applied in organizational contexts.

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**CLASS FORMAT**

Our class periods will be a mix of lecture and discussion. At the beginning of each class, we will hold a discussion on the topic for the week. This discussion will focus on the specific papers that we’ve read and on the “bigger” picture ideas that are presented within them. You should come to class prepared to participate in the discussion. Our discussion of the topic will cover about the first hour and a half of our time together. Over the last hour or so I will provide a brief lecture on the topic for the next week. The purpose of this lecture will be to give you some background and basic information on the topic we will discuss next week and to provide a frame-of-reference for understanding the readings.

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**READINGS**

It is expected that you will complete all of the readings prior to the class period in which we will discuss them. In addition, I expect that you will not just read the readings, but that you will think about them. At the most basic level, you should consider and be able to address: “Why did Eric put this paper on the syllabus?” You might also find it helpful to consider the following questions as you read:

- What were the major issues or questions addressed?
- What do you believe to be the most important findings/conclusions?
- What are the practical implications of the research?
- What questions does the paper raise/leave unanswered in your mind?
- How could I use this information in practice?

Be prepared to provide a critical evaluation of the ideas, methods, and evidence provided. The goal is to have a thoughtful discussion in class.
**Paper**
You will write a paper on a topic of your choosing, as long as it relates to at least one of the topics that we talk about in this class. I am really quite open to the nature of the paper that you might write: you could take an historical look at one of the topics; you could review different perspectives or theories related to the topic; you could do a review paper on the recent literature for a topic; you could write a research proposal; you could look at the topic from different disciplinary perspectives, comparing and contrasting them. Whatever you would like to do. I am more than happy to meet with you (in fact, I encourage it) to talk about topics and approaches.

I don’t really have any set expectations for the length of the paper; it should be however long it takes you to say what you need/want to say. With that said, 5 pages is probably too short and 20 pages is probably too long (and more than I want to read!!).

On the last week of class, you will present your paper to the class. Shoot for about a 20 minute presentation. That should give us some time for questions and discussion of each paper.

**Evaluation**
The following components will be considered in the determination of your grade in the course:

**Class Participation (50 points)** – This component is based on a combination of class presence, preparation, and participation. You are expected to come to class prepared to discuss and critique the readings. Please take this aspect of your evaluation seriously; these are not “free” points. You will be evaluated in terms of the quality of your contribution to the class environment. I fully expect that each of you will contribute in every class period. One way to think about this is that about 4 points are on the line each week that we have a discussion component to class. I assign these points after class each and every week.

I recognize that this is uncomfortable because it won’t be easy for you to know exactly how you are doing. So, I will do my best to give you updates and feedback (individually, of course) on how you are doing at various points during the semester. And, by all means, if you ever want to know how you are doing, just ask!!

**Exams (3 @ 25 points each, 75 points)** – All three exams will be rather short, take home exams. You will be allowed to use any and all materials as you prepare your responses to the exam items. You will, however, be expected to work on your own; you may not work together. Not working independently will be considered cheating and you will receive a score of 0 (zero). It should go without saying, but plagiarism of any sort will also be considered cheating. As the exams are open book, you must cite your sources!

When the exams will be handed out and when they are due is listed in the descriptions of our weekly meetings below.

**Paper (25 points)** – The paper will be graded on the quality of the ideas presented, the strength of the arguments, and the quality of the writing.

Final grades will be assigned based on standard scale: \(A \geq 90\%; B \geq 80\%; C \geq 70\%; U < 70\)
Each student is expected to abide by the Code of Student Academic Integrity. The Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties.

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<thead>
<tr>
<th>WEEK 1</th>
<th>JANUARY 13</th>
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<tbody>
<tr>
<td><strong>DISCUSSION:</strong> Introduction</td>
<td><strong>OVERVIEW:</strong> HR &amp; Talent Management</td>
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No readings for this week … aren’t you lucky??

<table>
<thead>
<tr>
<th>WEEK 2</th>
<th>JANUARY 20</th>
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<td><strong>DISCUSSION:</strong> HR &amp; Talent Management</td>
<td><strong>OVERVIEW:</strong> Job Performance &amp; Job Analysis</td>
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- This paper has some pretty heavy jargon … do your best.


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<tr>
<th>WEEK 3</th>
<th>JANUARY 27</th>
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<td><strong>DISCUSSION:</strong> Job Performance &amp; Job Analysis</td>
<td><strong>OVERVIEW:</strong> How to Read a Meta-Analysis</td>
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Job Analysis final report from the California State Personnel Board


**WEEK 4**

**DISCUSSION:** Other Types of Performance

**OVERVIEW:** Competencies


**WEEK 5**

**DISCUSSION:** Competencies

**OVERVIEW:** None


**HANDOUT EXAM 1**

**WEEK 6**

**DISCUSSION:** Talent Sourcing

**OVERVIEW:** The Legal Context


**EXAM 1 DUE**
WEEK 7

**DISCUSSION:** Legal Issues

**OVERVIEW:** Assessment: Cognitive Ability


Supreme Court Case: Ricci vs. DeStefano
✓ Note: you only need to read from the beginning to page 19

WEEK 8

**NO CLASS – SPRING BREAK**

WEEK 9

**DISCUSSION:** Assessment: Cognitive Ability

**OVERVIEW:** Assessment: Personality

✓ Note: skim quickly, focusing on Tables 5 and 6.


✓ Note: you only need to read up to “Robustness of...” on page 1387.

WEEK 10

DISCUSSION: Assessment: Personality

OVERVIEW: None


✓ Note: probably just read the intro and examine the tables


HANDOUT EXAM 2

WEEK 11

DISCUSSION: Assessment: Emotional Intelligence

OVERVIEW: Making Selection Decisions


EXAM 2 DUE
WEEK 12  
MARCH 31

DISCUSSION: Making Selection Decisions

OVERVIEW: None

Note: There is a lot of reading this week. Don’t wait too long to get started!


*Note: you only need to read up to “Legal Environment …” on page 940*


Recommended Readings:


WEEK 13  
APRIL 7

DISCUSSION: HiPo & Derailment

OVERVIEW: Succession Planning & Leadership Development


WEEK 14  
APRIL 14

DISCUSSION: Succession Planning & Leadership Development

OVERVIEW: None


**WEEK 15  APRIL 21**

**DISCUSSION:** Hiring Executives


**WEEK 16  APRIL 28**

**PAPER PRESENTATIONS**

**FINAL PAPER DUE**

**HANDOUT EXAM 3** (Due May 5 at Noon)