Instructor: Professor Patrick F. McKay  
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Office Hours: Mondays 3:00PM-5:00PM or by appointment

Course Overview:

This doctoral seminar provides an overview of theory and research related to micro-level human resource functions such as job analyses, criterion development, legal issues and fairness, recruitment, personnel selection, performance appraisal and management, and employee retention. The readings assigned for the course are designed to provide students an integrated presentation of the theoretical and research underpinnings for (1) the major work behaviors of jobs, knowledges, skills, abilities, and other characteristics required to perform jobs effectively, (2) criteria and underlying dimensions used to gauge employee job performance, (3) recruitment tactics and their effectiveness in attracting qualified labor for available jobs, (4) legal issues and fairness regarding micro-level HR functions, (5) selection techniques used to screen job candidates, (6) training and development designed to allow employees to perform their jobs effectively, (7) performance appraisal methods and the rating task itself, (8) compensation and rewards to maximally motivate employees, and (9) methods for retaining valued personnel.

Course Objectives and Methods of Assessment:

The doctoral seminar is designed to achieve the following learning objectives:

1. Knowledge of theory and research relevant to micro-level human resource functions including as job analyses, criterion development, legal issues and fairness, recruitment, personnel selection, performance appraisal and management, and employee retention.

   Method of Assessment: Examination, research paper.

2. Skill in scholarly writing.

   Method of Assessment: Research paper

3. Skill in presenting research in a scholarly forum.

   Method of Assessment: Discussion leader, research paper presentation.
Course Grading:

Grades in the course will be based upon the following elements:

1. **Participation (20% of grade):**

   The quality of a doctoral seminar is highly dependent on the quality of class discussion. Each week, students will have a list of assigned readings and I expect each of you to be prepared and contribute meaningful insights to class discussions. The exchanging of ideas between scholars is a great source of learning and insights, which potentially, can spawn provocative research projects and publications. Thus, students should come to class ready to share their thoughts (and questions) relevant to the assigned readings.

2. **Discussion Leader (20% of grade):**

   Each student will be required to lead discussion on two research articles during the semester. Students will select the two articles they wish to discuss during the first class meeting. Article discussions should discuss the following key issues: (a) the purpose of the study, (b) theoretical bases of the study and hypotheses, (c) brief review of the methods, (d) results of the study, and (e) theoretical and practical implications of the study findings. Discussion leaders must turn in a write-up of no more than 5 pages containing the above elements to receive credit for the assignment. No student will be asked to serve as discussion leader for two successive weeks of class.

3. **Examination (Worth 30% of grade):**

   A final, essay examination will be administered during the last class meeting. The final exam is designed to assess the extent to which students have mastered the micro-level HR theories and research, and their ability to integrate this information across HR functional areas. Examinations will be graded based upon the extent that answers to questions contain (a) unique insights based upon interpretation and extension of the micro-level HR theory and research, (b) how clearly these ideas are articulated, and (c) the degree of mastery of micro-level HR theory and research displayed. Students will have 3 hours to complete the examination.

4. **Research Paper (Worth 30% of grade):**

   Each student will be required to write research paper (not to exceed 30 pages not including references) on a micro-level HR topic of her/his choice. The paper must be of a quality sufficient for submission to a top-tier, management-related journal (e.g., *Academy of Management Journal, Journal of Applied Psychology*). Empirical or theory papers will be acceptable, and papers will be graded based upon their novelty, theoretical and/or methodological soundness, and clarity with which ideas are articulated. As models of high-quality writing, students are directed to the following examples of theoretical and empirical articles, respectively:


Papers should be completed in the following steps:

a. **Research proposal.** Students are required to turn in a 3–5 page research proposal during the 5th week of class (date to be determined). I will provide feedback on each research proposal and each student also must submit their proposal to one classmate for additional feedback (i.e., peer review). Peer reviews must be turned in by 9:00AM on Friday of week 5.

b. **First draft:** A first, full draft of the research paper must be turned in by the 11th week of class. I will provide feedback on your manuscript, and as before, students will have to submit their first draft to one classmate for additional review. Peer reviews are due, once again, at 9:00AM on Friday of week 11. To simulate the peer review process at academic journals, authors are required to write a response letter which addresses each point made by your peer reviewer.

c. **Final draft:** The final draft of the paper, along with the peer review response letter, will be due on the 13th week of class. On the 14th week, students will make a 15-20 minute presentation of their papers.
Course Schedule

Week 2—Job Analysis (September 13th)

Required Readings


Week 3—Theories of Job Performance (September 20th)

Required Readings


Week 4–Legal Issues and Fairness (**September 27**th)

**Required Readings**


**Suggested Readings**


Week 5–Recruitment (**October 4**th)

**Required Readings**


**Suggested Readings**


**Week 6–Cognitive Ability Tests (October 11th)**

**Required Readings**


**Suggested Readings**


**Week 7–Personnel Selection: Personality Testing and Integrity Testing (October 18th)**

**Required Readings**


**Suggested Readings**


**Week 8—Personnel Selection: Interview Methods (October 25th)**

**Required Readings**


**Suggested Readings**


Week 9–Personnel Selection: Work Samples, Simulations, and Other Methods (November 1st)

**Required Readings**


**Suggested Readings**


**Week 10—Performance Appraisal: Rating Processes (November 8th)**

**Required Readings**


**Suggested Readings**


Week 11–Compensation and Rewards (guest lecturer, Ingrid Fulmer) (November 15th)

**Required Readings**


**Suggested Readings**


Week 12–Training and Development (guest lecturer, Stan Gully) (November 22nd)

**Required Readings**


**Suggested Readings**


Week 13—**NO CLASS, THANKSGIVING HOLIDAY**

Week 14—Employee Retention (December 6th)

**Assignment: Final drafts of research papers are due**

**Required Readings**


**Suggested Readings**


Week 15–Student Presentations (**December 13**th)

Week 16–Final Examination (**December 20**th)