Course Syllabus MGMT 4260-M50  
Employee Staffing & Development  
Fall 2015  
3 hours credit

Instructor: Dr. Carol Danehower, Associate Professor of Management  
Contact me at vdanehwr@memphis.edu

The best way to contact me is by UM email! I do NOT use the eCourseware/eLearn email system. PLEASE use my vdanehwr@memphis.edu address! I am teaching only online this semester; however, I am always willing to meet up with my online students in person, if that is feasible for you, at my office on campus!

Phone: 901 678 2751  
Office: Fogelman College of Business & Economics Admin Bldg, room 317  

Office Hours: 2:00-5:00 PM Tuesdays  
I am learning to use the eCourseware function “Wiggio”, which will give us an opportunity for video/audio online meetings at this time or by appointment. I am very willing to schedule these appointments outside of regular business hours if that helps availability.

Course Overview

From the Undergraduate Bulletin: Examination of the process of strategic recruitment, selection, and development of top talent in organizations; understanding and planning for talent needs, use of current recruitment methods and selection techniques of both internal and external talent pools, and the development of internal talent for retention and promotion. Legal context of employment decision-making is emphasized.

Required Text

*Staffing Organizations.* Heneman, Judge, & Kammeyer-Mueller. 8th edition, 2015. McGraw-Hill. ISBN 978-0-07-786241-1. A new hard copy of this text is outrageously expensive. I have tried to find a lower cost alternative but to no avail. This text covers about ¾ of the course material…..for the “development” part I will assign online resources.

There IS an eBook, however, which is reasonable (relatively speaking) and you can always rent the textbook. You probably know more about obtaining lower-cost versions than I do, I am guessing! However, if you do RENT the text, please be aware that you will really really really need the text for the final exam…so be sure to rent it through that period of the semester...to the end!!

Please note: this text is not the same text I have used for the past 3 years. However, you should be able to find used copies from online sources.

**Location of Course Materials.** All course materials will be in eCourseware, with many links to outside internet resources.

**Course Topics and Objectives**

This semester we will be studying “best practices” of *employee staffing and development* (our course title)…..but a more updated term, that I will be using regularly, for this area of study, is *talent management*.

Course material is divided into six modules: (1) Introduction to talent management--Employee staffing & development and the legal environment of employment; (2) Understanding your talent needs; (3) Recruiting talent; (4) The talent selection process—measuring and collecting information on external and internal candidates; (5) Employee development and career management—focus on internal talent; and (6) The final decision.

Throughout the semester, starting a few weeks into the course, we will be looking at a case from your text pp. 486 – 489. It is entitled “Assessment Methods for the Job of HR Director” and “Choosing Among Finalists for the Job of HR Director”. As a shorthand title, I will be referring to this exercise as “Hiring the HR Director” throughout the semester on eCourseware NEWS and Content postings…and I will be adding some questions/perspectives to the case. One of your homework assignments refers to this case, and you may have final exam questions about it.

Specifically, after completing this course students who have worked hard and given their best effort should:

- Have a solid understanding of the external and legal environment affecting staffing decisions---organizations acquiring TALENT
• Understand the strategic implications of individual recruitment and selection decisions
• Be able to develop a recruiting plan
• Be able to evaluate, improve, and/or design effective selection systems
• Have improved skills in implementing selection tools (writing job descriptions, employee interviewing, examining various selection techniques, understanding employment tests, etc.)
• Have a broad understanding of the training process with particular emphasis on systematic employee development and career management.
• Have an improved career focus and be more prepared to be a “target” of effective staffing practices (employee candidate for professional jobs)

Generally, I want you to have a good understanding of the HRM “Big Picture” of Employee Staffing and Development---*Talent Management*; the ability to think a bit strategically and critically about recruiting, hiring, retaining, and developing the best talent for your organization now and in the future; skills that will help you pursue a variety of career options, including HR generalist, HR specialist in the area of employment or talent management, or general manager with good skills in this area and an understanding of the legal issues involved in these decisions. Finally, I want to help you begin to establish a pattern of “future thinking” and an attitude and eye toward continuous professional development throughout your career.

**Fogelman College: Learning Outcomes for Your Degree**

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA program:  

**Course Methodology: Successfully Navigating this Course and the Semester!**

In this online course much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student’s unique schedule and learning style. Everything will be done fully online and asynchronously (meaning the class will not meet at specific times).

It is important to note that you will have reading assignments every week and almost every single week there is a written assignment or a discussion board due for points that count toward your grade! It is extremely important that you commit to keeping up WEEKLY in this class. I will post at least one NEWS item to start the week off every Monday by 2:00 PM.

In that first NEWS posting, (“Week Overview”), I will be posting details for each week indicating what you should be reading and doing that week, as well as the learning
objectives for that week. Again….being successful in this course requires self-discipline, planning, and paying attention to details. The text readings for this class can be a bit tedious and overly detailed……but it is “IMPORTANT STUFF”. The PPT slides are designed to help you understand the main points of the readings, the most important points that you should be focusing on as you study. Again, whenever possible I use links to video clips on various websites and on YouTube to illustrate the concepts, to make your reading more interesting and engaging and to clarify your understanding. These links are sometimes imbedded inside the PPT slides, and you will need to “click” on these links (that are “hot” only when the PPT presentation is in “slide show” mode) to get the most from this class!

At the risk of being repetitive, I must say: For this course it is critical that you keep up on a weekly basis; the content of this course is cumulative and each week builds upon the previous week.

There are several opportunities for discussion on both the “All Class” Discussion Boards as well as in the “Small Group” Discussion Boards. These discussion boards are a CRITICAL part of this class, and you will have GREAT difficulty being successful in this class if you do not take these discussion boards seriously. Discussion Board description and details will be posted in a separate document on eCourseware in the Resources module.

Professor’s Expectations of Students

In general, you should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all online discussions. This course is designed such that checking in on the course NEWS and CONTENT and completing assignments WEEKLY will maximize your possibility for success!

Student's Expectations of the Professor

In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days (if you do NOT get a response back from me during that time, PLEASE re-send the email because that lack of response means that somehow I didn't receive the email or it was inadvertently overlooked…you can also post a note on the “Hey Dr. D” discussion board), and feedback on all work submitted within 14 calendar days if not sooner. And as I said above….you can expect a new NEWS post every Monday by 2:00 PM to start off each week. Most weeks I will be making additional posts throughout the week.

Grading and Evaluation Criteria

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed.
Final Course Grades

Final course grades are earned according to the percent of total points attained, with the following guidelines:

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<th>Point % Range</th>
<th>Assigned Grade</th>
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<tr>
<td>90-100</td>
<td>A</td>
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<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
<tr>
<td>Under 60</td>
<td>F</td>
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Your overall grade for the semester is based on how well you perform on a mixture of formal activities including discussions, exams, and homework assignments. A detailed description of each of the assessed activities can be found after the scoring summary table below.

Assignments/ Ways to Earn Points

Your performance in this class will be evaluated by your successful completion of several different types of assignments/assessments, starting with an introductory discussion post, then a personal reflection “Me in the Bag” written assignment, through significant homework assignments, a final essay exam, and on the basis of your participation in discussion boards as a discussant and as a group discussion leader. There is an individual discussion board as well as a group discussion board.

Points are earned for the following:

A. Me-in-the-Bag Written Assignment 15
B. 8 Homework Assignments (20-30 pts each) 200
C. Comprehensive Final Exam 125
D. Discussions
   o Intro Discussion Board 10
   o Class Discussion Boards 6@20 120
   o Group Article Discussion Leader Role (Post& Written Summary) 20
   o Group Article Discussion Board Participation 5@15 75

TOTAL POINTS POSSIBLE 565
Schedule of Activities
Weekly activities/assignments and all due dates will be posted in a separate document on eCourseware in the Getting Started/Resources module.

Final Exam
As noted above, your final exam is comprehensive and will be due in the Dropbox by 11:59 PM on Tuesday, December 8.

Course Policies

E-MAIL
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Attendance
Since this is an online class taught asynchronously, there are no scheduled meeting times. Thus, formal attendance will not be taken. However, you are expected to stay active and engaged throughout the academic term and keep up with the schedule of activities. Your full engagement in the class begins on the first day of the semester and should be maintained until the last assignment is submitted. For students receiving federal student loans, any lack of engagement in the course may be treated as non-attendance and potentially impact access to student loans in the future.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website. The last day to drop a class this semester is October 16.

Academic Integrity
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity.
Participation
To be successful in this course as a student, you must stay active and involved throughout the entire semester. Students are expected participate in all interactive aspects of the course. You should also regularly communicate with the instructor as part of your overall learning experience, check into the course frequently for announcements (usually on the course home page), and actively participate in threaded discussion events (both formal and informal). You should plan on logging into the course at least three times each week. I will have new postings for the week every Monday by 2:00 PM. You will also participate in a group discussion activity that I will explain in a separate document.

Classroom or Online Behavior
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College's Netiquette website.

Late Assignments
Assignments may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary /Schedule” for all due dates for formally assigned work. If your work is not submitted on time, the instructor reserves the option to deduct up to 20% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

Extra Credit
At the outset there is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus. However, if opportunities for participation in outside activities that are related to the course content, the instructor will post the options on the course NEWS page and offer equivalent opportunities for students who cannot participate in the activities because of scheduling or location.

Reporting Illness or Absence
Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met:
(1) Extreme emergency and (2) Instructor contacted prior to the due date.
Inclement Weather

In this online class, the impact of inclement weather is minimal. However, in the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText, an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather. Click Here for information on TigerText. PLEASE NOTE: Class cancellations on campus do not, generally, affect course requirements/assignment due dates in this online class.

Syllabus Changes

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course NEWS page.

Student Services

Please access the FCBE Student Services page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance