Course Syllabus
MGMT 4260-001 – Employee Staffing and Development
Fall Semester, 2018
Tuesday & Thursday, 2:40 – 4:05 PM, FCB 381
3 Credit Hours

Instructor: Dr. Jayoung Kim
Phone: 901.678.3885
E-mail: jayoung.kim@memphis.edu
Office: FCBE 247
Office Hours: MW 4:00 – 5:00 PM, TR 4:30 – 5:00 PM, or by appointment

Last updated: 8/26/2018

Course Overview

Examination of the process of strategic recruitment, selection, training, 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 training and development of internal talent for retention and promotion. Legal context of employment decision-making is emphasized. PREREQUISITE: MGMT 3110, 3215, 3510.

Required Texts


OR

eBook ISBN: 9781260501124

Location of Course Materials

eCourseware: All course content files can be found in eCourseware by logging into this course at http://elearn.memphis.edu

Learning Objectives

Upon completion of this course, students are expected to be able to:
1. understand the staffing organizations model;
2. develop a recruiting plan;
3. acquire knowledge and skills necessary for selection activities;
4. understand the process of recruitment and selection decisions;
5. develop skills important in any career, including written communication, oral communication, teamwork, and critical thinking.

Course Topics

<table>
<thead>
<tr>
<th>Staffing Models and Strategy</th>
<th>Legal Compliance</th>
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<tbody>
<tr>
<td>Planning</td>
<td>Job Analysis</td>
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<tr>
<td>Recruitment</td>
<td>Selection</td>
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<tr>
<td>Employment</td>
<td>Retention Management</td>
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</table>

Fogelman College: Learning Outcomes for Your Degree

The Fogelman College of Business and Economics has established the following learning goals for all students successfully completing the BBA degree:

- Graduates will be effective communicators;
- Graduates will demonstrate critical thinking skills;
- Graduates will be knowledgeable about ethical factors in the business environment;
- Graduates will be knowledgeable about the global business environment;
- Graduates will be proficient users of business presentation and analysis technology.

BBA Program Outcomes (opens in new window)

Course Methodology

Classroom (Face-to-Face): This course meets face-to-face every Tuesday and Thursday. In this course, students are expected to attend class for possible in-class team activities involving management role-play or scenario activities related to concepts covered in weekly chapters. Instructor lectures, guest lecturers, student-lead instruction, and multimedia clips may also be a part of course methodology.

Professor’s Expectations

In general, students should assist the instructor in creating a positive, supportive environment for learning by being engaged in the course and actively participating in all face-to-face discussions. Student responsibilities include:

- Carefully reading the syllabus, assignments, and course content before asking the instructor for clarification;
- Promptly communicating with instructor for clarification on any course or personal matters;
• Keeping up with deadlines through the course schedule; Deadlines will not be extended under any circumstances so please plan ahead;
• Preparing for class sessions by doing assigned readings and bringing questions, ideas, or thoughts;
• Being on time for class and not walking out in the middle of a lecture;
• Not using cell phones, tablets, or other entertainment devices during class time;
• Not using laptop when it is unnecessary – It is a distraction not only to you but also to other students;
• Utilizing University-provided email account for communication in this course rather than eCourseware email;
• Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University’s Writing Center in McWherter Library and completed well in advance of assignment due dates;
• **Treating all members of the course professionally and with kindness and respect;**
• **Adhering to the University’s Code of Student Rights and Responsibilities** found in Student Conduct Handbook (opens in new window) and the Fogelman College of Business & Economics Standards for Academic Integrity http://www.memphis.edu/fcbe/students/integrity.php
  Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the instructor.

**Student’s Expectations**

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 business days, and feedback on all work submitted within 7-10 calendar days.

**Email Guidelines**

• Always include a subject line with specific concise topic and “MGMT 4260-001”
• Remember without facial expressions some comments may be taken the wrong way thus, be careful of your words and tone
• Use standard fonts
• Do not send large attachments without permission
• Special formatting such as centering, audio messages, tables, html, etc. should be avoided
• Use proper and correct grammar, spelling, and sentence format
• Provide your full name in the close of the message!
• Students must use their UM email account

**Technology and Software Requirements**

• Please use Chrome or FireFox browsers for best experience for eCourseware. Internet Explorer must NOT be used at all.
• Students MUST have access to high speed Internet that is readily available.
• The software requirements are Microsoft Office Word, Adobe Acrobat Reader, and Microsoft PowerPoint. No other word processing software will be accepted. If you do not have MS Word, then you can use free software from Microsoft’s OneDrive, the University, or save your documents as a rich text file (rtf).
• Students are strongly encouraged to backup their electronic files using an 8MB or larger USB Flash Drive and a cloud storage website system, such as UMDrive, Dropbox, or Google Drive.

Technical Support

For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: UM Helpdesk (Opens in new window) or calling 901.678.8888.

Grading and Evaluation Criteria

The final grade is determined by the number of points earned on 1) all required assignments, 2) participation, and 3) exams. The total points earned will be divided by the total points possible for a final percentage. Grades will be posted in eCourseware and a final grade posted in MyMemphis portal. NOTE: There is no guarantee that the Instructor will round-up total points at the end of the semester. For example, if a student has an 89.99 average, then the course grade will be a “B.”

1) Exams (15% x 3 = 45%)

Exams include three (3) multiple-choice tests at 40 points each. Exams will cover textbook, slides, and other materials covered in class. Review session for each exam will be held. Please note that exams are not open book, and use of any materials including instructor solution manuals, textbook test banks, instructor’s guides, textbooks, or Internet searches is a violation of the UM Academic Integrity Policy. Please plan accordingly.

Regardless of the reason for missing an in-class exam, there are “NO” make-ups in this course.

2) Written Assignments (4% x 4 = 16%)

There will be a total of four individual written assignments throughout this course: 1) Understanding Yourself (KSAOs, career plan/goal, resume), 2) Preparing for Job Search (job post search, job description exercise, job advertisement exercise, resume), 3) Interview Simulation Reflection (Must attend 11/1 session to complete this assignment), and 4) Course Reflection.

These written assignments are designed to help you understand yourselves better and get prepared to become a strong job candidate. Due dates for each of these assignments can be found in the course schedule below.

3) Team Project (24%)

The purpose of the team project is to apply what you learned in class to a simulated consulting setting. Your team will choose one entry-level job in any industry and prepare a selection plan on the chosen job. For this project, your team will submit a proposal and a final paper.
- Proposal (4%)

In your proposal, provide information on the job position that you chose, the industry that this job resides, and a company that this job position can be found. You should also address the major duties, responsibilities, required KSAOs for the job (can be found on O*Net).

Format: Double-space, Times New Roman, 12pts, and 1-inch standard margin; 4-5 pages
Due: 10/2 before class time (soft copy - eCourseware & hard copy - instructor)

- Paper (20%)

Building on your proposal, develop a detailed selection plan for the job that your team chose. You need to consider when and how each of the KSAOs necessary for the job will be assessed in the selection process. Your plan should include 1) recruitment strategy, 2) assessment methods and process, and 3) rationale for making the final hiring decision. You must provide justification for each of these components by addressing issues such as cost, measurement quality (e.g., reliability, validity), and legal implications.

Format: Double-space, Times New Roman, 12pts, and 1-inch standard margin
Due: 11/29 before class time (soft copy - eCourseware & hard copy - instructor)

4) Attendance & Participation (10%)

Being in class is very important. Students are expected to come to all sessions. Attendance will be taken at the beginning of each session. If you are late, you will get only a half credit for the attendance. If you cannot come to class, you should let the instructor know before class and provide a proof for your absence. Absence for personal reasons (e.g., attending events, preparing for interviews, going on vacation trips) will not be considered as an excuse. Absence without a document will be counted as an absence. One unexcused absence is allowed without penalty. For this one, you do not need to provide a proof but please let your instructor know. Please note that this one unexcused absence cannot be used on exam days.

Students are expected to contribute (in terms of both quality and quantity) significantly to class discussion and activities to get credit for your participation. Just being present in class will not guarantee full participation grade.

5) Peer Evaluation (5%)

Students are expected to be good teammates and experience achievement as a team. Five percent of your grade will be based on how you performed as a team member. Everyone in your team (including yourself) will evaluate your contribution and work performed as a team member throughout the semester. Evaluation will be done in both quantitative and qualitative ways.

* APA Citations: Students are required to incorporate proper APA citation protocol for all written assignments and the presentation slides. Note that failure to properly cite sources is a plagiarism violation and will result in a “0” without allowance to redo or edit the assignments. Also see Academic Integrity within this syllabus.
Summary of Graded Activities

Points earned on the assessed activities will be distributed as below:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam (3 @ 40 pts each)</td>
<td>45</td>
</tr>
<tr>
<td>Written Assignments (4 @ 10 points each)</td>
<td>16</td>
</tr>
<tr>
<td>Team Project – Proposal</td>
<td>4</td>
</tr>
<tr>
<td>Team Project – Paper</td>
<td>20</td>
</tr>
<tr>
<td>Attendance &amp; Participation</td>
<td>10</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Final Course Grades

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100 Points</td>
<td>A</td>
</tr>
<tr>
<td>80-89.9 Points</td>
<td>B</td>
</tr>
<tr>
<td>70-79.9 Points</td>
<td>C</td>
</tr>
<tr>
<td>60-69.9 Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 60 Points</td>
<td>F</td>
</tr>
</tbody>
</table>

Final Exam Schedule

The final exam for this class will be scheduled according to the Registrar’s academic calendar website (opens in new window).

List and Schedule of Formal Assessed Activities

Course assignments, exams, and due dates are listed in the course schedule below. Additionally, due dates will be listed on the “Calendar” within eCourseware.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 8/28</td>
<td>Course Introduction</td>
<td>Pre-class Survey</td>
<td></td>
</tr>
<tr>
<td>R 8/30</td>
<td>Staffing Models and Strategy (1)</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>T 9/4</td>
<td>Staffing Models and Strategy (2)</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>R 9/6</td>
<td>Legal Compliance</td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>T 9/11</td>
<td>Planning (1)</td>
<td>Chapter 3</td>
<td></td>
</tr>
<tr>
<td>R 9/13</td>
<td>Planning (2)</td>
<td>Chapter 3</td>
<td>Written Assignment #1 Due</td>
</tr>
<tr>
<td>T 9/18</td>
<td>Job Analysis and Rewards (1)</td>
<td>Chapter 4</td>
<td>Team formation</td>
</tr>
<tr>
<td>R 9/20</td>
<td>Job Analysis and Rewards (2)</td>
<td>Chapter 4</td>
<td></td>
</tr>
<tr>
<td>T 9/25</td>
<td>Exam 1 (Chapter 1-4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R 9/27</td>
<td>External Recruitment (1)</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>T 10/2</td>
<td>External Recruitment (2)</td>
<td>Chapter 5</td>
<td>Team Project Proposal Due</td>
</tr>
<tr>
<td>R 10/4</td>
<td>Internal Recruitment (1)</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>T 10/9</td>
<td>Internal Recruitment (2)</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>R 10/11</td>
<td>Measurement (1)</td>
<td>Chapter 7</td>
<td>Written Assignment #2 Due</td>
</tr>
<tr>
<td>T 10/16</td>
<td>Fall Break (No class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R 10/18</td>
<td>Measurement (2)</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>T 10/23</td>
<td>External Selection I (1)</td>
<td>Chapter 8</td>
<td></td>
</tr>
<tr>
<td>R 10/25</td>
<td>External Selection I (2)</td>
<td>Chapter 8</td>
<td></td>
</tr>
<tr>
<td>T 10/30</td>
<td>External Selection II (1)</td>
<td>Chapter 9</td>
<td></td>
</tr>
<tr>
<td>R 11/1</td>
<td>External Selection II (2) Interview Simulation</td>
<td>Chapter 9</td>
<td>Interview Simulation Preparation Due</td>
</tr>
<tr>
<td>T 11/6</td>
<td>Exam 2 (Chapter 5-9)</td>
<td></td>
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<tr>
<td>R 11/8</td>
<td>Team Project Meeting Day</td>
<td></td>
<td>Written Assignment #3 Due</td>
</tr>
<tr>
<td>T 11/13</td>
<td>Internal Selection</td>
<td>Chapter 10</td>
<td></td>
</tr>
<tr>
<td>R 11/15</td>
<td>Decision Making (1)</td>
<td>Chapter 11</td>
<td></td>
</tr>
<tr>
<td>T 11/20</td>
<td>Decision Making (2)</td>
<td>Chapter 11</td>
<td></td>
</tr>
<tr>
<td>R 11/22</td>
<td>Thanksgiving Holiday (No class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T 11/27</td>
<td>Final Match</td>
<td>Chapter 12</td>
<td></td>
</tr>
<tr>
<td>R 11/29</td>
<td>Retention Management</td>
<td>Chapter 14</td>
<td>Written Assignment #4 Due</td>
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<td></td>
<td></td>
<td></td>
<td>Team Project Paper Due</td>
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</tbody>
</table>
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
Campus classes: Attendance is expected and will be recorded. Respect for the Instructor and class members is required thus, class disruption either by arriving late or leaving early will NOT be tolerated.

Course Absence
NO PROVISION IS MADE FOR MAKING UP ASSIGNMENTS OR QUIZZES except for University-approved reasons (University-sponsored trips, athletic events, or conferences) or for exceptional reasons approved by the Instructor. Those students who have extracurricular arrangements that will conflict with the course MUST make arrangements with the Instructor in advance before due dates of assignments and quizzes. Additionally, personal or work commitment conflicts are not excused absences. Official documentation is required as proof. Please contact your Instructor immediately should you have unexpected situations arise. Attendance reporting will be submitted to the University after the first two weeks of class.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to this page on the http://www.memphis.edu/registrar/students/selfserv/lookup-search.php

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 (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity (opens in new window).
Turnitin Statement

“Your written work [will be] submitted to [the Turnitin system in eCourseware], or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.”

(University of Memphis, Office of Legal Counsel, October 17, 2005)

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 (opens in new window).

Late Assignments

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Grading and Evaluation Criteria” and “Course Schedule” for all due dates for formally assessed work. Any late assignments will receive a 20% deduction penalty per day, with the fifth day receiving a “0.”

Extra Credit

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.

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 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 Live Safe App (download here: http://www.memphis.edu/police/pdf/uofm-livesafe-overview-
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.

**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 bulletin board.

**Student Services**

Please access the [FCBE Student Services (opens in new window)](http://www.memphis.edu/professional/internships/academic_credit.php) page for information about:

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

**FCBE Academic Internship Credit:** In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register **prior** to the start of their internship and have their internship **approved by departmental internship faculty**. To review the requirements for applying for academic credit, visit [http://www.memphis.edu/professional/internships/academic_credit.php](http://www.memphis.edu/professional/internships/academic_credit.php) Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.