MGMT 364 (Hybrid)
Workforce Planning and Development

Early Fall Session 15/11
August 17 – October 10, 2015

Course Description

This course explores how organizations plan for changes in their workforce, create recruitment strategies, and develop selection systems to identify the best talent for their businesses. Topics include measurement of staffing effectiveness, job/competency analysis, testing strategies, and interviewing methods.

Prerequisite: MGMT 361

Class Day and Time: Thursday, 5:30 pm – 8:30 pm

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist both in-seat and online instruction through various resources, discussion and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks


Textbooks for the course may be ordered from MBS Direct:
- online at http://direct.mbsbooks.com/columbia.htm
- by phone at 800-325-3252

For additional information about the bookstore, visit http://www.mbsbooks.com.

Course Overview

The objectives of this course prepare the student to accurately analyze organizational goals, needs and staffing policies. We will evaluate staffing strategies by carefully examining decisions about acquisition, deployment and retention of the organization’s workforce. In determining the quality and quantity of employees, careful attention will be given to the knowledge, skills, abilities and other characteristics (KSAOs) demanded of specific work performances and delivery outcomes. Paramount in staffing activities is the ultimate achievement of the organization’s effectiveness. To this end, the class will develop a case that is designed to correspond with the types of information found in work
environments. Further it will become evident that often there are no clear-cut decisions regarding correct solutions; dealing with ambiguity is often the situation in reality. Thus, students will learn to formulate, organize, plan and assemble policies and procedures to challenging situations requiring a thorough understanding of options available for building an organization from the ground up.

Forecasting availabilities, replacement planning and succession planning are integral parts of the processes discussed. Once requirements are determined, the work of identifying sources for potential employees will be examined. Both internal and external resources will be considered in light of specific job requirements as defined in clear job descriptions. Students will learn the employee value proposition (EVP) along with ways to establish employee rewards and methods to determine employee preferences. Legal issues concerning staffing also play a critical role. Managing the element of diversity in the organization is explored with an eye toward production, organizational culture and legal requirements. Students analyze resources to validate not only the effectiveness but also the legalities regarding recruitment and hiring processes. Exercises will be used to develop ability in applying staffing metrics, cognitive ability tests, assessment scores, validity and weighting used for prediction schemes. Multiple assessment methods are incorporated in the staffing processes. Interviewing methods and techniques are evaluated in detail, including structured and behavioral interviews. Students experience and document the interview process, along with developing their own resume based on critical elements that are relevant to current day business practices.

Other common staffing responsibilities such as initial orientation, training and development of skilled employees are discussed and applied. Students develop programs to address these issues along with retention of desirable employees. Through the weekly discussions and the development of a case study, principles of planning, staffing and employment are synthesized.

### Technology Requirements

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- a web browser,
- ability to watch an online video, such as on YouTube,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard technical requirements for our courses on our site.

### Course Objectives

The main goal of this course is for students to understand how organizations decide to increase or decrease their employment levels, learn job analysis processes, and recruitment and selection systems.

### Measurable Learning Outcomes

By the end of this course, students should be able to:

- Develop legally compliant job specifications and job descriptions using different job analysis methods.
- Define various recruitment methods such as college recruiting, networking, electronic recruiting, outsourcing, etc.
- Describe testing, simulation, and interviewing techniques used by organizations to select employees.

## Grading

### Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>450 – 500</td>
<td>90-100%</td>
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<tr>
<td>B</td>
<td>400 – 449</td>
<td>80-89%</td>
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<tr>
<td>C</td>
<td>350 – 399</td>
<td>70-79%</td>
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<tr>
<td>D</td>
<td>300 – 349</td>
<td>60-69%</td>
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<tr>
<td>F</td>
<td>0 – 299</td>
<td>0-59%</td>
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### Grade Weights

<table>
<thead>
<tr>
<th>Assignment Category</th>
<th>Points</th>
<th>Percent</th>
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<tbody>
<tr>
<td>In Class Activities</td>
<td>80</td>
<td>16%</td>
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<tr>
<td>Discussions (Online)</td>
<td>40</td>
<td>8%</td>
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<tr>
<td>Dropbox Assignments (Online)</td>
<td>200</td>
<td>40%</td>
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<tr>
<td>Quizzes (In Class)</td>
<td>80</td>
<td>16%</td>
</tr>
<tr>
<td>Midterm Exam (Online)</td>
<td>50</td>
<td>10%</td>
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<tr>
<td>Final Exam (Online)</td>
<td>50</td>
<td>10%</td>
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<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td><strong>100%</strong></td>
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## Schedule of Graded Assignments

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<tr>
<th>Week</th>
<th>Assignment</th>
<th>Points</th>
<th>Due Online</th>
<th>Due In-Seat</th>
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<tbody>
<tr>
<td>1</td>
<td>In Class Activity 1</td>
<td>10</td>
<td>In Class</td>
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<tr>
<td></td>
<td>Quiz 1</td>
<td>10</td>
<td>In Class</td>
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<td></td>
<td>Discussion 1</td>
<td>5</td>
<td>Friday</td>
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<td></td>
<td>Plagiarism Tutorial and Quiz</td>
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<td>Sunday</td>
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<tr>
<td>2</td>
<td>In Class Activity 2</td>
<td>10</td>
<td>In Class</td>
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<tr>
<td></td>
<td>Quiz 2</td>
<td>10</td>
<td>In Class</td>
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<td></td>
<td>Discussion 2</td>
<td>5</td>
<td>Thursday/Friday</td>
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<td></td>
<td>Dropbox 1</td>
<td>35</td>
<td>Sunday</td>
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<td>3</td>
<td>In Class Activity 3</td>
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<td>In Class</td>
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<td></td>
<td>Quiz 3</td>
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<td>In Class</td>
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<td>Discussion 3</td>
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<td>Thursday/Friday</td>
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<td></td>
<td>Dropbox 2</td>
<td>30</td>
<td>Sunday</td>
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<td>4</td>
<td>In Class Activity 4</td>
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<td>In Class</td>
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<td></td>
<td>Quiz 4</td>
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<td>In Class</td>
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<td></td>
<td>Discussion 4</td>
<td>5</td>
<td>Thursday/Friday</td>
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<td></td>
<td>Midterm Exam</td>
<td>50</td>
<td>Sunday</td>
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<td>5</td>
<td>In Class Activity 5</td>
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<td>In Class</td>
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<td>Quiz 5</td>
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<td></td>
<td>Assignment Overview</td>
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<td>All written exercises will reflect the accurate application of the week’s topics presented during that week's material, with attention toward creative problem solving, presentation style and originality of contribution. &quot;Recycled&quot; work (Your work or others worked done in previous courses being utilized in current ones.) will not be accepted for any assignment in this course.</td>
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<td></td>
<td><strong>Plagiarism Tutorial and Quiz (Online)</strong></td>
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<td></td>
<td>While this activity is not graded, you must complete the Plagiarism Tutorial and Quiz with a score of 100% before you will be able to submit any exams or dropbox assignments.</td>
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<td>The tutorial can be found in the Content area. The Plagiarism Quiz is located in the Quizzes area.</td>
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<td></td>
<td><strong>Readings (Before Class)</strong></td>
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<td></td>
<td>All readings and lecture review should be completed prior to coming to the in-seat portion of class. I encourage you take advantage of the material provided in the Content area as well.</td>
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<td></td>
<td>You should utilize the information from the readings and incorporate it into all assignments within the course.</td>
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<td></td>
<td><strong>In Class Activities</strong></td>
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<td></td>
<td>During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.</td>
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Discussions (Online)

Discussions are an integral part of this course and represent a significant portion of the final grade. Discussion activities are designed to help extend your learning into the real world and bridge the gap between theory and practice.

Discussion topics will be based on the chapter material defined in the weekly course schedule. You are encouraged to interact with your classmates in all discussions. Additional online discussion topics may be introduced as needed. With the exception of Week 1, you will need to post your initial response by 11:59 pm CT on Thursday each week and respond to at least two classmates’ post by 11:59 pm CT on Friday.

Although you need to respond to at least two peers, per question, I also assess the quality of your responses. “I agree,” is perfunctory, not engaging and will not receive full credit. For the benefit of all of those persons reading responses, keep your personal agendas, attitudes, and grudges in check. This course touches on some very sensitive issues and sometimes responses made in public are simply uncalled for and inappropriate. This course is not the place for you to unload the ‘chips’ on your shoulders, or rant against your peers, your professor, or any other person or group. My hope is that we don’t have those kinds of exchanges this term.

Disagreement can be healthy, but only if it’s done tactfully and constructively. Conventions of professional etiquette, which include courtesy to all students, will be observed online and the equivalent will be observed in the classroom setting. Offensive, inflammatory wording and personal attacks will not be tolerated. In a diverse population as these classes are, we cannot force our personal values and beliefs on others. Civility and sensitivity are expected in all our communications.

Quizzes (In Class)

There will be a quiz over the readings each week. The quizzes will be completed during the In Class session for each week. Each quiz will be closed book and consist of ten multiple choice and true/false questions.

Dropbox (Online)

During this course you will have a total of five dropbox assignments that relate to the Tanglewood Case. Four of the cases are taken from the Casebook listed in the Content area. The fifth assignment is a summary of what you have learned from each of those cases. Additional details regarding the specifics of each dropbox assignment can be found in the Content area.

You must submit assignments 1 – 4 to the appropriate Dropbox folder by 11:59 pm CT on Sunday of the assigned week. Assignment 5 will be due by 11:59 pm CT on Wednesday of Week 8.

Midterm and Final Exams (Online)

During Weeks 4 and 8, you will complete a Midterm Exam and a Final Exam. These exams can be found in the Quizzes area of our course. Each exam will be open book and consist of 50 multiple choice questions covering the material from the prior weeks.

You must submit your Midterm Exam by 11:59 pm CT on Sunday of Week 4.

You must submit your Final Exam by 11:59 pm CT on Saturday of Week 8.
Course Schedule

Week 1: Staffing Models and Strategy/ Legal Compliance

Readings (Before Class)
- Tour college resources and D2L platform
- Review the Syllabus and Welcome Letter
- Visit the textbook online learning center
- Chapter 1
- Chapter 2
- Review Tanglewood Case (8e) and the Appendix of the Case

Plagiarism Tutorial and Quiz
You must pass the quiz with a score of 100% before you can submit your dropbox assignments or complete a quiz.

In Class Activity 1
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 1 (In Class)
During the In Seat class you will complete Quiz 1. The quiz will cover material covered in the readings for the week.

Discussion 1 (Online)
Consider a job you previously held or your current job (if never employed consider the job of a relative or friend). Use the staffing components model to help you think through and describe the staffing process that led to your getting hired for the job. Trace and describe the process:
1. from your own perspective as a job applicant, and
2. from the organization’s perspective.

Use some of the questions listed at the end of Chapter One under Applications of your text to jog your memory. You need not repeat each question given there. Simply use these ideas to fashion your answer.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least two classmates’ postings by 11:59 pm CT on Friday.

Dropbox (Before Next Week)
Review Case One in the Tanglewood Casebook. It is imperative that you read and understand what the case is about. You will learn about the Tanglewood Stores. Make sure you also note that there are appendixes in the back of the case that will be necessary toward the end of the course work.

Week 2: Planning/ Job Analysis and Rewards

Readings (Before Class)
- Chapter 3
- Chapter 4
In Class Activity 2
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 2 (In Class)
During the In Seat class you will complete Quiz 2. The quiz will cover material covered in the readings for the week.

Discussion 2 (Online)
Following the guidelines in the Applications following Chapter 4. Conduct a Job Requirements or Job Rewards Job Analysis of a job you want to study. Prepare a written report of your project.

Your initial post is due by 11:59 pm CT on Thursday. You must respond to at least two classmates’ postings by 11:59 pm CT on Friday.

Dropbox 1 (Online)
Review Case Two in The Tanglewood Case. You will find specific details on the last page of Case 2 in the casebook. Complete 1-4. Submit your recommendations to the Dropbox folder by 11:59 pm CT on Sunday.

Week 3: External Recruitment/Internal Recruitment

Readings (Before Class)
- Chapter 5
- Chapter 6

In Class Activity 3
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 3 (In Class)
During the In Seat class you will complete Quiz 3. The quiz will cover material covered in the readings for the week.

Discussion 3 (Online)
Upward mobility is important to all organizations and particularly critical to employees. Traditional career paths emphasize strict upward mobility within an organization. How does mobility differ in organizations with innovative career paths? List the career paths discussed in our text, sharing not only how mobility occurs in each, but also how you might have observed such practices or the lack of them in your own experience. How do you feel about these innovative career paths?

Your initial post is due by 11:59 pm CT on Thursday. You must respond to at least two classmates’ postings by 11:59 pm CT on Friday.

Dropbox 2 (Online)
Review Case Three in Tanglewood Casebook. You will find specific details on the last page of Case 3 in the casebook. Complete questions 1 – 6. Submit your recommendations to the Dropbox folder by 11:59 pm CT on Sunday.
Week 4: Measurements/External Selection I

Readings (Before Class)
- Chapter 7
- Chapter 8

In Class Activity 4
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 4 (In Class)
During the In Seat class you will complete Quiz 4. The quiz will cover material covered in the readings for the week.

Discussion 4 (Online)
Some methods of initial assessment appear to be more useful than others. If you were starting your own business, which initial assessment methods would you use and why? *Be sure to reflect your knowledge of ideas presented in Chapter eight as you develop your own suggestions. Keep in mind the necessity of being able to measure assessments.*

Your initial post is **due by 11:59 pm CT on Thursday**. You must respond to at least two classmates’ postings **by 11:59 pm CT on Friday**.

Midterm Exam (Online)
In the Quizzes area of D2L, complete the Midterm Exam **no later than 11:59 pm CT on Sunday**. The midterm covers chapters 1-8.

Week 5: External Selection II/Internal Selection

Readings (Before Class)
- Chapter 9
- Chapter 10

In Class Activity 5
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 5 (In Class)
During the In Seat class you will complete Quiz 5. The quiz will cover material covered in the readings for the week.

Discussion 5 (Online)
Describe the structured interview. What are the characteristics of structured interviews that improve on the shortcomings of unstructured interviews? Develop one original situational question and an accompanying rating scale using benchmark responses with assigned values to be used in a structured interview. *Be sure to note the task you are targeting for the job.* (This task will prepare you for the next casework assignment at Tanglewood.)

Your initial post is **due by 11:59 pm CT on Thursday**. You must respond to at least two classmates’ postings **by 11:59 pm CT on Friday**.
Dropbox 3 (Online)

Review Case Six in Tanglewood Casebook 8ed. Start developing your situational and behavioral questions for the next case and a scoring key for each of those questions. Dropbox 3 is not due until Week 6, but it is good to get a head-start as it requires significant time.

Week 6: Staffing Processes

Readings (Before Class)
- Chapter 11
- Chapter 12

In Class Activity 6

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 6 (In Class)

During the In Seat class you will complete Quiz 6. The quiz will cover material covered in the readings for the week.

Discussion 6 (Online)

Address one of the following questions in the discussion.

- **Choice one:** Describe each of the four methods or approaches given in the Compensatory model used for final selection decisions. Then, in your own words, describe the pros and cons of each. Which do you like best and why?
- **Choice two:** Describe the Multiple Hurdles predictor method of selection – What advantage do you see in this method compared to those given in the compensatory methods explained in your text?

Your initial post is due by **11:59 pm CT on Thursday**. You must respond to at least two classmates’ postings by **11:59 pm CT on Friday**.

Dropbox 3 (Online)

Review Case Six in Tanglewood Casebook 8ed. You will find specific details on the last page of Case 6 in the casebook. Complete Questions 1, 3, & 4. Submit your recommendations to the appropriate Dropbox folder by **11:59 pm CT on Sunday**.

Week 7: Staffing System Management

Readings (Before Class)
- Chapter 13

In Class Activity 7

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 7 (In Class)

During the In Seat class you will complete Quiz 7. The quiz will cover material covered in the readings for the week.
Discussion 7 (Online)

Address one of the following questions in the discussion. (Minimum 300 words, due Friday)

- **Choice One:** In developing a report on the effectiveness of a staffing process for entry-level jobs, what factors would you address and why?
- **Choice Two:** What are the advantages of having a centralized staffing function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit?

Your initial post is due by **11:59 pm CT on Thursday**. You must respond to at least two classmates’ postings by **11:59 pm CT on Friday**.

Dropbox 4 (Online)

Review Case Seven in the Tanglewood Casebook 8ed. You will find specific details on the last page of Case 7, Questions 2 & 4 in the casebook. Submit your work and recommendations to the Dropbox by Sunday midnight.

**Week 8: Retention Management**

Readings (Before Class)

- Chapter 14

In Class Activity 8

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Quiz 8 (In Class)

During the In Seat class you will complete Quiz 8. The quiz will cover material covered in the readings for the week.

Discussion 8 (Online)

Discuss some potential problems with downsizing as an organization’s first response to a need to cut labor costs.

Your initial post is due by **11:59 pm CT on Thursday**. You must respond to at least two classmates’ postings by **11:59 pm CT on Friday**.

Dropbox 5 (Online)

Compile a summary of your learning experience from the Tanglewood Case. Submit your 2 – 3 page double spaced pages of comments to the Dropbox by **11:59 pm CT on Wednesday**.

Final Exam (Online)

In the Quizzes area of D2L, complete the Midterm Exam by **11:59 pm CT on Saturday**. The final covers chapters 9-14.

The class will close for input after Saturday at 11:59 pm CT.

**Course Policies**

**Student Conduct**

All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College's Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the
office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

**Plagiarism**

Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.

All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

**Non-Discrimination**

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.

**Disability Services**

Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

**Attendance Policy**

Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week and the course will end on Saturday at midnight). The course and system deadlines are all based on the Central Time Zone.

**Email**

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the
College cannot be held responsible for breaches in security or service interruptions with other email providers.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

Late Assignment Policy

A hybrid class requires regular participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

Course Evaluation

You will have an opportunity to evaluate the course near the end of the session. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.

Additional Resources

Orientation for New Students

This course is offered online, using course management software provided by Desire2Learn and Columbia College. The Student Manual provides details about taking an online course at Columbia College. You may also want to visit the course demonstration to view a sample course before this one opens.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.

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<th><a href="mailto:CCHelpDesk@ccis.edu">CCHelpDesk@ccis.edu</a></th>
<th><a href="mailto:helpdesk@desire2learn.com">helpdesk@desire2learn.com</a></th>
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<tr>
<td>800-231-2391 ex. 4357</td>
<td>877-325-7778</td>
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Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing.

Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.