1. **Catalog Description**
   a. Course Number: MGT 4500
   b. Title: Employee Staffing and Development
   c. Meeting and credit: 3-0-3
   d. Terms to be offered: S
   e. Short title: EMP STAFF & DEV
   f. Course Description: A study of human resource management with an emphasis on staffing and development functions. Topics include workforce planning, recruitment, selection, training and development in human resource management.
   g. Prerequisite: Junior standing and MGT 3450, or permission of the Associate Chair, School of Business.
   h. Initial Term: Spring 2007

2. **Student Learning Objectives and Evaluation**
   a. Objectives. Course objectives are listed below with corresponding examples of assessment methods.
      Upon completion of the course the students will:
      - Understand the concepts of human resource staffing and development; (exams, participation)
      - Apply the principles, procedures and practices necessary to develop human resource staffing and development programs; (exams, case study, semester paper, participation)
      - Understand the administrative problems related to selection and development; (exams, case study, participation)
      - Evaluate the impact of social, ethical, and diversity issues on human resource staffing and development; (exams, case studies, participation)

   b. Assessment
      Student achievement of the stated objectives will be assessed based on the following activities:
      
      Exams: 30-40%
      Case Studies: 20-35%
      Semester Paper: 15-25%
      Participation: 0-10%

   c. This course is not technology delivered.

   d. This course is not available for graduate credit.

   e. This course is not writing centered or active.
3. **Outline of Course**
   a. Units of time

   I. Overview of employee staffing and development ½ week
      A. Definitions
         1. Employee staffing
         2. Employee development
      B. History of employee staffing and development
      C. Scope of employee staffing and development activities

   II. Economic Conditions, Labor Markets and Labor Unions and HR Staffing ½ week
      A. Economic Conditions
      B. Labor Markets
      C. Labor Unions

   III. Human Resource Staffing Strategy and Planning 1 week
      A. Strategic Issues
      B. Human Resource Planning
      C. Internal Workforce Planning
      D. Forecasting

   IV. Job Analysis 1 week
      A. Types of Jobs
      B. Nature of Job Analysis
      C. Job Requirements Job Analysis
      D. Competency-Based Job Analysis
      E. Job Rewards Job Analysis
      F. Flexible Staffing

   V. External Recruitment 1 week
      A. Recruitment Planning
      B. Development of a Recruiting Strategy
      C. Applicant Search
      D. Applicant Reactions
      E. Transition to Selection

   VI. Internal Recruitment ½ week
      A. Recruitment Planning
      B. Development of a Recruiting Strategy
      C. Applicant Search
      D. Applicant Reactions
      E. Transition to Selection

   VII. Measurement ½ week
      A. Reliability of Selection Criteria/Methods
      B. Validity of Selection Criteria
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<td>VIII.</td>
<td>External Selection – Initial Assessment Approaches</td>
<td>1 week</td>
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<td>A.</td>
<td>Resumes, Job Applications</td>
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<td>Screening Interviews and Reference Checks</td>
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<td>IX.</td>
<td>External Selection – Stage II</td>
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<tr>
<td>A.</td>
<td>Interview Designs and Evaluations</td>
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<td>D.</td>
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<td>X.</td>
<td>Internal Selection</td>
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<td>Final Match</td>
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<td>XIII.</td>
<td>Training</td>
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<td>Work Roles of Employees, Managers, and Executives</td>
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<td>B.</td>
<td>Organizational Characteristics that Influence Training</td>
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<td>Importance of Training Compared to Other HRM Practices</td>
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<td>Training Needs in Different Organizational Strategies</td>
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<td>D.</td>
<td>Competency Models</td>
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<td>E.</td>
<td>Scope of Needs Assessment</td>
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XV. Learning Theories and Program Design 1 week
   A. What is Learning? What is Learned?
   B. Learning Theories
   C. The Learning Process
   D. Instructional Emphasis for Learning Outcomes
   E. Considerations in Designing Effective Training Programs

XVI. Transfer of Training ½ week
   A. Training Design
   B. Work Environment Characteristics Influencing Transfer of Training
   C. Organizational Environments that Encourage Training

XVII. Training Evaluation 1 week
   A. Reasons for Evaluating Training
   B. Overview of the Evaluation Process
   C. Outcomes Used in Evaluating Training Programs
   D. Evaluation Practices
   E. Evaluation Designs
   F. Determining Return on Investment

XVIII. Traditional Training Methods 1 week
   A. Presentation Methods
   B. Hands-on Methods
   C. Group Building Methods
   D. Choosing a Training Method

XIX. E-learning and the Use of Technology in Training ½ week
   A. Technology’s Influence on Training and Learning
   B. Multimedia Training
   C. Computer-Based Training
   D. Intelligent Tutoring Systems
   E. Distance Learning
   F. Technologies for Training Support
   G. Technologies for Training Administration
   H. Choosing New Technology Training Methods

XX. Employee Development 1 week
   A. Approaches to Employee Development
   B. Company Strategies for Providing Development
   C. The Development Planning Process

XXI. Organizational Exits ½ week
   A. Managing Involuntary Terminations
   B. Downsizing
   C. Retirements
   D. Voluntary Exits

b. Not applicable; this course is not technology delivered.
4. Rationale

a. Purpose and need: Assessment data indicate that management students are interested in careers in human resource management. This course is one of four HRM courses designed to provide students the background necessary to sit for the Human Resource Certification Institute’s exam, the first step in earning certification as a Professional in Human Resources.

b. Justification for course level and prerequisites: This course utilizes and applies information introduced in MGT 3450 Human Resource Management and further develops those principles in relation to employment law introduced in MGT 3900 Employment Law. The course emphasizes advanced level concepts and techniques of human resource staffing that require academic and personal maturity.

c. Similarity to existing courses: No similar course exists.

d. Impact on Programs: This course will be a requirement of management majors enrolled in the Human Resource Management concentration and will be an elective for other management majors.

5. Implementation

a. Faculty members to whom this course may be assigned: Dr. Jeff Snell; Dr. Melody Wollan

b. No additional cost is associated with this course.


6. Community College Transfer: A community college course will not be judged equivalent or accepted as a substitute.

7. Date approved by the School of Business Curriculum Committee: February 15, 2006

8. Date approved by the Lumpkin College of Business and Applied Science Curriculum Committee: March 6, 2006

9. Date approved by the Council of Academic Affairs: March 30, 2006