

MGMT 364: Workforce Planning & Develop

Location:	Redstone Arsenal
Address:	Army Education Center, Building 3495, Suite 106 Redstone Arsenal, AL 35898-5192
Section:	18SUMR1/MGMT/364/AL1A
Semester Credit Hours:	3
Class Day(s) and Time(s):	Monday, Wednesday 5:00 PM - 7:00 PM from April 29, 2019 to June 22, 2019

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Course Information

Catalog 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.

Additional Notes

There will be no class on the Memorial Day holiday, May 27th. The make-up date for class is Friday, May 31st during regular class time.

Textbooks

As part of TruitionSM, students will receive their course materials automatically as described below.

Jean M. Phillips, Stan M. Gully. (2014). *Strategic Staffing* (3rd). Pearson. eText

Bookstore Information

Visit <https://www.ccis.edu/bookstore.aspx> for details.

eText Information

If a course uses an eText, (see textbook information above) the book will be available directly in Desire2Learn (D2L) seven days before the session begins, if registered for courses prior to that date. Upon first login to VitalSource, students should

use their CougarMail email address; alternate email addresses cannot be used. More information about how to use the VitalSource platform, including offline access to eTexts, can be found in D2L.

Physical Course Materials Information

Students enrolled in courses that require physical materials will receive these materials automatically at the shipping address on file with Columbia College. Delivery date of physical materials is dependent on registration date and shipping location. Please refer to confirmation emails sent from Columbia College for more details on shipping status.

Returns: Students who drop a course with physical course materials will be responsible for returning those items. Additional instructions will be emailed to your CougarMail account after the enrollment period for the session has closed. **Failure to return physical items from a dropped course will result in a charge to the student account for all unreturned items.**

Note: Students who opt-out of having their books provided as part of TuitionSM are responsible for purchasing their own course materials.

Technology Requirements

THIS IS A TECHNOLOGY-ENRICHED COURSE WHICH COMBINES IN-SEAT INSTRUCTION WITH ONLINE LEARNING.

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

- A computer with reliable internet access
- A web browser
- Acrobat Reader
- Microsoft Office or another word processor such as Open Office

For more information, see [technical requirements](#).

Course Learning Outcomes

• 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.

Course Objectives

• To understand how organizations decide to increase or decrease their employment levels. • To learn job analysis processes. • To study recruitment and selected systems.

Grading

Grading Scale

Grade	Points	Percent
A	900 - 1000	90-100%
B	800 - 899	80-89%
C	700 - 799	70-79%
D	600 - 699	60-69%
F	0 - 599	0-59%

Grade Weights

Assignment Category	Points	Percent
Presentation and Paper	200	20%
Final Exam	250	25%
Preparation, Attendance and Participation	100	10%
Case Studies	250	25%
Midterm	200	20%

Total	1000	100%
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Schedule of Due Dates

Week 1

Assignment	Points	Due
Introduction to Course/Classmates/Instructor	--	29 Apr 2019
Lecture, case study discussion, current event discussions and video presentations	--	
Preparation, Attendance and Participation	12	1 May 2019

Week 2

Assignment	Points	Due
Preparation, Attendance and Participation	12	6 May 2019
Case Study due from required Chapters	41	
Lecture, case study discussion, current event discussions and video presentation	--	

8 May 2019

Week 3

Assignment	Points	Due
Case Study due from required Chapters	41	15 May 2019
Lecture, case study discussion, current event discussions and video presentations	--	13 May 2019
Preparation, Attendance and Participation	12	

Week 4

Assignment	Points	Due
Case Study due from required Chapters	43	20 May 2019
Mid Term Exam	200	
Preparation, Attendance and Participation	14	
Lecture, case study discussion, current event discussions and video presentation	--	

22 May 2019

Week 5

Assignment	Points	Due
Case Study due from required Chapters	41	29 May 2019
Lecture, case study discussion, current event discussions and video presentation	--	31 May 2019
Preparation, Attendance and Participation	12	

Week 6

Assignment	Points	Due
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Assignment	Points	Due
Case Study due from required Chapters	--	Jun 2019
Lecture, case study discussion, current event discussions and video presentation		
Preparation, Attendance and Participation	12	5 Jun 2019
Week 7		
Assignment	Points	Due
Case Study due from required Chapters	43	10 Jun 2019
Lecture, case study discussion, current event discussions and video presentation	--	
Preparation, Attendance and Participation	12	12 Jun 2019
Papers & In -Class Presentations Begin.	100	
Week 8		
Assignment	Points	Due
Preparation, Attendance and Participation	14	17 Jun 2019
Papers are due. In Class presentations continue.	100	
FINAL EXAM	250	19 Jun 2019
Total Points: 1000		

Course Outline

Click on each week to view details about the activities scheduled for that week.

Week 1: 29 APR 2019 & 1 May 19: Business and Strategic Staffing Strategies

Introduction to Course/Classmates/Instructor

Lecture, case study discussion, current event discussions and video presentations

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience.

Week 2: 6 May & 8 May 2019: Legal Context & Strategic Job Analysis and Competency Modeling

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience.

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of

spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other sources, with their observations, findings and conclusions.

Lecture, case study discussion, current event discussions and video presentation

Week 3: 13 May & 15 May 2019: Forecasting and Planning & Identifying Recruits

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other sources, with their observations, findings and conclusions.

Lecture, case study discussion, current event discussions and video presentations

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience.

Week 4: 20 May & 22 May 2019: Recruiting & Mid Term

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other sources, with their observations, findings and conclusions.

Mid Term Exam

35 multiple choice questions covering appropriate chapters discussed in class.

This is an In-class, closed book activity.

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience.

Lecture, case study discussion, current event discussions and video presentation

Week 5: 29 May & 31 May 2019: Measurements & Assessing External Candidates

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other

sources, with their observations, findings and conclusions.

Lecture, case study discussion, current event discussions and video presentation

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience

Week 6: 3 Jun & 5 Jun 2019: Assessing Internal Candidates & Choosing and Hiring Candidates

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other sources, with their observations, findings and conclusions.

Lecture, case study discussion, current event discussions and video presentation

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience.

Course/Instructor Evaluations are open

Week 7: 10 Jun & 12 Jun 2019: Managing Workforce Flow & Staffing System Evaluation and Technology

Case Study due from required Chapters

Students are required to submit 2 case studies regarding actual events demonstrative of a concept relative to Strategic Staffing and reviewed in class. Each Study must be of 2 pages in length and follow MLA or APA Format.

Case Studies are due the second day of class each week a case study is specified.

Late case studies will ONLY be accepted in rare and emergency cases and will require instructor verification and approval. Case studies must be delivered in class and hard copy.

Instructor will evaluate the case studies for content, including the points and counter-points presented; correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text, and other sources, with their observations, findings and conclusions.

Lecture, case study discussion, current event discussions and video presentation

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience

Papers & In-Class Presentations Begin.

Instructor will evaluate the comparison for content, including the points and counter points presented, correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text and class with their research and observation.

Course/Instructor Evaluations are open

Week 8: 17 Jun & 19 Jun 2019 Presentations and Final Exams

Preparation, Attendance and Participation

Students are expected to arrive for class on time, prepared to discuss daily reading, and with any required assignments

completed. Students are expected to actively participate in class discussions providing relevant insight that furthers the learning experience

Papers are due. In Class presentations continue.

Instructor will evaluate the comparison for content, including the points and counter points presented, correct use of spelling, grammar, and punctuation are expected. Students should correlate the information presented in the text and class with their research and observation

FINAL EXAM

50 multiple choice questions covering appropriate chapters discussed in class. This is an In-class, closed book activity.

Additional Resources

Online databases are available at library.ccis.edu. You may access them using your CougarTrack login and password when prompted.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Technology Solutions Center, or the D2L Helpdesk for assistance. If you have technical problems with the VitalSource eText reader, please contact VitalSource. Contact information is also available within the online course environment.

- Columbia College Technology Solutions Center: CCHelpDesk@ccis.edu, 800-231-2391 ex. 4357
- D2L Helpdesk: helpdesk@d2l.com, 877-325-7778
- VitalSource: support@vitalsource.com, 1-855-200-4146

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 at [Students -> Academics -> Resources](#).

Columbia College Policies and Procedures

Attendance

Columbia College students are expected to attend all classes and laboratory periods for which they are enrolled. Students are directly responsible to instructors for class attendance and work missed during an absence for any cause. If absences jeopardize progress in a course, an instructor may withdraw a student from the course with a grade of "F" or "W" at the discretion of the instructor. For additional information, see the [Columbia College policy on Student Attendance](#).

Academic Integrity

Columbia College students must fulfill their academic obligations through honest, independent effort. Dishonesty is considered a serious offense subject to strong disciplinary actions. Activities which constitute academic dishonesty include plagiarism, unauthorized joint effort on exams or assignments, falsification of forms or records, providing false or misleading information, or aiding another in an act of academic dishonesty. For more information, see the [Columbia College Academic Integrity Policy and Procedures](#).

Class Conduct and Personal Conduct

Students must conduct themselves so others will not be distracted from the pursuit of learning. Students may be disciplined for any conduct which constitutes a hazard to the health, safety, or well-being of members of the College community or which is deemed detrimental to the College's interests. Discourteous or unseemly conduct may result in a student being asked to leave the classroom. For more information, see the [Columbia College Student Code of Conduct](#) and [Student Behavioral Misconduct Policy and Procedures](#).

Cancelled Class Make-Up

Classes cancelled because of inclement weather or other reasons must be rescheduled. For more information, see the

Make-Up Examinations

Make-up examinations may be authorized for students who miss regularly scheduled examinations due to circumstances beyond their control. Make-up examinations must be administered as soon as possible after the regularly scheduled examination period and must be administered in a controlled environment.

Adding, Dropping, or Withdrawing from a Course

Students may add a course through Wednesday of the first week of the session and drop a course without academic or financial liability through close of business on Monday of the second week of the session. Once enrolled, a student is considered a member of that class until he or she officially drops or withdraws in accordance with College policy. An official drop/withdrawal takes place only when a student has submitted a Drop/Add/Withdrawal form. A failure to attend class, or advising a fellow student, staff or adjunct faculty member of an intent to withdraw from a class does not constitute official drop/withdrawal. The drop/add/withdrawal periods begin the same day/date the session starts, not the first day a particular class begins. If a student stops attending a class but does not submit the required Drop/Withdrawal form a grade of "F" will be awarded. For more information, see the [Columbia College Registration Policy and Procedures](#).

Withdrawal Excused

A student may request an excused withdrawal (WE) under extraordinary circumstances by submitting a Drop/Withdrawal form accompanied by a complete explanation of the circumstances and supporting documentation to the location director. The WE request must include all classes in which the student is currently enrolled. The Vice President for Adult Higher Education is the approving authority for all WE requests. A student who receives approval of their WE request may still be required to return some or all of the federal financial assistance received for the session. For more information, see the [Columbia College Withdrawal Policy](#).

Incomplete

A student may request that the instructor award a grade of "I" due to extraordinary circumstances (unforeseen or unexpected circumstances beyond the student's control) that prevent a student from completing the requirements of a course by the end of a session. An "I" will not be given because a student is failing, negligent or not meeting requirements. If the instructor believes an "I" is appropriate, the instructor will specify the work needed to complete the course and the time allowed to complete the work. Work missed must be made up within two subsequent sessions unless the instructor specifies an earlier date. Extensions beyond two sessions must be approved by the Vice President for Adult Higher Education. If the work is completed during the specified time period, the instructor will change the "I" to the grade earned. If the work is not completed during the specified time, the instructor may allow the incomplete to remain on the student's permanent record or change it to any other letter grade. For more information, see the [Columbia College Undergraduate Grading Policy](#).

Grade Appeal

A student may appeal any grade given if it is believed to be in error or in conflict with Columbia College policy and procedures. The student must state in writing to the location director why the grade awarded is believed to be in error and request a desired remedy. The faculty member who awarded the grade will be given the opportunity to comment on all student allegations. If the issue cannot be resolved at the location the appeal will be transmitted through the location director to the Vice President for Adult Higher Education. A grade appeal must be received for review by the Vice President for Adult Higher Education prior to the end of 60 days from the date the grade was awarded. For more information, see the [Columbia College Undergraduate Grading Policy](#).

Prerequisites

Course prerequisites are established to ensure that a student has adequate academic preparation to succeed in a particular course. Staff members will attempt to ensure that students meet prerequisite requirements. However, it is the student's responsibility to closely examine the course descriptions to determine if prerequisites exist and to enroll in courses in the proper sequence. In some exceptional cases it may be apparent that the student possesses the required skills and knowledge to succeed in a particular course, even though they have not taken the prerequisite course. In this case the prerequisite course may be waived by the location director. Waiver of a course as a prerequisite does not remove the requirement to complete the course if it is a requirement for the student's degree program.

CougarTrack

The College provides all students access to CougarMail (the official means of e-mail communication for the College), online resources from the [Stafford Library](#), and their Columbia College records (transcripts, grades, student schedules, etc.) through CougarTrack.

CougarMail

The official student email address (also known as CougarMail) will be used for all official correspondence from faculty and staff. Students are responsible for the information received and are required to monitor their CougarMail account on a regular basis. Students may forward their CougarMail to another email account but will be held responsible for the information sent over CougarMail, even if there is a problem with the alternate mail service.

Cell Phones

Cell phones can be a distraction to the learning process. Location directors or course instructors may require that cell phones be turned off or set to vibrate during class periods. Students requiring special arrangements to receive a cell phone call during class should make prior arrangements with their location director or course instructor.

FERPA

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. For more information, see the [Columbia College Family Education Rights and Privacy Policy](#).

Student Accessibility Resources

Students with documented disabilities who may need academic services for this course are required to register with the office of Student Accessibility Resources. Until the student has been cleared through this 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 as soon as possible. The structure or the content of the course may make an accommodation not feasible. Student Accessibility Resources is located in Student Affairs in AHSC 215 and can be reached by phone at (573) 875-7626. For more information, see the [Columbia College ADA and Section 504 Policy for Students](#).

Alcohol and Other Drugs: Columbia College Policies & Resources

Columbia College recognizes the negative health effects associated with the use, possession, and distribution of controlled and/or illicit substances, and their detrimental impact on the quality of the educational environment. Therefore, all members of the College community share in the responsibility of protecting the campus environment by exemplifying high standards of professional and personal conduct. For more information and resources, see the [Columbia College Alcohol and Other Drugs Policy](#).

Tobacco-Free Policy

Columbia College values and is concerned for the health and well-being of its students, employees and visitors. The College is committed to providing a healthful and productive educational and employment environment for members of the College community. Consistent with this commitment and in the interest of the general health and welfare of the College community, the College prohibits the use of all tobacco products and related devices on all College property and premises. For more information, see the [Columbia College Tobacco-Free Policy](#).

Non-Discrimination

Discrimination, harassment, and retaliation on the basis of protected status (see [Notice of Non-Discrimination and Equal Opportunity](#) for a definition of "protected status") are strictly prohibited. Persons who engage in such conduct are subject to discipline up to and including termination or dismissal. For more information, see the [Columbia College Non-Discrimination and Equal Opportunity Policy and Complaint Resolution Procedure](#).

Columbia College Policy Library

The policies set forth in the Online Policy Library are the current official versions of College policies and supersede and replace any other existing or conflicting policies covering the same subject matter. The Online Policy Library is currently under construction with new policies being added on a frequent basis and the policies currently listed are not comprehensive of every College policy. Questions regarding the Online Policy Library should be directed to the [Office of the General Counsel](#). For more information on policies applicable to students, see [Student Policies](#). For more information on policies applicable to the entire Columbia College community, see [College-Wide Policies](#).