Course Description
This course investigates policies and procedures used for effective employment and staffing, including consideration of internal and external recruitment, selection procedures, internal staffing processes, applications of job design, and job analysis as related to procedures of employment.

This is a fully online, eight-week course. We will not meet face-to-face at any time.

Course Prerequisites
None.

Course Objectives
Upon successful completion of this course, students will be able to:
1. Analyze the impact of a changing workforce on the process of staffing within organizations.
2. Define the EEO, AA, ADA, and employment-at-will laws and regulations.
3. Analyze the impact/influence of legislative regulations on employment staffing in organizations (union/non-union, global environments).
4. Describe the processes involved in performing a job analysis, developing job specifications, and creating job descriptions (union and non-union environment, global environment).
5. Apply appropriate recruiting, interviewing, and selection techniques in various contexts.
6. Describe the similarities and differences between internal and external selection processes.
7. Identify the impact of personal and professional development of employees on staffing and recruitment.

Required Text
Course Assignment Descriptions
You will have several opportunities to demonstrate your knowledge and understanding of the principles taught in this course. The primary means of evaluating your work will be through practical application of the material. In the event that you have difficulty completing any of the assignments for this course, please contact your instructor immediately. Please refer to the Weekly Materials section of the cyberclassroom for complete details regarding the activities and assignments for this course. The following is merely a summary.

Discussion contributions (160 points)
(three postings per week @ 20 points per week)

Initial Substantive Posts: Submit an initial response to each of the prompts provided each week by your instructor. Your initial post should be substantive (approximately ½ of a page in length) and must be posted by midnight, Central Time by Wednesday of each week. In your substantive post you are encouraged to use references (you may use your textbook); show evidence of critical thinking as it applies to the concepts or prompt and/or use examples of the application of the concepts to work and life. Proper punctuation, grammar and correct spelling are expected. Please use the spell-check function.

Required Replies: You must reply to at least two different peers per prompt. Your replies should build on the concept discussed, offer a question to consider, or add a differing perspective, etc. Rather than responding with, "Good post," explain why the post is "good" (why it is important, useful, insightful, etc.). Or, if you disagree, respectfully share your alternative perspective. Just saying "I agree" or "Good idea" is not sufficient for the posts you would like graded.

Posting Guidelines: Overall, postings must be submitted on at least two separate days of the week. It is strongly recommended you visit the discussion forum throughout the week to read and respond to your peers' postings. You are encouraged to post more than the required number of replies.

(Please review the Policies section of Blackboard for further details.)

Quizzes (14 @ 10 pts. each = 140 points)
Each week you will have one or more quizzes over each of that week's reading materials. Each quiz contains 10 multiple choice or true/false questions based on the readings from this week. You may take the quiz only one time and have as much time as needed throughout the week to complete it. This quiz can be found in the Assignments area of the Blackboard classroom.

Ethics Paper (200 points)
Write a paper that responds to the following questions. Your response should be approximately 600 - 700 words in total for the two questions.
- Do individuals making staffing decisions have an ethical responsibility to know measurement issues? Why or why not?
- Is it unethical for an employer to use a selection measure that has high empirical validity but lacks content validity? Explain.
**Tanglewood Case Paper (300 points)**

Write a 1,000-word paper assessing the current operating environment for Tanglewood in terms of its competitors, structure, employees, culture, values, and human resources function. Develop recommendations for how the organization should staff its operations, focusing on strategic decisions pertaining to staffing levels and quality. Background on Tanglewood and details of the case can be found in the materials for Week 8 in the Blackboard classroom.

Please refer to the Term Calendar in our cyberclassroom for specifics regarding dates.

<table>
<thead>
<tr>
<th>Week</th>
<th>Readings &amp; Activities</th>
<th>Assignments Due</th>
<th>Date/Time Due**</th>
</tr>
</thead>
</table>
| Week 1 | • Chapter 1: Staffing Models and Strategy  
• Chapter 2: Legal Compliance  
• Week 1 Lecture Notes | • Discussion Question  
• Quizzes (2) | • Sunday at midnight.  
• Sunday at midnight. |
| Week 2 | • Chapter 3: Planning  
• Chapter 4: Job Analysis & Rewards  
• Week 2 Lecture Notes | • Discussion Question  
• Quizzes (2) | • Midnight CT on Weds.  
• Sunday at midnight.  
• Sunday at midnight. |
| Week 3 | • Chapter 5: External Recruitment  
• Chapter 6: Internal Recruitment  
• Week 3 Lecture Notes | • Discussion Question  
• Quizzes – Chapters 5 & 6 | • Sunday at midnight.  
• Sunday at midnight. |
| Week 4 | • Chapter 7: Measurement  
• Week 4 Lecture Notes | • Discussion Question  
• Quiz  
• Ethics Assignment | • Sunday at midnight.  
• Sunday at midnight.  
• Sunday at midnight. |
| Week 5 | • Chapter 8: External Selection  
• Chapter 9: External Selection II  
• Week 5 Lecture Notes | • Discussion Question  
• Quizzes (2) | • Sunday at midnight.  
• Sunday at midnight.  
• Sunday at midnight. |
| Week 6 | • Chapter 10: Internal Selection  
• Chapter 11: Decision Making  
• Chapter 12: Final Match  
• Week 6 Lecture Notes | • Discussion Question  
• Quizzes (3) | • Sunday at midnight.  
• Sunday at midnight.  
• Sunday at midnight. |
| Week 7 | • Chapter 13: Staffing System Management  
• Week 7 Lecture Notes | • Discussion Question  
• Quiz | • Sunday at midnight.  
• Sunday at midnight.  
• Sunday at midnight. |
| Week 8 | • Chapter 14: Retention Management  
• Week 8 Lecture Notes | • Discussion Question  
• Quiz  
• Tanglewood Case Paper | • Saturday at midnight.  
• Saturday at midnight.  
• Saturday at midnight. |
* All online weeks run from Monday to Sunday, except the last week, which ends on Saturday.
** All assignments are due at midnight Central Time. (All submissions to the Blackboard system are date/time stamped in Central Time).

Assignments At-A-Glance

<table>
<thead>
<tr>
<th>Assignment/Activity</th>
<th>Qty.</th>
<th>Points</th>
<th>Total Points</th>
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</thead>
<tbody>
<tr>
<td>Weeks 1-8: Discussion</td>
<td>-</td>
<td>20 per week</td>
<td>160</td>
</tr>
<tr>
<td>Quizzes</td>
<td>14</td>
<td>10</td>
<td>140</td>
</tr>
<tr>
<td>Ethics Paper</td>
<td>1</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Tanglewood Case Paper</td>
<td>1</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td></td>
<td></td>
<td><strong>800</strong></td>
</tr>
</tbody>
</table>

*Please refer to the Policies menu for more information about our Course Discussions.

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90 to 100%</td>
<td>720-800</td>
</tr>
<tr>
<td>B</td>
<td>80 to 89%</td>
<td>640-719</td>
</tr>
<tr>
<td>C</td>
<td>70 to 79%</td>
<td>560-639</td>
</tr>
<tr>
<td>D</td>
<td>60 to 69%</td>
<td>480-559</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60%</td>
<td>&lt; 479</td>
</tr>
</tbody>
</table>

To access your scores, click on Grades in the Student Tools area in Blackboard.

Important Policies

All course-specific policies for this course are spelled out here in this syllabus. However, additional university policies are located in the Policies section of Blackboard. You are responsible for reading and understanding all of these policies. All of them are important. Failure to understand or abide by them could have negative consequences for your experience in this course.

Editorial Format for Written Papers

All written assignments are to follow the APA writing style guidelines for grammar, spelling, and punctuation. This online course includes information regarding the APA style under “Writing and Research Resources” in the Resource Room on the course menu in Blackboard.

Ottawa Online Late Policy

With instructor approval, assignments may be accepted for up to one week after the due date, but a minimum automatic deduction of 10% of the points will be assessed. The instructor also has the option of increasing this deduction percentage up to a maximum of 20%. Extenuating circumstances may be determined on rare occasions and an extension allowed without a deduction, but only at the sole discretion of the instructor.

Discussion board postings will not be accepted for credit when posted after the close of the discussion week. There are no exceptions to this rule; however, solely at the discretion of the instructor, the student may be allowed to submit an alternative assignment to make up for the points under extenuating circumstances. If granted, this should be an exception to the rule.
No assignments will be accepted after the last day of the course (end of term) unless arrangements have been made and “approved” by the instructor at least one week in advance.

**Saving Work**
It is recommended that you save all of your work from this course on your own computer or flash drive. The capstone course you take at the end of your program may require you to have access to this work for culminating assignments and/or reflections.

**Academic Integrity**
Plagiarism and cheating will not be tolerated at any level on any assignment. The reality of cyberspace has made academic dishonesty even more tempting for some, but be advised that technology can and will be used to help uncover those engaging in deception. If you ever have a question about the legitimacy of a source or a procedure you are considering using, ask your instructor. As the University Academic Council approved on May 29, 2003, “The penalty for plagiarism or any other form of academic dishonesty will be failure in the course in which the academic dishonesty occurred. Students who commit academic dishonesty can be dismissed from the university by the provost/director.”
Please refer to Academic Honesty in the Policies section of the online course menu for important information about Ottawa University’s policies regarding plagiarism and cheating, including examples and explanations of these issues.

**Student Handbook**
Please refer to your student handbook for all university regulations. The Resource Room on the course menu in Blackboard contains information about where to find the student handbook online for your campus.

Please see Policies in Blackboard for additional university policies.

**Blackboard Technical Support**
The Resource Room in Blackboard contains links to student tutorials for learning to use Blackboard as well as information about whom to contact for technical support. Ottawa University offers technical support 24 hours/day for all students, staff, and faculty at no cost. See www.ottawa.edu/ouhelp for contact information.

**Ottawa University’s Mission**
The mission of Ottawa University is to provide the highest quality liberal arts and professional education in a caring, Christ-centered community of grace which integrates faith, learning and life. The University serves students of traditional age, adult learners and organizations through undergraduate and graduate programs.