

**MGT 473**  
**Staffing & Development**  
1:00-2:15pm T/R BEH119

**Professor:** Sheng (Monica) Wang, Ph.D.  
**Office:** BEH 319B  
**Phone:** 895-1709  
**E-mail:** sheng.wang@unlv.edu  
**Office hours:** 11:00am – 12:00pm T/R; or by appointment  
**Course Web Site** (WebCampus): <http://webcampus.nevada.edu>

**Required Materials**

Phillips, J. M. & Gully, S. M. (2015). *Strategic Staffing* (3<sup>rd</sup> Edition). Prentice Hall.

\*\*Additional materials will be provided on the training and development topics.

**Course Description**

An organization's capacity to achieve a competitive advantage through human resources begins with successful staffing and continues with training and development. Together, they are considered the core of talent management. In this class, we will cover staffing and development issues in the following areas: strategic staffing and development, legal issues, job analysis, recruitment, assessment, making final hiring decisions, and training design, transfer, and evaluation. Theory, research, and organizational practices will be considered through the use of readings, lecture/discussion, cases, and exercises.

**Course Objectives/Learning Outcomes**

This course provides an in-depth study of the staffing and training/development functions and is approached with the intent of providing pragmatic information necessary for meaningful decision-making and implementation of effective staffing systems and training programs. After completion of this class, you should be able to: (a) identify and articulate staffing strategies, (b) conduct a job analysis, (c) choose appropriate methods of recruitment and selection, (d) develop and conduct structured interviews, (e) evaluate the validity, fairness, and organizational effectiveness of staffing systems, (f) conduct needs assessment of training programs, and (g) assess training effectiveness.

**Exam Material**

Three non-cumulative exams will consist of multiple choice and short answer essay questions. These exams will consist of the materials covered in class including in-class exercises and discussions as well as from the assigned chapters in the textbook and articles. The exams will NOT be cumulative. However, given time limitations, not all materials from assigned chapters in the text will be covered in class. You are still responsible for learning the materials in the text for the exams. You are highly encouraged to visit me during office hours if you are having difficulty understanding any of the assigned materials.

If **extenuating circumstances** prevent you from taking an exam on the exam date, you must notify me *in advance* of the exam. If you believe that you have a legitimate reason for missing an exam, you need to substantiate the excuse (e.g., doctor's note, etc.). This is in fairness to other class

members who take the exam on time. You will receive no credit for an exam if you do not show up or do not have a substantiated excuse. A missed exam will be assigned a score of zero.

### **Class Participation and Classroom Policies**

Class participation will be essential, as this class will operate in a peer-learning environment. This means that all students are expected to come to class and be prepared to participate during each class session. Prior to coming to class it is expected that you read all materials assigned. During each class, there will be a group activity and your full participation is required and expected. The group activities will include discussions of a case, questions relevant to the class content, or an activity assigned to the class by the instructor. I expect you to be here when you're here (i.e., intellectually engaged, not just physically present). Class participation is something to be earned by regularly attending classes *and* participating in discussions. Asking questions, making comments, and offering observations during class are all considered as participation.

**Regular attendance and punctuality is expected (*and is absolutely required during mock interview and during oral presentations*)** in this class and is considered as part of the participation. Attendance will be checked randomly throughout the semester. Students with poor attendance records have generally not done well in the course. Disrupting class by coming to class late, walking out during the class (for any reason other than an emergency), or engaging in conversations with other classmates on topics unrelated to the course is inconsiderate to others and unacceptable. If you must arrive late or leave early, please make prior arrangements with the professor.

Recording of lectures is not allowed in this class. Students are expected to take notes; however, the lectures and discussions are not for publication or reprinting.

If a student misses class for any reason, s/he is responsible for finding out what happened in class, as well as picking up any handouts. It is also her/his responsibility to find out whether any changes have been made to the syllabus.

### **Group Projects**

You will be working with teams in this course to complete a project. You will be divided into groups (of your choice) during the third class meeting. This project is described in more detail in another handout. Briefly, it involves developing a selection system for a job in an organization and includes both written and oral components. The group score is an overall rating based on the quality of the group's final written paper and oral presentation. Your individual performance on the project as assessed by peer evaluation will influence your final grade. You will also prepare and orally present the project. Feedback can be sought from the Professor at any time and you are encouraged to seek out help if you have questions or if you need clarification or input on any aspect of the project.

### **Assignments:**

Two homework assignments will be given in the semester. These assignments are intended to give you an opportunity to apply the concepts we discuss in class. **All assignments must be typed.** If you choose, students are allowed to work in pairs to complete each assignment. If you do so, both students' names must be on the completed assignment and both will receive the same grade on that

assignment. It is not necessary to complete each assignment with the same partner. Late assignments will be docked one full letter grade for each day late.

**Grading**

Exam 1	20%
Exam 2	20%
Exam 3	20%
Team Project	20%
Participation	10%
Assignments	10%
<b>Total:</b>	100%

*\*\*Any issues concerning grading should be called to the immediate attention of the instructor. Students will have up to one week to contact me (via e-mail) regarding a grading issue following the receipt of the grade.  
\*\**

**Overall Course Grade Chart**

A more specific grade computation chart for the course is as follows and will apply unless otherwise announced. No curve will be used in the course unless stated otherwise as the semester progresses. I recognize that oftentimes students miss an “A” or other grade by less than one point, and are often frustrated by this. Therefore, I will round final grade percentages in accordance with normal rules of rounding (e.g., a 91.50% is an A; a 91.49% is an A-). *The time to accumulate points is during the semester, not at the end of it; no extra credit will be offered to any individual student at the end of the semester.*

Percentage	Final Grade
92-100%	A
90-91	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
70-76	C
60-69	D
Below 60%	F

**WebCampus**

We will use WebCampus as an interactive tool throughout the course. A version of the course syllabus and course notes is accessible through WebCampus. You should also check WebCampus regularly for possible announcements. A class discussion board is also available. You are strongly encouraged to use the discussion board to interact with your classmates, ask and answer questions, discuss issues, or share any class-related articles, information, and experiences. Additionally, your grades will be posted on this website and will only be accessible to you with your password.

## **Class Notes**

I will primarily use Power Point slides throughout the course, and will make them available to you through a WebCampus link. Use the “print in pure black and white” option when you print the slides to ensure you can read them. Also, I recommend choosing “handouts” under the “print what” pull down print menu, with three handouts per page. The slides will outline only the main points to be presented in class. It is vital that you attend class and take supplementary notes in order to get the complete lecture material, examples, etc. The official material used for exams is that which comes from the text as well as that which is presented in class, including lectures and video examples. You are responsible for obtaining notes or other information presented in class from other classmates when you do not attend class. I will not be able to rehash lecture material on a per-case basis, and will not be able to provide “second-viewing” opportunities for videos.

## **Additional Policies:**

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F

will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Library Resources**—Students may consult with a librarian on research needs. Subject librarians for various classes can be found here: [https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always [@unlv.nevada.edu](mailto:@unlv.nevada.edu). **Emailing within WebCampus is acceptable.**

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Transparency in Learning and Teaching**—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information: <https://www.unlv.edu/provost/teachingandlearning> <https://www.unlv.edu/provost/transparency>

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call [702-895-3177](tel:702-895-3177). The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TBE second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

## Calendar

*(This schedule is subject to change at the discretion of the instructor as the semester progresses. It is the student's responsibility to become aware of any announced changes.)*

Week	Date	Topic	Reading/Assignment Due
1	08/29 T	Class Introduction	syllabus
1	08/31 R	Strategic Staffing and Development	Chapters 1 & 2
2	09/05 T	Legal Issues; Group formation and project preparation	Chapter 3
2	09/07 R	Legal Issues	
3	09/12 T	Legal Issues	
3	09/14 R	Job Analysis	Chapter 4
4	09/19 T	Job Analysis	
4	09/21 R	Sourcing and Recruiting	Parts of Chapters 6 & 7
5	09/26 T	Sourcing and Recruiting	<b>Project planning form due</b>
5	<b>09/28 R</b>	<b>Exam 1: Chapters 1-4, parts of 6&amp;7</b>	
6	10/03 T	Measurement	Chapter 8
6	10/05 R	Measurement	
7	10/10 T	Selection	Chapters 9 & 10
7	10/12 R	Selection	
8	10/17 T	Selection	<b>Job description due</b>
8	10/19 R	Mock Interview (required attendance)	<b>Interview protocols</b>
9	10/24 T	Final Match	Chapter 11
9	<b>10/26 R</b>	<b>Exam 2: Chapters 8-11</b>	
10	10/31 T	Needs Assessment	
10	11/02 R	Needs Assessment	
11	11/07 T	Program Design	
11	11/09 R	Learning and Transfer of Training	
12	11/14 T	Learning and Transfer of Training	
12	11/16 R	Training Evaluation	
13	11/21 T	Turnover & Retention	Part of Chapter 12
13	11/23 R	<b><i>Happy Thanksgiving!! NO CLASS</i></b>	
14	11/28 T	Turnover & Retention	
14	11/30 R	Oral Presentation (required attendance)	<b>Team project and peer evaluation due</b>
15	12/05 T	Oral Presentation (required attendance)	
15	12/07 R	Exam Preparation	
16	<b>12/12</b>	<b>Final Exam: 1-2:30pm</b>	