

**VALENCIA COLLEGE**  
Division of Business, West Campus  
Online Course Syllabus—Spring 2023  
**202320 Hum Res Recruitment/Staffing MNA 2320-22161**

## **COURSE DESCRIPTION**

Strategic Staffing prepares all current and future managers to take a strategic and modern approach to the identification, attraction, selection, deployment, and retention of talent. This course examines how the functions of recruitment, selection, staffing and training fit into a Human Resources Department. Students will practice analyzing position, recruiting qualified applicants, interviewing candidates for employment and, once hired, orientation and training.



**Credit hours: 3**

**Course Prerequisites:** MAN2300

**Required Textbook:** **Strategic Staffing 5th Edition**

**Author:** Jean M. Phillips

**ISBN: 978-1-948426-39-8**

Textbook can be purchased through the college bookstore or from another book vendor. E-book.

**Professor:** Erin Tuttle

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**Cell Phone:** (407) 312-3746 (call or text)

Available for student consultation by appointment.

## **COURSE OBJECTIVE**

The goal of this course is to provide students with a theoretical framework to examine and form a knowledge base of understanding pertaining to recruitment, staffing and training within HR. We will examine current issues and challenges within recruitment and staffing with an emphasis on:

- **Chapter 1** Strategic Staffing
- **Chapter 2** Business and Staffing Strategies
- **Chapter 3** The Legal Context
- **Chapter 4** Strategic Job Analysis and Competency Modeling
- **Chapter 5** Forecasting and Planning
- **Chapter 6** Sourcing: Identifying Recruits
- **Chapter 7** External Recruiting
- **Chapter 9** Assessing External Candidates
- **Chapter 10** Recruiting and Assessing Internal Candidates
- **Chapter 11** Choosing and Hiring Candidates
- **Chapter 12** Managing Workforce Flow

This course is based on Eastern Standard Time (EST), so all due dates and times are listed in EST. Please make sure to consider this as you complete and submit work throughout the course.

## **VALENCIA STUDENT CORE COMPETENCIES**

This course seeks to reinforce the following Valencia Student Competencies:

- **Think** clearly, critically and creatively by analyzing, synthesizing, integrating and evaluating symbolic works and truth claims.
- Reflect on your own and others' **values** from individual, cultural and global
- **Communicate** by reading, listening, writing and speaking
- **Act** purposefully, reflectively and responsibly by implementing effective problem solving and decision-making strategies.

## **NAVIGATING THIS ONLINE COURSE**

On the left column you will see tabs such as "Home", "Syllabus", "Announcements", "Discussion", "Grades", and so forth.

- Click on the tab "**Home**" tab and scroll down to the "**Canvas Help**" icon to access the information you need to get started.
- Under "**Modules**", is where you will find the assignments for each week.

Access to internet is required for Canvas. Students are required to check Canvas weekly and are responsible for all information posted by professor on Canvas.

The Home tab in Canvas should be your first source of information regarding the weekly schedule. This is where you will be able to find details for weekly readings (including links to online articles and chapters) and assignments. All course assignments will be submitted through Canvas.

- Logging into class without active participation does not constitute weekly participation.
- Participation must be in the course room in Canvas. Work done in a lab or other outside environment will not count towards participation.
- The online course environment weeks run from **Monday at 12:00am EST to Sunday at 11:59pm EST.**
- All quizzes and exams must be completed in one sitting, as they are timed, and cannot be re-stared. Be sure to allow yourself enough time to complete these assessments.
- Students are strongly encouraged to log into the course multiple times each week to check for updates and announcements.

**Start Here!** Under the Home tab, in the Module labeled **Week 1, "Start Here!"**. This module includes the Week 1 overview, course syllabus, information about using Canvas, student resources, web etiquette and an introduction discussion assignment where you can introduce yourself to your classmates and learn more about one another.

**Discussion Posts: Your initial reflections must be posted by 11:59 pm EST on Wednesday of each week.** This is critical because part of your discussion post grade is responding to your peers. Posting by Wednesday evening leaves plenty of time for others to read and respond to your post (and for you to read and respond to others).

**Responding to Classmates:** You are also required to respond **to at least 2** of your classmates for every discussion post. Since this course is online, these discussion posts will serve the same purpose as actual discussion in a live class would. The point is to be fully engaged in the course and with your peers. Responses need to be thoughtful and relevant—simply saying, “I agree with your post,” does not constitute an adequate response. Engage your peers! You should read all of the initial posts before replying.

**Discussion Post Grading:** It is your responsibility to make sure that you submit your reflection (and responses) on time. If you wait until the last minute, and there is an error with the internet, that is not an acceptable reason for not submitting on time.

**Assignments:** Your answers should be thorough and complete with supporting information based on assigned reading and/or examples and detailed explanations. Responses of “Yes” or “No” will not be accepted without thorough explanation and will result in reduced points for the assignment. Grammar and spelling will also count towards your assignment grade. **NO LATE ASSIGNMENTS** will be accepted without consent of the professor, which will only be granted in case of documented reason received and approved by professor in accordance with college policy.

**Missed Assignments/Make-Ups/Extra Credit:** All assigned work must be completed by the due date. Assignments are always welcomed early. All exams must be taken on or before assigned due dates. No make-up tests are available without explicit consent of instructor which will only be granted in case of documented extreme emergency. Assignments are due as indicated in the assignment directions. If you do not submit your work on time, you will automatically receive zero credit. Make-ups or extensions are only granted in the event of extreme emergency (illness, family emergencies, etc.) or approved absences and must be accompanied by documentation (e-mailed to me).

Inability to access the web or general internet connection issues are not sufficient excuses for missing/late assignments (e.g. “My internet was down last night, so that’s why my assignment was late.”), particularly for last-minute submissions. It is your responsibility to ensure you have proper internet access throughout this course. No extra-credit will be provided for this course.

## **ATTENDANCE**

**Weekly student participation is expected of all online students.** Weekly online attendance will be documented via students’ participation in weekly posted assignments in Canvas. The professor may withdraw students who do not maintain regular attendance. Missing the equivalent of three assignments for any reason, other than absences excused in accordance with Valencia’s policies, is excessive and a basis for withdrawal.

**No-Show Policy: Class attendance is required beginning with the first class meeting.** If you do not attend the first class meeting, you may be withdrawn from the class as a “no show.” Students who are not actively participating in an online class and/or do not submit the first assignment by the scheduled due date must be withdrawn by the instructor at the end of the first week as a “no show”. If you are withdrawn as a “no show,” you will be financially responsible for the class and a final grade of “WN” will appear on your transcript for the course. The policy can be located [here](#).

## GRADING CRITERIA

There are a total of 520 points that can be earned for this course. Grading will be based on demonstrated understanding and application of the concepts and processes studied in the course. The point breakdown is as follows:

<b>Assignments (7):</b>	<b>140 points (20 points each)</b>
<b>Discussion Posts (4):</b>	<b>100 points (25 points each)</b>
<b>Quizzes (2):</b>	<b>80 points (40 points each)</b>
<b>Mid-Term:</b>	<b>50 points</b>
<b>Final Exam:</b>	<b>150 points</b>
<b>Total:</b>	<b>520 points</b>

**Grading System:** Final grades will be based on total number of points received in class. There will be no plus or minus grades given. Students who are within 1 point of the next grade level will have the opportunity of having their class participation and attendance grades considered. There will be no extra credit assignments given in this class.

<b>A = 90-100</b>	<b>470-520</b>
<b>B = 80-89</b>	<b>420-469</b>
<b>C = 70-79</b>	<b>370-419</b>
<b>D = 60-69</b>	<b>316-369</b>
<b>F = 59 and below</b>	<b>315 and lower</b>

**Expected Student Conduct:** Valencia College is dedicated not only to the advancement of knowledge and learning but is concerned with the development of responsible personal and social conduct. By enrolling at Valencia College, a student assumes the responsibility of becoming familiar with and abiding by the general rules of conduct. The primary responsibility for managing the classroom environment rests with the faculty. Students who engage in any prohibited or unlawful acts that result in disruption of a class may be directed by the faculty member to leave the class. Violation of any classroom of Valencia's rules may lead to disciplinary action up to and including expulsion from Valencia.

Disciplinary action could include being withdrawn from class, disciplinary warning, probation, suspension, expulsion, or other appropriate and authorized actions.

You will find the Student Code of Conduct in the current [Valencia Student Handbook](#). (Click the Student Handbook link under General Information on the Student tab at the Valencia Website).

## COLLEGE POLICIES

A full description of all College policies can be found in the [College Catalog](#) in the [Policy Manual](#) and the [Student Handbook](#).

**Withdrawal:** Per Valencia Policy 4-07 (Academic Progress, Course Attendance and Grades, and Withdrawals), a student who withdraws from class before the established deadline of **March 24, 2023** will receive a grade of "W". A student is not permitted to withdraw after the withdrawal deadline. However, a faculty member MAY withdraw a student up to the beginning of the final exam period for violation of the class attendance policy. A student who is withdrawn by faculty for violation of the class attendance policy will receive a grade of "W". Any student who withdraws or is withdrawn from a class during a third or subsequent attempt in the same course will be assigned a grade of "F". For a complete policy and procedure overview on Valencia Policy 4-07 please go to the [General Counsel](#) site.

**NOTE:** Before choosing to withdraw, students should **speak first with an Academic Advisor to discuss the impact** of the W on your academic progress, future fees, and financial aid.

**Academic Honesty:** All forms of academic dishonesty are prohibited at Valencia College. Academic dishonesty includes, but is not limited to, acts or attempted acts of plagiarism, cheating, furnishing false information, forgery, alteration or misuse of documents, misconduct during a testing situation, facilitating academic dishonesty, and misuse of identification with intent to defraud or deceive.

All work submitted by students is expected to be the result of the students' individual thoughts, research, and self-expression. Whenever a student uses ideas, wording, or organization from another source, the source shall be appropriately acknowledged.

Students shall take special notice that the assignment of course grades is the responsibility of the students' individual professor. Students will be expected to adhere to the Valencia College Student LifeMap Handbook as it references Valencia College's Policy #6HX28:08. The policy can be located [here](#).

**Student Code of Conduct:** Valencia College is dedicated to the advancement of knowledge and learning and also to the development of responsible personal and social conduct. The primary purpose for the maintenance of discipline in the College setting is to support a civil environment conducive to learning and inquiry.

Students will be expected to adhere to the Valencia College Student [LifeMap](#) Handbook as it references Valencia College's Policy #6HX28:08-03. The policy can be located [here](#).

**Students with Disabilities:** Students with disabilities who qualify for academic accommodations must provide a notification from the [Office for Students with Disabilities](#) (OSD) and discuss specific needs with the instructor, preferably during the first two weeks of class. The Office for Students with Disabilities determines accommodations based on appropriate documentation. The West Campus Office is located in the Student Services Building. West Campus SSB 102, ext. 1523.

**CLASS SCHEDULE and ASSIGNMENTS**  
**202320 Hum Res Recruitment/Staffing MNA 2320-22161**

WEEK BEGINNING (MONDAY)	ASSIGNMENT	DUE DATE	POINTS POSSIBLE
Week 1 January 9	<b>Video: Introduction &amp; Goals</b>  <b>Read: Chapter 1</b> <b>Assignment:</b> Case Study – Strategic Staffing at Atlas Corporation, <b>Page 28: Questions 1-3</b> <b>Review:</b> Chapter 1 PowerPoint	WEDESDAY 11:59 PM EST  SUNDAY 11:59 PM EST	20 POINTS
Week 2 January 16	<b>Read: Chapter 2</b> <b>Assignment:</b> Case Study – Integrating McDonald’s Business, HR and Staffing Strategies <b>Page 66: Questions 1-3</b> <b>Review:</b> Chapter 2 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
Week 3 January 23	<b>Read: Chapter 3</b> <b>Assignment:</b> Case Study - Diversity at Pfizer <b>Page 121: Questions 1-3</b> <b>Review:</b> Chapter 3 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
Week 4 January 30	<b>CELEBRATION OF KNOWLEDGE</b> <b>QUIZ 1: Chapters 1-3</b> <b>(40 questions)</b>	SUNDAY 11:59 PM EST	<b>40 POINTS</b>
Week 5 February 6	<b>Read: Chapter 4</b> <b>Discussion Post:</b> Chapter 4 <b>Review:</b> Chapter 4 PowerPoint	WEDESDAY 11:59 PM EST	25 POINTS
Week 6 February 13	<b>Read: Chapter 5</b> <b>Discussion Post:</b> Chapter 5 <b>Review:</b> Chapter 5 PowerPoint	SUNDAY 11:59 PM EST	25 POINTS
Week 7 February 20	<b>CELEBRATION OF KNOWLEDGE</b> <b>MIDTERM: Chapters 1-5</b> <b>(50 questions)</b>	SUNDAY 11:59 PM EST	<b>50 POINTS</b>

WEEK BEGINNING (MONDAY)	ASSIGNMENT	DUE DATE	POINTS POSSIBLE
<b>Week 8</b> <b>February 27</b>	<b>Read: Chapter 6</b> <b>Assignment:</b> Case Study – Sourcing Top Talent at McAfee <b>Page 247: Questions 1-4</b> <b>Review:</b> Chapter 6 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
<b>Week 9</b> <b>March 6</b>	<b>Read: Chapter 7</b> <b>Assignment:</b> Case Study – Rock Blocks <b>Page 298: Questions 1-3</b> <b>Review:</b> Chapter 7 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
<b>Week 10</b> <b>March 13</b>	<b>Spring Break</b>		
<b>Week 11</b> <b>March 20</b>	<b>Read: Chapter 9</b> <b>Assignment:</b> Chapter Discussion Assessing External Candidates <b>Page 398: Questions 1-3</b> <b>Review:</b> Chapter 9 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
<b>Week 12</b> <b>March 27</b>	<b>Read: Chapter 10</b> <b>Assignment:</b> Case Study – Succession Management at Procter & Gamble <b>Page 437- 438: Questions 2-3</b> <b>Review:</b> Chapter 10 PowerPoint	SUNDAY 11:59 PM EST	20 POINTS
<b>Week 13</b> <b>April 3</b>	<b>CELEBRATION OF KNOWLEDGE: QUIZ 2</b> <b>(CHAPTERS 6-10)</b> <b>(40 questions)</b>	SUNDAY 11:59 PM EST	<b>40 POINTS</b>
<b>Week 14</b> <b>April 10</b>	<b>Read: Chapter 11</b> <b>Discussion Post:</b> Chapter 11 <b>Review:</b> Chapter 11 PowerPoint	WEDESDAY 11:59 PM EST  SUNDAY 11:59 PM EST	25 POINTS
<b>Week 15</b> <b>April 17</b>	<b>Read: Chapter 12</b> <b>Discussion Post:</b> Chapter 12 <b>Review:</b> Chapter 12 PowerPoint	WEDESDAY 11:59 PM EST  SUNDAY 11:59 PM EST	25 POINTS

WEEK BEGINNING (MONDAY)	ASSIGNMENT	DUE DATE	POINTS POSSIBLE
Week 16 April 24	<p align="center"><b>CELEBRATION OF KNOWLEDGE: FINAL EXAM</b> (75 questions)</p> <p align="center">Due date: <b>FRIDAY</b> April 28 (NOT SUNDAY!)</p>	FRIDAY 11:59 PM EST	<b>150 POINTS</b>

### VALENCIA I.D. CARDS

Valencia ID cards are required for Library and Testing Center. No other form of ID at those locations will be accepted. Possession and utilization of a Valencia ID is mandatory in order to obtain these services. Your student ID card can be obtained in the Security office on any Campus once you have registered and paid for your classes.

### COMPUTER/EQUIPMENT USE POLICY

Use of the computers in the Business, IT, and Public Services classrooms at Valencia College is restricted to those activities designated by the instructor to enhance the classroom materials. Any other use is strictly forbidden. Inappropriate use includes, but is not limited to:

- Use of computer to send e-mail or access Internet sites not specifically assigned to the class
- Use of computer for job, internship, homework or other activities not assigned to the class
- Modifying any hardware or software system configuration or setting
- Activities not in accordance with the Valencia Student Code of Conduct

Use of computers in the departmental open lab is limited to those activities involved with preparing homework or coursework in this department and is subject to the same restriction as above. Computer use is remotely monitored; any student using computers inappropriately may be subject to dismissal from class or banishment from the lab. Subsequent offenses may be sent to campus administration for further disciplinary action.

### STUDENT ASSISTANCE PROGRAMS

Valencia College is interested in making sure all our students have a rewarding and successful college experience. To that purpose, Valencia students can get immediate help with issues dealing with stress, anxiety, depression, adjustment difficulties, substance abuse, time management, eating disorders, gender issues as well as relationship problems dealing with school, home or work. BayCare Behavioral Health Student Assistance Program (SAP) services are free to all Valencia students and **available 24 hours a day by calling (800) 878-5470 to speak to a professional counselor**. Visit [this site](#) for complete information. Free face-to-face counseling is also available.



**IMPORTANT NOTE:** If you are unable to participate in the course due to illness, family emergency, etc., please communicate with me as soon as possible to create a plan to complete any missed assignments so that your learning can progress in your course. In the case of a prolonged online absence, please communicate with me as soon as possible to create a plan for the best course of action.