

BUS 274 E Strategic Staffing*3 Credits, 3 hours per week*

This course begins with an examination of the different methods and information sources used to forecast an organization's need for human resources. Then, the course addresses various recruitment techniques, with emphases on the identification of effective sources and media for particular types of jobs, and on the design of effective recruitment messages. The third and largest portion of the course examines the range of tools and techniques used to select the best candidate from a pool of recruits, including Application Blanks, Interviewing, Selection Tests, and Background (Reference) checks.

Prerequisite: BUS 271 or permission of the Program Chair

Instructor

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Office Hours

Monday	12:00 pm – 1:00 pm
Tuesday	5:00 pm – 6:00 pm
Wednesday	12:00 pm – 2:00 pm
Thursday	5:00 pm – 6:00 pm

Hours of Instruction

Tuesday 6:30 pm – 9:20 pm

Required Resources

Staffing Organizations, 9th Ed., Heneman, H.G., Judge, T.A. and Kammeyer-Mueller, J., ©2019, McGraw-Hill. ISBN 1260092402 · 9781260092400.

Tanglewood Case <http://highered.mheducation.com/sites/1259756556>

Course Learning Objectives**Students will be able to:**

1. Describe the strategic importance of the Staffing function, how different strategies impact the organization internally and long-term, and its effect on competitive standing in the market and will then apply the different Staffing strategies to support the variety of desired outcomes;
2. Demonstrate by applying Staffing strategies that comply with current laws in Canada and why complying can be strategic;
3. Identify the workforce planning process and be able to recommend what method of Staffing would be most effective for the desired outcome;
4. Recognize current, best-in-class Staffing methods from Canada's Top 25 companies, why they use them, and how to implement a new, strategic method in an organization;

5. Research, identify, and use the newest methods of recruiting using technology, namely, Facebook, Pinterest, Instagram, Job Search websites, and LinkedIn and how to employ them strategically.

Evaluation

Semester-Long Active Learning Project	40%
In-class work and participation.....	20%
Midterm Tests.....	20%
Final Exam	20%

Semester-Long Active Learning Project

Each week, we will be covering Chapter material and working on the application assignment – [Tanglewood Case](#). Assignment criteria and/or a template will be provided to you each week. Grading by Chapter follows:

This on-going project allows the student to apply weekly learning to the various aspects of the Staffing function such as recruitment techniques, and interviewing. You will have the opportunity to practice how to do Background checks, create strategic job ads, ask effective interviewing questions in order to find the right fit for the right job.

A grade of C- is required for progression or transfer.

Grading System

Descriptor	Alpha Grade	4.0 Scale	Percent
Excellent	A+	4.0	> 93.9
	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
Good	B+	3.3	77 – 79.9
	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
Satisfactory	C+	2.3	67 – 69.9
	C	2.0	64 – 66.9
	Progression	C-	1.7
Poor	D+	1.3	57 – 59.9
Minimum Pass	D	1.0	50 – 56.9
Failure	F	0.0	< 50

Proposed Schedule of Topics

WEEK	DATE	TOPIC	ASSIGNMENT /ACTIVITY	DUE DATE
1	January 12, 2021	Introduction and Course Overview. Introduction to Semester-Long Active Learning Project – Business & Staffing Strategies		
2	January 19, 2021	The Legal Context		
3	January 26, 2021	Forecasting & Planning		
4	February 2, 2021	Strategic Job Analysis & Rewards		
5	February 9, 2021	Test # 1		
6	February 16-19, 2021	READING WEEK		
	February 23, 2021	Recruiting		
7	March 2, 2021	Measurement		
8	March 9, 2021	Assessing External Candidates		
9	March 16, 2021	Assessing Internal Candidates		
10	March 23, 2021	Test # 2		
11	March 30, 2021	Choosing & Hiring Candidates		
12	April 6, 2021	Staffing System Evaluation & Technology		
13	April 13, 2021	Group Case Presentations		

Please Note: Date and time allotted to each topic is subject to change.

Required Skills & Abilities

Enrolment in the Business Administration program and courses, requires the following skills and abilities:

Behavioural

- Ability to work independently or as a member of a group or team
- Engage with self and others to create a safe environment.
- Respond appropriately in situations that are stressful or that involve conflict
- Ability to listen and follow instructions
- Ability to manage time and meet deadlines

Cognitive

- Remember and recall information over a brief period of time.
- Remember and recall information over an extended period of time.

Environmental Ability

- _to function in the presence of each of the following commonly encountered and unavoidable environmental factors:
 - distractions
 - noise
 - unpredictable behaviour of others

Psychomotor

- perform repetitive movements and tasks
- perform complex sequences of hand-eye coordination

Technical

- Ability to use a desktop/laptop computer
- Ability to navigate the college's online Learning Management System (Moodle) and other publisher-specific LMS.

Performance Requirements**Student Responsibilities**

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own;
- The use of unauthorized aids in assignments or examinations (cheating);
- Collusion or the unauthorized collaboration with others in preparing work;
- The deliberate misrepresentation of qualifications;
- The willful distortion of results or data;
- Substitution in an examination by another person;
- Handing in the same unchanged work as submitted for another assignment; and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work may not be graded until you show this signed certificate.

Specialized Supports

The Student Services department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano College. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented differently this semester by being provided mostly virtually. In-person service can be requested as needed. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30. The Library has evening and weekend hours. Please check keyano.ca/library for current hours.

Accessibility Services: provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon as you know you may require accommodations. For accessibility services supports and to book a virtual appointment, please contact accessibility.services@keyano.ca.

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn studying and test-taking strategies for online classes. Schedule an appointment with the Assistive

Technology Specialist to explore technology tools for learning. Book an appointment today by emailing accessibility.services@keyano.ca

Academic Success Coaching: offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano. Academic.success@keyano.ca is the best way to access resources during virtual service delivery.

Wellness Services: offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. All individual appointments will continue virtually.

Wellness Services welcomes students to participate in any of the virtual group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.

Individual virtual appointments can be made by emailing wellness.services@keyano.ca.

Library Services: provides students with research and information supports as they engage in their studies. Library staff are available to support you both virtually and in person during the fall semester. For library service supports and inquiries, please email askthelibrary@keyano.ca.

Individual support with the Information Librarian will be provided virtually. Appointments can be requested by email or by placing a [Book a Librarian](#) request using the online form found [here](#).

Research and Subject Guides are helpful resources when conducting research or addressing your information needs. To view a subject or course specific guide, use the following [Subject Guides link](#)

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the [Research Help Library page](#).

Skill Centre: provides academic support services to students registered in credit programs at Keyano College in the form of tutoring, writing support groups, facilitated study groups, workshops and study space. Tutoring services are **free** to Keyano students. Tutoring is available for Math, Writing, English, and Science subject areas.

While most courses are being offered online, the Skill Center will be offering mostly virtual tutoring services and in-person sessions as requested. Please email Skill.centre@keyano.ca to get in contact with our tutoring staff.

For the most up to date information on how to book a tutoring session, please view the [Keyano Skill Centre homepage](#).

E-Learning

Technology and internet will impact your online learning experience. It's important that you are able to watch an online video and other course materials, take online quizzes, and participant in a live class with your instructor and other students.

Keyano College operates in a Windows based environment and having the correct tools for online learning is important. Here's a list of recommended system requirements for Fall 2020.

Internet Speed

Minimum Internet speeds of 5 Mbps.
 Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).
 Check your internet speed with Fast.com.

System requirements:

Microsoft Windows	Apple
<p>Minimum Requirements:</p> <p>A Windows 10 computer/laptop</p> <ul style="list-style-type: none"> · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software 	<p>Minimum Requirements:</p> <p>A Macintosh (V10.14 and above) computer/laptop</p> <ul style="list-style-type: none"> · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software.
<p>Recommended Requirements</p> <ul style="list-style-type: none"> · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free. 	<p>Recommended Requirements</p> <ul style="list-style-type: none"> · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.
<p>Chromebooks are not recommended as they are not compatible with testing lockdown browsers.</p> <p>A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.</p>	

Specific department requirements:

Business and OA programs require Windows 10.
 Other programs may utilize Windows based tools as well.

Computer Software

Students will be able to get access to Microsoft Office 365 for Free using Keyano Credentials by [clicking here](#).

Recording of lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials,

students may not publish any of the lectures or lecture materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus no student is allowed to publish or sell instructor notes without formal written permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property.

ITS Helpdesk

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.