1. **COURSE ID:** MGMT 152   **TITLE:** Staffing and Performance
   Units: 3.0 units **Hours/Semester:** 48.0-54.0 Lecture hours; and 96.0-108.0 Homework hours
   Method of Grading: Letter Grade Only
   Recommended Preparation:
      Eligibility for ENGL 100, or Eligibility for ENGL 105

2. **COURSE DESIGNATION:**
   Degree Credit
   Transfer credit: CSU

3. **COURSE DESCRIPTIONS:**
   Catalog Description:
      Examination of the fundamental concepts and techniques for hiring and developing employees within an
      organization. The course examines the identification, recruitment, selection, on-boarding and promoting of
      employees within an organization. In addition, the course focuses on performance management; the
      process for developing high performing employees and managing low performing employees.

4. **STUDENT LEARNING OUTCOME(S) (SLO'S):**
   Upon successful completion of this course, a student will meet the following outcomes:
      1. Demonstrate an understanding of core methods for designing performance management systems and tools.
      2. Analyze basic concepts, strategies and current issues in recruiting, selecting and on-boarding employees.
      3. Examine key concepts and theories of talent acquisition and performance management.

5. **SPECIFIC INSTRUCTIONAL OBJECTIVES:**
   Upon successful completion of this course, a student will be able to:
      1. Understand the process of job analysis and design a job description
      2. Develop an understanding of performance management systems
      3. Explain the strategies for creating a positive performance culture
      4. Explain the employee on-boarding process and the importance of creating a welcoming company culture.
      5. Identify legal and compliance responsibilities when hiring employees.
      6. Illustrate the performance review process and understand its value to employees and their companies.
      7. Demonstrate the process for recruiting, selecting and on-boarding candidates.

6. **COURSE CONTENT:**
   Lecture Content:
      1. Aligning Recruitment and Selection with Company Strategy
            A. Understanding Company Strategy & Goals
            B. Workforce Planning: Getting the right people in the right jobs
            C. Foundations of Hiring
      2. Developing the Job to Get the Best Candidate
            A. Conducting a Job Analysis
            B. Developing a Job Description
            C. Understanding Job Design
      3. Recruitment: Finding the Best Candidates
            A. HR Responsibilities in Recruitment
            B. Sourcing the Best Talent
            C. Recruiting for Diversity
      4. Selection: Choosing the Best Candidates
            A. Selection Process Overview
            B. Ensuring Selection Method Standards
            C. Developing Selection Tools
      5. Evaluating a Candidate
            A. Effective Interviewing
            B. Process for Evaluating a Candidate
            C. Creating the Offer Package
            D. Recruitment and Selection Summary

6. Legal Responsibility When Recruiting
    A. Recruiting Ethically
    B. Overcoming Initial Biases
    C. Overview on the Background Check Process
7. Onboarding: Creating a Welcoming Environment
    A. Definition of Onboarding
    B. Onboarding as Employee Engagement
    C. Setting Up a Welcoming Environment
8. Onboarding: Welcoming a New Employee
    A. Creating the Tools to Make Onboarding Easier
    B. Developing Your Employees
    C. Beyond Onboarding; Performance Management and Your New Hire
9. Developing People
    A. Developing People Overview
    B. Relationship Between Culture and Performance
    C. Difference Between Performance Management and Performance Reviews
10. Defining Performance
    A. Defining Performance
    B. The Importance of Defining Performance
    C. Traits, Behaviors, Results: What Is Important?
    D. Calculating Performance: Behavior and Results
11. Performance Management Systems
    A. Linking Performance Management to Financial Outcomes (ROI)
    B. Purpose and Design Elements of Effective Performance Management
    C. Performance Management Fundamentals
12. Implementing Performance Management Systems
    A. Developing Performance Management Systems
    B. Characteristics of Effective Performance Objectives
    C. Methods for Measuring Performance
    D. Tools for Effective Performance Management
13. Understanding Performance Reviews
    A. Purpose of Performance Reviews
    B. Components of a Review Form
    C. Steps for Conducting an Effective Review
    D. Timing and Frequency of Reviews
14. Benefits of Performance Reviews
    A. Developing an Individual Development Plan
    B. Components of Effective Feedback
    C. Overview of Rating Process
    D. Best Practices to Minimize Legal Exposure
15. Application of Culture in Performance Management
    A. What is Culture?
    B. Role of Culture in Performance Management
    C. Culture's Impact on Performance Management
16. Creating a Positive Performance Culture
    A. Building Your Values and Strengths
    B. Linking Cultural Norms and Behavior into HR and Performance Management
    C. Creating a Positive Performance Culture

7. **REPRESENTATIVE METHODS OF INSTRUCTION:**
    Typical methods of instruction may include:
      A. Lecture
      B. Activity
      C. Critique
      D. Discussion
      E. Guest Speakers

8. **REPRESENTATIVE ASSIGNMENTS**
    Representative assignments in this course may include, but are not limited to the following:
    Writing Assignments:

A. Weekly 1-2 paragraph discussion assignments to verify an understanding of terms and concepts.
B. (once) Write a three to four page research paper on organizational trends as they relate to talent acquisition within organizations. Research a company that interest you and provide an overview on how the company handles recruiting and onboarding employee. From your research and the course material, review the companies staffing and onboarding practices, providing an assessment for their current talent acquisition practices. (once per course)
C. (once) Write a three to four page research paper or present a 10 minute presentation on organizational trends as they relate to performance management within organizations. Research a company that interests you and provide an overview on how the company handles developing and rating its employees. From your research and the course material, review the company's performance management practices, providing an assessment regarding areas of strength and areas of improvement. (once per course)

Reading Assignments:
15-20 pages per week from assigned readings

9. **REPRESENTATIVE METHODS OF EVALUATION**
Representative methods of evaluation may include:
A. Class Participation
B. Class Work
C. Exams/Tests
D. Group Projects
E. Homework
F. Oral Presentation
G. Papers
H. Projects
I. Quizzes
J. Research Projects
K. Written examination

10. **REPRESENTATIVE TEXT(S):**
Possible textbooks include:
A. Heneman III, G. Herbert. *Staffing Organization*, 9 ed. McGraw-Hill Education, 2018
B. Aguinis, Herman. *Performance Management*, 4th ed. Chicago Business Press, 2018

Origination Date: April 2021
Curriculum Committee Approval Date: September 2021
Effective Term: Fall 2022
Course Originator: Peter von Bleichert