

**THE UNIVERSITY OF TEXAS AT TYLER
SOULES COLLEGE OF BUSINESS
Spring 2026
1/12/26 – 5/2/26**

COURSE NUMBER: MANA 4330

COURSE TITLE: Staffing, Recruiting, & On-boarding

INSTRUCTOR: Amy Clem, M.B.A., ACUE, SHRM-CP

CONTACT INFORMATION:

EMAIL: aclem@uttyler.edu

OFFICE: SCOB 350.30

CELL PHONE: 903-312-1003

OFFICE HOURS: Monday - Friday from 9:45am – 11:00am and then 12:35pm – 2:00pm

Additional hours available by appointment. * Email is checked on a regular basis Mon-Fri and I typically respond within 12 hours or less. However, there may be times where it could take me up to 24 hours to respond, especially on weekends. I will inform you if I will be unable to respond due to travel, illness, etc.

CAMPUS SCHEDULE: Monday, Wednesday, & Friday 10:10am- 11:05pm and Tuesday, Thursday from 11:00am – 12:20pm.

COURSE DESCRIPTION: An examination of the human resource functional areas of: 1) staffing, recruiting, and on-boarding 2) talent acquisition, 3) employee retention, 4) performance management, and 5) forecasting and planning.

PREREQUISITE: MANA 3320, Fundamentals of HRM

REQUIRED TEXT: Staffing Organizations, 10th ed.

Timothy A. Judge & John D. Kammeyer-Muller

ISBN: The Digital and eTextbook ISBNs for Staffing Organizations are 9781264072590, 1264072597 and the print ISBNs are 9781260703054, 1260703053

CLASS MEETING: Mondays, Wednesdays, and Fridays 10:10am - 11:05am

CLASSROOM LOCATION: SCOB 103

CORE VALUES: Professional Proficiency
Technology Competence
Global Awareness
Social Responsibility

Ethical Courage

COURSE OBJECTIVES:

- To be able to identify and describe the Staffing & Recruiting functional areas and their related activities.
- To be able to identify, analyze, and recommend solutions to Staffing problems by applying strategic methods, concepts, and principles.
- To demonstrate an understanding of the basic purpose and scope of major federal employment laws impacting staffing and recruiting practices.
- To be able to illustrate how to forecast and plan appropriately for staffing purposes in an organizational setting.
- To be able to identify best practices regarding recruiting procedures and employee selection.
- To be able to analyze and assess hiring policies and procedures
- To demonstrate best practices regarding hiring qualified candidates and manage the flow of the workforce appropriately.
- To be able to explain how organizational culture, values and leadership styles influence employee retention, including strategies for fostering a positive work environment
- To be able to evaluate various staffing approaches (such as internal promotions, external hires, and flexible workforce planning) and their influence on long-term employee retention, including reducing turnover and enhancing workforce stability
- To be able to define and interpret the key elements of performance management, such as: goal setting, feedback, performance appraisals, and employee development
- To be able to assess the impact of regular feedback, coaching, and performance reviews on employee motivation and development
- To be able to evaluate how economic trends, technological advancements, and market conditions affect forecasting accuracy and learn how to adapt plans accordingly to ensure organizational success
- To be able to describe various forecasting techniques, including trend analysis, regression models, and scenario planning, to predict workforce needs and business performance

TEACHING METHODS:

- Exercises
- Videos
- Textbook
- Power point slides
- Video clips
- Hands-on Project

EMAIL COMMUNICATION: To protect the privacy of students the university requires that all email communication with students be conducted through the University Patriot email system. It is the responsibility of the student to regularly check their Patriot email address. If you have any problems accessing your Patriots email contact the IT department by email at itsupport@uttyler.edu, by phone at 903.565.5555 or in person in BUS 101.

ABOUT THE GRADED COMPONENTS:

1 – End of Chapter Recap Application & Discussion Questions:

At the end of each chapter, you will be required to answer several application and discussion questions. Discussion will occur within class, therefore, it is imperative each set of questions be answered and submitted prior to the due date in Canvas. There will be 14 end of chapter recaps. **Total of 15 points each.**

2 - Exams:

There will be 3 exams to complete in the course. Each will consist of a combination of questions and tasks that will pertain to the material studied.

Exam #1 will cover: Chapters 1-5

Exam #2 will cover: Chapters 6–10

Exam #3 will cover: Chapters 1 -14.

All exams will be completed in class during the semester. **Total of 150 points.**

3 - Course Project:

A large portion of your grade for this course will be in regard to a semester long project that will be completed in 3 phases. The project will include tasks involving hands on staffing and talent acquisition functions such as: job description creation, organizational planning, reviewing resumes, interviewing candidates, and completion of the selection process. Each phase will be worth 50 points. Additional instructions will be provided in class. **Total of 150 points.**

4 – Podcast Review:

You will have to review and provide a summary of 6 podcast episodes throughout semester that pertain to the course material being discussed. Each will be worth 10 points. **Total of 60 points.**

5 – Guest Speaker Notes:

There will be 4 guest speakers who will come to class throughout semester. Notes will need to be taken and submitted as an assignment in Canvas. **Total of 40 points.**

6 – Weekly Notes and Class Participation:

Class participation is essential to your success in the course! You will be required to participate in classroom discussion and actives, as well as take notes. Notes will be submitted on a weekly basis for a total of 10 points per week. **Total of 140 points.**

COURSE SCHEDULE: Below is the schedule of topics to be covered. This syllabus provides a general plan/schedule for this course. Based on the discretion of the instructor, deviations from the course schedule may be necessary. You will be given sufficient notice before any changes are made to the syllabus.

ASSIGNMENTS:

	Points
1. End of Chapter Recap Application and Discussion questions, 15 points each (14 X 15)	210
2. Exams, 50 points each (3 X 50)	150
3. Course Project, 3 phases, 50 points each (3 X 50)	150
4. Podcast Review, 6 completed (6 X 10)	60
5. Guest Speaker Notes, 10 points each (4 X 10)	40
6. Weekly notes and class participation (14 X 10)	140
TOTAL POINTS:	750

Point Total (750)	Grade
672 - 750	A (90%)
597 – 671	B (80%)
522– 596	C (70%)
447– 521	D (60%)
< 447	F (<60%)

EVALUATION:

ACCEPTANCE OF LATE WORK: Assignments are due prior to the hour (ex. due by 11:59 PM Central Standard Time) on the date specified. Therefore, work will be considered late if it is received at any point during the hour (ex. received at 12:00 a.m. Central Standard Time). Work that is late will be assessed an AUTOMATIC 5 POINT DEDUCTION for that first day. The work will be assessed an additional 5 point deduction for each day thereafter, up to a max of 3 days. If exceptions are made, it will be at the instructor's discretion.

EXAM: The final exam has 75 questions and is cumulative. You are permitted to use your notes and/or textbook, but you only have 180 minutes to complete the exam once you begin; be sure you are prepared. The final exam will be given in class.

WRITING ASSISTANCE TOOLS: Please use these links as tools for writing assignments in this course. As well as the [written communication rubric](#).

www.uttyler.edu/writingcenter/

[ht tps://owl.english.purdue.edu/owl](http://owl.english.purdue.edu/owl)

MAKE-UP POLICY: Makeup exams will be given for university-approved excuses only, which are subject to the instructor's approval. Any request for a change resulting in an alternate time for an exam will need to be pre-approved prior to the exam in question. Whenever possible, every effort should be made to take an exam as scheduled.

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <https://www.uttyler.edu/offices/student-conduct-and-intervention/student-conduct/policies/>

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through

Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses

during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application.

The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR office located in the University Center, # 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

i. "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- collaborating with or seeking aid from another student during a test or other assignment without authority;
- discussing the contents of an examination with another student who will take the examination;
- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
- falsifying research data, laboratory reports, and/or other academic work offered for credit;
- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
- misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an

academic or financial benefit or injuring another student academically or financially.

- ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.
- iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by plagiarism software.

UT Tyler Resources for Students

- [UT Tyler Writing Center](#) (903.565.5995), writingcenter@uttyler.edu
- [UT Tyler Tutoring Center](#) (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- [UT Tyler Counseling Center](#) (903.566.7254)

Important Covid-19 Information for Classrooms and Laboratories

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions

Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

