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The University Of Toledo

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Existing Graduate Course Modification Form

COLLEGE OF
GRADUATE STUDIES

* denotes required fields

Contact Person*: Sonny Ariss   **Phone:** 530-4060   (xxx - xxxx)   **Email:**
sonny.ariss@utoledo.edu

Present	**Proposed**
Supply all information asked for in this column. (Supply core, researc intensive and transfer module info if applicable)	Fill in appropriate blanks only where entry differs from first column.

College*: Coll Business and Innovation

College: Coll Business and Innovation

Dept/Academic Unit*:
Management

Dept/Academic Unit:
--Select a Department--

Course Alpha/Numeric*: HURM -
6760

Course Alpha/Numeric: -

Course Title*:
Recruitment and Retention

Course Title:
Talent Management

Credit hours*: Fixed: 3   or Variable: to

Credit Hours: Fixed: or Variable: to

CrossListings:

CrossListings:

Insert

To add a course, type in course ID and click the Insert button.

To remove a course, select the course on left and click the Remove button.

Remove

Insert

To add a course, type in course ID and click the Insert button.

To remove a course, select the course on left and click the Remove button.

Remove

Prerequisite(s)(if longer than 50 characters, please place it in Catalog Description):
HURM 6700 or equivalent

Prerequisite(s)(if longer than 50 characters, please place it in Catalog Description):

Corequisite(s)(if longer than 50 characters, please place it in Catalog Description):

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Catalog Description (*only if changed*) 75 words max:

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Date Added: 5-17-13
Council Approved: 8-21-13
To Provost: 8-23-13

> Provides an in-depth analysis of the
> methods used in designing,
> administering, revising, and evaluating
> recruitment, selection, and retention
> programs that comply with government

> Talent management uses interconnected
> human resources to provide
> organizational benefits though
> developing a strategic approach to
> managing core talent encompassing

Has course content changed?

○ Yes   ◉ No

If course content is changed, give a brief topical outline of the revised course below(less than 1500 words)

Proposed effective term*: 201301   (e.g. 201140 for 2011 Fall)

File Type	View File
Syllabus	View

List any course or courses to be deleted.   Effective Date:

Effective Date:

Approval:

Department Curriculum Authority: _Laurence S. Smith_ Date 3/12/2013

Department Chairperson: _Sunny S. Ani_ Date 3/12/2013

College Curriculum Authority or Chair: _EBullen_ Date 3/26/13

College Dean: _Fernhett Gordon-Wood_ Date 3/26/13

Graduate Council: Date 8-21-2013

Dean of Graduate Studies: Date 8-21-2013

Office of the Provost : Marcia King-Blandford Date 2013/02/08

Administrative Use Only

Effective Date: _____ 🗓 (YYYY/MM/DD)

CIP Code: _____

Subsidy Taxonomy: _____

Program Code: _____

Instructional Level: _____

Talent Management

The University of Toledo
College of Business and Innovation
HURM6760 - 001
3 Credit Hours

Instructor:	Dr. Jenell Wittmer	**Term:**	Spring 2013
Office Hours:	TBD, by appointment	**Class Location/Times:**	Online
Office Location:	ST- S 2013	**Lab Location/Times:**	Online
Office Phone:	419-530-2264	**Course Website:**	https://blackboard.utdl.edu
Email:	jenell.wittmer@utoledo.edu		

CURRENT **UNIVERSITY COURSE DESCRIPTION:** Provides an in-depth analysis of the methods used in designing, administering, revising, and evaluating recruitment, selection, and retention programs that comply with government regulation as well as add value to the organization.

COURSE OVERVIEW

Talent management is the proven practice of using interconnected human resources processes to provide fundamental benefits for organizations. As the existing "war for talent" intensifies and becomes increasingly global, organizations must develop strong talent-management practices that are tightly aligned with business strategy. They focus on attracting top talent, identifying and developing future leaders, and retaining the best prospects in the high-potential talent pool. This course focuses on developing a strategic approach to managing core talent encompassing the full lifecycle of employment – recruiting, onboarding, training, performance management, and succession planning.

COURSE OBJECTIVES

Weekly objectives for each module will be provided. Below are the overall course objectives.

Upon completion of this course, the student will be able to:
1. Argue the importance of investment by organizations in talent management strategies
2. Evaluate organizations' talent strategies for alignment of the business' and employees' objectives
3. Discuss the ways a company can leverage its resources and apply these methods from a human resources perspective
4. Evaluate the appropriateness of different talent management strategies in given circumstances
5. Develop a tailored talent management plan for a real or hypothetical organization

TEACHING STRATEGIES

This fully online course is designed to stimulate student learning through the web-based delivery of readings, video, and audio, as well as collaborative activities involving asynchronous discussion and group projects. No on-campus meetings will be required.

WORK WEEK

In this fully online course, weeks run from Mondays through Sundays: specifically, they begin at 12:01 AM Monday morning and end at 11:59 PM on Sunday night. All assigned work for any week is to be completed by the end of Sunday in that week. The materials for any week will be posted by Monday morning of that week, if not earlier, under the appropriate folder. Begin each week on Monday by checking the schedule and then viewing the content for the week under Weekly Content.

PREREQUISITES

HURM 6700 or equivalent

TECHNICAL SKILLS

To succeed in this course, it will be important for learners to possess the following technical skills:

1. Rename, delete, organize, and save files.
2. Create, edit, and format word processing and presentation documents.
3. Copy, paste, and use a URL or web address.
4. Download and install programs and plug-ins.
5. Send and receive email with attachments.
6. Locate and access information using a web search engine.
7. Use chat or IM software for real-time communication.
8. Use a learning management system.

REQUIRED TEXTS AND MATERIALS

Rueff, R. & Stringer, H. (2006). "Talent Force: A New Manifesto for the Human Side of Business." Prentice Hall. ISBN – 13: 978-0-12-185523-6.
Supplemental articles and readings will be provides online under each module and will be required reading.

TECHNOLOGY REQUIREMENTS

Browser Check Page
Students need to have access to a properly functioning computer throughout the semester. The Browser Check Page will enable you to perform a systems check on your browser, and to ensure that your browser settings are compatible with Blackboard, the course management system that hosts this course:
http://www.utdl.edu/utlv/Bb9BrowserCheck/innovation/blackboard/browsercheck.html

Software
Student computers need to be capable of running the latest versions of plug-ins, recent software and have the necessary tools to be kept free of viruses and spyware. The computer needs to run the following software, available in the Online Learning Download Center at http://www.utoledo.edu/dl/main/downloads.html:

- Word Processing Software
- Adobe Acrobat Reader
- Apple QuickTime Player
- Java Plugin Console
- Adobe Flash Player
- Adobe Shockwave Player
- Mozilla Firefox Browser - **Recommended**

Internet Service
High-speed Internet access is recommended as dial-up may be slow and limited in downloading information and completing online tests. This course does contain streaming audio and video content.

Use of Public Computers
If using a public library or other public access computer, please check to ensure that you will have access for the length of time required to complete tasks and tests. A list and schedule for on-campus computer labs is available at http://www.utoledo.edu/it/CS/Lab_hours.html.

UT Virtual Labs
Traditionally, on-campus labs have offered students the use of computer hardware and software they might not otherwise have access to. With UT's Virtual Lab, students can now access virtual machines loaded with all of the software they need to be successful using nothing more than a broadband Internet connection and a web browser.

The virtual lab is open 24/7 and 365 days a year at http://www.utoledo.edu/it/VLab/Index.html.

COURSE POLICIES

1. Participation in all aspects of the course is required. The most important aspects of this class are preparedness and participation. It will be required that you keep up with the readings and participate in discussions in a timely manner.

    Late assignments will not be accepted. In fairness to all students, extra credit is not an option. The total points accumulated will determine your grade. Also, it will not be possible to "re-do" an assignment.

2. In this course you will be required to demonstrate academic integrity at all times. High standards of ethical conduct to ensure fairness, honesty, and integrity in the evaluation of student performance. Evaluation of student performance should not be invalidated by students intending to or attempting to misrepresent the skill, achievement, or ability of either themselves or others. To achieve this purpose, the College has enacted a *Code of Student Academic Conduct*. This Code sets forth specific types of academic misconduct which will not be tolerated. If there is any evidence of these types of academic misconduct in this course, charges will be filed against the student or students involved. Along with the Code, the College has also enacted a *Student Academic Grievance Procedure*. The purpose of this grievance procedure is to provide the exclusive method by which a student can file a grievance if he/she believes that the charge of academic misconduct is false or to grieve a final course grade which he/she believes has been unfairly or erroneously assigned. You should read these to familiarize yourself with their principles. Both the *Code of Student Academic Conduct* and the *Student Academic Grievance Procedure* can be reviewed on the College of Business Administration website. The form to be used when filing a grievance is also available on the website. **Any form of academic dishonesty** will result in an "F" for the course and any other academic sanctions allowed for by University policy.

    Please read The University's Policy Statement on Academic Dishonesty available at http://www.utoledo.edu/dl/students/dishonesty.html.

    ****Please see below description of **Plagiarism. I would be happy to discuss this issue further and welcome any questions or concerns.****

    Plagiarism is the act of presenting as your own work another individual's ideas, words, data, or research material. This includes altering the language, paraphrasing, omitting, and rearranging words to make them appear as your own. This applies equally to written, spoken, or electronic texts, published or unpublished. All ideas and quotations that you borrow from any source must be acknowledged.

    Of course, I have no expectation of encountering plagiarism or cheating in this class, and would be truly disappointed should it be discovered. On occasion, ignorance of what constitutes plagiarism can lead to unintended offenses. Thus, a brief discussion of the topic may be useful.

    Stealing others' work (for example, copying others' test answers) and passing it off as your own is an example of plagiarism, as everyone knows. It is also plagiarism in academic writing to present others' ideas as if they were your own. To avoid the appearance of plagiarism in written work, it is important to reference the sources of your ideas so as to keep clear the difference between others' ideas or arguments and the ideas or arguments that are uniquely yours.

3. Because spelling, grammatical and typographical errors convey poor credibility on the part of the writer, each of these errors appearing in written work will be penalized. No excuses will be accepted! If you need help in this area, you're not alone. Please visit the Writing Center on campus for help.

GRADING POLICIES

Student work will be assessed as follows. Specific guidelines, grading criteria, and a timeframe for grades and feedback will be provided below and in more detail as each assignment is announced:

	Total Points	% of Final Grade
15 Weekly Discussions (12 pts each)	180	36%
3 Quizzes (30 pts each)	90	18%
Talent Management Proposal	100	20%
Talent Management Presentation	50	10%
4 Article Summaries (15 pts each)	80	16%
Total	**500**	**100%**

Students are expected to complete and submit all assignments and tests by the due date listed in the Course Schedule. Late assignments and make-up tests will not be permitted other than in the case of a university approved reason. Ask questions as soon as possible by email or by phone if you do not understand an assignment.

COURSE GRADING SYSTEM:

		A	100 – 92	**A -**	90-91
B +	88-89	**B**	82-87	**B -**	80-81
C +	78-79	**C**	72-77	**C -**	70-71
D +	68-69	**D**	62-67	**D -**	60-61
		F	59 and below		

***The additional use of "+" and "-" will be at the discretion of the professor. They will only be used in your favor based upon participation and effort (for example, a 79% could become a B- or an 87% could be a B+, but a 73% will never becoming a C-).

COURSE REQUIREMENTS:

Weekly Discussions:

Weekly, I will post questions, problems, or a case study issue on the discussion board section of our Blackboard cite. My rationale for creating these forums is to start a discussion and to get you thinking and participating beyond the specific content presented for each module.

You will then have 1 week from that date to complete your responses to this forum. You must post at least one original response and respond to at least two of your classmates' responses each week. You, of course, may post additional responses if you wish. ***Remember I care more about quality than quantity, so don't think that posting just anything will get you extra points!

Points will be awarded based upon number of posts and for quality. Therefore, simply making a post will not get you full credit. In order to receive full credit, your posts should be well thought out, make a valid contribution/argument, and be respectful.

Posting Quality Rating	Examples
High	• Original thoughts not already contained in the threaded discussion • Cited examples/ideas from the Internet – please list the URL that you have referenced • Agreement/Disagreement with other postings and including a strong reason why
Fair	• Some original thoughts/some repeat of what has already been listed in the threaded discussion.
Weak	• I agree/disagree with no reason/explanation/etc.

***See also the grading rubric posted under "Information" on our Blackboard site.

Quizzes:

All quizzes are open book and will be a mix of short essay; short answer; multiple choice and true/false. All material covered in the chapter will be fair game on the quiz. Quizzes will be delivered via the universities Blackboard course management shell for this course.

Students are given only one opportunity to take the quiz. Once the quiz has begun, it must be completed in its entirety. Students are strongly urged to read thoroughly the text before sitting for the quiz. If you do not, the allotted time will not be enough time for successful completion.

Each quiz will be available from Monday morning (9:00 a.m.) until Sunday 11:59 p.m. E.T. the week of the quiz. You must complete the quiz in the allocated time. Failure to do so will result in "0" points for that quiz.

Talent Management Proposal/Presentation:

As a human resources professional, your organization may rely on you to analyze and evaluate current HR practices and proposal new strategic approaches to HR functions. For this semester long project, you will analyze the current practices of a real or hypothetical organization and propose a talent management program to be evaluated by the organization's top management (in this case, me, the professor!). You may choose to propose a general talent management approach that incorporates multiple HR functions, or you may choose to focus your talent management proposal on one functional area – this decision should be based upon the strategy and needs of the organization that you are analyzing. You will develop a proposal and also a presentation of this proposal for upper management (either by power point, video, audio and power point, etc. – this is your choice).

Each individual project will be substantially different in nature and format. Thus, we will spend one week early in the semester discussing this project. I am also happy to give you feedback on your proposal as the semester goes along – it is your responsibility to seek my guidance.

Article Analyses:

You will be assigned articles and additional readings periodically throughout the semester. You are to pick 4 weeks (not 4 article's, 4 weeks' worth of articles when there are multiple articles per week). For these weeks, you should analyze the articles: 1. What are the main points? 2. How does could this apply to real business issue in Human Resources 3. What are your opinions of the articles – useful, well-written, realistic, etc.? These analyses should typically be one to two pages typed and must be submitted by the end of the semester (April 28th, 11:59pm).

AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act (ADA) requires that reasonable accommodations be provided for students with physical, sensory, cognitive, systemic, learning, and psychiatric disabilities. In accordance with the ADA and university policy, if you have a documented disability and require accommodations to obtain equal access in this course; please contact the instructor at the beginning of the semester to discuss any necessary accommodations. Please contact the Office of Accessibility for verification of eligibility at 419-530-4981 (voice) or 419-530-2612 (TDD).

COMMUNICATION GUIDELINES

Email:

Students are expected to check their UT email account frequently for important course information. This class is being taught for you, so if you are having trouble understanding any aspect of it, please let me know. I am here to help, and will do my best to respond to email within 24 hours.

Discussion:

In this fully online course, participation is vital to your success, and your active engagement during weekly discussion is crucial to learning. At the beginning of the term, you will be assigned to a discussion group designed to help you understand assigned readings, learning activities, and course assignments. On Monday morning of each week, a series of discussion questions will be posted in the discussion folder for that week. To earn full credit, you must reply to the initial weekly question by Wednesday at 11:59 PM and respond to the postings of two of your peers by Sunday at 11:59 PM. Please see the Grading Rubric for Online Discussions for complete grading criteria.

Chat:
A link to a real-time chat tool has been added to the Course Menu. We will not be using this tool as part of our course assignments; however, the tool is available for you to use if and when you need it. To that end, I would be happy to arrange a time to meet with you in a chat room if you feel that you have questions that would best be answered in real-time. Conversely, you could also use the tool to meet with fellow students online in order to enhance your understanding of course concepts.

Netiquette:
It is important to be courteous and civil when communicating with others. Students taking online courses are subject to the communication regulations outlined in the Student Handbook. To ensure your success when communicating online, take time to familiarize yourself with the "dos" and "don'ts" of Internet etiquette:
http://www.albion.com/netiquette

TECHNICAL SUPPORT:

If you encounter technical difficulties with Blackboard, please contact the UT Online Help Desk at (419) 530-8835 or utdl@utoledo.edu. The Help Desk offers extended hours in the evenings and on weekends to assist students with technical problems. When calling after hours, leave a detailed message, including your Rocket Number and phone number, and an Online Learning staff member will respond on the next business day. The UT Online Help Desk website is available at: http://www.utoledo.edu/dl/helpdesk/index.html

Technical questions related to on-campus Internet access, virtual labs, hardware, software, personal website hosting, and UTAD account management can be directed to UT's IT Help Desk at (419) 530-2400 or ithelpdesk@utoledo.edu. The IT Help Desk website is available at http://www.utoledo.edu/it/CS/HelpDesk.html.

LEARNER SUPPORT

The University of Toledo offers a wide range of academic and student support services that can help you succeed:

eTutoring Services
The Ohio eTutoring Collaborative, in partnership with The University of Toledo, now provides online tutoring support for all UT students. eTutoring Services are offered in a wide array of subjects, including Writing, Math, Calculus, Statistics, Accounting, Biology, Chemistry, and Anatomy and Physiology.
Learn more at: https://www.etutoring.org/login.cfm?institutionid=232&returnPage

eLibrary Services Portal
The eLibrary is a customized gateway to UT Libraries for online students. It was designed to help you locate the best online library resources without leaving Blackboard.
Learn more at: http://www.utoledo.edu/dl/students/elibrary.html

Office of Accessibility
The Office of Accessibility provides accommodations and support services to students with disabilities.
Learn more at: http://www.utoledo.edu/utlc/accessibility/index.html

Counseling Center
The Counseling Center is the university's primary facility for personal counseling, psychotherapy, and psychological outreach and consultation services. The Counseling Center staff provide counseling (individual and group), mental health and wellness programming, and crisis intervention services to help students cope with the demands of college and to facilitate the development of life adjustment strategies.
Learn more at: http://www.utoledo.edu/studentaffairs/counseling/

Services for Online Students
Knowing what to do, when to do it, and who to contact can often be overwhelming for students on campus - even more so for distance learners. Visit the link below to learn more about the wide range of services for online students.
Learn more at: http://www.utoledo.edu/dl/students/student_serv.html

Module 1 (Week Begins 1/7/13)

Developing and Managing Talent: Introduction

Module 2 (Week Begins 1/14/13)

Building a Competitive Talent Organization

Module 3 (Week Begins 1/21/13)

Assessing an Organization's Talent Management Needs

Module 4 (Week Begins 1/28/13)

Discussions of Talent Management Proposal Semester Project (No Credit Discussion Forums)

Module 5 (Week Begins 2/4/13)

Successful Talent Strategies: Achieving Superior Business Results Through Market-focused Staffing

Module 6 (Week Begins 2/11/13)

Employee Benefits – Top Organizations to Work For

Module 7 (Week Begins 2/18/13)

Training 101: Onboarding for Socialization and Commitment

Module 8 (Week Begins 2/25/13)

Training, Development, Coaching, and Mentorship

SPRING BREAK 3/4/13 THROUGH 3/8/13

Module 9 (Week Begins 3/11/13)

Leadership Development: Growing Your Own Talent

Module 10 (Week Begins 3/18/13)

Performance Management: Formal and Informal Appraisals

Module 11 (Week Begins 3/25/13)

Performance Management: Goal Setting

Module 12 (Week Begins 4/1/13)

Succession Planning

Module 13 (Week Begins 4/8/13)

Retention: Why Do Employees Really Leave?

Module 14 (Week Begins 4/15/13)

      Retention: Conflict, Support, and Communication

Module 15 (Week Begins 4/22/13)

      Retention: Stress and Work-Life Balance

Wrap-Up and Presentations (Week Begins 4/29/13)

      Schedule is tentative; Dr. Wittmer reserves the right to change