

LSC Use Only  
Number \_\_\_\_\_  
Action \_\_\_\_\_  
Date \_\_\_\_\_



UWUCC USE Only  
Number 94-17  
Action App 4/18/95  
Date senate App 5/2/95

CURRICULUM PROPOSAL COVER SHEET  
University-Wide Undergraduate Curriculum Committee

I. TITLE/AUTHOR OF PROPOSAL

Course/Program Title: MG 305 Organizational Staffing  
Suggested 20 character course title: Org. Staffing  
Department: Department of Management  
Contact Person: Dr. John N. Orife

ii. If a course, is it being proposed for:

- Course Approval/Revision Only  
 Course Approval/Revision and Liberal Studies Approval  
 Liberal Studies Approval Only (course previously approved by Senate.)

III. APPROVALS

S. W. Orife  
Department Curriculum Committee  
S. W. Orife  
College Curriculum Committee

Robert Clatz  
Department Chairperson  
Robert Clatz  
\* College Dean

\_\_\_\_\_  
Director of Liberal Studies  
(where applicable)

\_\_\_\_\_  
Provost (where applicable)

\* EACH COLLEGE DEAN MUST CONSULT WITH THE PROVOST BEFORE APPROVING CURRICULUM CHANGES. APPROVAL BY COLLEGE DEAN INDICATES THE PROPOSED CHANGE IS CONSISTENT WITH LONG RANGE PLANNING DOCUMENTS, ALL REQUESTS FOR RESOURCES IN THE PROPOSAL CAN BE MET, AND THE PROPOSAL HAS THE SUPPORT OF THE UNIVERSITY ADMINISTRATION.

III. TIMETABLE

Date Submitted:  
to LSC \_\_\_\_\_  
to UWUCC \_\_\_\_\_

Semester to be  
implemented:  
Fall 1994

Date to be  
published  
in Catalog  
Summer 1994

## DESCRIPTION OF CURRICULUM CHANGE

- |                                |                 |
|--------------------------------|-----------------|
| 1. Catalog Description         | 3 credits       |
| MG 305 Organizational Staffing | 3 lecture hours |
|                                | (3c-01-3sh)     |

Prerequisites: MG 300 and MA 214

This course focuses on the theoretical, technical, administrative and legal issues involved in the recruitment, selection, placement and promotion of individuals by organizations. Topics covered include human resource planning, job analysis, job description and specifications, recruitment, selection process, equal employment opportunity and affirmative action, reliability and validity of selection instruments and techniques, and contemporary issues in selection.

## COURSE SYLLABUS

### I. Catalog Description

MG 305 Organizational Staffing

3 credits  
3 lecture hours  
(3c-01-3sh)

Prerequisites: MG 300 and MA 214

This course focuses on the theoretical, technical, administrative and legal issues involved in the recruitment, selection, placement and promotion of individuals by organizations. Topics covered include human resource planning, job analysis, job description and specifications, recruitment, selection process, equal employment opportunity and affirmative action, reliability and validity of selection instruments and techniques, and contemporary issues in selection.

### II. Course Objectives

At the end of the course the student should be able to:

1. Identify the various stages of the selection process
2. Analyze a job and write job description and job specifications
3. Assess the reliability and validity of selection instruments (predictors).
4. Assess the utility of a selection instrument or program
5. Conduct a validation study
6. Assess the legal implications of a selection device or program
7. Argue from a technical viewpoint on contemporary controversial issues in selection.

### III. Course Outline

- A. Selection as a subsystem of the integrated human resource management function. (1/2 week)
- B. Human Resource Planning (1 week)
  1. Corporate Strategic objectives
  2. Human Resource Planning Models
  3. The demand for human resources
  4. The supply of human resources
  5. Human Resource information systems
- C. Job analysis (2 weeks)
  1. Job analysis as a core HRM activity
  2. Job analysis Methods
  3. Job descriptions and job specifications

- D. Legal Aspects of Staffing (1 week)
  - 1. Sources of laws affecting selection
  - 2. Statute and case laws in selection
  - 3. Equal employment opportunity and Affirmative Action
  
- E. Performance Standards and Performance Appraisal (1 week)
  - 1. Criteria in work performance
  - 2. Rating of work performance
  - 3. Rating errors
  
- F. Reliability and Validity of Selection Devices (2 1/2 weeks)
  - 1. Statistical Analysis for Selection
  - 2. Reliability and validation methods
  - 3. Utility analysis
  
- G. Recruitment and Selection Devices (5 weeks)
  - 1. Application Blanks
  - 2. Interviews
  - 3. Tests
  - 4. Assessment Centers
  - 5. Work Samples
  
- H. Current Issues in Selection (1 week)

#### IV. Evaluation Methods

The final grade for the course will be determined as follows:

- 60% Tests: Two tests (mid-term and final) consisting of multiple choice, true-false, essay or a combination.
- 25% Problem Analysis/Case Studies: Each student will prepare case study and project reports as directed by the instructor.
- 15% Research Paper: Each student will prepare a research paper on a selection instrument or method approved by the instructor. The research papers will be graded on the currency of the report, technical content and clarity of presentation.

#### V. Required Textbooks, Supplemental Books and Readings

- Textbooks: Gatewood, R.D. and Field, H.S. Human Resource Selection. Chicago: The Dryden Press, 1990.
- or
- Schneider, B. and Schmitt, N. Staffing Organizations. Prospect Heights, IL: Waveland Press, Inc. 1986.

VI. **Special Resource Requirements**  
none

VII. **Bibliography**

Alderfer, C.P. and McCord, C.G. (1972). Personal and situational factors in the recruitment interview. Journal of Applied Psychology, 54:377-385.

Anastasi, A. (1982). Psychological Testing. New York: McGraw-Hill Book Company.

Apruzzese, V.J. (1992). Selected recent developments in EEO Law: the Civil Rights Act of 1991, sexual harassment, and the emerging role for ADR. Labor Law Journal.

Arvey, R.D. (1979). Unfair discrimination in the employment interview: legal and psychological aspects. Psychological Bulletin. 86(4).

Barlow, W. E. and Hane, E. A. (1992). A practical guide to the Americans with Disabilities Act. Personnel Journal.

Breaugh, J. A. (1992). Recruitment: Science and Practice. Boston: PWS-Kent Publishing Company.

Burack, E.H. and Mathys, N.J. (1990). Human Resource Planning. Lake Forest, IL: Brace-Park Press.

Campbell, J.P. (1990). An overview of the Army selection and classification project. Personnel Psychology. 43.

Cook, M. (1988). Personnel Selection and Productivity. Chichester, England: Wiley.

Dipboye, R.L. (1992). Selection Interviews: Process Perspectives. Cincinnati, Ohio: South-Western Publishing Co.

Dunnette, M.D. (1963). A modified model for test validation and selection research. Journal of Applied Psychology.

Dunnette, M.D. (1966). Personnel Selection and Placement. London: Tavistock Publications, Ltd.

Eder, R. W. and Ferris G.R. (1989). (eds.) The Employment Interview. Newbury Park, CA: Sage.

Gatewood, R.D. and Field, H.S. (1990). Human Resource Selection. Chicago, IL: The Dryden Press.

- Guilford, J.P. (1965). Fundamental Statistics in Psychology and Education. New York: McGraw-Hill.
- Guion, R.M. (1965). Personnel Testing. New York: McGraw-Hill.
- Guion, R.M. (1987). Changing views for personnel selection research. Personnel Psychology, 40.
- Harris, M.M. (1989). Reconsidering the employment interview: a review of recent literature and suggestions for future research. Personnel Psychology, 42.
- Hollenbeck, G.P. (1990). The past, present and future of assessment centers. The Industrial-Organizational Psychologist, 28.
- Hunsicker, J.f. (1990). Ready or not: the ADA. Personnel Journal, (August).
- Labor Law Journal. (1989). Equal Employment Opportunity. (August)
- Ledvinka, J. (1982). Federal Regulation of Personnel and Human Resource Management. Boston: PWS-Kent Publishing Co.
- Personnel Journal. (1989). Supreme Court redefines scope of Civil Rights Acts. (August)
- Thornton, G.C. (1992). Assessment Centres in Human Resource Management. New York: Addison-Wesley.
- Twomey, D.P. (1990). Equal Employment Opportunity Law. Cincinnati, Ohio: South-Western Publishing Co.
- Walker, J.W. (1980). Human Resource Planning. New York: McGraw-Hill.
- Walker, J.W. (1992). Human Resource Strategy. New York: McGraw-Hill.
- Wanous, J.P. (1992). Organizational Entry. New York: Addison-Wesley.
- Zall, M. (1992). What to expect from the Civil Rights Act. Personnel Journal, March.

## COURSE ANALYSIS QUESTIONNAIRE

### A. Details of the Course

- A1. This course will be an elective for students in the human resource management and management programs. The course is not intended for inclusion in the Liberal Studies program.
- A2. This course does not require changes in any other course or program in the department.
- A3. This course will be a mixture of lecture, problems solutions, and case studies typical of the many courses in our program.
- A4. This course has been offered twice as a special topic during Fall 1990 and Spring 1992. Fourteen students enrolled in each offering and students evaluations were very favorable.
- A5. This course is not intended to be dual level.
- A6. This course is not to be taken for variable credit.
- A7. Similar courses are offered at these institutions:

Louisiana State University: Employee Selection and Placement  
Michigan State University: Staffing the Organization  
Southwest Missouri State University: Human Resource Acquisition

- A8. Selection has become an increasingly important aspect of human resource management as a result of the changing laws, restructuring of corporations and diversity implication for organizations. It is not required by an accrediting agency.

### B. Interdisciplinary Implications

- B1. This course will be taught by one instructor.
- B2. No additional or corollary courses will be needed.
- B3. This course does not overlap with any other course at the university.
- B4. One seat in each section of this course may be reserved for a student in the School of Continuing Education.

### C. Implementation

- C1. No new faculty resources are required. Current faculty complement is sufficient to cover the instruction of this course based on anticipated departmental enrollment patterns in the near future.

No other new resources are needed to teach the course. Current library, equipment and space allocations are adequate to offer this course.

- C2. No grant funds are associated with this course.
- C3. This course will be offered once a year.
- C4. One section of the course will be offered at a time.
- C5. Thirty students will be accommodated in the course.
- C6. No professional society has recommended enrollment limits for a course of this nature.
- C7. This course is an elective course in the Human Resource Management/Management curriculum. It will not affect the free-elective or the 124-credit requirements in the department.

D. Miscellaneous

No additional information is necessary



Descriptions — Management  
of  
Courses

MANAGEMENT MGT

College of Business and Graduate  
School of Business  
Administration

302. *Organization and Management*  
Fall, Winter, Spring, Summer. 4(4-0)  
Junior Business majors; EC 201, ACC 201.

Executive roles and functions in the business enterprise and other goal directed institutions; organization design; organization/environment interaction; analysis of internal organization structure; leadership, motivation, conflict, organization change and development.

303. *Materials and Logistics Management*

Fall, Winter, Spring, Summer. 4(4-0)  
Juniors in the College of Business or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Management concepts and techniques for purchasing, operations and distribution processes. Productivity and profit contributions. Planning, analysis and control of purchasing, production and transportation-distribution.

304. *Operations Planning and Control*

Winter, Spring. 4(4-0) MGT 303 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Managing the production system. Product development, process selection, facilities location and layout; staffing; materials, cost and quality control.

305. *Purchasing Management*

Fall, Winter, Spring. 4(4-0) MGT 303 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Planning, organizing and controlling the purchasing function within organizations. Purchasing responsibilities, objectives and policies. Source selection and evaluation. Price, cost and value analysis. Negotiation. Managing purchase inventories.

306. *Analysis of Processes and Systems*

Fall, Winter, Spring. 4(4-0) CPS 115, MTA 317 or concurrently.

Analysis of some fundamental systems and process concepts which are basic to industrial management. The course is oriented toward computer model building, acquainting the student with the use of the computer as an instrument for analysis of complex problems in industry. Course includes consideration of criteria for efficiency and optimization, and program planning.

310. *Fundamentals of Personnel Management*

Fall, Winter, Spring, Summer. 4(4-0)  
Juniors.

Formulation and administration of employee relations policies in the business enterprise; human resource utilization; introduction to personnel staffing, training and development, performance appraisal, compensation, and labor relations.

341. *Transportation Systems*

Fall, Winter. 4(4-0) Materials and Logistics Management majors: MGT 303. Marketing majors: MTA 301. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Application of economic and business principles to transportation and distribution systems, functional analysis of all major transport modes. Identification of major issues, analysis of alternatives and discussion of probable future outcomes.

345. *Physical Distribution and Channel Strategy*

Fall, Winter. 4(4-0) Materials and Logistics Management majors: MGT 303. Marketing majors: MTA 301. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Micro analysis of private and public physical distribution channel systems. Emphasis on the physical and behavioral components of the channel including analytical tools used in planning, implementing and controlling the system.

403. *Research and Negotiation for Purchasing Materials and Management*

Fall, Winter, Spring. 4(4-0) MGT 305 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Applied research and planning focusing on the purchasing and materials management functions in organizations. Preparation for and conducting purchase negotiations. Field research studies. Administration of the research and planning effort.

405. *Operations Management Topics*

Fall, Winter, Spring. 4(4-0) MGT 304 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Consideration of current and controversial questions in operations management. Field experience to study operations and policies in business. Industry studies; impact of new technology and government regulations.

407. *Materials and Logistics Policy*

Winter, Spring. 4(4-0) MGT 303 plus 12 credits in MLM Program. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Analysis of comprehensive cases incorporating topical coverage of the entire materials and logistics management program.

409. *Business Policy*

Fall, Winter, Spring, Summer. 4(4-0)  
Seniors in business administration, MGT 302; F I 391; MTA 300.

Problems, methods, and analytical frameworks for building and maintaining consistent and effective policy frameworks in the business enterprise. Written and oral analyses are made of comprehensive cases cutting across the major functions within business organizations. Team and individual reports are required.

411. *Staffing the Organization*

Fall. 4(4-0) MGT 310; MTA 317.

Job design; job analysis; employment planning; recruitment, selection, and placement; employment interviewing and testing; validation of selection procedures; affirmative action constraints; EEOC guidelines; induction and orientation of employees.

412. *Appraisal, Compensation and Benefits*

Winter. 4(4-0) MGT 310.

Wage and salary administration; job evaluation; employee motivation; performance appraisal; relating pay to performance; financial and non-financial incentives; equity considerations; employee benefits.

413. *Occupational Safety and Health Administration*

Fall, Winter. 4(4-0) Juniors; MGT 302 for majors.

Programs and procedures for control of work accidents and maintenance of health in business and other organizations. Analysis of costs related to employee and product safety. Administration of a safety program in compliance with new Federal law.

415. *Managerial Approaches to Collective Bargaining*

Winter, Spring. 4(4-0) MGT 302 or Junior non-business majors.

Union-management problems and managerial strategy and tactics in collective bargaining—the union challenge, legal constraints, negotiations and operating under the contract, dimensions of cooperation and conflict.

417. *Minorities and Women in the World of Work*

Fall, Spring. 4(4-0) Senior majors or approval of department. Interdepartmental with the School of Social Work.

Racial, ethnic, sexual and other minority experiences and problems in the world of work. Awareness training approach (what it's like to be ...) featuring movies, guests, subgroup discussions and encounter-type exercises.

419. *Group Dynamics and Organization Development*

Spring. 4(4-0) MGT 302. Students may not receive credit in both MGT 419 and PSY 356.

Group dynamics and development; organizational diagnosis; assessment of work attitude and organization climate; organization development goals and methods; action research, survey feedback, team building, conflict management; evaluating organization development activities.

426. *Personnel Training and Individual Development*

Fall. 4(4-0) MGT 310.

The training and development function; career stages and career planning; needs analysis; training and individual development techniques; evaluation of training and employee development programs.

442. *Traffic and Transportation Management*

Winter, Spring. 4(4-0) MTA 341, MTA 345. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Basic practices related to purchasing and operating transportation services for private and public enterprises.

446. *Physical Distribution Operations*

Winter, Spring. 4(4-0) MTA 341, MTA 345. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Distribution operations activities emphasizing distribution facility management and customer based information systems management. Field trips required.

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average (GPA) of 2.0 must be earned in all courses required in management major.

**Human Resource Management:** MAN 4301 and MAN 4407 are required. Additionally, four of the following courses must be completed: MAN 4201, MAN 4320, MAN 4330, MAN 4350, MAN 4410, and RMI 4135. A minimum grade of "C-" must be earned in all required and elective courses in the human resource management major.

### Definition of Prefix

MAN — Management

### Undergraduate Courses

**MAN 3010. Concepts of Management (3).** Prerequisites: MAC 1141, ACG 2001, ECO 2023 and a behavioral science course. Introduction to the nature and process of management, with emphasis upon management of physical and human resources. (Not required for management or human resources management majors.)

**MAN 3109. Organizational Behavior (3).** Prerequisites: MAC 1141, ACG 2001, ECO 2023, and a behavioral science course. Behavioral concepts, techniques, and applications for managing human resources in all types of organizations.

**MAN 3949r. Cooperative Education Work Experience (0).** (S/U grade only.)

### Business Majors Only

**MAN 4201. Organizational Analysis and Change (3).** Prerequisite: MAN 3109. Analysis of concepts and processes for developing the human resource in organizations.

**MAN 4301. Personnel Management (3).** Prerequisite or Corequisite: MAN 3109. Survey of the human resource management function in organizations. Topics include: selection, recruiting, training, compensation, and performance appraisal.

**MAN 4320. Staffing (3).** Prerequisites: MAN 3109 and MAN 4301. The study of the design and operation of systems for employee recruitment and selection, including current practice and issues.

**MAN 4330. Compensation (3).** Prerequisites: MAN 3109 and MAN 4301. The study of the methods and implications of making wage and salary decisions for recruiting and retaining employees.

**MAN 4350. Training and Development (3).** Prerequisites: MAN 3109 and MAN 4301. The study of the various forms of training and development and their implementation both on and off the job.

**MAN 4407. Management of Labor & Industrial Relations (3).** Corequisite: MAN 3109. A managerial perspective of labor and manpower concepts and issues in industrial and post-industrial society and work organizations.

**MAN 4410. Collective Bargaining (3).** Prerequisites: MAN 4301 and MAN 4407. Analysis of union-management collective bargaining concepts, processes and strategies.

**MAN 4701. Business & Society (3).** Prerequisite: MAN 3010. Examination of current and future issues in business and society with emphasis on the social responsibility of business and future challenges for business in a pluralistic society.

**MAN 4720. Administrative Policies (3).** Prerequisites: All business core courses and senior standing. General management problem-solving and decision making, involving case analysis and/or computer simulation.

**MAN 4905r. Directed Individual Study (1-3).** May be repeated up to three (3) times.

**MAN 4930r. Special Studies in Business (1-3).** Prerequisite: Consent of Dean. May be repeated up to three (3) times.

**MAN 4941. Field Study in Management (1-3).** (S/U grade only.) Prerequisite: Consent of instructor. Provides student with on-the-job experience in major area.

### Graduate Courses

**MAN 5076. Evolution of Administration Management (3).**

**MAN 5205. Organization Theory (3).**

**MAN 5206. Organizational Behavior (3).**

**MAN 5305. Personnel/Human Resource Management (3).**

**MAN 5411. Management of Labor and Collective Bargaining (3).**

**MAN 5721. Problems in Policy Formulation (3).**

**MAN 5840. Organizational Change and Development (3).**

**MAN 5905r. Directed Individual Study (1-3).** (S/U grade only.)

**MAN 5907r. Special Studies in Management (1-3).**

**MAN 5911r. Supervised Research (1-3).** (S/U grade only.)

**MAN 5935r. Special Topics in Management (1-3).**

**MAN 5940r. Supervised Teaching (1-3).** (S/U grade only.)

**MAN 6159r. Seminar in Organizational Behavior (1-3).**

**MAN 6209r. Doctoral Seminar in Organizational Theory (1-3).**

**MAN 6715r. Seminar in Strategic Management (3).**

**MAN 6911r. Supervised Research (1-3).** (S/U grade only.)

**MAN 6932. Doctoral Seminar in Strategic Management (3).**

**MAN 6933r. Doctoral Seminar in Organizational Behavior (3).**

**MAN 6934. Doctoral Seminar in Management Research (3).**

**MAN 6941r. Supervised Teaching (1-3).** (S/U grade only.)

**MAN 6979. Seminar in Research (3).**

For listings relating to graduate course work for thesis, dissertation, master's and doctoral examinations and defense, consult the *Graduate Bulletin*.

### MANAGEMENT INFORMATION SYSTEMS (see Information and Management Sciences)

### MARINE BIOLOGY (see Biological Science)

### Department of MARKETING

(COLLEGE OF BUSINESS)

Chairperson: Ronald E. Goldsmith; Professors: Phillip Downs, Bruce Gunn, John Kerr, Richard Mizerski, Urban Ozanne, Melvin Stith, Gary Zenz; Associate Professors: Douglas Behrman, Joseph Cronin,

Florida State

**MGT 340 Organizational Behavior and Management.** 3(3-0) F,S.  
Prerequisites: 54 credit hours, including ACC 201, ECO 155 or 165, PSY 121 or SOC 150 or ANT 125, or permission. A study of individual, interpersonal, and group behavior within organizations and the behavioral implications of management processes. The interaction of human, technological, structural, global, ethical, and environmental factors are also discussed. A "C" grade or better is required in this course to take ACC 555. This course may not be taken pass/not pass.

**MGT 341 Advanced Organization Behavior and Development.** 3(3-0) F,S.

Prerequisite: MGT 340 or permission. An in-depth study of individual and organizational behaviors and processes. Such areas as individual differences, group dynamics, organizational processes, organizational change/development, and culture and ethics will be addressed utilizing a variety of interactive teaching methods.

**MGT 342 Organization Theory.** 3(3-0) F,S.

Prerequisite: MGT 340. A study of the macro-organization functioning with emphasis on how organization design dimensions interrelate to effect performance. Organization dimensions studied include environment, technology, size, structure, and effectiveness.

**MGT 343 Purchasing and Materials Management.** 3(3-0) F,S.

Prerequisite: MGT 340 or permission. A study of the processes and problems involved in acquiring and controlling materials and services required for operations management in business, industry, and government. Includes source selection, quality and quantity control, value analysis, and negotiation and legal consideration.

**MGT 345 Human Resources Management.** 3(3-0) F,S.

Prerequisite: MGT 340 for business majors; other majors by permission. A study of the personnel functions of procurement, development, compensation, integration, and the maintenance of human resources within the framework of total available resources used in the accomplishment of organizational goals.

**MGT 346 Compensation Management.** 3(3-0) S.

Prerequisite: MGT 345 or permission. Development and management of compensation programs. Equity concepts and methods to establish relationships between compensation rates in an organization are stressed. The use of job evaluations, wage and salary surveys, wage structure, merit and performance appraisal systems, and benefit systems are discussed as integral parts of the compensation plan. Compensation as a profession is studied.

**MGT 364 Operations Management.** 3(3-0) F,S.

Prerequisites: MGT 340, CIS 237 and completion of student's degree program mathematics requirement, or permission. Forecasting, cost effectiveness, work measurement, work simplification, PERT, heuristic models and other techniques used in planning, coordinating, and controlling business functions.

**MGT 368 (360) Management Decision Making.** 3(3-0) F,S.

Prerequisites: MGT 364. Quantitative techniques that aid the manager in making rational decisions. A study of the methods used in evaluating and selecting resources relative to achieving organizational objectives.

**MGT 384 Entrepreneurship.** 3(3-0) F,S.

Prerequisites: ACC 211, MGT 340, MKT 350, or permission. An exposure to the dynamics of identifying opportunities and dealing with the risks of implementing new ideas and ventures. The factors and conditions in initiating a new business venture are studied along with entrepreneurial skills, venture capital formation, and business plan development.

**MGT 394 (399) Cooperative Education in Management.** 1-3, F,S.

Prerequisites: Acceptance into SMSU Cooperative Education Program and permission of department head. The opportunity to earn academic credit in a planned learning process that integrates academic training with supervised work experience. This is a variable content course that may be repeated to a total of 6 semester hours in Cooperative Education.

**MGT 400 Topics in Management.** 1-3, D.

Prerequisite: MGT 340 or permission. A variable content course with topics that can change from semester to semester depending upon student and faculty interests. Topics generally require previous study in management. Examples: entrepreneurship, federal regulation of personnel management, designing structure for growth organizations, computerization and human resource management, stress and time management, managing not-for-profit organizations, women in management, and management feasibility studies. May be repeated to a total of 3 hours.

**MGT 442 Selected Topics in Organizational Behavior.** 3(3-0) D.

Prerequisite: MGT 341 or permission. This course will focus on major current and emerging issues in organizational behavior (OB). Issues include topics such as motivation and leadership, communications, stress and wellness programs, group dynamics, etc. A single or selected set of topics will be dealt with in any given offering of the course. Content, research findings, and practical application of major models and theories will be stressed through a variety of approaches intended to maximize student involvement. The course content will vary as demanded by student interest, faculty expertise, and environmental changes.

**MGT 450 Human Resource Development.** 3(3-0) D.

Prerequisite: MGT 345 or permission. The design, implementation and evaluation of employee development programs. Topics covered include: training needs, analysis, learning theory, training methods, validity, and legal requirements. Specific employee development programs are discussed as they relate to executives, managers, and supervisors in organizations.

**MGT 451 Human Resource Acquisition.** 3(3-0) D.

Prerequisite: MGT 345 or permission. An in-depth study of the application of Federal and state laws and regulations to HRM practices regarding the acquisition of human resources, appropriate and effective techniques of job analysis, HR planning, recruitment, and a detailed study of techniques and procedures for ensuring valid and effective selection of employees.

**MGT 464 Advanced Operations Management.** 4(4-0) S.

Prerequisite: MGT 360, 364, or permission. An in-depth analysis of operation management concepts and techniques. Current theory and specific practices are studied as they exist in organizational settings. Integration of techniques with computer application is emphasized.

**MGT 465 Industrial Relations.** 3(3-0) F,S.

Prerequisite: MGT 340 or permission. A study of environmental and policy considerations involved between management and labor unions in the industrial relations process. Emphasis is placed on the nature, process, and types of collective bargaining relationships; the interface between parties in preserving effective industrial relations within organizations; and promoting economic stability and growth.

**MGT 466 Advanced Issues in Human Resources Management.** 3(3-0) D.

Prerequisites: MGT 345, CIS 237, or permission. An in-depth study of practical human resource management issues and the steps involved in the design and implementation of employee selection systems, training programs, and performance appraisal systems. Included are methods of job analysis and the design and utilization of appraisal forms useful to managers. Based on practical considerations, some experiential techniques are used. Recent developments relevant to human resources practices will also be covered.

**MGT 487 Strategic Management and Policy.** 3(3-0) F,S.

Prerequisites: 102 credit hours, including FGB 380, MGT 364, and MKT 350. Integration of specialized areas of business administration; coordination of various business functions from the standpoint of the formulation, implementation and control of business objectives, strategies and policies.

**MGT 494 (499) Internship in Management.** 1-6, D.

Prerequisite: permission by department head. Opportunity to obtain simultaneously the practical as well as the theoretical knowledge through internship with cooperating businesses.

**MGT 496 (408) Readings in Business Administration—Management.** 1-2, D.

Prerequisite: permission. Planned readings designed to intensify and supplement the area of management.

**MGT 543 New Venture Management.** 3(3-0) S.

Prerequisite: MGT 384. The course provides for extensive research and in-depth analysis in starting a new business venture. Major topics include sources of start-up capital, valuing an ongoing business, and marshalling physical and human assets. Emphasis is placed on student team preparation of a written feasibility study for a hypothetical business start-up.

**MGT 547 International Management.** 3(3-0) D.

Prerequisite: MGT 340 or permission. A study of management theory and practices as related to international organizations that are multinational in nature. Emphasis is placed on analyzing, understanding, and integrating managerial concepts as they apply to cross-cultural settings.

**MGT 560 History of Management Thought.** 3(3-0) D.

Prerequisite: MGT 340 or permission. Background and interrelationship of classical, behavioral science, systems and quantitative management schools of thought; works of major contributors to contemporary management concepts, practices and theory.

**MGT 561**

Prerequisite: within the counseling the Small total of 6 1  
**MGT 596**  
1-3, D.  
Prerequisite: projects gr additional approved a total of 6

*The followi*

**MGT 660**

Prerequisite: Areas stud schedule. 6 paper, and course is 3  
**MGT 661**  
Practice. 3  
Advanced  
Emphasis i  
controlling  
international  
techniques  
manageria  
developme  
**MGT 664**  
Prerequisite: group beh  
organiza  
managers  
human be  
individual  
dynamics.  
**MGT 665**  
An intensi  
with emph  
dimension  
covered in  
size, power  
ness.  
**MGT 666**  
Industrial  
Prerequisite: the institut  
involved in  
with an em  
**MGT 667**  
Prerequisite: economics  
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management processes for effective organizational performance. Prereq., ORMG 3300.

**ORMG 4810-3. Honors Seminar.** Social responsibilities of the business executive, business ethics, business-government relations, and business in literature. Open to seniors who have completed at least 30 semester hours of business courses with not less than a 3.30 grade point average and have instructor consent.

**ORMG 4820-variable credit. Topics in Business.** Experimental course offered irregularly for purpose of presenting new subject matter in organization management.

**ORMG 4900-variable credit. Independent Study.** Student must have prior consent of the dean and instructor under whose direction study is taken. Intended only for exceptionally well-qualified business seniors. Departmental form required.

**ORMG 5040-3. Fundamentals of Management and Organization.** Provides basic understanding of organization theory, personnel management, labor relations, and organizational behavior essential for graduate study in business. Open only to graduate degree candidates.

**ORMG 6300-3. Organizational Behavior.** Application of behavioral science concepts and research to management of organizations. Open only to business graduate students. Prereq., ORMG 5040 or equivalent.

**ORMG 6310-3. Individual Behavior in Work Organizations.** Explores impact of key management and behavioral science theories, concepts, and practices on individual productivity, satisfaction, growth, and development. Prereq., ORMG 5040 or equivalent.

**ORMG 6320-3. Organization Design.** Design of organization structure and its impact on organizational processes. Analysis of alternative organization patterns and factors affecting organization design. Prereq., ORMG 5040 or equivalent.

**ORMG 6330-3. The Development of Groups and Organizations.** Introductory study of the dynamics involved in managing and facilitating change in groups and organizations by application of behavioral science knowledge. Emphasizes both cognitive and experiential learning and requires a background in organization theory and administrative behavior. Prereq., ORMG 5040 or equivalent.

**ORMG 6340-3. Consultation Skills.** Seminar for doctoral and advanced master's students, oriented toward theoretical and experiential aspects of organizational entry, contracting, data gathering, and problem diagnosis in an organizational setting. Prereq., ORMG 6330 or instructor consent.

**ORMG 6350-3. Dynamics of Interpersonal Behavior.** Application of skills in problem diagnosis, empathy, and communications in group and interpersonal settings. Strong emphasis on clear understanding of human behavior and interpersonal dynamics in a laboratory setting. Prereq., ORMG 6330 or instructor consent.

**ORMG 6360-3. Intervention Theory and Methods.** Application of skills in the third party role in analysis and consultation of such

processes as communication, decision making, problem solving, functional roles of group members, and nonverbal behavior in the organizational setting. Prereq., ORMG 6330 or instructor consent.

**ORMG 6820-variable credit. Graduate Seminar.** Experimental seminar offered irregularly to provide opportunity for investigation of new frontiers in organization management.

**ORMG 6900-variable credit. Independent Study.** Student must have consent of instructor under whose direction study is taken. Departmental form required.

**ORMG 6940-variable credit. Master's Candidate.** Departmental form required.

**ORMG 6950 (4-6). Master's Thesis.**

**ORMG 7320-3. Seminar in Organization Theory.** Critically investigates major issues in organization theory and provides students with experience in comprehensively surveying literature in subject areas such as organization design, structure, technology, environment, size, and strategy. Prereq., instructor consent.

**ORMG 7330-3. Seminar and Practicum in Organization Development.** Doctoral-level seminar emphasizing intervention theory and method in effectuating organizational change in a client system. Deals with group development, educational processes, conflict resolution, organizational interventions, change strategies, and ethical and skill requirements of the consultative role. Prereq., instructor consent.

**ORMG 7830-3. Doctoral Seminar: Dissertation Research.** Designed to assist the doctoral student in integrating courses and fields of study in order to be able to apply knowledge and skills to problems in organization management. Gives special attention to the development of thesis topics.

**ORMG 8820-variable credit. Graduate Seminar.** Experimental seminar offered irregularly to provide opportunity for investigation of new frontiers in organization management.

**ORMG 8900-variable credit. Independent Study.** Student must have consent of instructor under whose direction study is taken. Departmental form required.

**ORMG 8990 (1-10). Doctoral Thesis.**

## Personnel-Human Resource Management

**PHRM 4400-3. Management of Human Resources.** Introduction to modern personnel management policies and practices. Overview of primary issues in managing an organization's human resources, including job analysis and design; planning personnel needs; recruiting, hiring, developing and appraising employees; and discussion of current social and legal issues. A general course emphasizing awareness of issues applicable to managers in all functional areas. Prereq., ORMG 3300 or 5040 or equivalent. Same as PHRM 5400.

**PHRM 4410-3. Labor and Employee Relations.** Analysis of legal, political, social, and managerial aspects of collective bargaining and employee relations. Prereq., ORMG 3300 or 5040 or equivalent. Same as PHRM 5410.

**PHRM 4420-3. Employment Staffing and Development.** Examination of issues relating to selection, placement, development, and retention of employees. Advanced treatment of strategies for conducting job analyses, planning staffing needs, evaluating recruitment sources, and using alternative selection techniques. How to develop, implement, and evaluate training programs. Comprehensive review of equal employment opportunity and affirmative action requirements. Prereqs., PHRM 4400 or 5400, and OPMG 2010. Same as PHRM 5420.

**PHRM 4430-3. Compensation and Benefits.** Analysis of compensation systems and applied motivation theory. Coverage of job evaluation, wage surveys, performance appraisal, and motivational theories. Treatment of social and legal issues pertaining to salary and benefit administration, workers compensation, and pay equity, including comparable worth. Prereqs., PHRM 4400 or 5400, and OPMG 2010. Same as PHRM 5430.

**PHRM 4810-3. Honors Seminar.** Social responsibilities of the business executive, business ethics, business-government relations, and business in literature. Open to seniors who have completed at least 30 semester hours of business courses with not less than a 3.30 grade point average and have received consent of instructor. Departmental form required.

**PHRM 4820-variable credit. Topics in Business.** Experimental course offered irregularly for purpose of presenting new subject matter in personnel-human resource management.

**PHRM 4900-variable credit. Independent Study.** Student must have prior consent of the dean and instructor under whose direction study is taken. Intended only for exceptionally well-qualified business seniors. Departmental form required.

**PHRM 5400-3. Management of Human Resources.** Same as PHRM 4400.

**PHRM 5410-3. Labor and Employee Relations.** Same as PHRM 4410.

**PHRM 5420-3. Employment Staffing and Development.** Same as PHRM 4420.

**PHRM 5430-3. Compensation and Benefits.** Same as PHRM 4430.

**PHRM 6400-3. Seminar: Personnel Administration.** Covers issues in all areas of personnel administration. Emphasizes research findings on human resources applications through applied models, survey methods, and other applied behavioral concepts.

**PHRM 6410-3. Seminar: Labor and Employee Relations.** Covers issues in all areas of industrial, labor, and employee relations. Emphasizes research findings in industrial, labor, and employee relations through applied problems, NLRB and court decisions, arbitration cases, and conflict management models.

**PHRM 6820-variable credit. Graduate Seminar.** Experimental seminar offered irregularly to provide opportunity for investigation of new frontiers in personnel-human resource management.

**PHRM 6900-variable credit. Independent Study.** Student must have consent of instructor under whose direction study is taken. Departmental form required.

management functions to library operations; contemporary thinking of library managers; related research.

7505 Analysis of Information Systems (3) Application of systems analysis techniques to management of libraries and information centers; analysis of current operating systems; implementation of more effective manual and/or computerized information processing.

7506 Automation of Bibliographic Control Systems (3) Also offered as CSC 7405. Management of library technical operations—acquisitions, materials organization, serials, and circulation; evaluation and application of integrated automation systems.

7507 Microcomputer Systems for Information Management (3) Use of microcomputers in library processes; use of software; evaluation of user needs, and library management concerns.

7605 Information Science (3) Also offered as CSC 7406. History and philosophy of information science and information retrieval; analysis of existing information retrieval systems; information-system design for library application.

7606 Abstracting and Indexing (3) Also offered as CSC 7407. Abstracting and indexing methods; manual and computerized abstracting and indexing systems; problems concerning abstracting and indexing services; question analysis and search strategies; evaluation of search results.

7607 Online Information Retrieval (3) Also offered as CSC 7410. Development of online systems and services in libraries; in-depth training in their use; impact of online services on libraries and information systems.

7608 Cataloging and Classification (3) Core course. Principles concerning the description, classification, and subject assignment of materials; manual and automated methods: AACR2, DDC, and LCC; overview of technical services; relationship of the catalog to other departments in the library.

7609 Cataloging and Classification: Advanced (3) Prereq: LIS 7608 or consent of instructor. Problems in cataloging and classification for a wide variety of materials; historical and international survey of cataloging codes and classification systems.

7610 Information Retrieval Systems (3) See CSC 7481.

7700 History of Books and Libraries (3) History and cultural relationships of the book and libraries; rise of the modern library since the mid-19th century.

7800 The Art and Practice of Storytelling (3) Role of storytelling as a form of communication; preparation and presentation of stories for all age groups; planning story programs for libraries and television.

7807 Library Use Instruction (3) Prereq: LIS 7002 or equivalent. Investigation of the problems encountered by the instructor of user education in the library.

7809 Research in Library and Information Science (3) Research methodology applicable to library and information phenomena; definition of research problems, selection of inquiry tools, and data collection; emphasis on evaluation of research.

7901 Issues in Library and Information Science (1) Pass/fail grading; core course. All graduating students are expected to participate in faculty-directed discussions of contemporary professional issues.

7902 Field Experience in School and Media Centers (3) Prereq: completion of core courses and LIS 7101, 7102, and 7400; or equivalent. Preparation for course begins semester prior to registration. 120 hrs. per semester at field site. Experience in administration and management of school libraries.

7903 Field Experience in Special Libraries and Information Centers (3) Prereq: completion of core courses and LIS 7403; or equivalent. Preparation for course begins semester prior to registration. 120 hrs. per semester at field site. Experience in administration and management of special libraries.

7904 Field Experience in Academic Libraries (3) Prereq: completion of core courses and LIS 7401; or equivalent. Preparation for course begins semester prior to registration. 120 hrs. per semester at field site. Experience in administration and management of academic libraries.

7905 Field Experience in Public Libraries (3) Prereq: completion of core courses and LIS 7405; or equivalent. Preparation for course begins semester prior to registration. 120 hrs. per semester at field site. Experience in administration and management of public libraries.

7906 Field Experience in Health Sciences Information Centers (3) Prereq: completion of core courses and LIS 7204 and 7404; or equivalent. Preparation for course

begins semester prior to registration. 120 hrs. per semester at field site. Experience in administration and management of health sciences libraries.

7907, 7908 Special Topics in Library and Information Science (1-3, 1-3) Univ. 5 sem. hrs. in 7907 and 7908 applicable to M.L.I.S. degree. Areas of current interest.

7909 Directed Independent Study (1-3) May be repeated for a max. of 6 sem. hrs. credit.

8000 Thesis Research (1-12 per semester) "S"/"U" grading.

## LINGUISTICS (LING)

4008 History of the German Language (3) See GERM 4001.

4011 Topics in Advanced Logic (3) Prereq: PHIL 4010. See PHIL 4011.

4060 Language and Culture (3) See ANTH 4060.

4064 Pidgin and Creole Languages (3) See ANTH 4064 and FREN 4064.

4150 Phonetics (4) See COMD 4150.

4153 Acoustics of Speech and Hearing (3) See COMD 4153.

4606 Russian Language: Phonetics and Phonemics (3) See RUSS 4002.

4607 German Phonetics (3) See GERM 4002.

4750 Independent Research in Speech Science or Linguistics (1-3) See COMD 4750.

4914 Philosophy of Language (3) See PHIL 4914.

7005 Historical Linguistics (3) See ANTH 7005.

7006 Phonology: Theory & Methods (3) See ANTH 7006.

7060 Conversation and Discourse (3) See ANTH 7060.

7750 Special Topics in Linguistics (3) See COMD 7750.

7752 Seminar in Linguistics (3) See COMD 7752.

7754 Psycholinguistics: Linguistic Perspectives (3) See COMD 7754 and PSYC 7754.

7755 English for Speakers of Other Languages: Methods and Materials (3) See COMD 7755.

7756 Independent Research: Phonetics and Linguistics (1-3) See COMD 7756.

7909 Selected Topics in Anthropology (3) See ANTH 7909.

7910 Seminar (3) See PHIL 7910.

7962 Field Methods in Linguistics (3) See ANTH 7962.

7999 Research in Anthropology (1-6) See ANTH 7999.

8000 Thesis Research (1-12 per sem.) "S"/"U" grading.

9000 Dissertation Research (1-12 per sem.) "S"/"U" grading.

## MANAGEMENT (MGT)

3000 Petroleum Land Management Practice (1) V Open only to petroleum land management majors. Required of petroleum land management majors; waived only by consent of department. Pass-fail grading. A minimum of 6 weeks of full-time employment by a firm participating in the program.

3001 Petroleum Land Management (3) V Practical and evidentiary aspects of petroleum land management; principles, and techniques derived from a synthesis of legal and geographical sciences; legal effects of various procedures of boundary locations for petroleum properties; petroleum land practices concerning utilization, a real association, and environmental impacts of drilling activity; use of topographical and historic maps, map compilations, historical cartography, air photos, archival records, and field techniques; some focus on coastal Louisiana and the Gulf South.

3111 Entrepreneurship (3) S Prereq: senior standing. Principles of entrepreneurship; feasibility studies; financial and location analysis; marketing; promotion; management; venture capitalism; legal considerations.

3200 Principles of Management (3) Prereq: admission to the College of Business Administration or approval of the dean. Management functions, including planning, organizing, staffing/human resource management, leading/interpersonal influence, and controlling in both domestic and international spheres.

3203 Independent Study: Advanced Management Topics (1-6) Prereq: consent of instructor. May be

repeated for credit for a max. of 6 sem. hrs. Independent research under direction of a faculty member.

3211 Business and Society (3) Prereq: senior standing. Social roles of organizations whose primary function is the accumulation of profits; emphasis on current issues; historical development of business-society relationships.

3230 Management Internship (3) Prereq: junior or senior standing. May be taken for a max. of 6 sem. hrs. of credit. Students, supervised by a management faculty member and an approved business executive, will follow a predetermined schedule of activities while working for a business firm. Hands-on experience in the fields of management, human resource management, organizational behavior, small business management, entrepreneurship, and administrative practices.

3320 Personnel: Human Resources (3) Prereq: MGT 3200. Personnel functions, including planning, recruitment, selection, development, maintenance, and reward of employees; relationships with environment and employee associations.

3321 Cases in Personnel and Labor Relations-(3) S Prereq: MGT 3500 and 3320. Recruitment, selection, training and development, compensation, labor relations, personnel planning, performance appraisal, and job analysis; emphasis on interrelationships among the various personnel functions.

3500 Management and Organized Labor Relationships (3) impact of organized labor on personnel and management practices; emphasis on the nature of union organizations, union certification and decertification elections, contract administration, and government regulation of labor-management relationships.

3511 Collective Bargaining in the Private Sector (3) F Prereq: MGT 3500. Limitations placed on managerial prerogatives by collectively bargained agreements in the private sector.

3512 Collective Bargaining in the Public Sector (3) S Issues in public sector bargaining; aspects different from private sector bargaining.

3830 Strategic Management (3) Prereq: FIN 3715, MGT 3200, and MKT 3401. May be taken only during the final semester of course work. Non-business majors must have instructor's permission. Formulation of consistent business policies; maintenance of an efficient organization; actual cases used as basis for discussions and preparation of reports which call for executive decision making.

4000 Analysis and Design of Management Information Systems (3) F See QBA 4125.

4113 Small Business Management (3) F Prereq: senior standing. A multidisciplinary approach to small business; business start-ups, accounting, finance, marketing, management, promotion, layout, retail management, location analysis, and international small business.

4114 Franchising Management (3) S Prereq: senior standing. Understanding the franchising process; becoming a franchisor or franchisee; franchisor start-up, venture capitalist, finance, legal compliance, disclosure documents, franchise agreements, franchisee start-ups, franchisor-franchisee relationships, anti-trust laws, and international franchising.

4322 Employee Selection and Placement (3) F Prereq: QBA 2000; or equivalent. Staffing requirements, recruitment strategies, development and validation of selection procedures, classification and placement of personnel; problems associated with person-job matching, socialization of new employees.

4323 Compensation Administration (3) S Prereq: MGT 3320. Quantitative and nonquantitative methods of job evaluation; wage level, wage structure, incentive plans; issues of employee compensation.

4420 Multinational Management (3) Prereq: MGT 3200 or equivalent. Management concepts and philosophical bases for international management operations; environmental dynamics, multinational business organizations, cultural constraints, organizational structures and processes, and conceptual systems of international operations.

4523 Government Regulation of Human Resource Management (3) F Prereq: MGT 3320. Impact of federal legislation on human resource managers; hiring, retention, and promotion policies of employers.

4620 Human Behavior in Organizations (3) Prereq: MGT 3200. Behavioral sciences applied to understanding human dynamics in organizations; individual, interpersonal, group, and intergroup behavior as organizational variables; impact of human behavior on organizational dynamics and success.