



MGMT 4348.900, Talent Management

Fall 2026, CRN: 10838

Department of Management & Marketing, College of Business

Course Syllabus

Class Meeting Time and Place:	T 3:30 – 4:45 p.m. Business Library Hall Room 152A
Class Duration:	08/24 to 12/11/26
Instructor:	Brenda Wingert, SHRM-SCP, SPHR Tel: 210-376-9686 (personal cell) E-Mail: Brenda.Wingert@tamusa.edu Student emails will receive a reply within two business days. (Monday – Friday 8-5 p.m.)
Course Modality:	In-Person
Course Website:	https://tamusa.blackboard.com/
Office Hours:	By appointment

Catalog Course Description: This course prepares students to take a strategic and modern approach to the identification, attraction, selection, deployment, and retention of talent. The course demonstrates how organizations can develop a staffing strategy that reinforces business strategy, leverages staffing technology, and evaluates and improves staffing systems.

Course Objectives: Improve organizational performance and minimize organizational risk.

Prerequisites: MGMT 3325

Student Learning Outcomes:

On completion of this course, students will be able to:

1. Map the talent acquisition process.
2. Calculate “time to fill” cycle time and cycle cost.
3. Analyze “time to fill” cycle time, cost, and process practices.
4. Evaluate opportunities for process improvement.

Required Material:

Book:

Strategic Staffing

Phillips

EDITION 5th PUBLISHER SAGE

ISBN-13 9781948426381

ISBN for the eBook 9781071927694.

AACSB Assessment:

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence

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students must follow the necessary rigor to ensure mastery of the above course outcomes.

Blackboard: Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard and students should monitor this several times a day.

Software: You will be required to use Microsoft Office products (WORD; EXCEL; POWERPOINT). These products are available in the computer labs on campus. You will also be able to download the installation software from the Microsoft software center. You will receive your login name and password at your Jaguar email address. Additional software will be required, for example, Acrobat Reader, Flash Player and Windows Media Player. Instructions and website links or additional software will be available online.

Time Expectations for coursework: You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

Other Recommended / Reading Materials: Additional reading materials are available on the course website as recommended by the instructor.

- **SHRM.org** the official website for HR professionals. The site features timely review of current national affairs impacting the workplace, in addition to discussion on best practices, policies, and procedures affecting the workplace.
- **HR Hero (BLR)** A&M-SA Library online database contains HR resources on topics such as compensation, discrimination, benefits & leave, health and safety, and more. Also available are recent HR related news, reference guides, and other helpful tools.

Course Requirements every student must fulfill to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current on class recordings, if not attending the live class (either in person or online).
3. Students should keep current with all course assignments, quizzes, and examinations.
4. If the course uses remote proctoring for exams, ensure that students schedule their exam early in the semester.
5. Students should ask questions and communicate with the instructor either online or off-line
6. Students should remember that hybrid and hyflex courses assume greater responsibility by the student for their own learning outcomes.
7. For online courses, students should keep current on class recordings, if not attending the live class (either in person or online).
8. For online asynchronous courses, there will be no online class sessions. All materials will be made available through Blackboard or through online links.
9. For online synchronous courses, there will be online class sessions as indicated. Students are expected to attend the online session at the given time. If a student is unable to attend a session, instructor will make the recording of the session available for the student to view. All materials will be made available through Blackboard or through online links.

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments and team project using the following weights:

<u>Assessments</u>	<u>Contribution to Final Grade</u>	<u>Maximum Point Value</u>
Quizzes	10%	10
Examinations	20%	20
Team Project	30%	30
Special Assignments	10%	10
Research & Analysis	20%	20
Attendance/Participation	10%	10
Total	100%	Total 100 Points

The final letter grades will be assigned as follows: Above 90% $\Rightarrow$ A; 80 – 89% $\Rightarrow$ B; 70 – 79% $\Rightarrow$ C; 60 – 69% $\Rightarrow$ D; Below 60% $\Rightarrow$ F.

- **Quizzes:** Students will be assessed through scheduled quizzes following selected chapters. Quizzes will be timed and composed of 20 multiple choice questions. Quizzes will be posted on Blackboard Quizzes & Exam link. Quiz scores will be averaged over the course of the semester and **contribute 10% of the student's final grade (equal to a maximum of 10 pts)**. Quiz scores will be posted on MyGrades.
- **Examinations:** There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent / non-submission of an exam will result in a grade of zero for that exam and may result in a fail grade in the course. The exams will consist of conceptual multiple-choice questions, problem solving questions, and short essay questions. The exam materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class. Mid-term and Final exam scores will be averaged and **contribute 20% of the student's final grade (equal to a maximum of 20 pts)**. Mid-term and Final exam **scores** will be posted on MyGrades.
- **Team Project:** Students will be assigned into small groups for a semester project in the role of consulting teams to observe, map, measure and evaluate the topic assigned. The class will be divided into project teams and assigned to a team project.

Deliverables will include a type-written project summary paper in APA format and an in-class presentation summarizing their project requirements.

Students will select a project leader and assume supporting roles in problem-finding & analysis, and research and problem solving, and recommended action plan. The project leader will evaluate member participation; team members will evaluate project leader leadership. Assignment instructions and supporting materials will be posted under the Blackboard Course content link. All work should be submitted through the respective Course content link. The Project will **contribute 30% of the student's final grade (equal to a maximum of 30 pts)**. Team project scores will be posted on MyGrades.

- **Research and Analysis Assignments (RA): (20% of grade)** Students will be tasked with research & analysis assignments during the semester. Topic assignments will include a self-assessment (FOCUS2) and Job Preview/Job Analysis. Student deliverables include:

- **RA1: FOCUS 2** -- a copy of the assessment results AND a short reflection paper summarizing what you learned from the assessment and how you will leverage the results in mapping your career plans.
- **RA 2: Boolean Research project** -- Students will research a selected position using Boolean logic, a LinkedIn database, and critical job specifications from a job description to produce a slate of prospective candidates.
- **RA 3: Job Preview** -- prepare and present a short video or narrated PPT presentation with their Job Preview.
- **Special Assignments (SA)**
Students will be assigned a Talent Management topic to review, prepare a written summary and give a presentation to the class. Assignments will be graded and scored to **contribute 10% to the student's final grade (equal to a maximum of 10 points).**

Make up and Late Assignment/exam/quiz policy: As a rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

IMPORTANT POLICIES AND RESOURCES

University Email Policy and Course Communications: All correspondence between professors and students must occur via university email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](http://www.tamusa.edu/dss) or email us at dss@tamusa.edu. All students are encouraged to discuss their academic accommodation with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance. While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

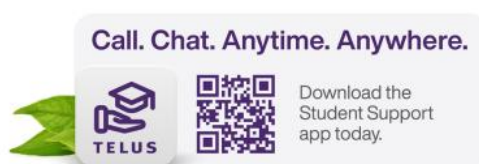
Appointments available MATH Walk in Tutoring – No appointment needed

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio’s mass notification system. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information on emergency response may be found at: [Emergency Operations Plan](#) and the [Emergency Action Plan](#). Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have

their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Jaguar Writing, Language, and Digital Composing Center (WLDCC): The WLDCC provides support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The WLDCC offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the WLDCC in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. Students wanting to work in realtime with a tutor can schedule an “Online Appointment.” Students wishing to receive asynchronous, written feedback from a tutor can schedule an “eTutoring” appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The WLDCC can also be reached by emailing wldcc@tamusa.edu.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots’ Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the wide variety of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student’s GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student’s GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University’s Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or

harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. Hours of operation is Monday-Thursday 3:30pm-9:00pm. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#)

Important Fall 2026 Dates:

Dates	Event
August 20	Tuition & Fee Payments deadline
August 24	First day of class
September 7	Labor Day Holiday – No Classes / University Closed
September 9	Census Date – Students not paid in full or enrolled in a payment plan by 4:59 pm may be dropped for non-payment
October 5 – October 16	Midterm grading period
November 13	Last day to drop with an automatic "W"

November 25	Study Day – No classes
November 26-November 28	Thanksgiving Holiday – No Classes / University Closed
November 30	Last day to drop a course or withdraw from the University
December 4	Last day of classes
December 5 – December 11	Final exams
December 15	Commencement

The complete [academic calendar](#) is available online

Class attendance and Participation: Attendance will be taken at the beginning of each class and attendance/participation will be scored to contribute 10% of the semester grade. A vital part of every student's education is regular attendance of class meetings (for face-to-face/hybrid classes/online synchronous classes) or regular review of class materials posted by the instructor for asynchronous classes. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material, and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging, and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one-hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Use of Generative AI Permitted

Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Fall 2026 MGMT 4348.900 Class Schedule

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Wk	Dates	Chapter and Topic	Due 3:30 pm
1	08/25	Orientation: Overview of course syllabus, deliverables, & Blackboard Review of Special Assignment topics/dates 5 Hiring Trends Shaping Talent Acquisition in 2026	NOTE: All assignments/exam/quizzes due 3:30 p.m.
2	09/01	Chapter 1 Strategic Staffing Process Improvement: Visibility Review Semester Team Project and Team Contract Team Contract due in BB	09/08
3	09/08	Chapter 2 Business & Staffing Strategies What is a business process? Session 1 Team project milestone Quiz 1 (Chapters 1 & 2)	09/15
	09/15	Chapter 3 The Legal Context Improving Business Processes Session I Team project milestone Special Assignments begin	
5	09/22	Chapter 4 Strategic Job Analysis & Competency Modeling Session 2 Team project milestone RA 1- Introduction: Focus 2 – Due 10/06 - Guest from Mays Center Quiz 2 (Chapters 3 & 4)	09/29
6	09/29	Chapter 5 Forecasting & Planning Process Improvement : People RA 1 Focus 2 Special Assignments	10/06
7	10/06	Chapter 6 Sourcing : Identifying Recruits Process Improvement : Cycle Time RA 2 – Introduction to Boolean Logic – Candidate Search – Due 10/20 Mid-Term Exam (Chapters 1 – 6) Special Assignments	10/13
8	10/13	Chapter 7 External Recruiting Session 3 Team project milestone RA 2 : Boolean Logic – Candidate search Due Special Assignments	10/20
9	10/20	Chapter 8 Measurement Quiz 3 (Chapters 7 & 8) Special Assignments	10/27

10	10/27	Chapter 9 Assessing External Candidates Chapter 10 Recruiting & Assessing Internal Candidates Session 4 Team project milestone Quiz 4 (Chapters 9 & 10) Special Assignments	11/03
11	11/03	Chapter 11 Choosing & Hiring Candidates RA 3 Introduction to Realistic Job Preview RA 3: Realistic Job Preview Due – Due 11/10 Session 5 Team project milestone Special Assignments	11/10
12	11/10	Chapter 12 Managing Workforce Flow – Teams meet after lecture Special Assignments	
13	11/17	Chapter 13 Staffing System Evaluation & Technology – Teams meet after lecture Special Assignments	
14	11/24	Teams meet in class to finalize paper/presentations for next week Special Assignments Session 6 Team project milestone: Submit project paper/PP	12/01
15	12/01	Team Presentations – In class all members must participate. Final Exam (Chapters 7-13) opens today	12/08
16	12/08	Final Exam week 12/05 – 12/11/26	