

Course Syllabus
Rutgers University
School of Management and Labor Relations
Human Resources Management Department



37:533:311– Index: 18107 – Talent Acquisition

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Class Details

Day: Tuesdays & Thursdays

Time: 2:00 PM – 3:20 PM

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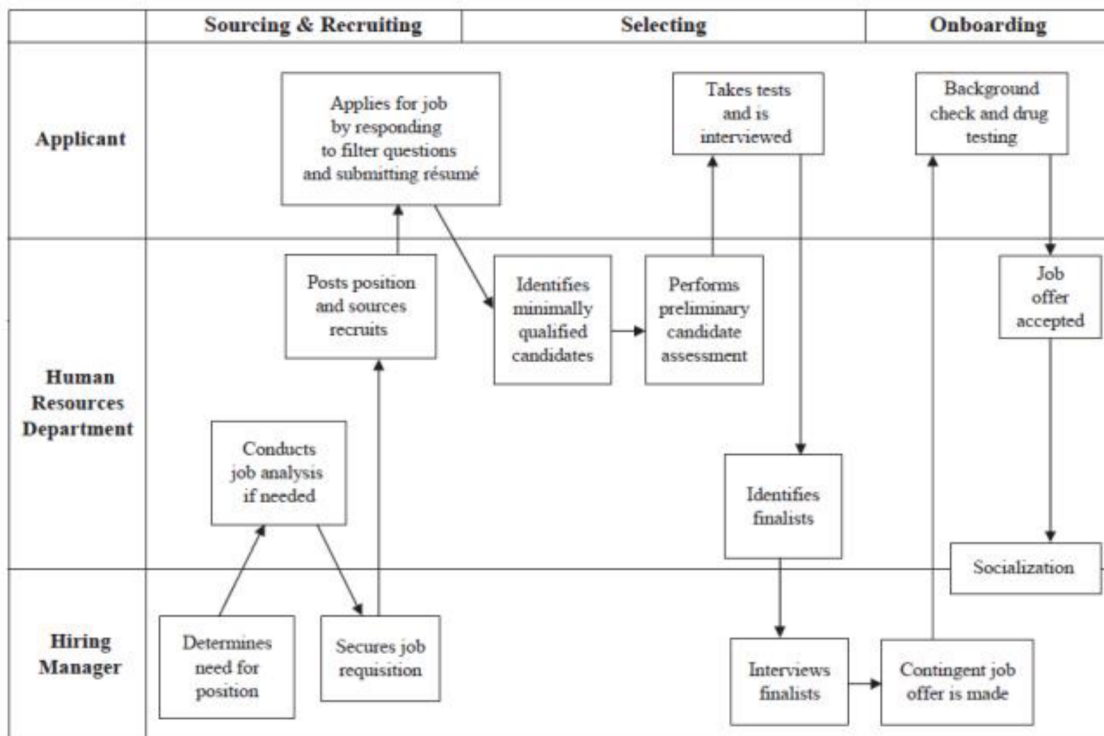


FIGURE 1-1 A Flowchart of the Staffing Process

1. Course Description

This course emphasizes the principles and processes of the staffing function. The U.S. economy is increasingly compelled to fiercely compete in knowledge-intensive industries. Knowledge-intensive organizations gain their competitive advantage through the acquisition and creation of distinctive knowledge. Now, more than ever, human capital is the most important resource to create that distinction. Staffing represents the input to the employment cycle. When combined with other HR functions, effective staffing practices contribute to fill organizational current and future knowledge gaps.

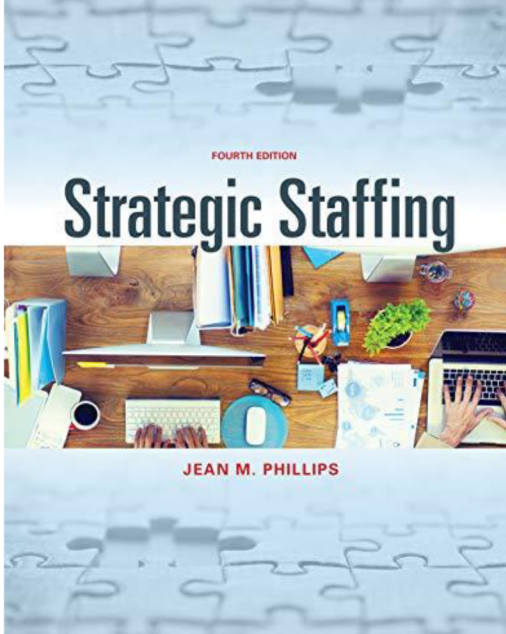
Throughout this course, we will be covering the whole staffing process, including staffing models and strategies, planning, recruitment, selection, decision making and retention management. The course design is intended to blend students' experience, explicit course material and contemporary business case studies. Ultimately, this aims to provide participants with a unique and pragmatic learning exposure towards effective staffing processes.

2. Course Details

<p>Course Objectives</p>	<p>Learning</p> <p>The aim of this course is to provide students with a robust understanding of the staffing process. Moreover, the course targets building awareness and appreciation of the strategic role of staffing in contributing to the organizational performance and competitive advantage. Students who successfully complete this course should demonstrate an understanding of:</p> <ol style="list-style-type: none"> 1. Strategies, concepts, principles, tools, techniques, and theories used in the staffing function. 2. Constructing recruitment and selection plans. 3. Conducting effective job analysis. 4. Recruitment methods of qualified candidates, both internally and externally, within the confines of employment law. 5. Selection methods of qualified candidates, both internally and externally. 6. Decision making issues throughout the staffing process. 7. The onboarding process and socialization
<p>SMLR Objectives</p>	<p>Learning</p> <ul style="list-style-type: none"> ➤ Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions <ul style="list-style-type: none"> ➤ Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work ➤ Analyze a contemporary global issue in their field from a multi-disciplinary perspective ➤ Analyze issues related to business strategies, organizational structures, and work systems ➤ Analyze issues of social justice related to work across local and global contexts (LSER) ➤ Analyze issues related to the selection, motivation, and development of talent in a global context (HRM) ➤ Quantitative and Qualitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues. <ul style="list-style-type: none"> ➤ Formulate, evaluate, and communicate conclusions and inferences from quantitative information ➤ Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM) ➤ Apply qualitative methods appropriately, alone and in combination with quantitative methods ➤ Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance <ul style="list-style-type: none"> ➤ Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work

	<ul style="list-style-type: none"> ➤ Understand the legal, regulatory and ethical issues related to their field ➤ Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM) ➤ Understand the internal and external alignment and measurement of human resource practices (HRM)
Target Audience	<p><u>This course is an optimal learning experience for:</u></p> <ul style="list-style-type: none"> ➤ Students aiming for a career in Human Resources ➤ Students seeking knowledge of People Management ➤ Managers seeking to improve and implement an effective Staffing process ➤ Employees aspiring managerial positions ➤ Employees involved in the staffing process
Units' Topics	<ol style="list-style-type: none"> 1. Strategic Staffing 2. Business and Staffing Strategies 3. The Legal Context of Staffing 4. Strategic Job Analysis and Competency Modeling 5. Forecasting and Planning the Workforce 6. Sourcing: Identifying Recruits 7. Recruiting 8. Measurement 9. Assessing External Candidates 10. Assessing Internal Candidates 11. Choosing and Hiring Candidates 12. Managing Workforce Flow 13. Staffing System Evaluation and Technology

3. Readings

	<ul style="list-style-type: none"> ➤ Phillips, J.M. (2020). Strategic Staffing. 4th Edition. Chicago Business Press. ISBN: 978-1-948426-86-2 ➤ Additional optional readings and useful links will be added as needed. They will be available on the course's Canvas website. , along with other course material. Please, make sure to check the course website frequently, so you won't miss any important material. You need to use your Rutgers NetID and password to login. ➤ Make sure to read all assigned readings and cover the unit's lecture early in the week in order to optimize your learning experience throughout each unit.
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4. Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html. Moreover, it is useful to read the New Brunswick Undergraduate Catalog to know your rights and obligations at

http://catalogs.rutgers.edu/generated/nbug_current/pg1355.html. The following table lists the assessment methods and their weights:

Method	Points
Forum Discussions & Participation	100
Midterm One	100
Midterm Two	100
Final Exam	100
Paper & Presentation	100
Total	500

The following table lists the Grading and Point System assigned by the university:

Percent	Grade	Description	Grade Points
90-100%	A	Outstanding	4.0
85-89%	B+		3.5
80-84%	B	Good	3.0
75-79%	C+		2.5
70-74%	C	Satisfactory	2.0
65-69%	D	Poor	1.0
≤ 64	F	Failing	0.0

A. Forum Discussions

For each period of two weeks, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapters' subjects. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 7 forums in total and each will be assessed separately. The total assessment of the forum discussions will account for the top 5 individual forum scores – averaging up to a grade out of 100.

First, students should post an initial contribution that answers the forum question. The initial contribution should be posted by week one of the forum duration. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the second week of the forum duration. At a minimum, the student should reply thrice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

The following is the breakdown of each forum discussion assessment:

Assessment Category	Assessment Criteria
Initial Contribution (45%)	Content Contribution (20%)
	Analytical Thinking (20%)
	References (5%)
Collaboration (45%)	Content Contribution and Engagement (20%)
	Analytical Thinking (20%)
	References (5%)
Quality of Writing (10%)	Clarity and mechanics (5%)
	Organization (5%)

If classes were in person, then we will add an attendance grade. Attendance then will account for 25% of the forum discussion and participation grade, while the rest of the grade (75%) will account for the forum discussions grades.

Just by attending and actively participate in the assigned sessions you earn up to 25 points. Each missed class results in losing significant points – unless proper justification is provided. Please refer to the attendance policy to familiarize yourself with the recognized grounds for absences. Attendance will be monitored through attendance sheets.

Also, students are expected to actively participate in class and online forums. In addition to earning points, students will have the opportunity to add their input, share experiences and learn from others. Points are gained through answering the Poll questions and providing insightful contributions. Points are lost for frequent absenteeism, being unprepared and misconduct during class. Therefore, you are expected to be well prepared before class sessions through reading the required readings and preparing yourself for discussions.

B. Exams

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice questions. Each exam covers the subjects addressed before its conduction (approximately each covers one-third of the material). The exam material includes the chapters' lectures and the required readings. The exams dates are fixed and noted in the course schedule. Please note that all exams are closed-book, and you are not allowed to use any form of assistance. If the examination session was canceled, then you will be notified of the new date.

If exams were conducted online, then they will be proctored through LockDown-Respondus. Having a computer with appropriate camera and microphone is a requirement to take the exam. You will be provided with a practice quiz early in the semester to test your computer. Not having a functional computer is not an accepted excuse for not taking the exam. If you face any technical issues, then please contact the Canvas Helpdesk, which is available 24/7 @ <https://canvas.rutgers.edu/canvas-help/>

Keep in mind that due to the Covid-19 situation, the university might continue remote or return to class. The university might advise also to minimize the number of students per class. Therefore, the instructor reserves the right to decide on where the test will be taken, in-class or online through Canvas. Will keep you updated as exams dates approach.

Make-up policy

Again, the dates for each of the three exams are noted on the course schedule. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness requiring medical attention (verified with a note from a doctor), an emergency (verified when applicable), or for a reason that is approved by the instructor. The instructor's approval should be attained at least two weeks before the exam date. Moreover, other reasons are assigned by Rutgers Attendance Policy (please refer to the attendance policy section).

An individual make-up exam will be held at a time that is convenient for the instructor. Individual make-up exams could be in the essay, short answers, or multiple-choice questions formats – or any format chosen by the instructor. Again here, based on the pandemic situation, make-up exams might take place in-class or online, depending on the instructor's decision.

C. Extra-credit Assignments

During the semester, you will have the opportunity to submit two assignments to improve the grades of the two midterm exams. Each assignment will contribute to up to 10 points. The two assignments are optional and will be in an essay format. The submission dates of both assignments will be the end of next week after the examination date. Late submissions are strictly not accepted. The assignments need to be uploaded on Canvas.

D. Paper& Presentation

Project Description & Performance Guidelines

The course will provide an extensive overview of Staffing. That said, various organizations implement different staffing strategies and recruitment and selection methods. Based on a study of an organization of your choice, assess its staffing process. Suggest improvements on the staffing practice in order to better serve the strategic objectives of the organization. I will discuss the report requirements in more details at the first session.

Students will have the opportunity to self-select each other and form teams. Groups should have 5-6 members. If you fail to find a team or choose a case study by the time limit assigned at the course schedule, then the instructor will select on your behalf.

The project consists of a paper and presentation. The paper size should not exceed 3,500 to 4000 words max and the presentation time is 20 minutes. Both should cover the following:

1. Overview of organization. 500 words
2. Overview of the Staffing Strategy. 500 words
3. Demonstrate the sources and recruitment methods for new recruits. 1000 words
4. Demonstrate the selection methods adopted by the organization. 1000 words
5. Critically assess the recruitment and selection methods and suggest improvements. 500 words

The deadline for submitting the report is the same day and time assigned for your presentation day. Late submissions are not accepted. Each group will submit one report.
Due to the Covid-19 situation, presentations might take place in-class or online. Again more details will be provided when the due date approaches.

5. Course Requirements and Instructor Expectations

- Students are expected to read all the required readings before attending the class. This increases the learning capacity throughout the sessions and elevates the interaction level among students and between the attendees and the instructor.
- Attendance and active participation in class discussions and activities fulfill the learning outcomes of classes. This is also true for forum discussions, Remember both are assessed and contribute to your final grade!
- Students are asked to check Canvas frequently – at least every 48 hours. The course material, additional readings, posts and announcements will be added regularly and will enhance your learning experience.
- All required materials for the course are subject to formal assessment, even if they were not covered in class. Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on individual effort and peer involvement.
- For each 3 credits of study, students should expect to commit at least 100 hours of their time for course work, self-study and revision.
- The instructor will continuously provide feedback and whenever a student requests help. Students are encouraged to contact their instructor for one-on-one sessions if needed.
- If any conflicts arise between group members, then they should be addressed as soon as possible. If students fail to resolve the conflicts among group members, then they should seek the assistance of the instructor ASAP.
- Reports should be submitted by due date. Late submissions are not accepted unless you provide a legitimate excuse. Early submissions can be prearranged with your instructor.
- Students are expected to behave in a professional manner. Failing to do so will affect your participation grade. The following are some guidelines:
 - Students are expected to arrive on time in order to avoid distractions and to show respect for the instructor and peers.
 - Electronic devices should not be used during the session except for class requirements.
 - Students are expected to behave ethically. Misconduct during the session will not be tolerated.

6. Technical Requirements

1. Broadband connection with reliable internet access

2. Voice input (Microphone) and output hardware
3. A webcam (800 x 600 resolution or better)
4. Operating System (Windows 7, 8, or higher / Mac OSX 10.7 Lion or higher)
5. Microsoft Word & PowerPoint
6. Adobe Flash – latest version (Links to an external site.) (you will need it to view videos)
7. Adobe Reader (PDF reader)
8. A Media Player
9. Basic computer requirements for Canvas Links to an external site.

7. Academic Honesty and Code of Conduct

Students are expected to abide by Rutgers’s Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to the university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at: <http://academicintegrity.rutgers.edu/> and the Office of Student Conduct at: <http://studentconduct.rutgers.edu/>. Alternatively, you can refer to the undergraduate catalog section for academic integrity at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1370.html and the section for code of conduct at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html.

In addition, the Undergraduate Program has a strict policy concerning any form of cheating (including cheating incidents at exams and plagiarism). The following is the **Undergraduate Program Policy on Cheating:**

The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student’s final grade will be reduced by an entire letter grade as shown in the table below.

Original Grade	Grade After Deduction for Cheating
A	B
B+	C+
B	C
C+	D
C	D
D	F

When students cheat, a note will be placed in their files in the HRM Department and such information will be taken into account by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

A second incidence of cheating (whether in the same class or in another HR class) will result in a grade of “F” and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

No extenuating circumstances will be considered in a case of cheating.

8. Attendance Policy

Attendance at all scheduled classes shall be expected. Failure to attend classes with no authentic excuse will negatively affect your grade – as attendance and participation are accounted for in the course assessment. Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

1. Illness requiring medical attention (written proof is needed).
2. Curricular or extracurricular activities approved by the faculty.
3. Personal obligations claimed by the student and recognized as valid (pre-approved by the instructor unless it is a family emergency).
4. Recognized religious holidays (please refer to the links at the end of this section).
5. Severe inclement weather causing dangerous traveling conditions (Rutgers University usually cancels classes when the weather conditions are not safe for commute) – this condition is invalid as the course is delivered online and requires no transportation.

As a general guideline, students have to attain the instructor’s approval before their absence unless it is an emergency. At least two weeks’ notice is required before any examination date. If the cause of absenteeism is legitimate, then the instructor will work with the student to make-up required exercises and examinations. The following links further clarify the attendance policy:

Rutgers’ Attendance Policy: <http://policies.rutgers.edu/sites/policies/files/10.2.7%20-%20current.pdf>

Rutgers’ Religious Holiday Policy: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

Interfaith Calendar: <http://www.interfaithcalendar.org/index.htm>

NJ Department of Education Religious Holiday List: <http://www.state.nj.us/education/genfo/holidays.htm>

9. Special Needs and Accommodation

“Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>”. For additional information, please visit the website of the Office of Disability Services at: <https://ods.rutgers.edu/students>.

10. Tentative Course Schedule

The course will be delivered through 28 assigned sessions, mostly twice per week. The course content will be covered based on the sequence specified in the next page. Please note that the dates are tentative and subject to change. Also, note that the two midterm exams are set during class hours, but they might be offered online depending on the

pandemic situation. The final exam time and location will be assigned by the university and will take place during the final exams days, if the university decided to conduct them in-person. The final exam too might be offered online. Sessions will include the following delivery methods and activities:

- Lectures covering the main course topics: concepts, theories and practices in HRM.
- Case studies that contextualize the course topics with real business examples and enhance knowledge-sharing and interaction among the session attendees – including the instructor. In addition, they aim to refine your analytical and communication skills.
- Presenting group work to other classmates, thus enhancing knowledge-sharing and strengthening your presentation skills.
- Formal assessments of students’ knowledge attained throughout the course delivery.
- Forum discussions online.

Week		
1	Introduction to the course Strategic Staffing	Meet your learning Community Academic Integrity Syllabus Practice Quiz – LockDown-Respondus Group Formation Required Readings
2	Business and Staffing Strategies	Lectures Required Readings Forum Discussion 01 – Initial Contribution Group Formation
3	The Legal Context	Lectures Required Readings Forum Discussion 01 – Three Replies Group Formation
4	Strategic Job Analysis and Competency Modeling	Lectures Required Readings Forum Discussion 02 – Initial Contribution
5	Forecasting and Planning	Lectures Required Readings Forum Discussion 02 – Three Replies Midterm One (Ch. 1 to 5)
6	Sourcing: Identifying Recruits	Lectures Required Readings Forum Discussion 03 – Initial Contribution Extra Credit Essay 01
7	External Recruiting	Lectures Required Readings Forum Discussion 03 – Three Replies
8	Measurement	Lectures Required Readings Forum Discussion 04 – Initial Contribution
9	Spring Recess	
10	Assessing External Candidates Recruiting and Assessing Internal Candidates	Lectures Required Readings Forum Discussion 04 – Three Replies Midterm 02 (Ch. 6 to 9)
11	Choosing and Hiring Candidates	Lectures Required Readings Forum Discussion 05 – Initial Contribution

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		Extra Credit Essay 02
12	Managing Workforce Flow	Lectures Required Readings Forum Discussion 05 – Three Replies
13	Staffing System Evaluation and Technology	Lectures Required Readings Forum Discussion 06 – Initial Contribution
14	Student Presentations of Case Studies	Final Project Submission Presentations Forum Discussion 06 – Three Replies
15	Student Presentations of Case Studies	Final Project Submission Presentations Forum Discussion 07 – Initial Contribution
16	Final Week	Final Exam (Ch. 10 to 13) Forum Discussion 07 – Three Replies