

Talent Acquisition 37:533:311 B1 (Summer, 2023 Face-to-Face Course)

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Talent Acquisition	BE-201	Mondays and Wednesdays (May 30st to July 7th)	1:00-5:25 PM
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COURSE OVERVIEW:

This course focuses on the effective and efficient management of the flow of talent into and through organizations. I give particular attention to the impact of business strategy, internal and external labor markets, recruiting, selection, and person-job and person-organization match on staffing practices. We will cover human resource planning, layoffs, career transitions, and other workforce movement. **An important goal of the class will be to provide opportunities to develop hands-on skills that are relevant to effectively managing talent flow.** Thus, experiences focusing on the transfer of course material to real-world situations will be an integral part of the class.

Presentation of the course content and requirements will engage students in a consideration of both academic and applied issues. The text will help you develop mental models which will be required to understand how various apparently intuitive staffing, recruiting, and selection activities do and/or don't work. While theory is a useful simplification, human and organizational interactions are messy. In this course, we will always be trying to integrate the two.

TEXT (SEMI-Recommended) and Additional Resources:

1. Phillips, J. M., & Gully, S. M. (2015) **Strategic Staffing**, Pearson/Prentice Hall, ISBN-13: 978-01-3357-1769 (**3rd Edition**). Make sure you get the 3rd edition. There are important differences from the 2nd. There are copies available on Amazon for immediate delivery for under \$30 at [Strategic Staffing \(3rd Edition\): 9780133571769: Human Resources Books @ Amazon.com](https://www.amazon.com/dp/9780133571769). **YOU MUST HAVE YOUR OWN COPY OF THIS TEXT BY JUNE 5/6.**

Our course Canvas site includes PPT voiceover videos that you must watch BEFORE they are considered in class. These videos are NOT merely reviews of the text material. They use the text as a structure to present and inform HR PRACTICES that are also presented, based on my personal history and observations over 20+ years of senior level HR experience.

2. This course includes an individual course project that will determine 50% of your grade. It requires (among other things) that you read and critically review a “pop” management book related to the course content from a list that will be made available to you. These texts are readily available online (used!) for under \$20. Because of the time concentration of a Summer course, you will have to purchase your selection ASAP.

You are also strongly advised to occasionally visit the following Professional Organizations' Websites:

- The Society for Human Resource Management: www.shrm.org

- The Society for Industrial and Organizational Psychology: www.siop.org
- www.HR.com

Canvas: The Canvas website will be the primary digital home for this course, so you must be familiar with this mode of interaction. It will house the syllabus, PowerPoint slides for the lecture notes, recorded video voiceovers of my presentation of the textbook chapters, assignments, learning supports, and contact information. To access Canvas, follow the steps listed below. All assignments must be submitted through Canvas **using their related Assignment portal.**

Canvas will provide you access to this course and its related course syllabus, PowerPoint slides, and recorded video voiceovers of the chapters.

Using Canvas:

1. Go to: <https://canvas.rutgers.edu>
2. Login using your Rutgers netid and password
3. Click on the TAB “Talent Acquisition”
4. If you do not see the TAB “Talent Acquisition”, contact me at ralpharodriguezphdsphr@gmail.com as you may not be on the roster.
5. Click on the Syllabus link to download the current syllabus.

Students are **expected** to be "current" on how the issues in this course are "played-out" in actual organizations. Therefore, students are expected to be familiar with current business news. An easy way to get updated is to routinely watch the “Nightly Business Report” on PBS. If you find yourself more often in the digital world, Yahoo provides several excellent RSS feeds (general business) and hr.com provides excellent FREE resources (you have to register, also FREE). You will find that the material in the text will “stick” better when you are able to frame it in a richer context. **(Note: A command of current business events and topics is often persuasive in improving your candidacy for higher potential HR positions.)**

ATTENDANCE:

-Classroom attendance is essential and mandatory. Lectures are designed to supplement the text material with an emphasis on practice and application (as compared with the text, which is primarily theory-loaded). **Prior students in the course estimate that approximately 35% of the content presented in class is NOT in the text.** Furthermore, since every class member is critical to our collective learning process, missing class will have negative repercussions on your own learning and that of your classmates. Therefore, good attendance will be rewarded and poor attendance penalized (SEE BELOW).

In addition, if you do miss a class, it is your responsibility to contact another class member to get any material missed, including schedule changes. If you are absent from class, do not contact the professor for a complete review of the lecture that you have missed. Instead, contact another class member for the material, and then contact the professor if you have difficulty with the material after you have reviewed the notes obtained from another student. It is your responsibility, therefore, to team up with a compatible “buddy” and to exchange contact information as early as you can during the semester.

GRADING GRID:

Assessment	% Grade	MY SCORE	POINTS	Total Points	Grade
In-class Quizzes (WebEx)	50%	X	=	90+	A
Reading Summary #1: Professional Journal or Magazine	12%	X	=	85-89.9	B+
Reading Summary #2: Academic, (Peer-Reviewed Journal)	12%	X	=	80-84.9	B
Final Project: Research/Book Video Report	26%	X	=	75-79.9	C+

				70-74.9	C							
TOTAL POINTS	>>	-	>>	-	>>	-	>>	-	>>		60-69.9	D
											<60	F
Totals											100%	

ASSIGNMENT EXPECTATIONS

Quizzes (50% of Final Grade): Ten to twelve short, multiple-choice quizzes will be administered. They will include material from the text, assigned reading/viewing materials, and classroom discussions. For purposes of grading, your lowest two quiz grades will be dropped. **THERE WILL BE NO QUIZ MAKEUPS.**

Reading Summary #1 (Professional Journal or Magazine); 12% of Final Course Grade: Take a close look at either Chapter “Endnotes” or the “References” section of the book you have selected for your Final Project. Select an original supporting source used by the author(s) that comes from a **Professional Journal or Magazine**. Write a 2-3 page Executive Summary that summarizes and details its primary message, critiques it, and relates it to our course content.

Reading Summary #2 (Academic, Peer-Reviewed Journal); 12% of Final Course Grade: Take a close look at either Chapter “Endnotes” or the “References” section of the book you have selected for your Final Project. Select an original supporting source used by the author(s) that comes from an **Academic, Peer-Reviewed Journal**. Write a 2-3 page Executive Summary that summarizes and details its primary message, critiques it, and relates it to our course content.

Final Project (26% of Final Grade): You will select from a list of Talent Acquisition-related “pop” management books at the beginning of the course. After fully reading and analyzing the contents in light of its validity and practicality, you will produce and post (Youtube or Vimeo) an 8-12 minute comprehensive report that summarizes and details its primary message, critiques it, and relates it to our course content. (You will send me the link through the related Assignment portal.) A good model to use would be film reviews that you can easily find all over the internet. Be creative but remember that you are producing this for an “Executive” audience.

In our final class on Wednesday, July 6th, YOU will present this video to the class, be interviewed by the Professor on the content of the book, and quiz your colleagues on the content of your presentation. (On or BEFORE Thursday, June 30th, you must submit 3-5 OBJECTIVE Quiz questions, with answers indicated, to me through the Canvas messaging function. I will gather questions from all the presenters and pose them to the class as ONE quiz on the day of the presentations, Wednesday, July 6th.)

Discussion/Participation (POTENTIAL EXTRA-CREDIT awarded to your Final Grade): Occasionally, other opportunities to contribute to class learning will be provided. Generally, your “Participation” will be based on both frequency and quality of both online and face-to-face participation, with quality weighted more heavily than frequency. Valued behaviors include: active participation in peer-to-peer instruction and exercises, initiating discussions, voicing original ideas, challenging others, defending your own views, raising important and relevant points, attempting to answer unpopular questions, and generally demonstrating a command of assigned reading materials and current business news. Behaviors to avoid include the following: reiterating obvious points, making irrelevant remarks, distracting the class, and failing to participate when asked.

General guidelines for self-assessment:

Notable = “My participation in this class made it a more enriching experience for all students”;

Expected = “I participated in class but my contribution didn’t make the class significantly better or worse”;

Negative = “I was in class but generally as a passive observer”.

Students are expected to have read and watched all assigned material BEFORE it is covered in class and be prepared to answer questions when called upon. Arriving late or leaving our meetings early will be penalized.

TIMELINESS AND FORMATTING OF ASSIGNMENTS: Assignments are due by the “Due Date” and specific time indicated in the “Assignment” link in Canvas. ALL LATE ASSIGNMENTS WILL BE

PENALIZED 5 POINTS PER DAY NO MATTER WHAT THE EXCUSE/REASON. Only MS Word, PPTs, pdfs; pic, jpeg, MP4, and web URLs will be accepted.

ACADEMIC HONESTY: Academic integrity is the cornerstone of a university education, business practice in general, and HR practice specifically. It is our joint responsibility as a learning community to foster an environment of trust, honesty, fairness, respect, and responsibility. In addition to the formal Rutgers University Academic Integrity Policy (see <http://academicintegrity.rutgers.edu/integrity.shtml>), all members of our class community are expected to report observed instances of cheating, plagiarism, and other forms of academic dishonesty in order to ensure the integrity of what we accomplish in this course. **Electronic comparison will be used to detect plagiarism, which will result in AUTOMATIC FAILURE in the assignment and reported to the Office of the Dean.**

ABSENCES: There are 10 classes scheduled for this course. You are permitted to miss 2 before penalties. (The job-equivalent would be more than FIFTY unexcused workdays a year!) Don't ask for an absence to be "excused"; your first two classes will be so automatically. **BEGINNING WITH THE THIRD ABSENCE, A 10-POINT PENALTY TO YOUR FULL COURSE GRADE WILL BE ASSESSED. PERFECT attendance will be rewarded with +3 points added to your cumulative course grade. ONE absence will be rewarded with +1 point. (For this purpose, even "excused" absences will count as absences.)** The importance of our time together cannot be overstated. Therefore, you are expected to arrive on time and not disturb the class by leaving early. **I encourage you to use any technology (laptops, tablets, smartphones, etc.) to support your learning in and/or out of class. Please bring your technology to class with you.**

ACCOMMODATIONS: I am committed to providing a welcoming and accessible classroom for all students. Students who are in need of accommodations due to a disability should provide me with the appropriate documentation from the Office of Disability Services for Students as early in the semester as possible, and definitely before the first exam.

University Statement on Accommodations: "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 professor and discuss the accommodations with him 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>."

COURSE QUESTIONS: Should you have any administrative questions about homework, exams, due dates, etc., please take the following steps: 1) first check the syllabus; 2) next, you can check the CanvasChat to see whether others may have had the same question. 3) If your question has not been asked or answered, then you can pose your question in the CanvasChat. 4) If you do not receive a response to your question within 24 hours, then you should email the professor via Canvas.

ONLINE COURSE ASSESSMENT: Your constructive assessment of this course plays an indispensable role in shaping education at Rutgers. Upon completing the course, please take the time to fill out the online course evaluation.

INTELLECTUAL PROPERTY OF COURSE MATERIAL: All materials generated for this class, including but not limited to the syllabus, in-class materials, and exercises, may not be copied, sold or made available to third parties (including note-taking services), published, broadcasted, reprinted, included in your blog, posted on any websites or sent via text messaging from your phone without the explicit written permission of the professor. Any material that is distributed without such consent will be seen as a direct violation of academic integrity.

CHANGES TO THE SYLLABUS: This syllabus represents my plan for the course. However, it is subject to modification at any time throughout the semester. Such changes will generally be negotiated with the class and

announced in class. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

Class Schedule

Class *	Date	Topic	Reading & Assignment
1 A B	May 31 (Weds.)	Introduction: Complete Google Forms Survey; Select Book for Class Project Strategic Staffing	STUDY Syllabus Complete form at: https://forms.gle/6QWVMEeYhVbhobEW6 Chapter 1 (PowerPoint Slides) View Voiceover Presentation Ch. 1
2 A/B	June 5 (Mon.)	Business & Staffing Strategies	Chapter 2 (PowerPoint Slides) View Voiceover Presentation Ch. 2
3 A/B	June 7 (Weds.)	The Legal Context: View Voiceover Presentation	Chapter 3 (PowerPoint Slides) View Voiceover Presentation Ch. 3
4 A B	June 12 (Mon.)	Strategic Job Analysis and Competency Modeling; Forecasting & Planning	Chapter 4 (PowerPoint Slides) Chapter 5 (PowerPoint Slides) View BOTH Voiceover Presentations Ch. 4&5
5 A/B	June 14 (Weds.)	Sourcing: Identifying Recruits	Chapter 6 (PowerPoint Slides) View Voiceover Presentation Ch.6 PROJECT READING SUMMARY 1 DUE
6 A/B	June 19 (Mon.)	Recruiting: View Voiceover Presentation	Chapter 7 (PowerPoint Slides) View Voiceover Presentation Ch.7
7 A/B	June 21 (Weds.)	Measurement: View Voiceover Presentation	Chapter 8 (PowerPoint Slides) View Voiceover Presentation Ch.8 PROJECT READING SUMMARY 2 DUE
8 A B	June 26 (Mon.)	Assessing External Candidates Assessing Internal Candidates	Chapter 9 (PowerPoint Slides) Chapter 10 (PowerPoint Slides) View BOTH Voiceover Presentations Ch. 9 & Ch. 10
9 A/B	June 28 (Weds.)	Choosing and Hiring: View Voiceover Presentation	Chapter 11 (PowerPoint Slides) View Voiceover Presentation Ch. 11
10 A B	July 5 (Weds.)	STUDENT PRESENTATIONS The Talent Acquisition GAME SHOW	VIDEO Book Review/Critique Gold/Silver/Bronze Awards

Quizzes are likely EVERY class. Generally, these quizzes will take place at the very beginning of class. **Make sure to be PROMPT to class, AS THERE ARE NO QUIZ MAKE-UPS.**

Voiceover Video Presentations are available in our Canvas site: follow the related links in the Schedule above. You must view these BEFORE the related material is presented in class.

* **Class schedule: Generally, each class meeting will be split into two parts.**

1) Part “A” will take place between 1:00-3:00 PM.

We will break between 3:00-3:30 PM.

2) Part “B” will take place between 3:30-5:25 PM.