

## Managing Workforce Flow (38:533:533)

**Joe McCune, Ph.D.**  
e-mail [jmccune@smlr.rutgers.edu](mailto:jmccune@smlr.rutgers.edu)

**Spring, 2026**  
**848 445-1052**

### Course Overview

It is becoming increasingly clear that the only sustainable source of competitive advantage for a company is the quality, uniqueness and commitment of its human capital.

This course focuses on models, tools and techniques that enable an organization to acquire, deploy and retain talented employees that will enhance the competitive advantage of the company. Workforce flow involves the sourcing, recruitment, screening, selection, onboarding and deployment of new employees required for the ongoing success of the organization. Workforce planning, promotion and succession management will be addressed along with the laws and regulation governing the legal requirements governing of workforce decisions. Emphasis is placed on techniques and procedures; however, theoretical and empirical research will be covered in order to provide the student with an appreciation of the state-of-the-art in the field. Further, the linking of staffing activities to strategic organizational goals is an important theme.

### Learning Goals

- To provide students with a broad overview of staffing practice and research, including recruiting, selection, and human resource management.
- To acquaint students with legal guidelines which govern the practice of staffing and related human resource decision-making, policy development, etc.
- To present material on the external, environmental conditions that affect the practice of staffing and overall human resource management.

### **Course Delivery Format**

The courses is delivered **entirely** online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live Zoom session.

The course is delivered in **asynchronous** mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, there may be times, if you're working in groups on an assignment, you would need to set up a live session via the **Canvas Conferences, WebEx, or ZOOM**. **Note:** Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates**.

## Course Structure

This course is structured in a weekly module format. Each week (module) starts on a Monday and ends on a Sunday. Exceptions are the 1st week which starts on Tuesday and the last week ending on Wednesday. Note the last week runs from July 12 to 21 (9 days). Assignments are due on Sundays. Discussions are due on Wednesdays, and Saturdays.

The weekly activities are noted in the Modules section under the corresponding **Objectives & Activities** pages. Each **Objectives & Activities** pages include:

- Topic of the week
- Topic description
- Learning Objectives
- Learning Materials:
  - Readings
  - Multimedia (Audio, and/or Videos)
  - Other if applicable
- Learning Activities
  - what activities you will be doing to help you learn, such as Discussion, assignments, etc.
- Assessments - the activities that will be assessed (graded) for the week

the course is divided into 15 weeks:

Week 1: Staffing Models

Week 2: Legal Compliance

Week 3: Workforce Planning

Week 4: Job Analysis & Rewards

Week 5: Conducting a Job Analysis

Week 6: External Recruitment

Week 7: Attracting & Retaining Talent

Week 8: Midterm Preparation and Exam

Week 9: Performance Appraisal

Week 10: External Selection I

Week 11: External Selection II

Week 12: Selection Interview

Week 13: Measurement

Week 14: Selection Decision Making

Week 15: Final Exam (Prep and Exam)

**TEXT:** Heneman, H. G., Judge, T. A., & Kammeyer-Mueller, J. **Staffing Organizations**, 9<sup>th</sup> ed., (New York: McGraw-Hill Education, 2019).

ISBN-10: 0077862414

## **Computers and Other Technology Requirements**

- Access to the internet
- Reliable computer
- Headphones/Headsets - highly recommended
- Webcam - optional
- Microsoft Word
- [Basic Computer Specifications for Canvas \(Links to an external site.\)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android \(Links to an external site.\)](#)
- [Canvas Student App for iOS](#)

## **GRADING:**

<b>Exam I</b>	<b>20</b>
<b>Exam II</b>	<b>20</b>
<b>Project I</b>	<b>15</b>
<b>Project I</b>	<b>15</b>
<b>Discussion</b>	<b>15</b>
<b>Assignments</b>	<b>15</b>

## **Student 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/>

### **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/student>

### ***SMLR Learning Objectives***

#### **IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.**

- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

#### **VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance**

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- 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)