STAFFING
Rutgers University – Spring 2015
37:533:311:02
Lucy Stone Hall Room B 267
Tuesday and Friday, 12:00-1:20 p.m.

Professor: Dr. Hazel-Anne M. Johnson	**Email**: hjohnson@smlr.rutgers.edu
Office: Janice H. Levin Building, #215C	**Website**: https://sakai.rutgers.edu
Office Hours: Monday & Thursday, 12:30-1:30 pm by appointment	**Phone**: 848-445-4635 (email is the preferred option)
Teaching Assistant: Ms. Stephanie Veve	**TA Email Address**: stephslife@gmail.com

REQUIRED TEXT: Phillips, J.M. & Gully, S.M. (2015). *Strategic Staffing*. Upper Saddle River, NJ: Pearson/Prentice Hall. ISBN-13: 978-01-3357-1769

COURSE DESCRIPTION: This course focuses on the effective management of the flow of talent into and through organizations. It covers human resource planning, recruiting and selection, 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.

COURSE POLICIES

You are expected to be present and engaged during each class meeting. To make the most of each session and the course experience as a whole, you are strongly encouraged to read the assigned material, listen attentively to others, share your thoughts, questions and insights, and to apply the content to your lives and experiences. **I do expect that students will complete reading assignments before coming to class and participate fully in conversations and activities.**

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 teaching assistant or the professor if you have difficulty with the material after you have reviewed the notes obtained from another student. **If your absence is due to the observation of a major religious holiday, please provide notice of the date to the professor via email by the Friday of the second week of classes,** ***January 30, 2015*****.**

SAKAI & GOOGLE DRIVE: The Sakai website (https://sakai.rutgers.edu) will be the primary home for this course, so you must be familiar with this mode of interaction as it will house the syllabus, PowerPoint slides for the lecture notes, assignments, and contact information. To access Sakai, you must use your net ID and password. **All course announcements are posted to Sakai, and sent to your Rutgers email address.** You are responsible for regularly checking your Rutgers email address, or forwarding your Rutgers email to an address that you do check on a regular basis.

You must also be proficient with Google Docs, as you need to use this technology for the team project, and to submit all assignments using the assignment template provided on Sakai. A Google account is necessary to effectively utilize Google Docs; an existing one that includes your last name is acceptable. You may also access Google Apps via your Rutgers ScarletMail Account. Google Drive is the home for Google Docs, and you can learn more about Google Drive here: https://drive.google.com/start#home.

POLLING: Throughout the semester, I will take attendance and give quizzes via the Poll Everywhere website. You can respond to the poll questions in two different ways, (1) via text message sent from a mobile phone, and (2) via web browser on your mobile phone, tablet, or laptop. **The only time you are permitted to use these electronic devices is during the in-class polling sessions. It is considered a serious act of academic dishonesty to respond to Poll Everywhere questions when not physically present in the classroom. To be clear, you must be in your seat in the classroom, not on the bus, not down the hall; in the classroom, and ready to participate in the class!**

Your responses to the quizzes will be graded, and your responses to the attendance poll questions do influence your overall participation grade. In order for your responses to be recorded and for you to receive credit, you will need to register with the Poll Everywhere website at least 24 hours prior to our first class. Therefore, you must register at www.polleverywhere.com/register?p=2cwgm-krz7&pg=lEbS4FY&u=xEW5MGaL by *5:00 p.m. on Monday, January 19, 2015*. Please click on the link above, follow the instructions and you should be registered in less than 5 minutes.

Please remember that to participate in the quizzes and receive credit you will need to bring your mobile phone, tablet or laptop with you to class. If you do not have access to any of these electronic devices, please email me at hjohnson@smlr.rutgers.edu for an alternative option.

COURSE DELIVERABLES

EXAMS: **Bring your RU ID with you to each exam**. I will do my best to get to know all of you, but bring your ID just in case! There are **three non-cumulative exams** that consist of multiple-choice and true-false items. Any content from the assigned readings or in-class discussions can appear on the exams. All exams are closed-book, closed-note, closed-laptop, etc. Please note that late-arriving students will not be allowed to take the exam once the first student has left the exam room. **Make-up exams are only administered to students with a *documented excuse* (illness, death in the family, religious observance, medical emergency, etc.) and who contact me within 24 hours of the scheduled exam time**. Make-up exams must be taken within one week of the scheduled exam time at the instructor's convenience. Students who are unable to take the make-up exam within one week of the scheduled exam time will receive a zero for that exam. ***In total, the three exams are worth 300 points or 60% of your final grade.***

ASSIGNMENTS & QUIZZES: Throughout the semester, you will complete exercises that serve to solidify the course concepts. These exercises range from weekly in-class quizzes, the presentation of news articles to the discussion of a case study. **Assignments must be submitted to your assigned teaching assistant via Google Documents using the template provided in the Resources section of Sakai; I will not accept paper copies of the assignments.** ***In total, the exercises are worth 75 points or 15% of your final grade.***

TEAM PROJECT: You will be working in a team throughout the semester to develop a 5-minute presentation. More details about the project will be provided in the early weeks of the semester. Note that this project allows you to illustrate your mastery of the course material and its application in a "real-world" scenario. **You will be assessed both as a team and as individual contributors to your team.** Each team must submit a project schedule and plan to your assigned teaching assistant via Google Documents by ***Friday, February 27 at 5:00 p.m.*** ***The team project is worth 100 points and comprises 20% of your final grade.***

PARTICIPATION: Attendance and active participation are ***critical*** to your success in this class, so ***you are strongly urged to attend and participate in every class.*** However, there may be times where you may miss a class, for instance, if you are experiencing any flu-like symptoms, PLEASE stay home and get better! Attendance will be taken at each class, and it is your responsibility to ensure that you respond to the attendance poll questions. More than three unexcused absences will correspond to a reduction in your participation grade. ***Attendance, active***

informed participation, and adherence to the classroom etiquette may earn you up to 25 points or 5% of your final grade.

EXTRA CREDIT: You may earn up to five extra credit points by submitting a news article summary. You will need to locate a current news article that is relevant to staffing, **summarize the article and explain its relevance to the course** (in no more than 500 words). Then briefly **present** (no more than 1 minute) the article summary to the class on the appropriate date. **You must sign up for an extra credit presentation topic and date, and have your article approved by your assigned teaching assistant one week before your desired presentation date.**

The Extra Credit sign-up period is between ***Friday, January 30 and Friday, February 13***. You may sign up for a presentation date based on your last name. **The first three people to sign up for a date may submit and present a summary. Your extra credit news article summary must be submitted to your teaching assistant via Google Documents by *Friday, April 17 at 5:00 p.m.* Extra credit presentations must be presented according to the following schedule.**

Last Names	Topics by Chapter	Dates
Beginning with A to L	Chapter 3 through Chapter 8	Tues. 2/3 to Fri. 3/13
Beginning with M to Z	Chapter 9 through Chapter 12	Fri. 3/27 to Tues. 4/21

NOTE: Please thoroughly proofread all work before submission; check your spelling, word usage and ease of reading, as points will be deducted for such errors. Assignments submitted after the due date may be accepted at the discretion of the professor and are subject to a 10% grade penalty per day.

GRADING

Grade	Total Points
A	448 or above
B+	433 – 447
B	398 – 432
C+	383 – 397
C	348 – 382
D	298 – 347
F	297 or below

Assessment	Points	% of Grade
Exam 1	100	20
Exam 2	100	20
Exam 3	100	20
Team Project	100	20
Assignments & Quizzes	75	15
Participation	25	5
Total	**500**	**100**

ACADEMIC INTEGRITY: **Academic dishonesty is harmful to students, faculty, the university and society. Academic dishonesty includes any unauthorized collaboration or misrepresentation in the submission of academic work.** In all written work, whether in class or out of class, the student's name on the work is considered a statement that the work is his or hers alone, except as otherwise indicated. Students are expected to provide proper citations for the statements and ideas of others whether submitted word for word or paraphrased. Failure to provide proper citations is considered plagiarism and offenders will be subject to the charge of plagiarism. Work submitted by students on quizzes, assignments, and examinations should be an honest representation of that student's effort and should not involve unauthorized collaboration, unauthorized use of notes, or unauthorized access to prior information about the assessment.

The consequences for academic dishonesty will be a zero for the relevant quiz, assignment, or exam. Punishment will also involve the reduction of a letter grade for the course as shown in the table below.

Grade Reductions	Grade Reductions
A → B	**C+ → D**
B+ → C+	**C → D**
B → C	**D→ F**

Incidents of academic dishonesty are reported to the HRM Undergraduate Program, and students are required to meet with the HRM Undergraduate Program Director to discuss the incident and subsequent penalty. A second incidence of cheating, in this or any other HRM course, will result in a letter grade of F, a report to the School of Management and Labor Relations, and to the relevant Rutgers University entities.

All members of a team are responsible for the academic integrity of their submissions, and will all face the penalty described above. To reiterate, any submission with your name on it should meet the integrity standards of the HRM Department, the School of Management and Labor Relations, and Rutgers University.

All students must read, sign, and return the Academic Integrity Contract after the first class.

ACCOMMODATIONS: Students who are in need of accommodations due to a learning disability should provide the professor 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 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."

COUNSELING: CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: http://rhscaps.rutgers.edu/services/counseling

COURSE QUESTIONS: Should you have any administrative questions about exams, quizzes, due dates, attendance etc., please take the following steps: 1) first check the syllabus; 2) next, you can check the Sakai Chat Room 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 Sakai Chat Room. 4) If you do not receive a response to your question within 24 hours, then you should email your teaching assistant.

Teaching Assistant: Ms. Stephanie Veve	**TA Email Address**: stephslife@gmail.com

Should you have any questions about the course assignments, you can also pose your question in the Sakai Chat Room. If you do not receive a response to your question within 24 hours, then you should email your teaching assistant. Please note that inquiries about a grade on a quiz or an assignment should be submitted to your teaching assistant prior to the corresponding exam. For example, an inquiry about Quiz 2 should not be submitted after Exam 1 has passed, so you should be sure to check your grades on the Sakai Gradebook regularly.

Should you have any questions about the course concepts, you can also pose your question in the Sakai Chat Room. If you do not receive a response to your question within 24 hours, then you should send me an email (hjohnson@smlr.rutgers.edu).

When sending an email to the professor or the teaching assistant please be sure to title it appropriately as we do receive many emails so clear subject titles help us to sort them accordingly. Here is a sample subject title: **311-02-Staffing question about Assignment 1**.

Please note that you should check the syllabus and Sakai Chat Room *before* sending an email to the teaching assistant or to the professor. If the answer to your question is contained in one of those sources, this greatly reduces the likelihood of receiving a response to your email. You are welcome to and encouraged to answer your classmates' questions in the Sakai Chat Room!

CHANGES TO THE SYLLABUS: This syllabus is the plan for the course however it is subject to modification at any time throughout the semester. Such changes will be announced during class and posted on Sakai under the "Syllabus" link. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

As a class, we have entered into an academic contract, and as such, students must practice professionalism at all times. Unprofessional behavior includes talking, browsing, texting, instant messaging, emailing, listening to music, reading non-lecture material during class, arguing with others, belittling others or laughing at unprofessional behavior. If you must leave class early, be sure to a) let me know beforehand, so your departure is not unexpected and disruptive, and b) sit near the door, so your departure is not disruptive. **There should be no use of laptops or other mobile computing devices during class, unless otherwise instructed.**

CLASSROOM ETIQUETTE
The Golden Rule: Do unto others, as you would have them do unto you.
Be prepared for every class. Always be professional.
Arrive on time and do not leave early.
Be quiet and respectful when someone else is "officially" speaking.
Do not text or instant message, use Facebook, Twitter, etc. during lecture.

LEARNING OBJECTIVES: The Staffing course is intended to advance students' cognitive skills, and their knowledge of theory and application. In particular, we will develop quantitative skills by applying appropriate quantitative and qualitative methods to research workplace issues. There will also be an emphasis on application of the theoretical concepts and research findings so that students should be able to demonstrate an understanding of how to apply the knowledge necessary for effective work performance.

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Week	Date	Topic	Reading
1	Tues. 1/20 Fri. 1/23	Introduction Strategic Staffing	-- Chapter 1
2	Tues. 1/27 Fri. 1/30	Business & Staffing Strategies	Chapter 2
3	Tues. 2/3 Fri. 2/6	The Legal Context	Chapter 3
4	Tues. 2/10 Fri. 2/13	Strategic Job Analysis and Competency Modeling	Chapter 4
5	Tues. 2/17 Fri. 2/20	**EXAM 1 on 2/17 (Chapters 1-4)** Forecasting & Planning	-- Chapter 5
6	Tues. 2/24 Fri. 2/27	Sourcing: Identifying Recruits *Project Schedule due on Friday, 2/27 at 5:00 p.m.*	Chapter 6
7	Tues. 3/3 Fri. 3/6	Recruiting	Chapter 7
8	Tues. 3/10 Fri. 3/13	Measurement	Chapter 8
		SPRING BREAK	
9	Tues. 3/24 Fri. 3/27	**EXAM 2 on 3/24 (Chapters 5-8)** Assessing External Candidates	-- Chapter 9
10	Tues. 3/31 Fri. 4/3	Assessing External Candidates Assessing Internal Candidates	Chapter 9 Chapter 10
11	Tues. 4/7 Fri. 4/10	Assessing Internal Candidates Choosing and Hiring Candidates	Chapter 10 Chapter 11
12	Tues. 4/14 Fri. 4/17	Choosing and Hiring Candidates Managing Workforce Flow *Extra Credit due on Friday, 4/17 at 5:00 p.m.*	Chapter 11 Chapter 12
13	Tues. 4/21 Fri. 4/24	Managing Workforce Flow **TEAM PRESENTATIONS**	Chapter 12 --
14	Tues. 4/28 Fri. 5/1	**TEAM PRESENTATIONS**	--
FINAL	**Thurs. 5/7**	**EXAM 3 on 5/7, 12:00-2:00 pm (Chapters 9-12)**	