



## Staffing (Fall, 2015)

Instructor: Ralph A. Rodriguez, Ph.D., SPHR  
Office Hours: Tues. 2:00 – 4:00 PM; Weds. 2:00 – 4:00 PM; Thurs. 3:00-4:00, and by appointment.  
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<b>Staffing</b> 37:533:311:02	<b>TIL#254</b>	<b>Wednesday</b> <b>Friday</b>	<b>10:20-11:40 AM</b> <b>3:20-4:40 PM</b>
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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 (Recommended) and Additional Resources:

Phillips, J. M., & Gully, S. M. (2014) **Strategic Staffing**, Prentice Hall, ISBN-13: 978-0-13-3571769 (**3rd Edition**). Make sure you get the 3<sup>rd</sup> edition. There are important differences from the 2<sup>nd</sup>.

Various readings will also be occasionally assigned. These will be posted at least a week in advance under "Resources" in our Sakai site.

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

- The Society for Human Resource Management: [www.shrm.org](http://www.shrm.org)
- The Society for Industrial and Organizational Psychology: [www.siop.org](http://www.siop.org)

We will also be using Sakai for the course. Instructions are below. **Please check Sakai for the most current syllabus and PowerPoint slides.**

Using Sakai

1. Go to: <http://sakai.rutgers.edu>

2. Login using your Rutgers netid and password
3. Click on the TAB “Staffing”
4. If you do not see the TAB “Staffing”, contact me at [ralpharodriguezphdsphr@gmail.com](mailto:ralpharodriguezphdsphr@gmail.com) as you may not be on the roster.
5. Click on Resources to download the current syllabus and other course material.

**Class Material:** The PowerPoint slides for the lectures and all class readings will be posted on the Course’s Sakai website: <https://sakai.rutgers.edu> (use your eden ID and password). Additional print and A/V resources to support your learning will also occasionally be made available via the same portal and will be communicated in class.

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.**)

### **POLLING:**

Throughout the semester, I will take attendance, pose “peer-learning” questions, conduct exercises, and give quizzes via the **Poll Everywhere** website. You can respond to the poll questions in two ways: 1) via text message sent from a mobile phone, and 2) via web browser on your mobile phone, tablet, or laptop. Your responses to the quizzes will be graded, your participation in exercises will be monitored, and your responses to the attendance poll questions will reflect on 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. (Registration on the site is FREE for you and should take you less than 5 minutes.)

You will need to go to the following link provided in our Sakai site: “Resources”→ “Poll Everywhere” to register for our class response site. This link is unique to our class and will not work for any other course. Likewise, your registration for other classes will not work for this class. **Please make sure to register under the correct site with your correct name, as it will be YOUR responsibility to correct any registration errors (which can, sometimes, be a very frustrating process.**

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 EVERY class. If you do not have access to any of these electronic devices, please email me for an alternative option.

### **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. If you attend all class sessions, 10 points will be added to your **class participation grade**. If you miss FOUR or more classes, **for any reason**, your **Participation** will be reduced by 10 points for each class over three that you missed (e.g., if you miss 6 classes, your grade will be reduced by 30 points; 8 absences by 50 points; etc.).

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 teaching assistant or 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:**

	<b>Assessment</b>	<b>% Grade</b>	<b>MY SCORE</b>	<b>POINTS</b>	<b>Total Points</b>	<b>Grade</b>
	Exam 1	14%	X	=	90+	A
	Exam 2	14%	X	=	85-89.9	B+
	Exam 3	14%	X	=	80-84.9	B
	Quizzes	32%	X	=	75-79.9	C+
	Team Project	16%	X	=	70-74.9	C
	Participation (including “Homework”)	10%	X	=	60-69.9	D
					<60	F
	<b>Totals</b>	100%				

### **ASSIGNMENT EXPECTATIONS**

**Quizzes (32% of Final Grade):** Ten short, multiple-choice quizzes are scheduled. They will include material from the text, content videos, and classroom discussions. For purposes of grading, your lowest two quiz grades will be dropped. **THERE WILL BE NO QUIZ MAKEUPS.**

**In-Class Participation and Homework (10% of Final Grade):** The “Participation” portion of this grade will be assessed, based on both frequency and quality of in-class and Sakai participation and “Homework” assignments, with quality weighted more heavily than frequency. Valued behaviors include: active participation in peer-to-peer instruction and exercises (measured by Poll Everywhere participation), 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: reiterating obvious points, making irrelevant remarks, distracting the class, and failing to participate when asked.

General guidelines for self-assessment:

- A = “My participation in this class made it a more enriching experience for all students”;
- B = “I participated in class but my contribution didn’t make the class either better or worse”;
- C = “I was in class but generally as a passive observer”;
- D = “I was physically present and I hope somebody noticed”; etc.
- 0 points = “I should have waited until after class to check my email (or “shop”... or “update my status”)

Occasionally, “homework” will be assigned. These assignments will be collected and graded and contribute to 1/3 of your “Participation” grade.

Students are expected to have read all assigned material **BEFORE** it is covered in class and be prepared to answer questions when called upon. Students who use any electronic device, computer, cell phone, pager, or text

messaging device for non-related activity; or “nap”; or disrupt the class; or attend to non-class reading material; or arrive late or leave early will be penalized.

**Examinations (42% of Final Grade):** There will be three cumulative (approximately 20% will be on “big picture”, non-current content) exams based on **all material** covered in class, in content videos, and documented in the text, as noted on the course schedule. NOTE: non-textbook material will routinely be introduced in class, including current events, case studies, exercises, activities, discussions, etc. (Make-up policy: An examination grade of “0” will be assigned to any student who is absent without an excused absence as defined on the syllabus.)

**Team Project (16%):** Students will be assigned to project teams within the first several class meetings. Each group will focus on one of the chapters of the text (as assigned) and deliver a 5-minute presentation to the class on BEST PRACTICES in the area. In addition, you will submit a VERY TIGHTLY WRITTEN 1000-1500 word Blog-worthy summary of your presentation content.

GRADING: Note that 40% of each student’s project grade will be based on the effectiveness of the group’s presentation. The balance (**60%**) will be based on their individual assessed contribution, as judged by their group members on a form designed for that purpose.

**Consistent problematic issues regarding group member participation will prompt a face-to-face confrontation with the intent to reintegrate the erring member. Uncooperative members will have their project grade (both Individual and Group) reduced by a minimum of 25 points to account for their behavior’s assumed negative effect on their group’s project.**

**EXTRA CREDIT:** Occasionally, an “Extra-Credit question will be asked on an Exam or Quiz. (Expect them to be challenging.) In addition, you may volunteer to make a “solo” 1-minute presentations to the class centered on the theme of one of the chapters of the text. These presentations will be tucked into class lectures as 1) “A Student’s Introduction” to the topic; 2) “An Example of” the topic; 3) “So What?” (What is the importance of the topic in the management of the workplace?); and 4) “Now What?” (Given the importance of the topic, what should we do about it?) mini-presentations. You will be responsible to plan and deliver a 1-minute presentation to the class consistent with the material that has been presented in the course. (You must also submit a 1-page “Executive Summary” to the Sakai Dropbox on the day of your presentation). The grades for this extra-credit opportunity will count for up to 2 quiz grades or will be applied to wherever it would benefit you the most. **You MUST sign-up for this volunteer opportunity on or before SEPTEMBER 18<sup>th</sup> on a sign-up sheet kept by our Teaching Assistant.**

**ADMINISTRATIVE POLICIES:** The following class rules will be strictly enforced. Do not ask for exceptions.

**TIMELINESS AND FORMATTING OF ASSIGNMENTS:** Assignments are **due by the beginning of class on their due dates.** ALL LATE ASSIGNMENTS WILL BE PENALIZED NO MATTER WHAT THE EXCUSE/REASON.

**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.

Inappropriate use of technology and/or Poll Everywhere to misrepresent one's own work or the work of another student is expressly prohibited and will result in automatic failure.

**ABSENCES AND MISSED EXAMS:** There are 28 classes scheduled for this course. You are permitted to miss 3 before penalties. (The job-equivalent would be more than 26 unexcused workdays a year!) Don't ask for an absence to be "excused"; your first three classes will be so automatically. NOTE: For EXTREME, UNCONTROLLABLE, DOCUMENTED, and VERIFIED life events, ONE absence exception will be considered during the semester and allow the student to make-up ONE examination.

**THINGS THAT GO WITHOUT SAYING BUT WILL BE SAID HERE ANYWAY:** 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. **You are free to use any technology (laptops, tablets, smartphones, etc.) to support your learning in or out of class. ANY student who uses their technology for ANY use that does not support what the class is currently doing (e.g., shopping, social media) will be penalized by 25 points per occurrence in their Participation grade.**

**SAKAI:** The Sakai website (<https://sakai.rutgers.edu>) 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, assignments, learning supports, and contact information. To access Sakai, you must use your eden ID and password. All assignments must be submitted through Sakai **using its assignment template. (IMPORTANT: SUBMIT ALL ASSIGNMENT DOCUMENTS ONLY IN MICROSOFT OFFICE FORMATS.)**

**A NOTE ON SUBMITTED PAPERS:** 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.

**COURSE QUESTIONS:** Should you have any administrative questions about exams, quizzes, due dates, 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; and 3) If your question has not been asked and answered, then you can 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 the graduate teaching assistant for this course.

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 an email to me at [ralpharodriguezphdsphr@gmail.com](mailto:ralpharodriguezphdsphr@gmail.com).

**Please note that you should check the syllabus and the Sakai Chat Room before sending an email to the Teaching Assistants 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 welcomed and encouraged to answer your classmates' questions in the Sakai Chat Room!**

**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 posted on Sakai as an Announcement. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

## Class Schedule

Week	Date	Topic	Reading
1	Wed. 9/2 Fri. 9/4	Introduction Strategic Staffing <b>(Quiz #1)</b>	Chapter 1
2	Wed. 9/9 Fri. 9/11	Business & Staffing Strategies Business & Staffing Strategies cont. <b>(Quiz #2)</b>	Chapter 2
3	Wed. 9/16 Fri. 9/18	The Legal Context The Legal Context cont. <b>(Quiz #3)</b>	Chapter 3
4	Wed. 9/23 Fri. 9/25	Strategic Job Analysis and Competency Modeling Strategic Job Analysis and Competency Modeling cont. <b>(Quiz #4)</b>	Chapter 4
5	Wed. 9/30 Fri. 10/2	<b>EXAM 1 on 2/17 (Chapters 1-4)</b> Forecasting & Planning	Chapter 5
6	Wed. 10/7 Fri. 10/9	Sourcing: Identifying Recruits Sourcing: Identifying Recruits cont. <b>(Quiz #5)</b> <i>Project Schedule due on Friday, 2/27 at 5:00 p.m.</i>	Chapter 6
7	Wed. 10/14 Fri. 10/16	Recruiting Recruiting cont. <b>(Quiz #6)</b>	Chapter 7
8	Wed. 10/21 Fri. 10/23	Measurement Measurement <b>(Quiz #7)</b>	Chapter 8
9	Wed. 10/28 Fri. 10/30	<b>EXAM 2 on 3/24 (Chapters 5-8)</b> Assessing <b>External</b> Candidates	Chapter 9
10	Wed. 11/4 Fri. 11/6	Assessing <b>External</b> Candidates cont. <b>(Quiz #8)</b> Assessing <b>Internal</b> Candidates	Chapter 10
11	Wed. 11/11 Fri. 11/13	Assessing <b>Internal</b> Candidates cont. <b>(Quiz #9)</b> Choosing and Hiring Candidates	Chapter 11
12	Wed. 11/18 Fri. 11/20	Choosing and Hiring Candidates cont. <b>(Quiz #10)</b> Managing Workforce Flow <i>Extra Credit due on Friday, 4/17 at 5:00 p.m.</i>	Chapter 12
13	Wed. 11/25 Fri. 11/27	<b>FRIDAY SCHEDULE!!!</b> Managing Workforce Flow cont. <b>Happy Thanksgiving!!!</b>	Chapter 12
14	<b>Wed. 12/2 Fri. 12/4</b>	<b>TEAM PRESENTATIONS</b>	
15	<b>Wed. 12/9</b>	<b>TEAM PRESENTATIONS</b>	
<b>FINAL</b>	<b>Friday, Dec. 18</b>	<b>EXAM 3 on 12/18 from 4:00-7:00 pm (Chapters 9-12)</b>	