

STAFFING
Rutgers University – Fall 2019
37:533:311:03
Janice Levin Building Room 003
Wednesday, 1:40-4:40 p.m.

Professor: Dr. Hazel-Anne M. Johnson	Email: hmj17@scarletmail.rutgers.edu
Office: Janice H. Levin Building, #104B	Course Learning Management System: Canvas
Office Hours: Thursday, 12:30-1:30 pm by appointment	Phone: 848-445-4635 (email is preferred!)
Teaching Aide: Ms. Sherin Sawhney	TA Email Address: sherinsawhney@gmail.com

REQUIRED TEXT: Phillips, J.M. (2020). *Strategic Staffing*. Chicago Business Press. ISBN: 978-1-948426-86-2

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 aide 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, *September 13, 2019*.**

CANVAS & GOOGLE DRIVE: The Canvas learning management system 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 Canvas, you must use your net ID and password. **All course announcements are posted to Canvas, 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 Canvas. A Google account is necessary to effectively utilize Google Docs; you may access Google Apps via your Rutgers ScarletMail Account.

POLLING: Throughout the semester, I will take attendance and give quizzes via the Poll Everywhere website. You can respond to the poll questions in three different ways, (1) via the Poll Everywhere mobile app, (2) via web browser (pollev.com) on your mobile phone, tablet, or laptop, and 3) via text message sent from a mobile phone. **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

https://PollEv.com/hjohnson/register?group_key=Kouixr3rt74uD5cAPo0zQC8us by **5:00 p.m. on Tuesday, September 3, 2019**. 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 hmj17@scarletmail.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. ***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 aide via Google Documents using the template provided on Canvas; I will not accept paper copies of the assignments.** Quizzes cannot be made up, students who miss quizzes should utilize the extra credit opportunities available. ***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 demonstrate 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. Your grade is dependent on your contributions to the project, and teammate evaluations will impact your individual project grade.** Each team must submit a project schedule and plan to your assigned teaching aide via Google Documents by ***Wednesday, September 18 at 5:00 pm. 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 aide one week before your desired presentation date.**

The Extra Credit sign-up period is between **Thursday, September 12 and Thursday, September 26**. 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 aide via Google Documents by Friday, December 6 at 5:00 p.m.** Extra credit presentations must be presented according to the following schedule.

Last Names	Topics by Chapter	Presentation Dates
Beginning with A to L	Chapter 3 through Chapter 8	Wed. 9/18 to Wed. 10/23
Beginning with M to Z	Chapter 9 through Chapter 12	Wed. 11/6 to Wed. 12/4

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 recommended sanction 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

All incidents of academic dishonesty are reported to the HRM Undergraduate Program, the SMLR Academic Integrity Facilitator, as well as the Rutgers University Office of Student Conduct. All academic integrity violations are retained in a student's records for 10 years and will be disclosed to any employer or graduate school that requests that information.

All members of a team are responsible for the academic integrity of their submissions, and may all face the penalty described above. To be clear, 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. Students will not receive grades until it is signed and returned to the teaching aide.

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 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>."

Any student who is dealing with financial challenges that impact their food or housing security, and believes this may affect their performance in the course is urged to contact the Dean of Students office for support, <http://deanofstudents.rutgers.edu/>. You should also notify the professor if you feel comfortable doing so.

The Office of the Dean of Students: "Our office helps students with exceptional difficulties due to medical, emotional, social, psychological, financial, confidential or family-related issues. We may provide letters to faculty for extended (a week or more) absences or circumstances that are complex, confidential or sensitive in nature. In these instances, the Dean's role is to verify documentation of the student's situation. The final decision is always up to the faculty regarding makeup exams, extensions, or other options."

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 Canvas Chat 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 Canvas Chat. 4) If you do not receive a response to your question within 24 hours, then you should email your teaching aide.

Teaching Aide: Ms. Sherin Sawhney	TA Email Address: sherinsawhney@gmail.com
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Should you have any questions about the course assignments, you can also pose your question in the Canvas Chat. If you do not receive a response to your question within 24 hours, then you should email your teaching aide. Please note that inquiries about a grade on a quiz or an assignment should be submitted to your teaching aide 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 Canvas regularly.

Should you have any questions about the course concepts, you can also pose your question in the Canvas Chat. If you do not receive a response to your question within 24 hours, then you should send me an email (hmj17@scarletmail.rutgers.edu).

When sending an email to the professor or the teaching aide 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: **311-03-Staffing question about Assignment 1.**

Please note that you should check the syllabus and Canvas Chat *before* sending an email to the teaching aide 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 I encourage you to answer your classmates' questions in the Canvas Chat!

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 Canvas. 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, Instagram, etc. during lecture.
Failure to adhere to this classroom etiquette <i>will</i> negatively affect your Participation grade.

SMLR LEARNING OBJECTIVES

The Staffing course is designed to meet sections of the following learning objectives for the School of Management and Labor Relations.

II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues

- 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

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)

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Week	Date	Topic	Reading	Assessment
1	9/4	Introduction & Strategic Staffing	Chapter 1	—
2	9/11	Business & Staffing Strategies	Chapter 2	Q 1 Teams & Bio
3	9/18	The Legal Context	Chapter 3	Q 2 IC 1 Project Plan
4	9/25	Strategic Job Analysis and Competency Modeling	Chapter 4	Q 3
5	10/2	EXAM 1 on 10/2 (Chapters 1-4)	—	Project Part 1 Exam 1
6	10/9	Forecasting & Planning Sourcing: Identifying Recruits	Chapter 5 Chapter 6	Q 4 Q 5
7	10/16	Recruiting	Chapter 7	Q 6 IC 2
8	10/23	Measurement	Chapter 8	Q7 IC 3
9	10/30	EXAM 2 on 10/30 (Chapters 5-8)	—	Exam 2
10	11/6	Assessing External Candidates	Chapter 9	Q 8
11	11/13	Assessing Internal Candidates	Chapter 10	Q 9 Part 2
12	11/20	Choosing and Hiring Candidates	Chapter 11	Q 10 IC 4
13	11/27	Friday Classes - Thanksgiving Week	--	---
14	12/4	Managing Workforce Flow	Chapter 12	Q 11 IC 5 <i>Extra Credit due 12/6</i>
15	12/11	TEAM PRESENTATIONS	—	Project
Final	12/18	EXAM 3 on 12/18, 9-11 am (Chapters 9-12)	—	—