Rutgers University – New Brunswick
Staffing
Summer 2021
Course: 37:533:311:B1
Logistics: Online/Asynchronous

Professor: Dr. Kyra Leigh Sutton
**Email:** kyra.sutton@rutgers.edu
***Preferred Email:** professorkyrasutton@gmail.com
Virtual Office Hours: Thursdays at 100PM (EST). Notably, some of the students in our courses are overseas. As such, should you want to meet at a different time, arrangements can be made to ensure you can meet in the morning/afternoon in your respective time zone.

Assignments & Grades Website: https://tlt.rutgers.edu/canvas

Required Text: Phillips, J.M. & Gully, S.M. (2015). Strategic Staffing. Third Edition. Upper Saddle River, NJ: Pearson/Prentice Hall.
ISBN-13: 978-0-13-357176-9
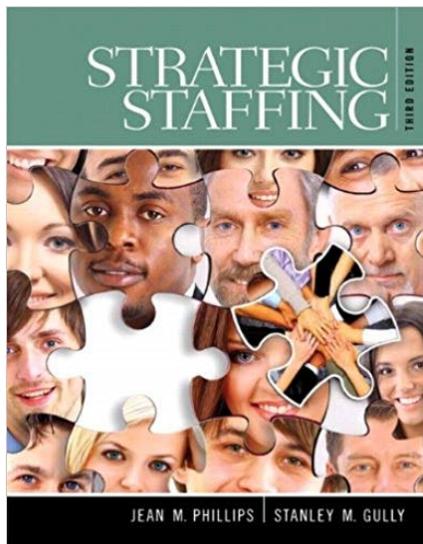
Course Description. The purpose of this course is to explore, understand, and implement best practices related to the attraction, recruitment, selection and retention of the asset that gives companies/organizations of any size a distinct advantage: human capital. This course will be taught in an applied manner whereby we will rely on the textbook and other resources (e.g., articles, videos, cases) to provide a foundation of the material. We will complete exercises, discussions and a final paper to apply the theories to "real-world" staffing practices. The following are examples of topics we'll discuss in class: job

analysis, sourcing, recruitment, interviews, assessing external and internal candidates, and equal employment opportunity laws.

SMLR Learning Objectives.
The **Staffing** course is designed to meet sections of the following learning objectives for the School of Management and Labor Relations at Rutgers University.

I. 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

II. 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)

Method of Instruction. This course is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. 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 also be times when the instructor conducts a live chat session or a virtual office hour to address questions.

Course Structure. The course is structured by weekly modules. Each week is comprised of a combination of activities including:
- Introduction of the topic for that week
- Discussion Posts
- Readings (textbook, links to website articles, other)
- Multimedia (videos, interviews, podcasts, or other)
- Assignments (exercises, case studies)
- Quizzes (will be completed weekly)

Description of Weekly Modules
The course is divided into **SIX weeks** and includes:
- Week 1: Staffing Trends
- Week 2: Chapter Four – Job Analysis
- Week 3: Chapter Six – Sourcing
- Week 4, Part 1 of 2: Chapter Nine – External Assessments
- Week 4, Part 2 of 2: Interviews (External Reading)
- Week 5: Chapter Eleven – Choosing & Hiring Candidates
- Week 6: Chapter Three – Legal Context

Readings. Most of the readings are from the Strategic Staffing 3rd edition textbook. Also, there are many articles written about staffing practices (e.g., Harvard Business Review, Forbes, Fastcompany). Current readings will be included throughout the semester.

Multimedia. This course will use several videos from LinkedIn Learning (formerly Lynda.com). Instructions for accessing the videos are included in each module.

Discussions. Discussions will be completed on a weekly basis. Some of the discussions will require an information search. Students will be required to read and respond to comments posted by others in the class.

Assignments. There will be **SIX assignments** completed this semester, including a **final paper**. The purpose of the assignments is to enable students to apply what they have learned about the topic. The detailed instructions for each assignment are included in Canvas. The assignments will be completed individually, and students are **NOT** permitted to work with others.

Quizzes. There will be a total of **six** quizzes completed during this semester. **IMPORTANT: The quizzes will be timed and you will have 30 mins. to complete it.**

Quizzes will open on Sunday (12:01AM, ET).
The quizzes will be on the following topics:
- Week 2 – Job Analysis (Chapter Four)
- Week 3 – Sourcing (Chapter Six)
- Week 4* – External Assessment Methods (Chapter Nine) & Interviews (External Reading)
- Week 5* – Choosing & Hiring Candidates (Chapter Eleven)
- Week 6 – Legal Context (Chapter Three)

*During Week 4 two quizzes will be completed

Special Needs Accommodations. If you have a disability and require special accommodations for your learning activities please contact the Office of Disability Services. Should you require my assistance in facilitating the process, I will be happy to do so. Just let me know.

Below is the full contact information for the office of disability services:
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.
- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388 https://ods.rutgers.edu/

Student Responsibilities.
Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, you are still expected to adhere to all due dates.

You are expected to:
- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Read the textbook and other assigned chapter(s)
- Watch the videos
- Complete weekly assignments and adhere to all due dates
- Complete quizzes and the final exam
- Refer to Study Guides and Strategies for effective learning practices
- In case of computer failure:

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). An extra computer at home, your employer's computer, or computer at your local library can be some alternatives. Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

Computer/Software/Apps/Accessories Requirement.
- Adobe Flash – latest version (you will need it to view videos)
- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- Basic Computer Specifications for Canvas

Performance Opportunities. Each student will be formally evaluated on her/his performance on the assignments/activities identified in the next section. Please note, while "effort" is an important precursor to learning, true learning is manifested by behavior. Therefore, I will not be grading your effort so much as your behavior.

In this class, based on the criteria for each assignment, your grade reflects how you performed on the assignments. The final grade in this course will be determined by the following components:

Performance Opportunities	Max Points	Percentage (Approx.)
Weekly Assignments *Note: There are 6 graded assignments, including a final paper.*	390 pts	62%
Quizzes *Note: There are 6 quizzes*	180 pts	28%
Discussions *Note: There are 6 discussion posts. To earn full discussion points, you'll need to respond to at least one person in the class.*	60 pts	10%
Total	**630 pts**	

Final grades will be determined by the scales shown below:

Grade	Total Points	Range (%)
A	564 – 630	90-100
B+	533 – 563	85-89
B	501 – 532	80-84
C+	470 – 500	75-79
C	438 – 469	70-74
D	375 – 437	60-69
F	374 or below	59 and below

Late Assignments.
You are expected to submit your assignments on the specified due dates. Refer to your Canvas classroom for the weekly assignment due dates.

Late assignments grading policy is as follows:
- 1 day late – 15% will be deducted from your total grade
- 2 days late – 25% will be deducted from your total grade
- 3 days late – 35% will be deducted from your total grade

Assignments more than 3 days late will NOT be accepted, and your grade for that specific assignment will be *zero*.

If you know you will be late with your assignments ahead of time, please contact me to discuss alternative dates.

Questions & Contacting Your Instructor.

Questions
If you have questions related to the course content (assignments, projects, discussions), post your questions to the discussion forum with a Subject Line related to your question. The TA will respond within 24 hours. However, your classmates may also be able to answer your question sooner than the instructor could. Alternatively, please contact the TAs via the Canvas Inbox feature (left side navigation bar, red area).

Contacting Professor Sutton
If your inquiry is of a personal/private nature, including scheduling a one-on-one session, please contact Professor Sutton at ProfessorKyraSutton@gmail.com

Virtual office hours (synchronous live chat): Thursdays 1:00 PM – 2:00 PM Eastern Standard Time.

Special Needs 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.

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.

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  • E-mail Address: dsoffice@rci.rutgers.edu
  • Phone: (848) 445-6800 • Fax: (732) 445-3388
  • https://ods.rutgers.edu/

Student Affairs. The Office of the Dean of Students provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Student Health & Wellness Services.
- http://shp.rutgers.edu/current_students/shrp_oss_mhc.html

Student Support Services. Rutgers offers various student support services to help you succeed in your learning. Visit the Student Support Services page for more information.

Additional Student Resources

Resource	Contact
Office of the Dean of Students (contact: Jeff Broggi)	http://deanofstudents.rutgers.edu/
Felicia McGinty Vice Chancellor of Student Affairs	felicia.mcginty@rutgers.edu
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	http://health.rutgers.edu/search/
CAPS "Let's Talk" Service offering drop-in hours	http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/
Residence Life Staff	http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/
Rutgers Student Food Pantry	http://ruoffcampus.rutgers.edu/food/
Anonymous concerns can be addressed to: "Do Something	http://health.rutgers.edu/do-something-to-help/
Office of Student Legal Services (SLS)	http://rusls.rutgers.edu/
Office for Violence Prevention and Victim Assistance	http://vpva.rutgers.edu/

Technical Support 24 hours, 7 days per week. If you need technical assistance at any time during the course or to report a problem with Canvas, visit the Canvas Student Tutorial at: https://community.canvaslms.com/community/answers/guides/video-guide
- Contact Rutgers IT Help Desk site, (877-361-1134 accessible 24 hours a day, 7 days a week).
- For tech help with Canvas or Sakai, please visit *https://it.rutgers.edu/help-support*.
- School of Management & Labor Relations, Instructional Technology Specialist – Marta Pulley (marta.pulley@rutgers.edu)

Student Code of Conduct. You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated; and will result in dire consequences, including dismissal from the course. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to Discussion Guidelines when communicating in your Canvas class. Specifically:

You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment,

posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard.

Refer to these Guidelines when communicating in your Canvas class:

- Timeliness is important - a good discussion entails keeping the dialogue going (throughout the given week) with your classmates. In order to facilitate the dialogue, it is critical you adhere to the Discussion post due dates so you have sufficient time to respond to each other's posts. Please do not wait until the last day to post your responses.

- Be courteous - use appropriate language. Do not use offensive language. Be mindful of your tone of voice. Use humor cautiously.

- Respect others - if you do not agree with someone's point of view, explain your view and your reason for not agreeing in a respectful manner. Using ALL CAPS, for example, may indicate anger or frustration.

- Show a scholarly attitude - refrain from responding with just "I agree" or "I don't agree". Be sure to support your reasoning in a well-written response.

- Stay on topic - answer the questions asked for the discussion.

- Adhere to deadlines - submit your post by the specified due date. This ensures that everyone has a chance to view/read and respond to the posts.

- Beware of the credibility of your resources - when you post articles or other resources make sure the articles are relevant to the topic and come from a credible source.

- Give proper credit - if you are making references to other's work (articles, papers), be sure to acknowledge the author(s) and properly cite and reference the resource.

- Avoid spamming – do not post resources that you suspect may be a spam.

- For private matter use email - if you need to discuss a private matter with the facilitator/instructor or with other students in the class, do so through your academic institution's email. DO NOT post discussions of a personal matter to the discussion board.

- Use your Rutgers email address – for communicating coursework or any other activities related to your course, please use your Rutgers email address. This minimizes the risk of hacking and spam related interruptions to your email.

Academic Integrity. Be sure to read and adhere to Rutgers Academic Integrity Policy. Academic integrity goes directly to the question of are you an individual of character and honesty? It also affects the reputation of Rutgers University. So, academic dishonesty will not be tolerated.

Principles of academic integrity require that every Rutgers University student:
- properly acknowledge and cite all use of the ideas, results, or words of others
- properly acknowledge all contributors to a given piece of work
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to ensure that:
- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.
- Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

– The Rutgers University Academic Integrity Policy

Rutgers Student Support Services

Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the University Academic page.

Rutgers Learning Centers:

General academic support services are offered to all Rutgers students through the [Rutgers Learning Centers](#). These services are free-of-charge to Rutgers students and include:

Academic Support

- [Peer Tutoring](#) is available in two forms. Walk-in group tutoring is available on all campuses and one-on-one tutoring is available through our partnership with the SAS Honors Program.
- [Academic Coaching](#) is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.
- [Writing Coaching](#) supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring paragraphs, and developing an argument.
- [Study Groups](#) leaders review course material with students and integrate study strategies—note taking, problem solving, and test preparation—that link course content with cognitive skill development.
- Reserved Course Materials such as equipment, demonstrations, and videos are available at the [MSLC](#).

Writing Centers:

Rutgers also has a [Writing Center](#) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

Library:

SMLR Librarian - Julie Peters, jpeters@smlr.rutgers.edu.

Rutgers University Library offers many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.

For example, you can:
- Find articles in a large collection of indexes and databases and books or media
- View a wide variety of general and subject-specific library guides.
- Get help from a librarian via email, phone, or live chat.

Access: Rutgers Libraries Indexes and Databases are subscription resources, available to Rutgers students, faculty, and staff only. Please note that if you need to access these resources from off-campus, you will need to log-in using your Rutgers NetID and password.

Disability Services

Rutgers University welcomes students with disabilities into all the University's educational programs, and the Rutgers Office of Disability Services offers a wide array of services.

In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a registration form, participate in an intake interview with an ODS-assigned coordinator, and provide documentation.

If the documentation supports your request for accommodations, your campus' 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 ensure that your needs can be met in a timely manner.

Office of Disability Services contact and address
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Student Affairs
The Office of the Dean of Students provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Campus Specific Offices:
The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145
Livingston Campus
54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

The Rutgers-Camden office can be contacted at:
Tim Pure
Coordinator of Disability Services, Rutgers-Camden
Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405

Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

The Rutgers-Newark office can be contacted at:
Kate Torres
Coordinator of ADA Services and Academic Support
Robeson Campus Center, Suite 352
350 Martin Luther King Jr. Boulevard
Newark, NJ 07102
Phone: 973.353.5300
Fax: 973.353.5666
E-mail: kate.torres@rutgers.edu

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the ODS landing page.

Technology

Help and Resources:
The Canvas guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.

 For tech help with Canvas or Sakai, please visit https://it.rutgers.edu/help-support.

Canvas Technical Requirements. This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

Privacy: The privacy policies for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:
- Instructure/Canvas Product Privacy Policy
- Blue Button/Blindside Networks Privacy Policy
- Adobe Privacy Policy
- Youtube Privacy Policy
- Google Docs Privacy Policy
- VoiceThread Privacy Policy
- Kaltura Privacy Policy
- Proctortack Privacy Policy
- TurnItIn Privacy Policy