

Talent Acquisition

Fall 2026

Course Number: 37:533:311

Sessions: Monday 10:20 am – 1:20 pm

Classroom: Lucy Stone Hall, Room B117

Instructor: Stephanie Chan-Ahuja

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Office hours: By appointment

COURSE OVERVIEW

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 have interactive class discussions and learn the key aspects that pertain to talent acquisition. You will create materials that will be useful for your own job search and participate in class exercises/discussions, as well as prepare you to be employees who could take part in acquiring talent for your organizations. The course will focus on strengthening your critical thinking skills as you apply the theories to “real-world” talent acquisition. The class will cover several topics, including needs assessment, attracting, interviewing, assessing, and selecting candidates, negotiating offers, and onboarding new employees.

COURSE MATERIALS

Class material: PowerPoint slides for the lectures, announcements, and assignment instructions will be posted on the course's Canvas page.

Optional Textbook: Phillips, J. M. (2023). *Strategic Staffing* (5th ed.). Chicago Business Press. ISBN: 978-1-948426-39-8

Technology Requirements:

- Access to the internet
- Reliable computer
- Microsoft Word, PowerPoint - refer to [Rutgers University Software Portal - Free Access](#) to download/access if you don't have these applications already.

GRADES AND COURSE REQUIREMENTS

Activity	Points
Attendance and Participation	20%
Case Study: Candidate Selection	10%
Case Study: Jobs Negotiations	10%
Mock Interview	10%
Job Description	10%
Resume	10%
Midterm	15%
Final	15%

	Grading Scale
90-100%	A
85-89.9%	B+
80-84.9%	B
75-79.9%	C+
70-74.9%	C
60-69.9%	D
0-59.9%	F

ATTENDANCE AND ACTIVITIES

- **Attendance is mandatory.** Please arrive on time and stay for the entire duration of the class.
- The content for this course is delivered Face-to-Face in our class setting. As such, attendance is a significant factor in your learning journey of this subject matter.
- Students are expected to come with a learning mindset and contribute to a collaborative learning environment.
- Students are encouraged to ask questions and to answer questions posed in lecture. These questions will correspond to the topics at hand, to highlight important take-aways.
- Some lecture periods will include completion of a related exercise/activity. The participation in these activities will result in tangible takeaways that you can bring into your own career.
- All efforts should be made to foster a classroom climate that exemplifies respect for both the instructor and other class members.

COURSE SCHEDULE*

#	Date	Topic(s)	Optional Readings	Notes
1	9/8 (Tue)	Syllabus Overview		Tuesday 9/8 follows a Monday class schedule
2	9/14	An Introduction to Talent Acquisition	Phillips 1	Due: Academic Integrity Contract due at the start of class
3	9/21	Know your Business Needs	Phillips 2	
4	9/28	The New Normal	Phillips 5	Attending Career Fair
5	10/5	Preparing & Coordinating	Phillips 3, 4	Job Description
6	10/12	Building Your Brand	Phillips 7	
7	10/19			Midterm
8	10/26	Sourcing and Screening Talent	Phillips 6, 13	Resume
9	11/2	Pre-employment Tools and Tests	Phillips 8, 9	
10	11/9	Interviewing Talent	Phillips 9	Mock Interview
11	11/16	Hiring & Acclimating Talent	Phillips 11, 12	Salary Negotiation
12	11/23	Being Effective, Keeping Score & HCMs	Phillips 13, 7	
13	11/30	Managing Workforce Movement	Phillips 12	Candidate Selection
14	12/7	Wrap Up		Final

*Syllabus could be subject to change

LEARNING OBJECTIVES

- 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 staffing
 - Evaluate and apply theories from staffing and more broadly social science disciplines to workplace issues
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- 1) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions**
 - Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
 - Analyze a contemporary global issue in their field from a multi-disciplinary perspective
 - Analyze issues related to business strategies, organizational structures, and work systems
 - Analyze issues related to the recruiting, measurement, and selection of talent in a global context
 - 2) 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 the staffing
 - Develop human resource management functional capabilities used to recruit, measure, and select workers
 - Understand the internal and external alignment and measurement of human resource practices
 - 3) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional**
 - Communicate complex ideas effectively, in standard written English
 - Analyze and synthesize information and ideas from multiple sources to generate new insights
 - Produce quality research papers with proper convention of attribution/citation
 - Produce high quality executive summaries
 - Make an argument using contemporary and/or historical evidence
 - Present ideas and arguments in a logical and effective way

UNIVERSITY GUIDELINES AND RESOURCES

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; sending

a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation (in the example of the HRM media extra credit). In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

STUDENTS WITH DISABILITIES

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

STUDENT RESOURCES (MENTAL HEALTH, ACADEMIC COACHING, FINANCIAL ASSISTANCE)

Students may experience unique challenges as they progress through their academic careers. Rutgers has a number of resources to assist you. If you need support in one of the following areas, we encourage you to utilize the following resources. In addition, if you think I may be of help at any point, you are strongly encouraged and welcomed to send me a message or chat with me before/after class or during office hours. <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>

SCHOLARSHIPS

The School of Management and Labor Relations offers a number of scholarships and fellowships to support its students. Relevant deadlines and criteria can be found here: <https://smlr.rutgers.edu/academic-programs/scholarships>

ARTIFICIAL INTELLIGENCE (AI) USAGE

Generative AI is a professional tool — one that students will encounter in virtually every workplace they enter. Treating it as a threat to be managed, rather than a skill to be developed, leaves students underprepared. The question for this course is not whether to use AI, but how to use it well: with accuracy, judgment, ethical awareness, and a clear understanding of what it can and cannot do. AI fluency is a professional competency, and this course treats it as one.

CONDITIONS FOR AI USE: When using AI, you are responsible for: (1) The accuracy and quality of all submitted work, regardless of how it was produced (2) Verifying AI output and applying your own analytical judgment before submitting (3) Disclosing which tools you used and for what purpose in every submission (4) Meeting course standards — AI output submitted as a finished product will not

CONDITIONS FOR NON-USE: Treating AI as a substitute for your own thinking will not meet course standards and is a misuse of the tool. Submitting AI-generated content without critical engagement, verification, or your own analytical contribution — even if disclosure is provided — does not constitute acceptable work. **The midterm and final are closed book and in-class: no materials, including AI, will be allowed.**

RATIONALE: Professionals in labor, employment, and HR fields are already navigating AI-driven hiring tools, workforce analytics platforms, and automated compliance systems. I aim to help you develop the fluency to use these tools strategically, as well as the critical lens to understand their limitations, biases,

and workplace implications. I encourage to discuss with your classmates and share with me about your AI use and fluency.