

TALENT ACQUISITION * 37:533:311:90 * SPRING 2026

**Human Resource Management Department
School of Management & Labor Relations
Rutgers, The State University of New Jersey**

Professor: Dr. Hazel-Anne M. Johnson-Marcus	Email: hmj17@scarletmail.rutgers.edu
Office Hours: Monday, 1:00-2:00 pm by appointment	Course Learning Management System: Canvas
Teaching Aide: Mr. Alex Crosby (Last Names: A to L)	TA Email Address: aec203@scarletmail.rutgers.edu
Teaching Aide: Ms. Anusha Nayak (Last Names: M to Z)	TA Email Address: akn57@scarletmail.rutgers.edu

REQUIRED COURSE TEXT: Phillips, J.M. (2023). *Strategic Staffing*, 5th Edition. Sage. ISBN: 9781071927694.

COURSE DESCRIPTION: We are focused on the effective management of the flow of talent into and through organizations. This course covers the identification, attraction, selection, deployment, and retention of talent. An important goal of the class will be to provide opportunities to develop skills that are relevant to effectively managing talent flow.

COURSE REQUIREMENTS & YOUR SUCCESS: Welcome to the course! Online learning, especially in an asynchronous format, offers incredible flexibility as you can learn on your schedule, from anywhere. However, this convenience comes with a need for **discipline, dedication, and excellent time management** to ensure you **meet all your deadlines**. To make the most of this course, I encourage you to:

- **Get ahead each week.** Read assigned textbook chapters and watch lecture videos early to fully participate in our discussions.
- **Check Canvas daily.** Important updates and reminders are posted there.
- Remember, **everything covered in the course material is fair game for assessments**, even if it is not covered deeply in a lecture video. Your dedication to the material truly drives your success.

HOW THIS COURSE WORKS: This is an **asynchronous online course**, meaning you can complete all activities at your own pace, with **no set meeting times**. We will be using the [Canvas Learning Management System](#), which you can access with your **netID and password**. I will post all course announcements on Canvas, and they will also be sent to your **Rutgers ScarletMail email**, so please **check that inbox regularly**. While there are no required meetings, we can meet virtually by appointment.

TECHNOLOGY ESSENTIALS: To have a smooth learning experience, you will need a **reliable internet connection** and a **dependable computer** (whether a desktop, laptop, or tablet). A **webcam and headphones are strongly recommended**. It is also a great idea to **think about a backup plan** for your computer, just in case. Do you have another computer at home or work, or can you access the course at your local library or on your mobile device?

I am excited to have you in this class! We are going to explore some fascinating topics together, and I am here to support you every step of the way

COURSE STRUCTURE: This course is organized into **13 Weekly Modules and 1 Team Project Module**.

Generally, each week starts on Tuesday and wraps up on Monday at 11:59 pm, giving you a full week with the material.

Within each module, you will find everything you need:

- **Module Agenda:** Get ready with a text and video overview for the week's topics.
- **Lecture Slides:** Key information at your fingertips.
- **Multimedia:** A mix of lecture videos, articles, and podcasts to deepen your understanding.
- **Quiz:** Solidify your learning.
- **Team Project Assignment:** Where you will be able to apply your knowledge in a collaborative and practical way.

COURSE DELIVERABLES

Here is a breakdown of the many ways you will demonstrate your learning throughout the semester.

INDIVIDUAL QUIZZES: These quizzes are a fantastic way to **solidify course concepts** and check your understanding. They will **open on Fridays at 12:00 am and close on Mondays at 11:59 pm**. There are 11 quizzes, but you only need 10, so there is a built-in bonus quiz as you keep all your points. **These quizzes collectively are worth 100 points, making up 20% of your final grade.**

NEWS ARTICLE SUMMARY: This assignment requires you to find a news article related to a Talent Acquisition topic, summarize it, and explain its relevance to our course concepts. You will submit a written summary and a short video presentation. **This news article summary assignment is worth up to 50 points, or 10% of your final grade.**

You will submit via a Google Document and a YouTube video:

1. **Written Summary:** A summary of your chosen article and an explanation of its connection to the course. No more than 500 words.
2. **Video Presentation:** A short video presenting your summary, 1-2 minutes.

Key Requirement: Your submission must make an **explicit connection** between the article's content and the concepts we have discussed in class.

Submission Deadlines & Steps:

1. **Topic Sign-Up:** Sign up for a news article presentation topic based on your last name between **Friday, January 30 - Friday, February 6**.
2. **Article Approval:** Get your chosen article approved by the teaching aide, **at least one week before your assigned presentation week**.
3. **Final Submission:** Submit your written summary and video presentation on Canvas, **by 11:59 pm on the Tuesday of your presentation week**.

Tips for Success

- **Choose a relevant article:** Find a recent news article from a reputable source (e.g., The New York Times, Wall Street Journal, Harvard Business Review, Forbes) that directly relates to one of our course's Talent Acquisition topics.
- **Go beyond the summary:** Do not just recap the article. Your explanation of its relevance is crucial. Think about questions like:
 - "How does this article illustrate a concept from our textbook?"
 - "What class discussion does this article relate to?"
 - "Does this article support or challenge something we learned?"
- **Practice your video:** A 1–2-minute video is short, so plan your points carefully. Speak clearly and confidently and be sure to highlight the key takeaways and the course connection.

News article summary presentations will proceed according to the following schedule.

Last Names	Topics by Chapter	Presentation Dates
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Beginning with A to L	Chapter 3 through Chapter 8	Tues. 2/10 to Mon. 3/30
Beginning with M to Z	Chapter 9 through Chapter 12	Tues. 3/31 to Mon. 4/27

TEAM PROJECT: You will work in a team throughout the semester on a **mini job analysis** and develop **structured interview questions** for a customer service role. This is your team's chance to really **demonstrate mastery** of the course material and see how it applies in a "real-world" scenario.

Your team will present your hard work via a **1-page executive summary** and a concise **5-minute video**. You will be assessed both as a **team** and as an **individual contributor**, so your effort and collaboration truly matter! To get started, each team needs to submit a **project schedule and plan** by **Monday, March 2 at 11:59 pm**, **worth 50 points and 10% of your grade**. **The final team project is a significant part of your grade, worth 300 points and 60% of your final grade.**

SUBMITTING YOUR WORK: To ensure your work is presented in the best possible light, please proofread it carefully before submitting. Checking for spelling, grammar, and clarity will help you communicate your ideas effectively. While we understand that unforeseen circumstances can sometimes arise, assignments submitted after the due date may be subject to a grade penalty at the professor's discretion.

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
Individual Quizzes	100	20
News Article Summary	50	10
Team Project Plan	50	10
Team Project	300	60
Total	500	100

ACADEMIC INTEGRITY: Academic dishonesty harms students, faculty, the university, and society. It includes any unauthorized collaboration or misrepresentation in academic work.

Written Work: By submitting written work, students affirm that it is their original work, except where explicitly indicated. All sources, whether quoted directly or paraphrased, must be properly cited. Failure to cite sources is plagiarism, a form of academic dishonesty.

Quizzes, Assignments, and Exams: All submitted work on quizzes, assignments, and exams must reflect the student's individual effort and knowledge. Unauthorized collaboration, use of notes, or access to prior assessment information is prohibited.

Group Work: All team members are responsible for the academic integrity of their group submissions.

Accountability: Any submission bearing a student's name must adhere to the academic integrity standards of the HRM Department, the School of Management and Labor Relations (SMLR), and Rutgers University. All instances of academic dishonesty will be reported to the HRM Undergraduate Program, the SMLR Academic Integrity Facilitator, and the Rutgers University Office of Student Conduct.

Required Action: *All students must read and affirm their agreement with the Academic Integrity Contract and complete the related Academic Integrity Assignment on Canvas.*

RESOURCES FOR STUDENTS

ACCOMMODATIONS: This course is designed to be welcoming and accessible to all students. If you have a disability and require accommodations to participate fully, please reach out to me as early in the semester as possible (ideally before the first assessment) and provide documentation from the Office of Disability Services for Students (ODS).

University Accommodation Policy: Rutgers University is committed to providing equal access to education for all students. To receive accommodations, you can follow these steps:

1. Contact the ODS: <https://ods.rutgers.edu/students/getting-registered>
2. Participate in an intake interview and provide required documentation as outlined here: <https://ods.rutgers.edu/students/documentation-guidelines>
3. If your request is approved, you will receive a Letter of Accommodations. Please share this letter with me as early as possible in the semester to discuss how the accommodations can be implemented in this course.

By following these steps early in the semester, we can ensure a smooth and successful learning experience for you.

STUDENT SUPPORT SERVICES: Rutgers University offers a variety of resources to help students navigate challenges and ensure their academic success.

- **The Office of the Dean of Students (ODS)** provides support to students facing exceptional difficulties due to medical, emotional, social, psychological, financial, confidential, or family-related issues. They can provide letters to faculty for extended absences (a week or more) or complex situations. The Dean of Students' role is to verify documentation, but faculty have the final decision on makeup exams, extensions, or other options.
 - If you are facing financial challenges impacting your food or housing security, and believe it may affect your performance, contact the Dean of Students office for support: <http://deanofstudents.rutgers.edu>. You should also notify your professor if you feel comfortable doing so.
- **Counseling, ADAP & Psychiatric Services (CAPS)** is a mental health support service offered by Rutgers Health. CAPS provides individual therapy, group therapy, workshops, crisis intervention, referrals to specialists, and collaboration with campus partners. They can be a valuable resource to help you succeed at Rutgers.
 - Visit the CAPS website for more information on their services: <http://health.rutgers.edu/medical-counseling-services/counseling>
 - Crisis Intervention: <http://health.rutgers.edu/medical-counseling-services/counseling/crisis-intervention>
 - Report a Concern: <http://health.rutgers.edu/do-something-to-help/>
- **Violence Prevention & Victim Assistance (VPVA)** provides confidential support for victims of sexual and relationship violence and stalking. They offer crisis intervention, counseling, and advocacy services.
 - Contact VPVA staff during office hours at 848-932-1181 or visit their website for more information: <https://vpva.rutgers.edu/>.

COURSE QUESTIONS: We encourage you to refer to the syllabus first for any questions you may have about administrative matters such as exams, quizzes, due dates, and attendance. This will help you find the answers quickly and avoid unnecessary emails. Mr. Crosby & Ms. Nayak are happy to answer any administrative inquiries you may have.

Last Names	Teaching Aide	TA Email Address
Beginning with A through L	Mr. Alex Crosby	aec203@scarletmail.rutgers.edu
Beginning with M through Z	Ms. Anusha Nayak	akn57@scarletmail.rutgers.edu

COURSE CONCEPTS: For questions related to the course concepts and material, feel free to email me at hmj17@scarletmail.rutgers.edu.

EMAIL ETIQUETTE: To help us manage the volume of emails we receive, please include a clear and concise subject line in your email. Here's an example subject title: **311-01-Talent Acquisition question about Quiz 1**

SYLLABUS CHANGES: This syllabus outlines the course plan; however, minor adjustments may be necessary throughout the semester. Any changes will be clearly communicated through announcements on Canvas. Please check Canvas regularly and be sure to review any updates to the syllabus.

COURSE LEARNING OBJECTIVES:

Students who complete this course should demonstrate an understanding of how to do the following:

<ul style="list-style-type: none"> Develop a staffing strategy that reinforces business strategy. 	<ul style="list-style-type: none"> Forecast talent needs and labor supply and plan accordingly.
<ul style="list-style-type: none"> Conduct a job or competency analysis and a job rewards analysis. 	<ul style="list-style-type: none"> Source potential recruits strategically.
<ul style="list-style-type: none"> Recruit and select the right people. 	<ul style="list-style-type: none"> Negotiate with and hire top candidates.
<ul style="list-style-type: none"> Socialize, deploy, and retain talent. 	<ul style="list-style-type: none"> Manage turnover.
<ul style="list-style-type: none"> Use staffing metrics and conduct staffing system evaluations. 	<ul style="list-style-type: none"> Employ technology throughout the staffing system.
<ul style="list-style-type: none"> Integrate the staffing system with the other HR functions of training, compensation, and performance management. 	<ul style="list-style-type: none"> Ensure the legal compliance of the staffing system.
<ul style="list-style-type: none"> Promote ethical staffing. 	<ul style="list-style-type: none"> Leverage technology, metrics, and data analytics to optimize the performance and efficiency of a staffing system.

SMLR LEARNING OBJECTIVES:

This Talent Acquisition course is designed to meet the following learning objectives for the School of Management and Labor Relations. Do note that this course is equivalent to the previously titled Staffing course.

II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues	VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance
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| <ul style="list-style-type: none">● 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 | <ul style="list-style-type: none">● 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	Dates	Topics	Instructional Materials	Assessments
1	1/20 - 1/26	Course Introduction	—	—
2	1/27 - 2/2	Strategic Staffing	Chapter 1	Bio & AIC Syllabus Quiz
3	2/3 - 2/9	Business & Staffing Strategies	Chapter 2	Quiz 1
4	2/10 - 2/16	The Legal Context	Chapter 3	Quiz 2
5	2/17 - 2/23	Strategic Job Analysis and Competency Modeling	Chapter 4	Quiz 3
6	2/24 - 3/2	Forecasting & Planning	Chapter 5	Quiz 4 <i>Project Plan</i>
7	3/3 - 3/9	Sourcing: Identifying Recruits	Chapter 6	Quiz 5
8	3/10 - 3/23	Recruiting	Chapter 7	Quiz 6 <i>Project Part 1</i>
-	3/14 - 3/22	SPRING BREAK	---	---
9	3/24 - 3/30	Measurement	Chapter 8	Quiz 7
10	3/31 - 4/6	Assessing External Candidates	Chapter 9	Quiz 8
11	4/7 - 4/13	Assessing Internal Candidates	Chapter 10	Quiz 9
12	4/14 - 4/20	Choosing and Hiring Candidates	Chapter 11	Quiz 10 <i>Project Part 2</i>
13	4/21 - 4/27	Managing Workforce Flow	Chapter 12	Quiz 11
14	4/28 - 5/4	TEAM PRESENTATIONS	---	<i>Project Parts 3 & 4</i>