



Managing Workforce Flow

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Spring 2025

[Syllabus as of January 21, 2025]

“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.” – Steve Jobs (Co-founder Apple)

“I’d rather interview 50 people and not hire anyone than hire the wrong person.” – Jeff Bezos (former CEO Amazon)

“Recruitment is marketing. If you’re a recruiter nowadays and you don’t see yourself as a marketer, you’re in the wrong profession.” Matthew Jeffrey, Global Head of Employment Branding & Sourcing at SAP.

Instructor: Jane Baylis

Class Sessions: Mondays, 4:30 – 7:10 pm

Location: Janice Levin Building, Room 006

Email: baylis@smlr.rutgers.edu

Phone: 609-571-6458 (cell)

Office Hours: By appointment

Course Overview

Strategic Staffing prepares all current and future managers to take a strategic and modern approach to the identification, attraction, selection, deployment, and retention of talent.

Organizations increasingly realize that their employees are the key to executing their business strategies, and the current competition for talent has made the identification and attraction of high-performing employees essential for companies to succeed in their marketplaces. The right employees give their organization a competitive advantage that sets it apart and drives its performance. In today’s business environment, a company’s ability to execute its strategy and maintain its competitive edge depends even more on the quality of its employees. And the quality of a company’s employees is directly affected by the quality of its recruiting and staffing systems. Because hiring managers are involved in the staffing process, hiring managers and human resources (HR) professionals need to be familiar with strategic staffing techniques. Over the past 10 years, advancing technology and the increased application of data analytics have changed the practices of sourcing, recruiting, and staffing.

SMLR / HR Management Learning Goals

Three Core Areas for Success in SMLR

The curriculum in the programs within SMLR focuses on different areas (i.e.. HRM, LSER) and levels of study (i.e.. UG, Masters, PhD). Across these programs, we strive to advance students cognitive skills and processes, their Knowledge of Theory and Application, and develop their professional skills.

- 1) Cognitive Skills and Processes
- 2) Knowledge of Theory, Practice, and Application
- 3) Professional Development

Cognitive Skills and Processes

The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace.

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

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.

Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories, and approaches to workplace issues.

- Employ current technologies to access information, to conduct research, and to communicate findings.
- Analyze and synthesize information and ideas from multiple sources to generate new insights.
- Assess and critique relevant evidence and research findings.
- Access high-quality historical, qualitative, and quantitative evidence or research
- Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues.

Knowledge of Theory, Practice and Application

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations.

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 study.
- Evaluate and apply theories from social science disciplines to workplace issues.

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 and intersectional perspective.
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

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)

Professional Development

Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations.

- Develop effective presentation skills appropriate for different settings and audiences.
- Develop career management skills to navigate one's career.
- Develop capabilities to work and lead in a multicultural and diverse environment.
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies.
- Demonstrate lifelong personal and professional development skills.

Student Resources and Scholarships

- a. If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>
- b. Scholarships – we encourage you to view the SMLR's scholarship offerings,: <https://smlr.rutgers.edu/academic-programs/scholarships>

Course Requirements and Grading

(Specific due dates noted on the course outline below, and on the detailed assignment documents)

1) Class Participation (10% of course grade): You will be expected to actively participate in class. It is important that you are prepared to discuss your readings and share your insights with the broader class.

2) Mid-Term Essay Assignment (30% of course grade): This will involve answering essay questions. A separate handout detailing this assignment will be provided and posted on Canvas. **The assignment is due on March 10th.**

3) Final Team Project and Presentation (30% of course grade): You will be assigned to a team early in the semester. Your team will conduct a job analysis and develop a selection interview for a specific job. Your team will also define your overall selection approach to ensure the selection of the best applicant. Each team will be assigned a grade for this presentation, and this grade will be shared by every member of the team. A separate handout detailing this assignment will be provided and posted on Canvas. **Final team presentations will be on May 12th.**

4) Final Essay Assignment (30% of course grade): This will involve answering essay questions. A separate handout detailing this assignment will be provided and posted on Canvas one week prior to the due date. **The Assignment is due on May 12th.**

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Note: All assignments (team and individual) will be submitted via Canvas, and the Turnitin verification service will be used for this class. Turnitin is a software program used by Rutgers and many other universities to check for originality and plagiarism.

Course Materials

Students are responsible for accessing and completing all readings **prior** to the class for which the readings are assigned. Required readings listed on the course schedule can be obtained as follows:

- Jean M. Phillips 2023 **Strategic Staffing, 5th Edition**. Chicago Business Press. (*All assigned chapters appear in the course schedule*)

Note: The textbook will be available for purchase at the bookstore. Alternatively, you may purchase or rent the book from various sites online.

EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	10%
Mid-Term	30%
Team Project	30%
Final	30%
Total:	100%

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F

Note: for most assignment grades, I will also use “minus” grades, i.e. A-, B-, C-; in addition to the standard grades above.

Course Policies

You are expected to complete all the reading and come to class prepared to discuss what you have read. Further, you should be prepared to discuss and debate the material for the course to practice critical thinking and to build your understanding of the material. If you miss a class for any reason, you are responsible for finding out about materials covered and any changes in schedule or assignments.

Assignments will not be accepted after the noted due date unless special arrangements have been made with the professor in advance. Students will not be permitted to take examinations after the exam date stated on the syllabus. All known student disabilities and religious holidays will be accommodated as appropriate. If you need any accommodation, you should discuss this with me no later than the second-class session.

All students will be expected to be familiar with and abide by the University’s Academic Integrity Policy. Failure to comply with this policy will result in the student’s failure of the course and referral to the Office of Student Conduct.

Students should use their Rutgers e-mail addresses for class communications with the instructor and the members of their team. In addition, we will use Canvas as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Canvas on a frequent basis.**

Course Schedule

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 January 27	Course Introduction Strategic Staffing	Chapter 1
Class 2 February 3	Business and Staffing Strategies	Chapter 2
Class 3 February 10	The Legal Context	Chapter 3
Class 4 February 17	Strategic Job Analysis and Competency Modeling	Chapter 4
Class 5 February 24	Forecasting and Planning	Chapter 5
Class 6 March 3	Sourcing: Identifying Recruits	Chapter 6
Class 7 March 10	External Recruiting Mid-Term – Due 03/10/2024	Chapter 7
March 17	Spring Break	
Class 8 March 24	Measurement	Chapter 8
Class 9 March 31	Assessing External Candidates	Chapter 9
Class 10 April 7	Recruiting and Assessing Internal Candidates	Chapter 10
Class 11 April 14	Choosing and Hiring Candidates	Chapter 11
Class 12 April 21	Managing Workforce Flow Staffing System Evaluation and Technology	Chapter 12
Class 13 April 28	Staffing System Evaluation and Technology	Chapter 13
Class 14 May 5	Team Presentations	Team Presentations and Written Reports Due (Upload to Canvas)
May 12	Final – Due 05/12/2025	