



**Talent Management:  
Attracting, Developing, and Retaining Employees**

Course: 52:533:463:90

Term: Spring 2023

---

**CONTACT INFORMATION**

**Professor:** Dr. Kristie McAlpine

**Email:** kristie.mcalpine@rutgers.edu

**Office:** BSB 259

**Course Meetings:** Fully online; no on-campus meetings

**Office Hours:** by appointment

**ADMINISTRATIVE DATES**

**Tuesday, January 17** – First Day of Class

**Saturday, March 11 – Monday, March 20** – Course Spring Recess Period

**Monday, May 1** – Last Day of Class

**Tuesday, May 2 & Wednesday, May 3** – Reading Days

**Thursday, May 4 – Saturday, May 6** – Course Final Exam Period

---

**COURSE DESCRIPTION**

This course addresses key topics in human resource management aimed at providing students with a foundation in managing talent in organizations. Topics include organizational policies and practices associated with recruiting employees, training and developing employees, and keeping employees engaged.

**LEARNING GOALS AND OBJECTIVES**

After completing this course, students should be able to:

1. Define key course concepts (talent management, sourcing, recruiting, etc.)
2. Articulate why talent management is critical to an organization's performance
3. Compare and contrast different talent management strategies and how they support different business strategies
4. Describe the workforce planning process used to identify current and future talent needs

5. Explain the process of sourcing and recruiting talent
6. Describe the process of deploying and developing talent
7. Identify issues that organizations face in retaining talent
8. Apply key course concepts to real-world organizational examples

## COURSE MATERIALS

- **Required Textbook:** Phillips, J. M. (2020). *Strategic Staffing (4th Ed.)*, Chicago Business Press. ISBN: 978-1-948426-86-2  
 ⇒ Affordable print and eBook copies available. Can be purchased or rented via the Rutgers-Camden Barnes & Noble bookstore  
<https://universitydistrict.bncollege.com/shop/university-district/page/find-textbooks> or directly from Chicago Business Press  
<https://chicagobusinesspress.com/book/phillipsstaffing4e#purchase>
- **Additional Required Materials:** Narrated lectures, readings, and other posted material is available on the course Canvas site. Note that the class materials for a particular week will be posted by 12pm on Tuesday of the week it is assigned. You are strongly encouraged to access this course via Canvas several times a week. Each module, with the exception of exam weeks, begins on Day 1 (Tuesday) and ends on Day 7 (the following Monday). For more details, please refer to the course outline on the last page of the syllabus.
- **Copyright of Course Materials:** All original course materials posted on Canvas, including presentation slides, handouts, and assignments, are intellectual property belonging to the professor. These materials are provided to students for their own personal use *only*. Students are not permitted to buy, sell, or distribute any course materials without the express written permission of the professor. Such unauthorized behavior constitutes academic misconduct.

## COURSE GRADING STRUCTURE

90% ≤ <b>A</b>
85% ≤ <b>B+</b> < 90%
80% ≤ <b>B</b> < 85%
75% ≤ <b>C+</b> < 80%
70% ≤ <b>C</b> < 75%
60% ≤ <b>D</b> < 70%
<b>F</b> < 60%

<b>Weekly Activities</b> (e.g., assignments, discussions)*	25%
<b>Reading Comprehension Quizzes*</b>	15%
<b>Mid-Term Group Project</b>	10%
<b>Mid-Term Exam</b>	15%
<b>Final Group Project</b>	15%
<b>Final Exam</b>	20%

\*Lowest grade is dropped

## COURSE GRADING POLICIES

If you find that you are having trouble completing coursework or need further explanation of class topics, please schedule an appointment with me immediately. If you need this class for graduation, you should be sure that your performance is up to standard

throughout the course. *It is too late to wait until the last weeks of class to ask for help (including requests for extra credit or rounding your final grade, neither of which will be granted).* I am available to meet throughout the entire semester if you need help.

**Group Project Policy:** This course involves substantial collaboration. It is imperative that all students coordinate and participate in good faith with their group members. As a default, group projects will be graded such that all group members receive the same grade. However, in the unlikely event that a group member fails to participate in group work, I reserve the right to investigate the matter and adjust an individual group member's grade down, up to and including receiving zero points.

**Make-up Work Policy:** If, for a university-approved reason, you cannot complete a quiz, assignment, or exam during the scheduled time, you must give me **written notice via email** ([kristie.mcalpine@rutgers.edu](mailto:kristie.mcalpine@rutgers.edu)) **at least one week** in advance so that other arrangements can be made. If the situation does not allow for advance notification (e.g., emergency hospitalization), contact me as soon as possible after the missed work and provide written documentation. The ability to make up work for non-university approved reasons is **not** guaranteed.

**Late Work Policy:** All work must be completed and *uploaded to Canvas* by the specified due date (with the exception of a university-approved, documented, and professor-verified reason; see Make-up Work Policy above). Any work submitted after the due date and time will receive a reduction of one full letter grade for each day that it is late.

**Grading Challenges:** If you have a question or concern about a grade, you may submit this in writing to me (via email) *within 5 calendar days after the assignment or exam grade has been released*. You must make a case in writing for why you believe your grade is incorrect, providing a detailed account of how your submitted work merits a better grade. If you decide to challenge your grade, and I am convinced by your reasoning, your entire assignment or exam will be re-graded and you should be aware that your grade may go either up or down. Please note that I will not consider end-of-semester requests to re-grade work from earlier in the semester if it falls outside of the 5-day grade release period specified above.

**Incompletes:** "Incompletes" will only be given through prior consultation, under extreme circumstances, and when completion of the course requirements in question would substantially improve your grade. In the rare event when an "incomplete" is given, you must submit all of the agreed-upon work to me by the Rutgers registrar deadline to avoid the "incomplete" converting to an "F": <https://registrar.camden.rutgers.edu/grade-instruction#incomplete>.

## **COURSE COMMUNICATION**

**Syllabus:** To the best of my ability, this course will follow the syllabus as written, but I reserve the right to alter it. Scheduled topics may change and policies may be revised as needed throughout the course.

**Course Announcements:** All class communication will be via your Rutgers e-mail, discussion forums, and other tools in Canvas. You are expected to check your Rutgers e-mail at least two or three times throughout each week. All course announcements can also be accessed via the “Announcement” page in Canvas. Not checking Canvas or your Rutgers email is not an excuse for missing any communications.

**Course-Related Communication:** We will be using a threaded “Course Help” discussion forum for all course-related questions. Rather than emailing me directly with questions about due dates, assignment criteria, etc., I encourage you to post your questions on the forum. Before posting, please review the syllabus carefully to make sure that your course-related question isn't already answered here. If it is not, please post your question on the forum so that other students or I can answer it for the benefit of everyone. As you have likely heard many times during your educational career: if you have a question, someone else likely has the same question. It benefits everyone if we can all learn from one another.

**Communication about Technical Issues:** While I will be able to answer your course-related questions, I may not be able to answer your technical Canvas-related questions. If you have a technical issue that needs immediate attention, please contact one of the technical support resources that are available to you 24/7. You can access these resources via the "Help" button on the bottom left panel on your screen. This opens up options to speak with a live Canvas agent or a staff member of the Rutgers Help Desk. You can also reach them directly through OIT: <https://it.rutgers.edu/help-support/>.

**Communication with the Professor:** Please direct all general course questions to the “Course Help” discussion forum (after careful review of the syllabus) and all technical questions to the Rutgers Help Desk/OIT Staff, as noted above. Personal questions regarding your grade, accommodations or feedback should not be addressed in the “Course Help” forum; please email these questions to my Rutgers email (NOT Canvas). When emailing, please use **your Rutgers email and include your full name**. Depending on when you send your email, you can expect a response:

- Monday-Friday: within 24 hours (likely sooner if between the hours of 9am and 5pm).
- Weekend emails: within 48 hours.
- Emails received after 5 pm may not be addressed until the next day.

If you do not receive a response from me within the above listed time frame, please send the email again. I will do my best to adhere to these guidelines; I ask that you do the same if I contact you directly. While I will make every effort to be responsive to your needs, please be respectful of my availability.

## **ACADEMIC INTEGRITY**

The Academic Integrity policy can be found at <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

***Students are responsible for understanding the principles of academic integrity***

**and abiding by them in all aspects of their work at the University.** Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:

- 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 your own in a course activity is your own and not from someone else
- Obtain all data or results by ethical means and report them accurately
- Treat all other students fairly with no encouragement of academic dishonesty

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 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. Violations are taken seriously and will be handled according to University policy.

## **STUDENT CODE OF CONDUCT**

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University you are expected adhere to the Code of Student Conduct. To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

## COURSE EXPECTATIONS

The following protocols reflect professional business norms on manners, courtesy, and respect. In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chat with friends may not be appropriate in an online conversation with your classmates or professor. Even though many of you are already aware of these protocols, they are explicitly stated here so that everyone is cognizant of them. These protocols help ensure that online experiences for everyone are pleasant and learning focused.

- In all your communication, please address the individual to whom you are speaking appropriately, by using their name and, where appropriate, their title (i.e., “Dr.”). Do not address someone with “Hey”. Please note that I will address you with your first name, unless you prefer that I address you differently.
- Never send offensive and insulting messages (this is a violation of the Student Code of Conduct). If you disagree with someone, say so constructively, and provide evidence for your reasoning.
- Treat all communication and postings as permanent forms of written record and do not expect any of your email communications to be private, unless stated otherwise. Instead, assume that all e-mail communications are public.

## DISABILITY SERVICES/ACCOMMODATIONS

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

## COURSE OUTLINE

Week	Canvas Module	Module Start (Day 1)	Module End (Day 7)	Topics	Major Due Dates
Week 1	Getting Started	17-Jan	23-Jan	Syllabus & Course Navigation	
Week 2	Module 1	24-Jan	30-Jan	Introduction to Talent Management	
Week 3	Module 2	31-Jan	6-Feb	Business Strategy and Talent Management	
Week 4	Module 3	7-Feb	13-Feb	Applied Analysis of Sam's Club vs. Costco	
Week 5	Module 4	14-Feb	20-Feb	Strategic Job Analysis	
Week 6	Module 5	21-Feb	27-Feb	Sourcing	<b>Mid-Term Group Project Due</b>
Week 7	Module 6	28-Feb	6-Mar	External Recruiting	
Week 8	Mid-Term Exam	8-Mar	11-Mar	Mid-Term Exam (Exam Dates: 3/8-3/11*)	<b>Mid-Term Exam</b>
Spring Break	---	11-Mar	20-Mar**	---	
Week 9	Module 7	21-Mar	27-Mar	Assessing External Candidates	
Week 10	Module 8	28-Mar	3-April	Recruiting & Assessing Internal Candidates	
Week 11	Module 9	4-Apr	10-Apr	Employee Socialization	
Week 12	Module 10	11-Apr	17-Apr	Training & Development	
Week 13	Module 11	18-Apr	24-Apr	Engaging & Retaining Talent	<b>Final Group Project Due</b>
Week 14	Course Wrap-Up	25-Apr	1-May	Course Wrap-Up	
Final Exam	Final Exam	4-May	6-May	Final Exam (Exam Dates: 5/4-5/6)	<b>Final Exam</b>

\*Extra day for Mid-Term Exam to accommodate weekend test-takers

\*\*Extra day – enjoy ☺