

**RECRUITING FOR THE MARKETING DISCIPLINE:
IS IT MERE HUMANS NEED NOT APPLY OR WILL A HUMAN PLEASE APPLY!**

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ABSTRACT

Over the last few decades, employee talent pools both in the corporate and academic arenas have been shrinking. Yet the retirement of baby-boomer employees has created and will continue to create shrinking employee-bases for the next several years. For some Business Colleges and Marketing Departments, the ability to recruit successfully in forthcoming years will be an integral part of their professional success activities. However, as academic recruiting started at AMA this summer, there were more marketing academic position openings than Ph.D. candidates. With the Ph.D. candidates being encouraged to seek positions both inside and outside academics and being encouraged to seek academic positions only at Ph.D. granting institutions offering lucrative starting salaries with numerous research related perks coupled with AACSB requiring academically and professionally qualified Ph.D. faculty, recruiting and retention will be problematic for primarily teaching, non-PhD. granting Marketing Departments across the nation.

Articles from the 80's cited the shortage of new doctorates to fill faculty positions (Whalen, 1984). The problem in finding candidates with sound academic qualifications and credible to the faculty and administration was noted as a major challenge in a system that rewarded inadequately and reflected cynicism regarding the promotion system (Tyson, 1988). These 1980's recruitment challenges are still with us. However, during the intervening time, the formalized recruiting process as well as performance appraisal and promotion process has evolved steadily to create additional recruiting challenges.

Comments in Gilliot, Overlaet and Verdin 2002 article, "Managing Academic Personnel Flow at Universities" served as the stepping off point for discussing creative recruiting and departmental restructuring techniques to increase the potential of successful recruiting and retention efforts. Unique, innovative ideas to enhance recruitment practices, to enlarge (or trying to enlarge) the recruitment pool, to improve employee integration, to provide a stimulating work environment and to develop

diversified and dynamic career options at the departmental level from a) the faculty (full-time, tenured, full-time tenure track and part-time) and b) the departmental administration perspectives were discussed. In addition, ideas for creating and using objective measures to aid the recruitment process as well as clarify the retention requirements for the newly hired faculty were discussed. Overall, management strategies to successfully search globally yet retain local human capital while creating a more stimulating work environment to enhance retention of existing and new marketing academic human capital were presented.

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