



# HRM 250

## Human Resource Management

S2 External 2014

*Dept of Marketing and Management*

### Contents

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<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	7
<u>Policies and Procedures</u>	8
<u>Graduate Capabilities</u>	10
<u>Changes from Previous Offering</u>	13
<u>Research and Practice</u>	13

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit convenor

Edward Wray-Bliss

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Building E4A Room 651

Please email me for consultation appointment

Credit points

3

Prerequisites

HRM107

Corequisites

Co-badged status

Unit description

This unit addresses recruitment and selection in organisations and examines measurement and decision making in HR selection, job analysis techniques, performance prediction, interviewing and psychometric assessment. The unit takes a technical approach and both the scholarly literature and applied practices of specialist topics are examined.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the role of HR measurement, reliability and validity of selection data in selection decision making.

Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.

Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.

Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## Assessment Tasks

Name	Weighting	Due
<a href="#"><u>Early Semester Quiz</u></a>	5%	Wk 4, midnight Friday
<a href="#"><u>Individual Essay</u></a>	20%	Wk 7, midnight Friday
<a href="#"><u>Recruitment &amp; Selection Report</u></a>	35%	Week 11, midnight Friday
<a href="#"><u>Final Examination</u></a>	40%	University Examination Period

### Early Semester Quiz

Due: **Wk 4, midnight Friday**

Weighting: **5%**

Submission: Through iLearn

Extension: No extensions or supplementary available

This assessment is intended to give feedback on student performance and for students to see the type of multiple choice questions used in the final exam.

On successful completion you will be able to:

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.

### Individual Essay

Due: **Wk 7, midnight Friday**

Weighting: **20%**

Submission: This assessment is to be submitted ONLINE through TURNITIN.

Extension: No extensions will be granted. Late essays will be accepted up to 72 hours after the submission deadline. Essays submitted after 72 hours will be awarded 0 marks.

Penalties: There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof (INCLUDING WEEKENDS) that the submission is late (for example, 25 hours late in submission - 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

What is required to complete the unit satisfactorily: This assessment is worth 20% of students' final marks.

On successful completion you will be able to:

- Demonstrate effective communication in scholarly and applied research about

recruitment and selection issues and processes.

## Recruitment & Selection Report

Due: **Week 11, midnight Friday**

Weighting: **35%**

Full details of this assessment is available to enrolled students on iLearn. The assessment is in two parts:

Part A: The report (worth 25%).

Submission: Submission is online through Turnitin.

Extension: No extensions will be granted. Late essays will be accepted up to 72 hours after the submission deadline. Reports submitted after 72 hours will be awarded 0 marks.

Penalties: There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof (INCLUDING WEEKENDS) that the submission is late (for example, 25 hours late in submission - 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

Part B: Participation in discussion forum (worth 10%).

Submission: via discussion forum posts

Extension: None granted.

On successful completion you will be able to:

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.
- Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## Final Examination

Due: **University Examination Period**

Weighting: **40%**

The final exam is worth 40% of the final mark. It is not necessary to pass the final exam in order to pass this unit.

A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. A 3 hour final examination for this unit will be held during the University Examination

period.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations. [http:// exams.mq.edu.au/](http://exams.mq.edu.au/)

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at [http://www.mq.edu.au/policy/docs/special\\_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.) The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.htm>.

On successful completion you will be able to:

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.
- Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## **Delivery and Resources**

### **Classes**

The unit is delivered entirely online, with the exception of the final exam which is in-person at Macquarie University during the formal exam period. Topics are scheduled against a weekly timetable. Students are expected to read the associated chapter in the textbook, and may view the powerpoint slides and/or video on the chapter from a previous delivery of the unit. In addition to the chapter, students are required to complete prescribed assessments and activities and to participate in discussion forums.

[http://students.mq.edu.au/student\\_admin/timetables](http://students.mq.edu.au/student_admin/timetables)

### **Required and Recommended Texts and/or Materials**

The textbook required for this unit is available for purchase at the University Co-op Bookshop and a limited number are available in the Macquarie University library:

Gatewood, Field, and Barrick (2011). Human Resource Selection. (7th ed.). Cincinnati: Southwestern College Publishing Company. This is an American textbook selected for the thorough manner in which the technical aspects of selection have been addressed. The text is available at the University Co-Op Bookshop and is also available online.

**E-text information:** Students can access the Gatewood & Barrick text via CengageBrain.com which is a single destination for print textbooks, eBook, single eChapters, and study tools. <http://www.cengagebrain.com.au/shop/FAQ.html> has some extra links if students are experiencing compatibility issues. On the left hand panel is a link "Requirement and Capabilities". For technical help with eBooks or your purchase go to <http://www.cengagebrain.com.au/shop/Support.html>. While the print version is \$129.95 (GST inc), the eBook is priced at \$71.95 (GST inc). CengageBrain eBooks provide two years of access. While the pricing is below that of the print book, the eBook cannot be on-sold at the end of your studies. The eBook is not able to be copied to another student.

Recommended reading for those interested in less technical side of recruitment:

Compton, Morissey & Nankervis, Effective Recruitment and Selection Practices. (5th ed.). CCH Australia Limited, Sydney.

Knox-Haly (2008). How to stop your workplace going pear-shaped: Readings in HR Risk Mitigation. (1st ed). Tilde Uni Press, Prahan, Vic. This Australian text incorporates legal perspectives on workplace issues and recruitment.

Recommended reading for sustainable leadership and organisational change:

Avery, G. C. & Bergsteiner, H. (2010). Honeybees and locusts: the business case for sustainable leadership, Allen & Unwin, Sydney.

Dunphy, D. , Griffiths, A. and Benn, S., Organisational Change for Corporate Sustainability, Routledge, London and New York, 2003; revised edition 2007

Cohen, E., (2010). CSR for HR, Greenleaf Publishing, Sheffield

You should familiarise yourself with the relevant HRM journals in the library:

- Academy of Management Journal
- Asia Pacific Journal of HR
- Australian Journal of Management
- California Management Review
- Harvard Business Review
- HRM Journal
- International Journal of Employment Studies
- International Journal of HRM
- Personnel Journal
- Personnel Management
- Personnel Review

Key research databases for your study of HRM include

- Ebsco host: Academic Search Elite
- Business Source Primer
- [Journals@Ovid PsycArticles](#)
- PsycINFO
- [Psychology and behavioral sciences collection](#)
- [Web of science](#)

## Technology Used and Required

### Unit Web Page

- The online resource (iLearn: <https://ilearn.mq.edu.au>) to accompany this unit is used for student announcements, electronic submission and distribution of materials and all unit activities.
- Students should check the unit website regularly and a minimum of once a week.

### Learning and Teaching Activities

The topic will generally involve textbook presentation of theoretical material as a basis for more general discussion in the discussion forums or individual activities. Activities will focus on practical application of the material.

## Unit Schedule

Week, Mon	Weekly topic	Text ch/ s	Online activities	Lecture video	Assessment tasks due
Wk 1: 29 Jul	Introduction, HRM in Selection	1, 3	Discussion Forum: Introductions	Ch1, Ch3	
Wk 2: 5 Aug	Reliability	4	Lit Review exercise	Ch4/5	
Wk 3: 12 Aug	Validity	5		Ch4/5	
Wk 4: 19 Aug	Job Analysis	7		Ch7	Quiz 5%
Wk 5: 26 Aug	Recruitment & Attraction	8, 9	Discussion Forum	Ch8/9	
Wk 6: 2 Sep	Selection Decision Making Strategies	6	Discussion Forum	Ch6	

Wk 7: 9 Sep	Psych Assessment A: Ability Testing, Personality Assessment	11, 12	Discussion Forum	Ch11/12	Literature Review 20%
Wk 8: 30 Sep	Psych Assessment B: Performance Tests & Assessment Centres	13	Discussion Forum	Ch13	
Wk 9: 7 Oct	Interviews	10	Discussion Forum	Ch10	
Wk 10: 14 Oct	Reference Checking	-			
Wk 11: 21 Oct	Job Performance Measures	15		Ch15	Report 35%
Wk 12: 28 Oct	Aust'n Recruitment Law, Recruitment Diversity	-		Guest lecture	
Wk 13: 4 Nov	Sustainability	-		DJ lecture	
Exam period					Exam 40%

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of



Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

## Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

## Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

[http://www.businessandconomics.mq.edu.au/new\\_and\\_current\\_students/undergraduate\\_current\\_students/how\\_do\\_i/grade\\_appeals/](http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

### Learning outcomes

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.
- Demonstrate effective communication in scholarly and applied research about

recruitment and selection issues and processes.

## **Assessment tasks**

- Individual Essay
- Recruitment & Selection Report
- Final Examination

## **Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## **Learning outcomes**

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.
- Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## **Assessment tasks**

- Early Semester Quiz
- Individual Essay
- Recruitment & Selection Report
- Final Examination

## **Critical, Analytical and Integrative Thinking**

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## Learning outcomes

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Describe and evaluate appropriate, best practice, sustainable and ethical recruitment and selection processes and decision making.
- Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## Assessment tasks

- Early Semester Quiz
- Individual Essay
- Recruitment & Selection Report
- Final Examination

## Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## Learning outcomes

- Understand the role of HR measurement, reliability and validity of selection data in selection decision making.
- Demonstrate critical and integrative thinking about processes and decision making in the design of a recruitment and selection program.
- Demonstrate effective communication in scholarly and applied research about recruitment and selection issues and processes.

## Assessment tasks

- Individual Essay
- Recruitment & Selection Report
- Final Examination

## Changes from Previous Offering

Unit changes since last semester have been based on student feedback, pedagogy and movements in the recruitment industry. Specific changes to the unit include increased resources made available to students wishing to pursue further investigation of the topics, including a Macquarie University report on a literature review of the recruitment sector. The unit is being delivered online.

## Research and Practice

- This unit includes sustainable recruitment & selection practices as a core element.
- This unit uses research by Macquarie University researcher:
  - *Jepsen, D., Grob, S., (2010). Sustainability in Recruitment & Selection: Building a Framework of Practices. Working Paper, Macquarie University*
  - *Jepsen D., Knox-Haly M. and Townsend D. (2014) Australian Recruitment Practices: A literature review of current Australian recruitment practices. Canberra: Australian Workforce and Productivity Agency*
- This unit uses research from external sources in the literature review assignment.