HRM 250
Human Resource Management
D2 2012

Marketing and Management

Contents

General Information ........................................... 2
Learning Outcomes ........................................... 3
Assessment Tasks ............................................. 3
Delivery and Resources ...................................... 6
Unit Schedule .................................................. 8
Policies and Procedures ..................................... 9
Graduate Capabilities ....................................... 11
Research and Practice ...................................... 15

Disclaimer
Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
General Information

Unit convenor and teaching staff
Tutor
Philomena Brandt
philomena.brandt@mq.edu.au
Contact via philomena.brandt@mq.edu.au
Before or after tutorial

Unit Convenor
Denise Jepsen
denise.jepsen@mq.edu.au
Contact via denise.jepsen@mq.edu.au
E4A 641
By email or by appointment

Tutor
Lenore Pennington
lenore.pennington@mq.edu.au
Contact via lenore.pennington@mq.edu.au
Before or after tutorial

Credit points
3

Prerequisites
HRM107

Corequisites

Co-badged status

Unit description
This unit addresses recruitment and selection in organisations. The unit 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://students.mq.edu.au/important-dates
Learning Outcomes

1. Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.

2. Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.

3. Explain the role of job analysis and describe techniques to collect job information.

4. Describe job performance measures and the appropriate use and important characteristics of each measure.

5. Identify steps, difficulties and constraints in developing a selection program and understand the range of selection programs in a variety of organisational settings.

6. Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Semester Test</td>
<td>10%</td>
<td>Week 5 Lecture, 30th Aug 9am</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>30%</td>
<td>Week 7, 5pm Thurs 13th Sept</td>
</tr>
<tr>
<td>Group Presentation &amp; Report</td>
<td>20%</td>
<td>Weeks 8, 9, 10 in tutorials</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Early Semester Test

Due: **Week 5 Lecture, 30th Aug 9am**  
Weighting: **10%**

**Submission:** In lecture

**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.

This Assessment Task relates to the following Learning Outcomes:

- Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
Individual Essay

Due: Week 7, 5pm Thurs 13th Sept
Weighting: 30%

Submission: This assessment is to be submitted ONLINE through TURNITIN and is due by 5pm on Thursday 13th September 2012.

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.

This Assessment Task relates to the following Learning Outcomes:

- Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
- Describe job performance measures and the appropriate use and important characteristics of each measure.
- Identify steps, difficulties and constraints in developing a selection program and understand the range of selection programs in a variety of organisational settings.

Group Presentation & Report

Due: Weeks 8, 9, 10 in tutorials
Weighting: 20%

Full details of this assessment is available to enrolled students on iLearn

Submission: During tutorial

Extension: None granted

What is required to complete the unit satisfactorily: Peer review of group members' contribution is required in order for students to be credited with marks from this assessment.

This Assessment Task relates to the following Learning Outcomes:

- Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.
- Explain the role of job analysis and describe techniques to collect job information.
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](http://www.mq.edu.au/policy/docs/examination/policy.htm).

This Assessment Task relates to the following Learning Outcomes:

- Identify steps, difficulties and constraints in developing a selection program and understand the range of selection programs in a variety of organisational settings.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.
- Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.
- Explain the role of job analysis and describe techniques to collect job information.
- Describe job performance measures and the appropriate use and important characteristics of each measure.
- Identify steps, difficulties and constraints in developing a selection program and understand the range of selection programs in a variety of organisational settings.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.
Delivery and Resources

Classes
The subject consists of a weekly two hour lecture and a one hour tutorial.

The timetable is at: http://www.timetables.mq.edu.au/

Note: Students must attend 80% of all tutorials to complete the unit, i.e., miss no more than two tutorials, including medical absences. A log will be taken to record attendance. Medical certificates are required for medical absences and should be given to your tutor.

You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order maximise your learning experience. However, you may change a tutorial, providing the tutorial you wish to change to has a vacancy. The only way you can do this is via e-student within two weeks of the start of semester. Changes cannot be made after week two.

Students are expected to arrive on time, certainly before five minutes past the hour and not to leave until the class ends.

Mobiles should be turned off during classes, not simply set to silent. Texting or other mobile phone activity during class is distracting to the student concerned, the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

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 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:


Recommended reading for sustainable leadership and organisational change:


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 and electronic distribution of materials.
- Students should check the unit website regularly and a minimum of once a week. The slides for each week’s lectures will be loaded to the iLearn site.
• Note that the slides presented in the lecture may have been recently updated and not be identical to the slides on iLearn.
• Lectures are recorded for student use through the Echo system and may be accessed through iLearn.
• Note, however, that Echo (iLecture) is not intended as a substitute for attendance at lectures.

Learning and Teaching Activities
The lecture will generally involve presentation of theoretical material as a basis for more general discussion in the tutorials. Tutorials will focus on practical application of the material, and will emphasise students' own future careers and job searches. Students are expected to have read prescribed reading prior to class and engage in tutorial group discussions.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial activities</th>
<th>Text readings</th>
<th>Sustain-ability topic focus</th>
<th>Assessment tasks and feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1: Thurs 2nd August</td>
<td>Introduction to unit, Selection</td>
<td>No tutorial</td>
<td>Ch 1</td>
<td>Intro</td>
<td></td>
</tr>
<tr>
<td>Week 2: 9th August</td>
<td>Guest: Australian Recruitment Law</td>
<td>Form groups and select topics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 3: 16th August</td>
<td>Human Resource Management in Selection</td>
<td>Writing a literature review</td>
<td>Ch 3</td>
<td>Job descriptions</td>
<td></td>
</tr>
<tr>
<td>Week 4: 23rd August</td>
<td>Reliability and Validity</td>
<td>Writing a job advertisement</td>
<td>Chs 4, 5</td>
<td>Workforce planning</td>
<td></td>
</tr>
<tr>
<td>Week 5: 30th August</td>
<td>Early Semester Quiz</td>
<td>Assessment</td>
<td></td>
<td></td>
<td>Ass #1: Early quiz (10%)</td>
</tr>
<tr>
<td>Week 6: 6th September</td>
<td>Selection Decision Making Strategies</td>
<td>Private sector recruitment</td>
<td>Ch 6</td>
<td>Selection decision making</td>
<td>Ass #1 Feedback</td>
</tr>
<tr>
<td>Guest: Private sector resumes, applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 7: 13th September</td>
<td>Job Analysis</td>
<td>Public sector recruitment</td>
<td>Ch 7</td>
<td>Interview preparation</td>
<td>Ass #2: Lit review (30%)</td>
</tr>
<tr>
<td>Week 8: 4th October</td>
<td>Recruitment, Application forms</td>
<td></td>
<td>Chs 8, 9</td>
<td>Application forms</td>
<td>Ass #2 Feedback</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------</td>
<td>---</td>
<td>---------</td>
<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Week 9: 11th October</td>
<td>The Selection Interview, and Guest: E-recruitment</td>
<td>Groups C/D: Advertising, Reference checking</td>
<td>Ch 10</td>
<td>Interview conduct</td>
<td>Ass #3: Presentations (20%)</td>
</tr>
<tr>
<td>Week 10: 18th October</td>
<td>Ability Tests</td>
<td>Group E: Psych assessment</td>
<td>Ch 11</td>
<td>Psych assessment</td>
<td>Ass #3: Presentations (20%)</td>
</tr>
<tr>
<td>Week 11: 25th October</td>
<td>Personlity Assessment Guest: Recruitment agencies</td>
<td>Interviewing skills &amp; role plays A</td>
<td>Ch 12</td>
<td>Reference checking</td>
<td></td>
</tr>
<tr>
<td>Week 12: 1st November</td>
<td>Performance Tests &amp; Assessment Centres</td>
<td>Interviewing skills &amp; role plays B</td>
<td>Ch 13</td>
<td>Assessment centres</td>
<td></td>
</tr>
<tr>
<td>Week 13: 8th November</td>
<td>Measures of Job Performance</td>
<td>No tutorial</td>
<td>Ch 15</td>
<td>Induction</td>
<td></td>
</tr>
</tbody>
</table>

### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://www.mq.edu.au/policy/docs/policy_central/policy.html). Students should be aware of the following policies in particular with regard to Learning and Teaching:


**Special Consideration Policy** [http://www.mq.edu.au/policy/docs/special_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

In addition, a number of other policies can be found in the [Learning and Teaching Category](http://www.mq.edu.au/policy/docs/learning_and_teaching/policy.html) of Policy Central.

### 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

[HRM 250 Human Resource Management Unit Guide](https://unitguides.mq.edu.au/unit_offerings/17565/unit_guide/print)
• 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

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:

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.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy
The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support
Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.
UniWISE provides:

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning_skills/](http://www.mq.edu.au/learning_skills/)
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

Student Enquiry Service

Details of these services can be accessed at [http://www.student.mq.edu.au/SES/](http://www.student.mq.edu.au/SES/).

Equity Support

Students with a disability are encouraged to contact the [Disability Support Unit](http://www.student.mq.edu.au/disability) who can provide appropriate help with any issues that arise during their studies.

IT Help

If you wish to receive IT help, we would be glad to assist you at [http://informatics.mq.edu.au/help/](http://informatics.mq.edu.au/help/).

When using the university's IT, you must adhere to the [Acceptable Use Policy](http://informatics.mq.edu.au/help/). The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

**Learning outcomes**

- Describe job performance measures and the appropriate use and important characteristics of each measure.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.
This graduate capability is supported by:

**Learning outcomes**

- Explain the role of job analysis and describe techniques to collect job information.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**Engaged and Ethical Local and Global citizens**

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

**Learning outcome**

- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**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 in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
- Explain the role of job analysis and describe techniques to collect job information.
- Describe job performance measures and the appropriate use and important characteristics of each measure.

**Assessment tasks**

- Individual Essay
- Group Presentation & Report
Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

**Learning outcomes**

- Explain the role of job analysis and describe techniques to collect job information.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**Assessment tasks**

- Individual Essay
- Group Presentation & Report

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

**Learning outcomes**

- Understand the role of HR measurement in selection decision making and explain important measurement principles of selection instruments.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**Assessment task**

- 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 in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
- Explain the role of job analysis and describe techniques to collect job information.
- Describe job performance measures and the appropriate use and important characteristics of each measure.

**Assessment tasks**

- Early Semester Test
- Individual Essay
- Group Presentation & 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 in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
- Explain the role of job analysis and describe techniques to collect job information.
- Describe job performance measures and the appropriate use and important characteristics of each measure.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**Assessment tasks**

- Individual Essay
Group Presentation & Report

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 in selection decision making and explain important measurement principles of selection instruments.
- Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.
- Explain the role of job analysis and describe techniques to collect job information.
- Describe job performance measures and the appropriate use and important characteristics of each measure.
- Understand the ways in which sustainability can be incorporated into recruitment and selection activities.

**Research and Practice**

- This unit includes sustainable recruitment & selection practices as a core element.
- This unit uses research from external sources in the literature review assignment.
- This unit gives you opportunities to conduct your own research and practice in applying research findings in the applied group research assignment.