



HRM 250

Human Resource Management

S2 External 2018

Archive (Pre-2019) - Dept of Marketing and Management

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Disclaimer

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General Information

Unit convenor and teaching staff

Unit convenor

Denise Jepsen

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Contact via 9850 4805

Building 4ER Room 641

By email appointment, Tuesdays 9 am to noon

Credit points

3

Prerequisites

HRM107

Corequisites

Co-badged status

Unit description

This unit addresses recruitment and selection in organisations. It examines measurement and decision making in HR selection, job analysis techniques, performance prediction, interviewing and psychometric assessment. Students will be able to explain the role of HR measurement and evaluate selection programs in a variety of organisational settings. The unit takes a technical approach and both the scholarly literature and applied practices of specialist topics are examined. Students will develop graduate capabilities in a range of areas including critical analytical thinking, research capability and problem solving.

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.

General Assessment Information

Students are expected to complete all assessment tasks for this subject. Successful completion of this unit requires the student to achieve at least 50% in total in the assessment tasks offered.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Early Semester Quiz</u>	5%	No	Week 4 midnight Fri 24 Aug
<u>Individual Essay</u>	20%	No	Week 7, midnight Fri 14 Sept
<u>Recruitment & Selection Report</u>	35%	No	Week 11, midnight Fri 26 Oct
<u>Final Examination</u>	40%	No	University Examination Period

Early Semester Quiz

Due: **Week 4 midnight Fri 24 Aug**

Weighting: **5%**

To gain an early assessment of your understanding of the subject materials, there is an early semester quiz worth 5% of your final marks. Full details are in iLearn. The quiz opens on Monday morning of Week 4 and is to be completed by midnight on Friday of Week 4. There will not be a supplementary quiz. Any student who misses this quiz will need to provide a medical certificate or other documentation. The quiz will consist of 40 multiple choice questions. The questions will be drawn randomly from the test bank for each chapter and will be different for every student. There will be no trick questions. All questions will have equal value and marks will not be deducted for incorrect responses. Marks and feedback will be available in iLearn immediately. Chapters 1, 6, 7 and 8 of the 8th Edition of the textbook will be tested.

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: **Week 7, midnight Fri 14 Sept**

Weighting: **20%**

This assessment aims to enable students to examine and critically analyse one aspect of recruitment and selection in depth, to understand some of the activities that make up scholarly

research and to see how knowledge is built gradually. Students are required to write a literature review based on the scholarly peer-review literature. There will be a choice of three topics. Full details are in iLearn.

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

Extension: No extensions will be granted. There will be a deduction of 10% of the total available marks from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved. No submission will be accepted after solutions have been posted

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 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.

Recruitment & Selection Report

Due: Week 11, midnight Fri 26 Oct

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. There will be a deduction of 10% of the total available marks from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved. No submission will be accepted after solutions have been posted.

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

Submission: Via discussion forum posts

Extension: None granted. Only submissions posted during the relevant week will be graded.

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- 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. Details are provided in iLearn.

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 in the University Examination Timetable 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 the Special Consideration process is available at <https://staff.mq.edu.au/work/strategyplanning-and-governance/university-policies-and-procedures/policies/special-consideration>

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. 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:

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- 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

Students are expected to complete all assessment tasks for this subject. Successful completion of this unit requires the student to achieve at least 50% in total in the assessment tasks offered.

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

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, Feild, and Barrick (2016). Human Resource Selection. (8th 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 Feild & 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>.

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	Assessment tasks due
Wk 1: 30 July	Introduction, HRM Measurement in Selection	1, 6	Discussion Forum Introductions	
Wk 2: 6 Aug	Reliability	7		
Wk 3: 13 Aug	Validity	8		
Wk 4: 20 Aug	Job Analysis	3		Quiz 5%
Wk 5: 27 Aug	Recruitment & Attraction	5	Exercise: Literature review	
Wk 6: 3 Sep	Selection Decision Making Strategies	15	Exercise: Scholarly Vs professional writing	
Wk 7: 10 Sep	Ability Testing	11	Discussion Forum: Organisation, job and selection criteria	Literature Review 20%
	*****Mid-semester break*****			
Wk 8: 1 Oct	Personality Assessment	12	Discussion Forum: Job advertisement	
Wk 9: 8 Oct	The Selection Interview	10	Discussion Forum: Information sources	
Wk 10: 15 Oct	Reference Checking	9	Discussion Forum: Psychometric assessment	
Wk 11: 22 Oct	Job Performance Measures	2	Discussion Forum: Interview questions and responses	Report 35%
Wk 12: 29 Oct	Aust'n Recruitment Law, Recruitment Diversity	-		
Wk 13: 5 Nov	Review, Sustainability	-		
Exam period				Exam 40%

Lit Review exercise

Learning and Teaching Activities

Discussion Forums

Discussion forums will be available for students to extend their knowledge and understanding of the unit. Forums will focus on elements that will enhance students' understanding of assessment tasks. Students will be encouraged to participate to share and enhance their learnings.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

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

Grades

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.businessandeconomics.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) 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

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources 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

- Recruitment & Selection Report
- Final Examination

Learning and teaching activities

- Discussion forums will be available for students to extend their knowledge and

understanding of the unit. Forums will focus on elements that will enhance students' understanding of assessment tasks. Students will be encouraged to participate to share and enhance their learnings.

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.
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Assessment tasks

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

Learning and teaching activities

- Discussion forums will be available for students to extend their knowledge and understanding of the unit. Forums will focus on elements that will enhance students' understanding of assessment tasks. Students will be encouraged to participate to share and enhance their learnings.

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.
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- Discussion forums will be available for students to extend their knowledge and understanding of the unit. Forums will focus on elements that will enhance students' understanding of assessment tasks. Students will be encouraged to participate to share and enhance their learnings.

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

Learning and teaching activities

- Discussion forums will be available for students to extend their knowledge and understanding of the unit. Forums will focus on elements that will enhance students' understanding of assessment tasks. Students will be encouraged to participate to share and enhance their learnings.

Changes from Previous Offering

Unit changes since last the last presentation of the online unit have been based on student feedback, pedagogy and movements in the recruitment industry.

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., (2015). *Sustainability in Recruitment & Selection: Building a Framework of Practices*. *Journal of Education for Sustainable Development*, 9(2), 160-178.
 - 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.