HRM 250

Staffing Organisations

S2 External 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Unit convenor
Denise Jepsen
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Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

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:

Analyse 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 recruitment and selection processes and decision making.

Demonstrate effective communication regarding recruitment and selection issues and processes.

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Essay: Lit. Review	20%	No	Week 7
Recruitment & Selection Report	50%	No	Week 12
Final Examination	30%	No	University Examination Period

Individual Essay: Lit. Review

Due: **Week 7**
Weighting: **20%**

Individual Essay: Literature Review Assessment Summary Task Description This assessment aims to enable students to examine and critically analyze 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. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** Up to 1,200 words plus references **Inherent Task Requirements** None **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 regarding recruitment and selection issues and processes.

Recruitment & Selection Report

Due: **Week 12**
Weighting: **50%**

Recruitment & Selection Report Task Description The assessment is in two parts - Part

A:The report (worth 40%) & Part B: Participation in discussion forum (worth 10%). **Type of Collaboration** Individual **Submission:** Please Submit Via discussion forum posts on iLearn **Format** Please refer to the iLearn Unit page **Length** Up to 2,000 words plus appendices **Inherent Task Requirements** None **Late Submission**
No extensions will be granted. Late tasks must also be submitted through Turnitin. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Analyse 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 recruitment and selection processes and decision making.

- Demonstrate effective communication regarding recruitment and selection issues and processes.

Final Examination

Due: **University Examination Period**
Weighting: **30%**

Final Examination Assessment Summary Task Description 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. **Type of Collaboration:** Individual **Submission:** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format:** Please refer to the iLearn Unit page **Length:** 2 Hours **Inherent Task Requirements** None **Late Submission** Please see Assessment Policy Schedule 4.

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 penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Analyse 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.
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Delivery and Resources

Required text	• 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
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	• 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 optional 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.

Recommended readings	• 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 HR: • Avery, G. C. & Bergsteiner, H. (2010). Honeybees and locusts: the business case for sustainable leadership, Allen & Unwin, Sydney. • Cohen, E., (2010). CSR for HR, Greenleaf Publishing, Sheffield Relevant HRM journals in the library include: • Academy of Management Journal • Asia Pacific Journal of Human Resources • Australian Journal of Management • California Management Review • Harvard Business Review • HRM Journal • International Journal of HRM • International Journal of Selection and Assessment • Personnel Psychology • 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

Unit Schedule

	Topics	Text ch/s	Online activities	Assessment tasks due
Wk 1	Introduction, HRM Measurement in Selection	1, 6	Discussion Forum Introductions	
Wk 2	Reliability	7		
Wk 3	Validity	8		(Optional quiz for your feedback, worth 0%)
Wk 4	Job Analysis	3		
Wk 5	Recruitment & Attraction Strategies	5	Exercise: Literature review	

Wk 6	Selection Decision Making Strategies	15	Exercise: Scholarly Vs professional writing	
Wk 7	Ability Testing, Personality Assessment	11	Discussion Forum: Organisation, job and selection criteria (worth 2%)	Individual Essay: Literature Review 20%
	*****Mid-semester break*****			
Wk 8	Performance Tests, Assessment Centres	12	Discussion Forum: Job advertisement	
Wk 9	The Selection Interview	10	Discussion Forum: Information sources	
Wk 10	Reference Checking	9	Discussion Forum: Psychometric assessment	
Wk 11	Job Performance Concepts and Measures	2	Discussion Forum: Interview questions and responses	
Wk 12	Sustainability in Recruitment & Selection	-		Recruitment & Selection Report 50%
Wk 13	Aust'n Recruitment Law, Recruitment Diversity	-		
Exam period				Exam 30%

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). 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). 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).

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 published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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

- Analyse 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 recruitment and selection processes and decision making.
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Assessment tasks

- 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

- Analyse 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 regarding recruitment and selection issues and processes.

Assessment tasks

- Individual Essay: Lit. Review
- 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

- Analyse 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 regarding recruitment and selection issues and processes.

Assessment tasks

- Individual Essay: Lit. Review
- Recruitment & Selection Report
- Final Examination

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

- Describe and evaluate appropriate, best practice, sustainable recruitment and selection processes and decision making.
- Demonstrate effective communication regarding recruitment and selection issues and processes.

Assessment tasks

- Recruitment & Selection Report
- Final Examination

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.