



Victoria Management School

HRIR 305 EMPLOYEE RECRUITMENT & SELECTION

Trimester 1 2005

COURSE OUTLINE

Contact Details

Course Coordinator

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Class Times and Room Numbers

Trimester 1 (21 February – 27 May)

Lectures – all lectures at Pipitea campus

Monday	1.40 – 2.30pm	GB LT4
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Friday	12.40 – 2.30pm	GB LT3
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No tutorials

Course Objectives

The basic objective of this course is to give you a theoretical and practical understanding of employee recruitment and selection. The course explains and critically assesses recruitment and selection processes. It does this in the context of legal frameworks, labour markets, and organisational, management and employee objectives. Hence the course is structured to

consider the following broad areas: the strategic context of recruitment & selection; the job; the recruitment & selection process; selection methods; the employment decision.

On successful completion of the course students should be able to:

- Display a critical understanding of the theory underpinning recruitment & selection methods (assessed by the essay and test)
- Critically evaluate leading methods of recruitment & selection (assessed by the project and test)
- Design a recruitment & selection process which is appropriate to the organisation, the job and the labour market, and is lawful (assessed by the project)

Course Content

Monday and Friday sessions throughout the course we will have a mixture of lectures, guest speakers, discuss a case or video, or complete a practical exercise.

Week 1 (21, 25, 28 February)

The Strategic Context of Recruitment & Selection

(including the difference between R & S; why R & S is important; where it fits in the HR flow; institutional influences and tensions)

Course Readings Book One, numbers 1 to 6

Weeks 2, 3 (4, 7, 11 March)

The Job

(defining the job, job analysis, competency modelling, concepts of fit)

Course Readings Book One, numbers 7 to 10

Weeks 4, 5 (14, 18, 21 March, 11 April)

Hand in Essay 21 March

The Recruitment & Selection Process

(including analysing the labour market; methods of recruitment; recruitment strategy)

Course Readings Book One, numbers 11 to 14

Mid Trimester Break: 25 March to 10 April

Weeks 6, 7, 8, 9 (15, 18, 22, 29 April, 2, 6 May)

No class 25 April (ANZAC day)

Selection Methods

(including overview of methods, criteria setting, assessing predictive power of methods, psychometric tests, assessment centres, interviews, reference checking)

Course Readings Book Two, numbers 15 to 24

Weeks 10, 11 (9, 13, 16 May)

Hand in Project 13 May

The Employment Decision

(including shortlisting, feedback, use of consultants, equity & diversity, offers)

Course Readings Book Two, numbers 25 & 26

Weeks 11, 12 (20, 23, 27 May)

In-term test 27 May

Review/evaluation of recruitment & selection processes

Text and Readings

There is no set text book for this course. However there are two volumes of course readings which will be issued to you at 2.30pm, Monday, 21 February 2005 outside RHLT1. After this time the readings may be collected from the 10th Floor Reception, Rutherford House. Please note that it will be necessary for you to produce your Student ID in order for you to receive the readings.

Other useful books you may want to refer to in the Commerce library (2nd floor, Railway)

Arnold, J., Robertson, I. and Cooper, C. (1991). *Work Psychology: Understanding Human Behaviour in the Workplace*. London: Pitman [3 day loan]

Boxall, P. (ed.) (1995). *The Challenge of Human Resource Management*. Auckland: Longman Paul. [3 day loan]

Boam, R. and Sparrow, P. (1992). *Designing and achieving competency: a competency based approach to developing people*. London: McGraw Hill. [3 day loan]

Cascio, W. (1991). *Applied psychology in personnel management*. Englewood Cliffs, N.J.: Prentice Hall. [3 day loan]

Cascio, W. (2003). *Managing human resources: productivity, quality of working life, profits*. New York: McGraw Hill. [3 day loan and closed reserve]

Cook, Mark. (2000). *Personnel Selection*. Chichester: Wiley. [3 day loan]

Macky, K. and Johnson, G. (2003). *Managing Human Resources in New Zealand*. 2nd edition, Australia: McGraw Hill. [3 day loan]

New Zealand Standard Classification of Occupations. (1999). Wellington: Department of Statistics. [closed reserve]

O'Driscoll, M., Taylor, P., Kalliath, T. (2003). *Organisational Psychology in Australia and New Zealand*. Melbourne: Oxford University Press. [closed reserve]

Pearn, M. and Kandola, R. (1993). *Job Analysis: A Manager's Guide*. 2nd edition, London: IPD. [closed reserve]

Roberts, G. (1997). *Recruitment and Selection: A Competency Approach*. London: IPD. [3 day loan]

Spencer, L. and Spencer, S. (1993). *Competence at work: models for superior performance*. New York: Wiley. [3 day loan]

Wanous, J. (1992). *Organizational Entry: recruitment, selection, orientation and socialisation of newcomers*. 2nd edition, MS: Addison Wesley. [3 day loan]

Wood, R. and Payne, T. (1998). *Competency Based Recruitment and Selection: A Practical Guide*. Chichester: Wiley. [closed reserve]

Other useful articles

Barber, A., Wesson, M., Roberson, Q. and Taylor, S. (1999). A Tale of Two Job Markets: Organizational Size and its Effects on Hiring Practices and Job Search Behaviour. *Personnel Psychology*, 52, 841-867.

Johnson, E. (2000). The Practice of Human Resource Management in New Zealand: Strategic and Best Practice?. *Asia Pacific Journal of Human Resources*, 38 (2), 69-83

Salgado, J. (1999). Personnel Selection Methods. Chapter 1 in *International Review of Industrial and Organizational Psychology*, Vol. 14, 1-54

Stevens, C. (1998). Antecedents of Interview Interactions, Interviewers' Ratings, and Applicants Reactions. *Personnel Psychology*, 51, 55-85.

Townley, B. (1994). The Individual as Object. Chapter 4 in *Reframing Human Resource Management*, London: Sage.

Useful journals

- International Journal of Selection & Assessment
- Personnel Psychology
- Organizational Dynamics
- Academy of Management Journal
- Journal of Applied Psychology
- Journal of Occupational & Organizational Psychology
- Journal of Management Studies
- Asia-Pacific Journal of Human Resources
- Work, Employment and Society
- Human Relations
- Human Resource Management
- International Journal of Human Resource Management

Websites of interest

Sites for useful information:

www.stats.govt.nz - useful for labour market and demographic information

www.dol.govt.nz - the Department of Labour home page where there are useful papers, statistics, and links.

www.worksite.govt.nz - WorkSite/PaeMahi is aimed at employers and small business owners. It gives links to latest information on work and skills in New Zealand.

<http://www.kiwicareers.co.nz/> - Career Services KiwiCareers is a government-funded website containing New Zealand job, industry and training information, and links to relevant websites.

www.eeotrust.org.nz - useful site aimed at New Zealand employers which contains a wealth of practical information on EEO and diversity.

www.onetcenter.org - Referred to as O*NET, the occupational information network, this American based website has an extensive range of resources available. For example it has downloadable reports (under their product listings) on how to critically evaluate selection & assessment tools. It also has a skill and occupation description database similar to the New Zealand based “kiwi careers” site.

www.hrsguide.net - an international site offering a range of general human resource management links and information.

Actual recruitment sites:

www.newkiwis.co.nz - a free national service allows you to advertise job vacancies and search the database to find people with suitable skills. Particularly aimed at new immigrants to New Zealand.

www.nzjobs.co.nz - backed by Haines Recruitment Advertising agency this was one of the first big online New Zealand based job search sites

www.jobstuff.co.nz - E-advertising of New Zealand job vacancies run by INL press who own a number of newspapers

www.netcheck.co.nz - yet another New Zealand job search site, this one run by a radio station network (with hopes of also encouraging more job advertising on the radio).

www.jobs.govt.nz - New Zealand government jobs online

www.mahi.co.nz - site focused solely on maori-focused employment opportunities

www.workbridge.co.nz - an employment service for people with disabilities.

www.seek.co.nz - New Zealand site of large international employment/job search site, with links to Seek UK jobs etc.

www.hudsonresourcing.co.nz - an international recruitment & HR consultancy home website for New Zealand has interesting local information for recruitment & selection, including local industry surveys.

www.futurestep.com - a good example of a sophisticated international job search site run by Korn Ferry International (a world wide recruitment/headhunting agency). Also www.kornferry.com

www.army.mil.nz - an excellent example of an employers online recruitment site, complete with sample tests, career and job information as well as online application procedures.

http://www.vuw.ac.nz/st_services/careers/index.html - the VUW careers service is aimed at helping both students looking for careers and employers looking to recruit graduates. This web link takes you into the section containing services for employers.

Assessment Requirements

Assignment	Indicative Length	Due date	Percent of overall mark
Essay	1500 words	21 March	25%
Project	2500 words	13 May	40%
In-term test	1.5 hours	27 May	35%

Essay

Topic: Choose two approaches to job analysis from the following list: competency modelling, task inventory, Position Analysis Questionnaire (PAQ), Common Metric Questionnaire (CMQ), Functional Job Analysis (FJA).

Critique the two approaches to job analysis. Briefly describe each approach, the advantages and disadvantages of each for recruitment & selection purposes, the circumstances in which you would use each approach. Support your comments with evidence from the literature.

Indicative length: 1500 words

Due date: Monday 21 March (by 5pm)

Project

Topic: Design and justify a recruitment and selection process for a particular type of position (of your choice).

It is expected that you will:

- Choose a position or type of position with which you are familiar, or can gather information on
- Consider the labour market and other factors which impact on an effective recruitment strategy
- Consider the appropriate selection criteria and selection methods
- Clearly justify your choices, and alternatives, with support from the literature and logical argument
- Show how you have had regard for legal, EEO and diversity, organizational and individual factors

Indicative length: 2500 words

Due date: Friday 13 May (by 5pm)

In-term Test

Date: Friday 27 May

A one and a half hour test during the last class. This will draw on material covered throughout the course.

Handing in Assignments

The assignments can be handed in to the course coordinator at the lecture, or in the locked pigeon hole/box at Rutherford House. The exact location of assignment boxes in RH will be advised in class and on the Blackboard site for this course.

Marking of Assignments

Assignments will be marked primarily on content. Marks will range according to whether and to what extent students successfully answer the question. Hence I look for the following:

- Structure – structured to suit the topic, relevant, has depth/not superficial

- Argument – logically developed argument which is well justified/supported, analysis of the topic not just description, clear conclusions
- style and presentation – fluent writing, well organized and concise, legible and well set out, reasonable length
- sources – good range of references; correct citation/referencing using a consistent style e.g. APA, or Harvard method
- mechanics - i.e., spelling, grammar, effective use of figures or tables where appropriate

Referencing

There are different styles of referencing and there are not set requirements as to the use of APA, or Harvard method, footnotes or endnotes. The Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the faculty. The Commerce and Central Libraries hold the book of the APA Style Guide. From the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>) you can also access www.apastyle.org.

- If using direct quotes from your sources, put in quotation marks, cite the source and the page number of the quote:

According to Hyman (1975) “industrial relations is the study of the processes of control over work relations” (p.12).

From a Marxist perspective, industrial relations may be viewed as “the study of the processes of control over work relations” (Hyman, 1975, p.12).

- If citing more than one source in the text then they should be cited in alphabetical order:

Recruitment and selection has commonly been the research domain of psychologists (e.g., Cascio, 2003; Cook, 2000; O’Driscoll, Taylor & Kalliath, 2003).

- Reference list should be provided at the end of the paper, all references cited in the text of the paper should be listed in alphabetical order, book titles and journal names in Italics. For example:

Cascio, W. (2003). *Managing human resources: productivity, quality of working life, profits*. New York: McGraw Hill.

Johnson, E. (2000). The practice of human resource management in New Zealand: strategic and best practice?. *Asia Pacific Journal of Human Resources*, 38(2), 69-83.

Whatever system is used, the following should be observed:

- You must provide references for any ideas that are not your own. When in doubt, reference.
- References must include author, year of publication and page numbers. If it is an internet reference please provide the full URL and the date you accessed it.
- You must provide ‘quotation marks’ if you are quoting. Long quotes, generally more than one sentence, should be indented. Try to avoid using long quotes.
- You must provide a list of ‘References’ at the end of the paper. Only place the citations used in the text in the reference list (it is a list of references not a bibliography).

Penalties

Extensions and penalties will be administered by the course coordinator. Extensions will require a satisfactory, documented explanation. Late assignments will be penalised 5% per day.

Mandatory Course Requirements (Terms)

Terms will be granted to students who attend lectures on a regular basis and complete all assignments by the due dates. Extensions will be granted only in exceptional circumstances – please make sure you talk to the course coordinator if your assignment is likely to be late.

Students who fail to satisfy the mandatory requirements for passing this paper, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show an ungraded fail “Q”.

Communication of Additional Information

Information relating to this course will be posted on the **Human Resources and Industrial Relations Noticeboard situated in the student area of Rutherford House**. Course material will be distributed in lectures and/or on the Blackboard server (<http://blackboard.scs.vuw.ac.nz>). Any changes to the course timetable or content, or other announcements, will be raised in lectures and on the Blackboard server.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.