

Victoria Management School

HRIR 305: Employee Recruitment & Selection

Trimester One 2008

COURSE OUTLINE

Contact Details

COURSE COORDINATOR & LECTURER

Dr Jane Bryson

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ADMINISTRATOR

Tania Loughlin

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Class Times and Room Numbers

Lectures: (Begin Tuesday 26 February 2008)

Tuesday: 2.40 – 4.30pm (RH LT 2)

Friday: 2.40 – 3.30pm (RH LT 2)

There are no tutorials.

This course has a 3-hour final examination. The examination period will be from 6- 25 June 2008.

Introduction & Overall 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 process; selection methods & process; the employment decision. Tuesday and Friday lecture sessions throughout the course will have a mixture of lectures, guest speakers, discuss a case or video, or complete a practical exercise.

Programme and Course-related Learning Objectives

Through a series of structured learning activities including lectures, guided independent student work and assessment, this course will provide students the opportunity to develop the following attributes relating to the field of HRM and IR:

Critical thinking

- A critical understanding of the theory underpinning recruitment & selection methods (assessed by the essay and examination)
- The ability to critically evaluate leading methods of recruitment & selection (assessed by the project and examination)

Creativity

- The ability to bring a broad perspective and wide knowledge to problem-solving around recruitment & selection issues (assessed by the essay, project and examination)
- To develop a proactive or forward thinking approach to recruitment & selection (assessed by the project and examination)

Communication skills

- To articulate knowledge and critical thinking about recruitment & selection issues in a clear professional manner, and in formal written form (assessed by the essay and the project).

Leadership skills

- To develop HRM and IR competencies that can contribute to organisational capability

A global perspective

- To demonstrate knowledge of the interaction between global employment issues and the local employment relations environment as it impacts on recruitment & selection (assessed by the essay, project and examination)
- To gain an appreciation of HRM practice within a culturally diverse working environment.
- To design a recruitment & selection process which is appropriate to the organisation, the job and the labour market, and is lawful (assessed by the project)

Expected Workload

Students can expect the workload to be approximately 10-15 hours per week, including both scheduled contact time (lectures) and outside class (reading, researching for assignments, etc).

Group Work

While courses have a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Course content

Week 1, 2 (26, 29 February, 4, 7 March): 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 3, 4 (11, 14, 18 March): The Job

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

Course Readings Book One, numbers 7 to 9

Easter 20 – 25 March

Weeks 5, 6, 7 (28 March, 1, 4, 8, 11 April): The Recruitment Process [Guest Lecturer: Grant Herman]

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

Course Readings Book One, numbers 10 to 12

Essay due 7 April

Mid Trimester Break: 14 April to 25 April

Weeks 8, 9, 10 (29 April, 2, 6, 9, 13 May): Selection Methods & Process

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

Course Readings Book Two, numbers 14 to 22

Weeks 10, 11 (16, 20, 23 May): The Employment Decision

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

Course Readings Book Two, numbers 23 & 25

Project due 19 May

Week 12 (27, 30 May)

Review/evaluation of recruitment & selection processes

Readings

There is no required textbook for this course.

However there are two volumes of course readings which will be issued to you at the first lecture on Tuesday, 26 February 2008. 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.

The **Blackboard site for HRIR 305** contains a list of useful books that you may want to refer to (particularly for assignments) that are held in the Commerce Library (2nd Floor, Railway). Blackboard for HRIR 305 also lists useful journals to consult, and provides links to websites of interest and other resources (including copies of useful articles and reports).

Assessment Requirements

Assignment	Title	Weight	Date
1	Essay	25%	5pm, Monday 7 April, 2008
2	Project	35%	5pm, Monday 19 May, 2008
3	Final Examination	40%	6- 25 June 2008
	TOTAL	100%	

1. Essay

Due: 5pm, Monday 7 April, 2008 Marks: 25%

Word Limit: 1500 words

Topic: “The skills shortage is expected to remain the major issue for most New Zealand employers in 2008...it will be difficult for employers to successfully recruit skilled staff” (The Independent Financial Review, 30 January 2008, page 22).

Drawing on academic literature and providing practical examples: critically discuss the range of things an employer can do in response to skills shortage – with particular reference to HRM strategies and recruitment strategies.

2. Project – design a graduate recruitment & selection process

Due: 5pm, Monday 19 May, 2008 Marks: 35%

Word limit: 2000 - 2500 words

Topic: A Vic Careers survey in December 2006 found that the top 10 skills/attributes sought after in university graduates by employers are:

1) strong interpersonal skills; 2) strong verbal communication skills; 3) strong written communication skills; 4) flexible & adaptable 'can do' attitude; 5) sound academic achievement; 6) self motivated/self starter; 7) team player; 8) energy & enthusiasm; 9) problem solving skills; 10) analytical & conceptual skills.

How would you recruit & select for these skills/attributes? Design a graduate recruitment & selection process for these skills/attributes. Write a report outlining and justifying the recruitment & selection process you recommend.

It is expected that you will:

- Consider the labour market and other factors which impact on an effective recruitment strategy
- Consider the how the selection criteria relate to the chosen selection methods
- Clearly justify your choices, and alternatives, with support from the academic literature and logical argument (include references)
- Show how you have had regard for legal, EEO and diversity, organizational and individual factors

3. Examination

Date: June 2008 Marks: 40%

The examination will comprise of a number of short answer questions, an essay and a case to analyse. The examination is worth 40% of the total marks available for this course. It is a closed book 3-hour examination.

Handing in assignments:

Assignments should be dropped in HRIR 305 Box 15 at Mezzanine floor of Rutherford House in hard copy form by the due time on the due date.

All completed assignments must have a cover sheet. The cover sheet is in Annex A of this course outline. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit the two assignments; and
- b. Obtain at least 40 per cent (i.e. 16 marks out of 40) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Penalties- for Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available (marks available** means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date **for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements.**
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances.**
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Course Coordinator**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Course Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

Policy on Remarking:

Every attempt is made to ensure that the marking is consistent across markers and fair to students. Students may ask for their written work to be remarked. A different marker will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently

marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

Referencing

There are many different styles of referencing and 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 APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

HRIR305_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for :

- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

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

Find out more about plagiarism, and how to avoid it, on the University's website:

www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui



Victoria Management School

HRIR 305 Individual Assignment Cover Sheet

Name: _____

Student ID: _____

Date Due: _____

Date Submitted: _____

Word Count: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____