

## Victoria Management School

### **HRIR 305: EMPLOYEE RECRUITMENT & SELECTION**

Trimester One 2009

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### **COURSE COORDINATOR**

##### **Dr Jane Bryson**

Room: RH1012, Rutherford House

Phone: 463 5707

Email: [jane.bryson@vuw.ac.nz](mailto:jane.bryson@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **ADMINISTRATOR**

##### **Tania Loughlin**

Room: RH1021, Rutherford House

Phone: 463 5358

Email: [tania.loughlin@vuw.ac.nz](mailto:tania.loughlin@vuw.ac.nz)

**Trimester Dates:** Monday 2 March to Wednesday 1<sup>st</sup> July 2009.

##### **Class Times and Room Numbers**

Lectures: Wednesdays: 11.30am to 1.20pm GBLT1

Thursdays 11.30 am to 12.20pm GBLT1

There are no tutorials.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Introduction**

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. Wednesday and Thursday lecture sessions throughout the course will have a mixture of lectures, guest speakers, discussions of cases or videos, or practical exercises.

## **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 case analysis 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 case analysis 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 case analysis).

### 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, case analysis 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 case analysis and examination)

## **Expected Workload**

Students can expect the workload to be approximately 10 to 15 hours per week of student work, including both scheduled contact time (lectures) and outside class.

## **Course content**

### ***Week 1, 2 (4, 5, 11 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 2, 3 (12, 18, 19 March): The Job***

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

Course Readings Book One, numbers 7 to 9

### ***Weeks 4, 5, 6 (25, 26 March, 1, 2, 8, 9 April): The Recruitment Process***

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

Course Readings Book One, numbers 10 to 13

**Essay due 8 April**

## **Easter & Mid Trimester Break: 10 April to 26 April**

### ***Weeks 7, 8, 9, 10 (29, 30 April, 6, 7, 13, 14, 20, 21 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 One, number 14 and Book Two, numbers 15 to 23

**Case analysis due 20 May**

### ***Weeks 11, 12 (27, 28 May, 3 June): The Employment Decision***

(including: shortlisting, feedback, use of consultants, equity & diversity, offers, employment agreements, socialisation/induction, review/evaluation of R&S procedures)

Course Readings Book Two, numbers 24 to 26

### ***Week 12 (Thursday 4 June) Exam Revision lecture***

#### **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 Wednesday, 4 March 2009. After this time the readings may be collected from the 10<sup>th</sup> 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 (2<sup>nd</sup> 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**

<b>Assignment</b>	<b>Title</b>	<b>Weight</b>	<b>Date</b>
1	Individual Assignment -essay	25%	5pm, Wednesday 8 April, 2009
2	Individual Assignment - report	35%	5pm, Wednesday 20 May, 2009
3	Final Examination	40%	12 June – 1 July 2009
	<b>TOTAL</b>	<b>100%</b>	

#### **1. Essay**

Due: 5pm, Weds 8 April

Marks: 25%

Length: 1500 words

Concepts of "fit", particularly person-job (p-j) and person-organisation (p-o) fit, have been influential on recruitment and selection processes.

Research and write an essay which discusses what p-j and p-o fit are, and how they impact on recruitment and selection processes, and the advantages and disadvantages of each of these forms of fit.

*The marking guide for this essay is posted on the HRIR 305 Blackboard site.*

## **2. Report for Google**

Due: 5pm, Weds 20 May

Marks: 35%

Length: 2000 words

Read the Google case study (Dessler, 2009) provided at the end of this course outline (Annex C) and on Blackboard. Drawing on the Google case, the academic research literature, course readings, and on market information, write a report addressing the following:

Imagine you have been asked to advise Google on a recruitment and selection process to use in order to staff their new office in New Zealand.

- Drawing on the Google case what are Google's staff selection criteria?
- Given those criteria, what recruitment and selection processes do you recommend that they use and why?
- What sort of factors do you think Google would have to take into consideration as it tries to transfer its culture, systems and way of doing business, to a NZ setting?

In the report it is expected that you will: consider the labour market and other factors which impact on an effective recruitment strategy; consider 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)

*The marking guide for this essay is posted on the HRIR 305 Blackboard site.*

## **3. Examination**

Examination dates for trimester one: Friday 12<sup>th</sup> June to Wednesday 1<sup>st</sup> July 2009 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

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 the HRIR 305 Box 15 on the Mezzanine floor of Rutherford House (Pipitea Campus) 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. 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 all assignments within the allowable timeframe (see Penalties section) below (i); and
- b. To 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.

## Penalties - for Lateness & Excessive Length of Assignments

- (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 students 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (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 tutors and fair to students. Students may ask for their written work to be remarked. A different tutor 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 (Annex B) 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

MGMT300\_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:

- Duty tutors for student contact and advice.
- 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](http://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](http://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: including the work of others will not be considered plagiarism as long as the work 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 penalised 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](http://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](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

ANNEX A



**Victoria Management School**

**HRIR 305 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Date Due: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

*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: \_\_\_\_\_





## Victoria Management School

HRIR 305

### Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

***Specify which section (criteria specified in the mark sheet) you wish to be re-examined***

*Note: requests to re-examine "all" criteria will not be considered.*

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**Clearly state why you believe each of these sections should be re-examined:**

*Note: "I think it is worth more," is insufficient.*

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In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

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Signature \_\_\_\_\_ Date \_\_\_\_\_