

Victoria Management School

HRIR 305: EMPLOYEE RECRUITMENT AND SELECTION

Trimester One 2011

COURSE OUTLINE

COURSE COORDINATOR & LECTURER

Dr Jane Bryson

Room: RH1012, Rutherford House
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Office Hours: 9.30am to 12 noon on Monday and Friday

ADMINISTRATOR

Tania Loughlin

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TUTORIAL COORDINATOR

Garry Tansley

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Trimester Dates

Teaching Period: Monday 28 February – Friday 3rd June
Study Period: Monday 6 June – Thursday 9 June
Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14 May 2011. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: Wednesday 9.30am to 11.20am GBLT1

Tutorials will occur in Weeks, 3, 4, 5, 8, 9, 10 and 11. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial by Friday 11 March contact the Tutorial Coordinator (Garry Tansley).

Course Content

Week Lecture day	Topic	Course Readings
1 2nd March	Introduction to R&S What is it/ overview/who does it? Strategic context in R&S Connection to HRM Global labour market, changing R&S technology & agents	-Roberts (2005) -Taylor, Keelty & McDonnell (2002) -Martin (2006)
2 9th March	Strategic context continued Labour market, resourcing strategies Job matching, signalling & other theories Local legislation	-Podsiadlowski & Ward (2010) -Bills (2003)
3 16th March Tutorial 1	Fit – what is it in R&S? Theories of fit (P-E, P-O, P-J, P-T) Reinforcing vs extending fit models	-Van Vianen (2005)
4 <i>Essay Due</i> 23rd March Tutorial 2	Fit – its impact on job analysis for R&S? Job analysis Job descriptions & competencies	-Voskuijl (2005)
5 30th March Tutorial 3	Fit – its impact on recruitment strategy & screening Recruitment messages & strategy Employer branding Screening	-Orlitsky (2007) -Proenca & de Oliviera (2009)
6 6th April	Fit – its impact on selection processes Selection methods Impact on diversity	-Armbruster (2006)
7 13th April	Utility of R&S processes Costs of R&S Impact of technology MID TRIMESTER BREAK	-Parry & Wilson (2009) -Evans, Christopher & Stoffel (2000)
8 4th May Tutorial 4	R&S: Social or scientific process? Intro to social vs psychometric Measurement vs interpretation	-Brown & Hesketh (2004) -Searle (2003)
9 11th May Tutorial 5	Psychometric testing & other tools: Social or scientific? Psychometric tests, assessment centres Medical & Drug testing	-Scholarios (2009)
10 <i>Case Due</i> 18th May Tutorial 6	Interviews: Social or scientific? Interviews Biases	-Rynes, et al (2000) -Campion, et al (1997)
11 25th May Tutorial 7	Exploring variation in practices: locally, internationally By sector/job/size of organisation By country	-Dipboye & Johnson (2008)
12 1st June	R&S in context Choices and decision making in R&S Revision	What do we know about R&S decision making from everything we have covered?

Course Learning Objectives

By the end of this course, students should be able to:

- 1) Explain the theory underpinning recruitment and selection methods;
- 2) Articulate knowledge and critical thinking about recruitment & selection issues; and
- 3) Examine the interaction between global employment issues and the local employment relations environment as it impacts on recruitment and selection.

Course Delivery

There is one two-hour lecture per week - this will be a mix of lecture, some brief DVD clips, some discussion, some guest speakers. Lecture slides will be posted on Blackboard before class in order to aid note taking in class.

Tutorials occur in 7 of the weeks and these are an important component of your learning in which you have the opportunity to further your understanding of key concepts and develop practical skills. Active preparation and participation in tutorials is expected, and graded by scores on a quick quiz at each tutorial (see Assessment information).

Expected Workload

Students can expect the workload over the trimester to be up to a total of 150 hours spread approximately as follows: Reading for lectures and tutorials 27 hours; assignment preparation (essay and case analysis) 60 hours; examination preparation 30 hours; lecture attendance 24 hours; tutorial attendance 7 hours.

Readings

There is no required text book for this course.

A book of **course readings** will be provided in class. These are the core resource for the lectures and tutorials.

Further books of relevance are on course reserve in the Commerce library, and suggestions for further resources (books, journals, websites) are provided on Blackboard.

Assessment Requirements

Course learning objective	Assessment	Weight	Date
1, 3	Individual Assignment One - Critical analysis essay, 1500 words	30%	5pm, Monday 21 March 2011 (Week 4)
1, 2, 3	Individual Assignment Two - Case Analysis 1500 words	30%	5pm, Monday 16 May 2011 (Week 10)
2	Tutorial Preparation & Participation	10%	Weeks 3,4,5,8,9,10,11
1, 2, 3	Final Examination - 2 hours	30%	10 June – 2 July 2011
	TOTAL	100%	

Assignment 1: Critical analysis essay, 1500 words, Mon 21 March, 5pm

"New Zealand's workforce has become more highly qualified in recent years and this trend is forecast to continue. Overall, the proportion of the workforce who hold either degree level qualifications or vocational qualifications will continue to rise." (Department of Labour, 2010, p 1)

Using signalling theory and screening theory, outlined in Bills (2003), discuss what happens to recruitment & selection in the labour market when more people are completing qualifications.

It is expected that your essay will briefly outline signalling theory and screening theory, and then use them to explore:

- the recruitment & selection challenges that increasing qualifications in the labour market present employers
- the actions employers might take
- the impact on job seekers

Key reference (in course readings book):

Bills, D. B. (2003). Credentials, signals, and screens: explaining the relationship between schooling and job assignment. *Review of Educational Research*, 73 (4): 441-469.

Reference for the quotation:

Department of Labour. (2010). *Skillsinsight: changing qualification levels*. Retrieved from <http://www.dol.govt.nz/services/LMI/tools/skillsinsight/forecasting-narratives/qualifications/index.asp>

Note: The marking guide for this essay is posted on the HRIR 305 Blackboard site (under the assignment tab).

Assignment 2: Critical analysis case, 1500 words, Mon 16 May, 5pm

This assignment requires you to analyse the Deloitte New Zealand graduate recruitment & selection case. The case material is provided on Blackboard (under the assignment tab).

Write an essay which uses the concepts of: a) fit, b) utility, and c) social process versus scientific process, in order to analyse the recruitment & selection processes outlined in the Deloitte case. Your analysis should conclude with your overall assessment of the recruitment & selection process (for example, do you think it is a fair and consistent process or are there areas that could be improved?).

You are expected to draw on the course readings to reference and support your case analysis.

Note: The marking guide for this essay is posted on the HRIR 305 Blackboard site (under the assignment tab).

Handing in assignments

Completed assignments are to be submitted **on the due date** to the **HRIR 305 assignment box number 16** (Mezzanine Floor of Rutherford House – Pipitea Campus). Please ensure you provide a signed cover sheet on your assignment. A hardcopy cover sheet is at the end of this course outline and an electronic copy has been placed on Blackboard (under the assignment tab).

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.

Late assignments

Late assignments are to be handed to the Administrator for the course, Tania Loughlin in RH 1022, Level 10 Reception. Late assignments that do not have **the time and date noted and signed by** the Administrator, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter will incur penalties from the time and date they are recovered. Assignments slid under the door of the Administrator's office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays. Late assignments must be handed into Tania while the Level 10 Reception area is open. The desk opens at 9am and closes at 5pm Monday to Friday during term time.

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Tutorial preparation & participation – 10%

Active participation in tutorials is expected. Tutorials will be held in Weeks 3, 4, 5, 8, 9, 10, 11. You are expected to have read the assigned reading for that week (available in the booklet of course readings). Tutorials will include a **quick quiz** on the reading (quiz questions will be provided on Blackboard the week before the tutorial in order to guide your reading). The quick quiz in tutorials 4, 5, 8, 9, 10 will be worth 1% each (5% in total), you will earn the 1% if you get all the questions correct. The tutorials will also include participation in practical skill development activities. Participation in tutorials will be assessed on a) whether you contributed to discussion/activity and b) also allowed others to contribute, at each of the 5 graded tutorials (1% each tutorial). Grading will not occur in Tutorial 1 or 7 but preparation & participation is still encouraged!

Examinations

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 final examination for this course will be scheduled at some time during the period from Friday 10 June – Saturday 2 July 2011. The examination is worth 30% of the total marks available for this course. It is a closed book 2-hour examination. All lectures and readings covered during the course are examinable.

Penalties

In fairness to other students, work submitted after any deadline will incur a penalty for lateness.

- (i) **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 **Tutorial 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 **Tutorial 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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit all assignments within the allowable timeframe (see Penalties section) above (i)); and
- b. To obtain at least 40 per cent (i.e. 12 marks out of 30) of the final examination marks available.

Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination. 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Any additional information or information on changes will be conveyed to students, e.g. via the HRIR 201 Blackboard site, and urgent messages via email to all class members student email addresses.

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, e.g., HRIR 305_Smith_Pauline_3000223344_Ass1 Query

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 marker will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. 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 (attached at the end of this course outline) stating which sections (criteria listed in the mark sheet) you wish re-examined. Explain why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into 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 10 days for remarks to be completed

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/



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HRIR 305 Individual Assignment Cover Sheet

Name: _____

Student ID: _____

Tutor's Name: _____

Tutorial Day: _____

Tutorial Time: _____

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: _____

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Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	<i>Name 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.

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

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

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

.....
 Signature Date