

School of Management

# HRIR 305: EMPLOYEE RECRUITMENT AND SELECTION

Trimester 1, 2016

## COURSE OUTLINE

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### Prescription

An analysis of the theory and practice of employee recruitment and selection. The course critically assesses the principles underpinning recruitment and selection systems, and examines contemporary issues and trends.

### Course Learning Objectives

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

- 1) Explain the theory underpinning recruitment and selection methods (*assessed by both the assignments and the exam*);
- 2) Articulate knowledge and critical thinking about recruitment & selection issues (*assessed by assignment 2, the tutorials and the exam*); and
- 3) Examine the interaction between global employment issues and the local employment relations environment as it impacts on recruitment and selection (*assessed by both the assignments and the exam*).

### Course Content

Week Lecture day	Topic	Course Readings
1 1 <sup>st</sup> March	<b>Introduction to R&amp;S</b> What is it/ overview/who does it? <b>Strategic context in R&amp;S</b> Connection to HRM; Global labour market, changing R&S technology & agents	-Roberts (2005) -Martin (2006) -Eckhardt et al (2014)
2 8 <sup>th</sup> March <b>Tutorial 1</b>	<b>Strategic context continued</b> Labour market, resourcing strategies Job matching, signalling & other theories Local legislation	-Stone et al (2013) -Podsiadlowski & Ward (2010) -Ehrhart et al (2005)
3 15 <sup>th</sup> March <b>Tutorial 2</b>	<b>Fit – what is it in R&amp;S?</b> Theories of fit (P-E, P-O, P-J, P-T) Reinforcing vs extending fit models Impact on diversity	- van Vianen, A. (2005)
4 <i>Essay Due</i> 22 <sup>nd</sup> March	<b>Fit – its impact on job analysis</b> Job analysis, job descriptions & competencies	-Voskuijl (2005)

5	<b>Easter Break 24 - 30 March</b>	
6 5 <sup>th</sup> April <b>Tutorial 3</b>	<b>Fit – its impact on recruitment</b> Recruitment strategy Employer branding Social media in recruitment	-Orlitsky (2007) -Zide et al (2014) -LinkedIn Talent solutions (2015) -HRM International Digest (2016)
7 12 <sup>th</sup> April	<b>Fit – its impact on selection processes</b> Selection methods - an overview Thinking about bias Exploring variation in practices: locally, internationally	-Armbruster (2006) -Lockyer et al (2004) -Dipboye et al (2008)
8 19 <sup>th</sup> April <b>Tutorial 4</b>	<b>Screening processes</b> AI, algorithms, cv's and applications Virtual interviews Mobile and other screening	-Proenca & de Oliveira (2009) -Baraniuk (2015)
<b>Mid trimester break 25 – 29 April</b>		
9 3 <sup>rd</sup> May	<b>R&amp;S: Social or scientific process?</b> Intro to social vs psychometric Measurement vs interpretation Assessment Centres	-Brown et al (2004) -Miles et al (2014) -Searle (2003)
10 <i>Essay Due</i> 10 <sup>th</sup> May <b>Tutorial 5</b>	<b>Psychometric testing: Social or scientific?</b> Psychometric tests Medical & Drug testing	-Scholarios (2009) -Sackett et al (2014)
11 17 <sup>th</sup> May <b>Tutorial 6</b>	<b>Interviews: Social or scientific?</b> Interviews Biases & selection decision making	-Rynes, et al (2000) -Martinez et al (2014)
12 24 <sup>th</sup> May <b>Tutorial 7</b>	<b>Evaluation &amp; Utility of R&amp;S processes</b> Costs of R&S Evaluating R&S	-Evans & Stoffel (2000)
13 31 <sup>st</sup> May	<b>The Future of R&amp;S?</b>	Exam revision questions

### Trimester Dates

Teaching Period: Monday 29<sup>th</sup> February – Friday 3<sup>rd</sup> June

Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June

Examination Period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

### Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 11<sup>th</sup> March 2016.
2. The standard last date for withdrawal from this course is Friday 13<sup>th</sup> May 2016. 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 or [online](#).

## Names and Contact Details

### **Course Coordinator & Lecturer**

#### **Dr Jane Bryson**

Room: RH1006, Rutherford House

Phone: 463 5707

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

Office hours: please email me if you wish to meet

### **Tutor**

#### **Bridget Robbins**

Email: [bridget\\_robbins@hotmail.com](mailto:bridget_robbins@hotmail.com)

### **Administrator**

#### **Celine Ronze**

Room: RH1022, Rutherford House

Phone: 463 5358

Email: [celine.ronze@vuw.ac.nz](mailto:celine.ronze@vuw.ac.nz)

### **Undergraduate Programme Manager**

#### **Garry Tansley**

Room: RH 1031, Rutherford House

Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

## Class Times and Room Numbers

Lectures: Tuesday 3.40pm to 5.30pm RHLT2

Tutorials will occur in Weeks 2, 3, 6, 8, 10, 11 and 12. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial contact the Undergraduate Programme Manager (Garry Tansley).

## Readings

There is no required text book for this course.

**Course readings** are provided on Blackboard. 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, and websites) are provided on Blackboard.

## Mandatory course requirements

In addition to achieving an overall pass mark of at least 50%, students must:

- Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- Obtain at least 40 % (i.e. 20 marks out of 50) of the final examination marks available.

These requirements exist because a) managing and working to deadlines is a key skill for graduates, in particular in recruitment and selection situations; and b) the examination is an important assessment of overall recruitment and selection knowledge and how well one is able to integrate and apply that knowledge to the questions posed.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

If you cannot complete an assignment or sit a test or examination, refer to

[www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## Expected Workload

Students can expect the workload over the trimester to be up to a total of 150 hours. On average you will spend the equivalent of one day a week on relevant course readings, lecture and tutorial attendance, and gradual gathering of materials for assignments. Assignments are due in Week 4 and Week 10 so you may need to plan extra time in weeks 2/3 and 6/7/8/9 for completion. In total the workload division is 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.

## Group Work

While the course has 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.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

## Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Course learning objective	Assessment	Weight	Date
1, 3	Individual Assignment One – Case analysis essay, 1500 words	20%	4.30pm, Monday 21 March 2016 (Week 4)
1, 2, 3	Individual Assignment Two - Critical Analysis 1500 words	20%	4.30pm, Monday 9 May 2016 (Week 10)
2	Tutorial Preparation & Participation	10%	Weeks 2, 3, 6, 8, 10, 11, 12
1, 2, 3	Final Examination - 3 hours	50%	10 June – 29 June 2016
	<b>TOTAL</b>	<b>100%</b>	

## Handing in assignments

Completed assignments are to be submitted **on the due date** to the **HRIR 305 assignment box 16** on **Level 1 of Railway West Wing – Pipitea Campus**. Please ensure you provide a signed cover sheet on your assignment. A cover sheet 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.

## Tutorial preparation & participation – 10%

Active participation in tutorials is expected. Tutorials will be held in Weeks 2, 3, 6, 8, 10, 11, 12. You are expected to have read the assigned reading for that week (available on Blackboard). 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 will be worth 1% each (5% in total), you will earn the 1% if you get all the questions correct. **You must hand your answers in to the tutor.** 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 (1% each tutorial). Your 5 best tutorial participation and preparation scores across the 7 tutorials will be counted for the 10% accorded to tutorials.

## 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 following period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

## Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022** during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception 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.

## Penalties – for Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% 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). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted.
- (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.
- (iv) All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. 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 and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

## Remarking

Application for remarks must be made within 14 days after the assignments or marks are made available.

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.

For marks: 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.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade. Occasionally there is a significant shift in the mark or grade.

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. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. 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 a minimum of 5 days for remarks to be completed.

### **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **Student feedback**

In 2015 student feedback on this course was generally positive and students consider the amount of work in the course to be about right. One area for possible improvement is stimulation of interest and opportunity to think creatively. As a result this year lecture content and delivery has been revised, as have the assignments.

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php).

### **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 via the HRIR 305 Blackboard site, and urgent messages via email to all class members student email addresses.

### **Link to general information**

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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