Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

**ABOUT THIS UNIT**

Recruitment and selection is the corner piece of the human resource (HR) function and the most visible aspect of the HR role. This unit provides students with a strong foundation in recruitment and selection. The unit’s emphasis is on the technical aspects of best practice in recruitment and selection in order to prepare students for the development and implementation of a selection process.

The unit examines measurement and decision-making in HR selection. Job analysis techniques are described within the context of selection measures. The ability to predict performance on the job forms a major component of the unit, which includes the study of appropriate application forms, interviewing and psychometric assessment.

Students will have the opportunity to review the scholarly literature in detail on a topic of interest as well as reflect on selection practices in local organisations. Students will be encouraged to take a critical perspective on contemporary practices in HRM.

Sustainable practices are directly addressed in this unit through an analysis of the economic, environmental and social dimensions of recruitment and selection.

**TEACHING STAFF**

- Convenor and Lecturer in Charge, Dr Denise Jepsen: denise.jepsen@mq.edu.au or 9850 4805 (email preferred).
- Tutor, Anne Sedgley: anne.sedgley@students.mq.edu.au
- Tutor, Lenore Pennington: lenore.pennington@students.mq.edu.au
CONSULTATION TIMES

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours. Dr Denise Jepsen is available for student consultation on Thursdays from 10am to noon in room 641, level 6, building E4A. Tutors are available for consultation before or after tutorials or otherwise by appointment. Teaching staff will generally respond to emails within 48 hours NOT INCLUDING WEEKENDS. Note, students requesting additional information on assessments may be referred to class discussions where other students will benefit. Please do not rely on a response to your email one or two days before an assignment or exam. Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

• The subject consists of a weekly two hour lecture and a one hour tutorial.
• The timetable is at: http://www.timetables.mq.edu.au/class/2010/tmaker/showfullunit.asp?UnitPrefix=HRM&UnitNum=250
• **Note**: Students must attend 80% of all tutorials to complete the unit, i.e., miss no more than two tutorials, including medical absences. A log will be taken to record attendance. Medical certificates are required for medical absences and should be given to your tutor.
• You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order maximise your learning experience. However, you may change a tutorial, providing the tutorial you wish to change to has a vacancy. The only way you can do this is via e-student within two weeks of the start of semester. Changes cannot be made after week two.
• Students are expected to arrive on time, certainly before five minutes past the hour and not to leave until the class ends.
• Mobiles should be turned off during classes, not simply set to silent. Texting or other mobile phone activity during class is distracting to the student concerned, the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

There are two textbooks required for this unit and available for purchase at the University Co-op Bookshop:

1. Gatewood, Field, and Barrick (2011). *Human Resource Selection*. (7th ed.). Cincinnati: Southwestern College Publishing Company. This is an American textbook selected for the thorough manner in which the technical aspects of selection have been addressed. The text is available at the University Co-Op Bookshop. The e-text is not yet (2011) available in Australia.

Recommended reading for those interested in less technical side of recruitment:

Recommended reading for sustainable leadership and organisational change:

In addition to the required textbooks for this unit, you should familiarise yourself with the relevant sections of the library. Journals recommended for HRM study include:
- Academy of Management Journal
- Asia Pacific Journal of HR
- Australian Journal of Management
- California Management Review
- Harvard Business Review
- HRM Journal
- International Journal of Employment Studies
- International Journal of HRM
- Personnel Journal
- Personnel Management
- Personnel Review

Key research databases for your study of human resource management include:
- Ebsco host: Academic Search Elite
- Business Source Primer
- Journals@Ovid PsycArticles
- PsycINFO
- Psychology and behavioral sciences collection
- Web of science

**UNIT WEB PAGE**

- The online resource (Blackboard: https://learn.mq.edu.au) to accompany this unit is used for student announcements and electronic distribution of materials.
- Students should check the unit website regularly and a minimum of once a week. The slides for each week’s lectures will be loaded to the Blackboard site.
- Note that the slides presented in the lecture may have been recently updated and not be identical to the slides on Blackboard.
- Lectures are recorded for student use and may be accessed through Blackboard.
- Note, iLecture is not intended as a substitute for attendance at lectures.

**LEARNING OUTCOMES**

The specific learning outcomes of this unit are:
1. Understand the importance of selection in conjunction with other HR functions.
2. Identify steps, difficulties and constraints in developing a selection program.
3. Understand the role of HR measurement in selection decision making.
4. Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.

5. Explain the role of job analysis and describe techniques to collect job information.

6. Describe applicant information collected by various types of selection instruments.

7. Identify how employee specifications can be used in selection measures.

8. Explain important measurement principles of selection instruments.

9. Describe job performance measures and detail the important characteristics of each measure. Discuss the appropriate use of each type of measure.

10. Explain the research base supporting scientific recruitment and selection.

11. Understand the application of the range of selection programs in use in a variety of organisational settings.

**GRADUATE CAPABILITIES**

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this by developing the following graduate capabilities:

1. Discipline Specific Knowledge and Skills (see below)

2. Critical, Analytical and Integrative Thinking

3. Problem Solving and Research Capability

4. Effective Communication

5. Socially and Environmentally Active and Responsible

6. Capable of Professional and Personal Judgement and Initiative

The unit contributes to these HR discipline competencies, with special reference to those in italics below:

1. Understand the relevance of contemporary HR systems and functions to employment relationship and to organisational effectiveness

2. Critically evaluate the role and changing nature of government employers and employees and their representatives in the field of employment and industrial relations policy and practice.

3. An ability to enhance human capital through effective and sustainable recruitment and selection practices

4. An appreciation of key learning and cognition theories and how they link and inform effective human resources development practices

5. Critically analyse factors impacting on an organisation’s capacity to successfully manage their human resources in a global context

6. Evaluation of key developments in contemporary HRM theory with the intention to inform practice and devise strategic HRM practices that enhance the operations of diverse organisations.

7. Understand different theoretical perspectives and key principles of managing change effectively and critically assess the phenomenon of sustainability in the context of organisational change

8. Recognise the pivotal role of managing diversity, ethics and sustainability in contemporary organisations.
STUDENT WORKLOAD GUIDELINES

According to Academic Senate Guidelines, student workload should be three hours per credit point per week, including the two week semester break. This means a three credit point unit should have a student work load of 135 hours. Students vary in their study patterns but as a guide, this unit’s intended approximate workload is:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Per semester</th>
<th>Semester Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>2 hours</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Tutorials</td>
<td>1 hour</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Readings and tute preparation</td>
<td>4 hours</td>
<td>11</td>
<td>44</td>
</tr>
<tr>
<td>Early semester exam revision</td>
<td>10 hours</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Group presentation preparation</td>
<td>12 hours</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Individual assignment</td>
<td>15 hours</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Final exam revision</td>
<td>17 hours</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>TOTAL HOURS</td>
<td></td>
<td></td>
<td>135</td>
</tr>
</tbody>
</table>

TEACHING AND LEARNING STRATEGY

The lecture will generally involve presentation of theoretical material as a basis for more general discussion in the tutorials. Tutorials will focus on practical application of the material, usually from the previous week’s lecture. Students are expected to have read prescribed reading prior to class and engage in tutorial group discussions.

<table>
<thead>
<tr>
<th>Week: Date</th>
<th>Lecture Topic</th>
<th>Tutorial activities</th>
<th>Gatewood text readings</th>
<th>Sustainability topic focus</th>
<th>Assessment tasks and feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1: 24 Feb</td>
<td>Introduction to unit, Selection</td>
<td>No tutorial</td>
<td>Ch 1</td>
<td>Intro</td>
<td></td>
</tr>
<tr>
<td>Week 2: 3 March</td>
<td>Human Resource Management in Selection</td>
<td>Form groups and select topics</td>
<td>Ch 3</td>
<td>Job descriptions</td>
<td></td>
</tr>
<tr>
<td>Week 3: 10 March</td>
<td>Reliability and Validity of Selection Measures</td>
<td>Selection matrix and effective processes</td>
<td>Chs 4, 5</td>
<td>Workforce planning</td>
<td></td>
</tr>
<tr>
<td>Week 4: 17 March</td>
<td>Early Semester Test, Software demonstration</td>
<td>Researching and writing a literature review</td>
<td></td>
<td>Ass #1: Early semester test (10%)</td>
<td></td>
</tr>
<tr>
<td>Week 5: 24 March</td>
<td>Strategies for Selection Decision Making; Ass #1 Feedback</td>
<td>Selection case study</td>
<td>Ch 6 + Knox-Haley Ch 2</td>
<td>Selection decision making</td>
<td>Ass #1 Feedback</td>
</tr>
<tr>
<td>Week 6: 31 March</td>
<td>Job Analysis in HR</td>
<td>Writing selection criteria</td>
<td>Ch 7</td>
<td>Interview preparation</td>
<td></td>
</tr>
<tr>
<td>Week 7: 4 April</td>
<td>Australian Recruitment Law: Guest lecturer</td>
<td>Writing a job advertisement</td>
<td></td>
<td>Ass #2: Literature review (20%)</td>
<td></td>
</tr>
</tbody>
</table>
No classes held during mid-semester break. Note, this unit is not impacted by Labour Day.

<table>
<thead>
<tr>
<th>Week 8: 28 April</th>
<th>Recruitment, Application forms</th>
<th>Behavioural competencies and interviewing</th>
<th>Chs 8, 9</th>
<th>Application forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 9: 5 May</td>
<td>The Selection Interview</td>
<td>Interview questions</td>
<td>Ch 10</td>
<td>Interview conduct</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ass #2 Feedback</td>
</tr>
<tr>
<td>Week 10: 12 May</td>
<td>Ability Tests</td>
<td>Interviewing skills</td>
<td>Ch 11</td>
<td>Psych assessment</td>
</tr>
<tr>
<td>Week 11: 19 May</td>
<td>Personality Assessment</td>
<td>Student groups 1,2,3 presentations</td>
<td>Ch 12</td>
<td>Reference checking</td>
</tr>
<tr>
<td>Week 12: 26 May</td>
<td>Performance Tests &amp; Assessment Centres</td>
<td>Student groups 4,5,6 presentations</td>
<td>Ch 13</td>
<td>Assessment centres</td>
</tr>
<tr>
<td>Week 13: 2 June</td>
<td>Measures of Job Performance</td>
<td>No tutorial</td>
<td>Ch 15</td>
<td>Induction</td>
</tr>
<tr>
<td>Assessment Task 1</td>
<td>Assessment Task 2</td>
<td>Assessment Task 3</td>
<td>Assessment Task 4</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Title/Name</strong></td>
<td>Early semester test</td>
<td>Individual assignment</td>
<td>Topic presentation &amp; report</td>
<td>Final exam</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Multiple choice quiz as early, low risk diagnostic task.</td>
<td>1800 word literature review</td>
<td>Group investigation, one page summary report and 15 minute presentation</td>
<td>60 x multiple choice AND three short essay questions</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>Week 4 lecture</td>
<td>Week 7 tutorial</td>
<td>Weeks 11, 12 tutorials</td>
<td>Exam period</td>
</tr>
<tr>
<td><strong>% Weighting</strong></td>
<td>10%</td>
<td>20%</td>
<td>20%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Grading method</strong></td>
<td>Chapters 1, 3, 4 and 5 will be examined, total of 30 questions in one hour.</td>
<td>Fully referenced review of peer-review literature. Details provided separately.</td>
<td>Assessed on quality of presentation, research and report. Peer reviewed contribution evaluation.</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Submission method</strong></td>
<td>During lecture period</td>
<td>By hand at tutorial AND to Turnitin. 2% deducted per day late, including weekend days. Late assignments to be submitted to BESS (building E4B). Emailed assignments will NOT be marked.</td>
<td></td>
<td>During tutorials</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Marks posted to Blackboard, verbal feedback in class.</td>
<td>Written individual and group feedback given in class</td>
<td>Verbal feedback given after presentations</td>
<td>Final grade</td>
</tr>
<tr>
<td><strong>Estimated student workload</strong></td>
<td>10 hours</td>
<td>15 hours</td>
<td>12 hours</td>
<td>17 hours</td>
</tr>
<tr>
<td><strong>Learning outcomes assessed</strong></td>
<td>Understand the importance of selection in conjunction with other HR functions. Understand the role of HR measurement in selection decision making. Describe and explain the concepts of reliability and validity of selection data in addition to making effective selection decisions.</td>
<td>Explain the research base supporting scientific recruitment and selection.</td>
<td>Understand the application of the range of selection programs in use in a variety of organisational settings.</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Graduate capabilities assessed</strong></td>
<td>Discipline specific knowledge and skills (10%)</td>
<td>Discipline specific knowledge and skills (5%) Critical, analytical &amp; integrative thinking (5%) Problem solving and research capability (5%) Effective communication (5%)</td>
<td>Discipline specific knowledge and skills (5%) Critical, analytical &amp; integrative thinking (5%) Problem solving and research capability (5%) Effective communication (5%)</td>
<td>Discipline specific knowledge and skills (40%) Socially and Environmentally Active and Responsible (10%)</td>
</tr>
</tbody>
</table>
Note on extensions for Assessment #2, Individual Literature Review: Because all information required is available from the first day of this unit, it is highly unlikely that an extension will be granted to any student for this assignment. Students are strongly advised to commence work on this assignment early in the semester. The review is due in the tutorial and Turnitin in Week 7 but may be submitted earlier. Submissions will have 2% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped to be forwarded to your tutor for marking. Electronic assignments will NOT be marked.

RESEARCH AND PRACTICE

- This unit includes sustainable recruitment & selection practices as a core element.
- This unit uses research by Macquarie University researcher: Jepsen, D., Grob, S., Metcalf, L., (2010). Sustainability in Recruitment & Selection Working Paper
- This unit uses research from external sources in the literature review assignment
- This unit gives you opportunities to conduct your own research and practice in applying research findings in the applied group research assignment.

EXAMINATIONS

A final examination is included in this unit to provide assurance that:

i) the product belongs to the student and

ii) the student has attained the knowledge and skills tested in the exam.

A three hour final examination for this unit will be held during the University Examination period, for the First Half Year 2011 is from 6th June to 24th June 2011.

- You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in final form approximately four weeks before the commencement of the examinations. http://www.timetables.mq.edu.au/exam

- The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University’s policy on special consideration process is available at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

- If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties’ Supplementary Exams are normally scheduled.)
- The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: http://www.mq.edu.au/policy/docs/examination/policy.htm
ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is by the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- ideas of others, when used, are acknowledged appropriately.

Further information on the academic honesty can be found in the MQ Academic Honesty Policy at: http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at: http://www.mq.edu.au/policy/docs/grading/policy.html. Macquarie uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions concerning what constitutes valid grounds for appeal before appealing your grade:

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html
STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://www.student.mq.edu.au

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business & Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in locations provided at all times. Students are expected to act responsibly when using MQ IT facilities. The following regulations apply:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material not related to coursework is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.
- Non-compliance with these conditions may result in disciplinary action without further notice. Students must use their MQ email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.