

Subject Description Form

Subject Code	MM4161
Subject Title	Staffing and Selection
Credit Value	3
Level	4
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Pre-requisite: Human Resource Management (MM3111) or equivalent
Role and Purposes	This subject contributes to the achievement of a number of our degree program's thirteen (13) BBA (Hons) Learning Outcomes. In so doing, this subject provides students with an understanding of the concepts of staffing and selection, and enabling them to apply ideas, perspectives and conceptualizations to help an organization define / redefine its sustained competitive advantage from the perspective of better managing human resources. This subject will also enable students to develop global outlook, the analysis of the business environments, critical thinking, analytical skills, and ethical awareness.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. analyze business situations and problems by applying conceptual frameworks drawn from different disciplines when determining the effective utilization of staffing in an organization; b. conceptualize and act upon the staffing activities that exists in organizations and their impact on strategic human resource management (BBA Outcome 9); c. demonstrate a global outlook and an understanding of cultural diversity when dealing with issues of equal opportunities and staffing of human resources in organizations (BBA Outcome 2); d. identify and resolve ethical issues pertaining to recruitment, selection and staffing decisions and their impact to firm performance (BBA Outcome 4); e. carry out and act upon self-appraisal and reflective thinking in the areas of creativity, teamwork, leadership, career selection and learning to learn and unlearn.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Job Analysis and HR Planning</p> <p>Process of Human Resource Planning. Impact of workforce planning on strategic planning. Methods of analysing jobs. The importance of job and person specification to recruitment and selection. Identification of core competencies and their importance to the hiring process. Current issues in Talent Management.</p> <p>Recruitment</p> <p>Channels of recruitment & designing winning advertisements. How to make use of readership surveys to target your recruitment drive. On-line e-Recruitment: its pros and cons. Constraints on recruitment practices based on relevant legislations. Ethical decision making in recruitment. Code of professional conduct.</p> <p>Selection and Staffing</p> <p>Steps in the selection process. Different types and approaches to interviewing and their pros and cons. Competency-based interviewing: Principles and practice. Conducting effective selection interviews from interviewer and interviewee perspectives. Assessment Centres or Assassination Centres? Pros and cons. Selection testing: The controversial debate and the issue of predicting performance. Issues of reliability and validity in selection testing. Measuring the effectiveness of your recruitment and selection efforts. Ethics and equal opportunities in employee selection.</p>																																																						
<p>Teaching/Learning Methodology</p>	<p>The three-hour weekly lecture will be structured to guide and promote students' understanding of relevant staffing and selection concepts. The lectures will adopt a student of centred approach, including practical case study, in-class exercises, newspaper and professional articles for discussion and team-presentation. Emphasis is placed on bringing research findings into classroom discussions and in what way they can help managers make better decisions about staffing and selection in line with an organization's business strategy. To better qualify students for the real world, the backbone of this intensive course centers around "consultancy projects" where students groups are assigned to Hong Kong companies to help address unsolved HR challenges.</p>																																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="435 1234 1479 1793"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Individual Work</td> <td>20%</td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Group Project</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Participation</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="5"></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Examination components.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a	b	c	d	e	Continuous Assessment	50%						1. Individual Work	20%	✓	✓		✓	✓	2. Group Project	15%	✓	✓	✓	✓	✓	3. Participation	15%	✓	✓	✓	✓	✓	Examination	50%	✓	✓	✓	✓		Total	100 %					
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	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> ▪ Acquire a multiple perspective at looking at this subject. These perspective of assessment will nurture more connected-thinking in our students’ ability to generate more fresh perspective to problem solving; ▪ Consider and analyse the issues and concepts which are presented in the classes and relate them to real-life consultancy project; ▪ Aware that to solve complex organization staffing issues requires solid and systematic research (that includes research journal, industry reports, newspaper articles and other key sources) in making meaningful and value-adding recommendations; ▪ Undertake critical reflective thinking and practice about new ways of thinking and new ways of doing for a company’s sustained competitive advantage through dealing with staffing and selection challenges facing organizations. <p>Feedback is given to students immediately after they have presented their view and all students are invited to join this discussion.</p>	
<p>Student Study Effort Expected</p>	Class contact:	
	<ul style="list-style-type: none"> ▪ Lectures 	26 Hrs.
	<ul style="list-style-type: none"> ▪ Tutorials 	13 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> ▪ Preparation for discussion 	39 Hrs.
	<ul style="list-style-type: none"> ▪ Preparation for project/assignment/tests 	39 Hrs.
	Total student study effort	117 Hrs.
<p>Reading List and References</p>	<p><i>Recommended Textbook</i> Heneman, H.G., Judge, T.A., & Kammeyer-Mueller, J. (2019). <i>Staffing Organizations</i>, USA, 9th Ed., McGraw-Hill.</p> <p><i>Recommended Periodicals and Newspapers</i> The Asian Wall Street Journal, Financial Times, Business Week, Fortune, South China Morning Post, The Economist, Hong Kong Economic Times.</p> <p><i>Recommended Academic Journals</i> Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Harvard Business Review, Human Resource Management, Industrial & Labor Relations Review, International Journal of Human Resource Management, International Journal of Selection and Assessment, Journal of Applied Psychology, Journal of Management, Journal of Management Studies, Personnel Psychology.</p>	

Useful References

Bannister, Chan and Mak (2002), ***Managing Human Resources in Hong Kong***, 3rd ed., Sweet & Maxwell Asia.

Gomez-Mejia, Balkin & Cardy (2007), ***Managing Human Resources***, 5th ed., Prentice Hall.

Ivancevich, (2007), ***Human Resource Management***, 10th ed., McGraw-Hill Irwin.

Noe, Hollenbeck, Gerhart, Wright, (2007), ***Human Resource Management: Gaining a competitive Advantage***, 5th ed., Irwin McGraw-Hill.

Phillips, J. & Gully, S. (2012), ***Strategic Staffing***, Prentice Hall.

Redman, T. & Wilkinson, A. (2006), ***Contemporary Human Resource Management: Text and Cases***, 2nd ed, Prentice Hall.

Snell, S., & Bohlander, G. (2009). ***Principles of Human Resource management***. 15th ed., Thomson South-Western.

Wood, R. & Payne, T. (1998). ***Competency Based Recruitment and Selection: A Practical Guide***, John Wiley & Sons, England.