

## **Subject Description Form**

<b>Subject Code</b>	MM4161
<b>Subject Title</b>	Staffing and Selection
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Human Resource Management (MM3111) or equivalent
<b>Role and Purposes</b>	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.
<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"><li>a. analyze business situations and problems by applying conceptual frameworks drawn from different disciplines when determining the effective utilization of staffing in an organization;</li><li>b. conceptualize and act upon the staffing activities that exists in organizations and their impact on strategic human resource management;</li><li>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;</li><li>d. identify and resolve ethical issues pertaining to recruitment, selection and staffing decisions and their impact to firm performance;</li><li>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.</li></ul>

<b>Subject Synopsis/ Indicative Syllabus</b>	<b>Job Analysis and HR Planning</b>  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.  <b>Recruitment</b>  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.  <b>Selection and Staffing</b>  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.																																																						
<b>Teaching/Learning Methodology</b>	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.																																																						
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table><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><tr><td><b>Continuous Assessment*</b></td><td><b>100%</b></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Individual Work</td><td>30%</td><td>✓</td><td>✓</td><td></td><td>✓</td><td>✓</td></tr><tr><td>2. Group Project Presentation</td><td>20%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td></tr><tr><td>3. Group Project Report</td><td>20%</td><td>✓</td><td>✓</td><td></td><td>✓</td><td>✓</td></tr><tr><td>4. In-class Exercises and Discussion</td><td>30%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Total</td><td>100 %</td><td colspan="5"></td></tr></table>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a	b	c	d	e	<b>Continuous Assessment*</b>	<b>100%</b>						1. Individual Work	30%	✓	✓		✓	✓	2. Group Project Presentation	20%	✓	✓	✓	✓		3. Group Project Report	20%	✓	✓		✓	✓	4. In-class Exercises and Discussion	30%	✓	✓	✓	✓	✓	Total	100 %					
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	<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 the overall grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ Consider and analyse the issues and concepts which are presented in the classes and relate them to real-life consultancy project;</li> <li>▪ 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;</li> <li>▪ 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.</li> </ul> <p>Feedback is given to students immediately after they have presented their view and all students are invited to join this discussion.</p>	
<b>Student Study Effort Expected</b>	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Preparation for discussion	39 Hrs.
	▪ Preparation for project/assignment/tests	39 Hrs.
	Total student study effort	117 Hrs.
<b>Reading List and References</b>	<p><b><u>References</u></b></p> <p>Heneman, H.G., Judge, T.A., &amp; Kammeyer-Mueller, J. (2022). <i>Staffing Organizations</i>, USA, 10<sup>th</sup> Ed., McGraw-Hill.</p> <p>Phillips, J. &amp; Gully, S. (2019), <i>Strategic Staffing</i>, 4<sup>th</sup> ed, Prentice Hall.</p> <p>International Journal of Selection and Assessment</p> <p>Journal of Applied Psychology</p> <p>Personnel Review</p>	

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