

School of Professional Advancement

Course Outline

Course Title Recruitment, Selection and Interviewing Skills

Course Type: Applied

Course Description

Recruitment

The success of an organization depends upon its people who strive and work for organizational success. A great vision for a business is unattainable without competent employee and work force. This makes recruitment an incredibly important function and yet it can often seem a daunting exercise as the potential consequences of making a wrong decision are huge. This course is therefore designed to help participants to make the right decisions in the recruitment of new staff and provides the strategies, concepts and practices essential to the effective selection of personnel to accomplish a business objective. The emphasis is on the use of a structured approach where good preparation and effective interviewing techniques ensure that the ‘right’ candidates are taken on by the organization in accordance with internal policies.

The objective of the course is to inculcate recruitment skills in the students. The course is divided into four main modules. First module builds your understanding about the core concept of recruitment and selection and its importance. Second module discusses how to attract potential candidate and evaluate them according to your company and job requirement. Third module builds your understanding about tools and techniques to assess a candidate and. Final module put an emphasis on how to welcome your new employee and socialized it with your organization culture and values. During the semester course will be highly interactive and participative. Such an environment will be highly encouraged.

Recommended Book:

Fitz-Enz, J., & John Mattox, I. I. (2014). *Predictive analytics for human resources*. John Wiley & Sons.

O'Meara, B., & Petzall, S. (2013). *Handbook of Strategic Recruitment and Selection: A Systems Approach*. Emerald Group Publishing.

Sanghi, S. (2016). *The handbook of competency mapping: understanding, designing and implementing competency models in organizations*. SAGE Publications India.

Instructional Goals (or Course Objective)

1. The main objective is to inculcate recruitment, selection and interviewing skills in the students.
2. The students will be able to develop a recruiting and staffing strategy
3. Plan for the various steps in the recruitment and selection process.

School of Professional Advancement

Course Outline

4. This objective can be achieved through lectures, in class activities and individual presentations.

Course (Student) Objectives

Upon completion of the course, students will be able to:

- Understand the importance of employment process and where it fits in the overall Human Resources function.
- Understand the candidate evaluation process through interviewing, testing and background Investigations.
- Design an effective new employee orientation program.
- Monitor the overall function to maintain both the efficiency and productive activity to achieve the best new hire results.

Brief Course Content

Session 1: Introduction to Recruitment

- Class and course Introduction
- Teaching & Assessment Methodology
- Setting up Norms in class
- Overview to recruitment, selection and interviewing Skills
- Importance of right person for right job
- Strategic importance of recruitment and selection process.

Class activity-Video: Overview of Recruitment and Selection process

Learning Outcome

- Students will be able to understand the process of recruitment and selection in an organization.
- Students will be able to learn the importance of hiring a right person for right job
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Session 2: Introduction to Recruitment

- Recruitment diagnostic process
- Determining Why the Vacancy has occurred
- Link between the Vacancy and the Organization's Strategic Direction and Objectives
- Alternatives to recruitment and selection
- Recruitment standard operating procedure
- Application of System theory to recruitment and selection

Assignment: Develop recruitment SOP and application forms for request (Marks: 5)

Learning Outcome

- Students will be able to learn the effective systems-based strategic recruitment and selection in an organization.
- Student will be able to understand decision of hiring is always strategic in nature.
- Students will be able to create standard operating procedure of hiring.

Session 3: Competency Profiling

- Define competency
- Different types of competency
- Developing competency framework
- Techniques and sources of information for developing competency

School of Professional Advancement

Course Outline

Assignment: Develop personal competency framework (Marks: 5)

Learning Outcome

- Enable students to learn the types of competency required to do job.
- Participants will learn the method for identifying the skills, knowledge, attitude and behavior regarding particular job.
- Competency profiling assist HR department to evaluate candidates for specific job.

Session 4: Competency Model

- Competency Model for leadership role
- Competency Model of HR

Assignment: Develop Competency Model of HR Head of your organization (Marks: 5)

Learning Outcome

- Enable students to create a competency model of particular organization positions.
- Enable students to learn which competency are required at which level.

Session 5: Recruitment and Selection process

- Job analysis
- Job analysis techniques
- Job description
- Learning Objectives

Class activity-case study: Effective recruitment and selection at ASDA (Marks: 5)

Learning Outcome

- Learn the process to develop job description of a department position.
- Students will learn to different methods to collect the information about knowledge, skills, abilities, and personal characteristics that an employee need to perform important and/or critical job duties

Session 6: Recruitment and Selection Process

- Candidate Attraction sources, traditional and non-traditional
- Person-Organization Fit
- Use and role of consultant and outsourcing
- Recruitment as a consultant
- Process of databank creation of candidates
- The 80/20 guide and negotiation

Quiz: announced quiz (5 Marks)

Learning Outcome

- Participant will learn ways to attract competent and well suited individual for the job.
- Enable them to contrast the benefits and disadvantages of internal and external recruitment to achieve the best strategic fit for the organization and applicants.
- They will determine appropriate decision-making strategies and the use of external aids such as consultant's

School of Professional Advancement

Course Outline

- Student can differentiate between traditional recruitment and selection methodologies from systems-based strategic approaches.
- Students will be able to learn the difference between recruitment from organization and consultant perspective.

Session 7: How to Evaluate and Shortlist

- Behavioral Interviews
- Introduction to Psychometric Testing
- Interview Environment
- Preparations for Interviews
- The Interview Process

Class activity: Class discussion

Learning Outcome

- Participant will learn to evaluate CV of candidate by observing the experience, education and cv formation style
- Learn to short list according to job requirement and job design
- How internal recruitment facilities and harm organization

Session 8: Psychometric Testing

- Validity and Reliability
- Personality questionnaire
- Linking Test with position

Learning Outcome

- Participant will learn to evaluate candidate by using psychometric technique
- Learn to short list according to job requirement

Session 9: Mock Interview

Session 10: Induction and welcome

- Making an offer of employment
- Negotiation after the offer and giving feed back
- Socialization of new employee
- Introduce the values and culture of organization
- Provide proper training

Class Activity: Quiz(Marks 5)

Learning Outcome

- Participant will learn that how to make an offer and negotiate with employee
- Treat unsuccessful candidate well
- Participant will be able to understand the need of new employee
- Provide proper mentoring to new employees

Session 11: HR Analytics

- Define HR Analytics
- Use of human capital analytics
- Turning data into information

School of Professional Advancement

Course Outline

- Developing an analytics culture

Class Activity-Class Discussion

Learning Outcome

- Students will learn analytics is meeting of art and science
- Learn how data like disparate surveys can give information for strategic decision.
- The analytics will help HR to determine which employees need attention.

Session 12: Recruitment and Selection Costs

- Talent Acquisition and Internal Consulting
- Return on Investment
- Expatriate Return on Investment (EROI)
- Full Labor Costs
- The Costs of Recruitment and Selection
- Talent Development plan

Class Quiz: (Marks: 5)

Learning Outcome

- Students will learn the cost of strategic recruitment and selection
- Understand the role that talent acquisition plays in reducing organizational costs.
- Student will understand how a talent development plan assists an organization in a long term basis.

Session 13: Employee retention and engagement

- Define retention and turnover
- Importance of employee engagement
- Assessment of employee engagement

Class Activity-Presentation

Learning Outcome

- Students will learn the importance of employee retention
- Students will understand that employee engagement help organization grow

Session 14: Continual Improvement: The Kaizen Requirement

- Continual Improvement (Kaizen)
- The Characteristics of Kaizen
- Types of Kaizen
- Management Development
- Kaizen Methodology

Class Activity-Presentation

Learning Outcome

- Student will understand the advantages of a systems approach to talent acquisition.
- Learn the use of feedback loops.
- You will be able to evaluate the person/job fit.
- You will be able to evaluate the person/organization fit.
- Learn to apply the use of information systems and implement a continual improvement approach.

School of Professional Advancement

Course Outline

Session 15: Revision

ASSESSMENT METHODOLOGY

The participants' performance will be assessed through the following activities:

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| Class Participation (Individual-Every Class) | 20 % |
| In-Class Activities/ Assignment(Group) | 20 % |
| Short Quiz (Individual) | 10 % |
| Class Presentation | 10 % |
| Mock Interview | 10 % |
| Final Term Examination / Final Project (Group) | 30 % |
| Total | 100 % |

Note: Detail description of every assessment activity will also be provided in the class. In the first three classes, no activity is graded.

Personal Ethics

It is expected that students exhibit professional and respectful behavior in class. The active participation and study collaboration with others in class is highly encouraged. The demonstration of inappropriate behavior such as ignoring, excessive talking, and irresponsible use of cell phone, inappropriate communications or being indifferent to the feelings of other students is unacceptable. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one's own) or otherwise indulging unfair means to attain grade would result in severe disciplinary action.

School of Professional Advancement

Course Outline

CALENDAR OF ACTIVITIES

| Session | Sub-Topic | Activities |
|---------|--|------------|
| 1 | <ul style="list-style-type: none"> ▪ Class and course Introduction ▪ Teaching & Assessment Methodology ▪ Setting up Norms in class ▪ Overview to recruitment, selection and interviewing Skills ▪ Importance of right person for right job ▪ Strategic importance of recruitment and selection process. | |
| 2 | <ul style="list-style-type: none"> ▪ Recruitment diagnostic process ▪ Determining Why the Vacancy has occurred ▪ Link Between the Vacancy and the Organization's Strategic Direction and Objectives ▪ Alternatives to recruitment and selection ▪ Recruitment standard operating procedure ▪ Application of System theory to recruitment and selection | Assignment |
| 3 | <ul style="list-style-type: none"> ▪ Define competency ▪ Different types of competency ▪ Developing competency framework ▪ Techniques and sources of information for developing competency | Assignment |
| 4 | <ul style="list-style-type: none"> ▪ Competency Model for leadership role ▪ Competency Model of HR | Assignment |
| 5 | <ul style="list-style-type: none"> ▪ Job analysis ▪ Job analysis techniques ▪ Job description ▪ Job specification | Case Study |
| 6 | <ul style="list-style-type: none"> ▪ Candidate Attraction sources, traditional and non-traditional ▪ Person-Organization Fit ▪ Use and role of consultant and outsourcing ▪ Recruitment as a consultant ▪ Process of databank creation of candidates ▪ The 80/20 guide and negotiation | Quiz |
| 7 | <ul style="list-style-type: none"> ▪ Behavioral Interviews ▪ Interview Environment ▪ Preparations for Interviews ▪ The Interview Process | |

School of Professional Advancement

Course Outline

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|----|--|--------------|
| 8 | <ul style="list-style-type: none"> ▪ Psychometric Testing ▪ Validity and Reliability ▪ Personality questionnaire ▪ Linking Test with position | |
| 9 | <ul style="list-style-type: none"> ▪ Mock Interview | |
| 10 | <ul style="list-style-type: none"> ▪ Making an offer of employment ▪ Negotiation after the offer and giving feed back ▪ Socialization of new employee ▪ Introduce the values and culture of organization ▪ Provide proper training | Quiz |
| 11 | <ul style="list-style-type: none"> ▪ Define HR Analytics ▪ Use of human capital analytics ▪ Turning data into information ▪ Developing an analytics culture | |
| 12 | <ul style="list-style-type: none"> ▪ Talent Acquisition and Internal Consulting ▪ Return on Investment ▪ Expatriate Return on Investment (EROI) ▪ Full Labour Costs ▪ The Costs of Recruitment and Selection ▪ Talent Development plan | |
| 13 | <ul style="list-style-type: none"> ▪ Define retention and turnover ▪ Importance of employee engagement ▪ Assessment of employee engagement | Presentation |
| 14 | <ul style="list-style-type: none"> ▪ Continual Improvement (Kaizen) ▪ The Characteristics of Kaizen ▪ Types of Kaizen ▪ Management Development ▪ Kaizen Methodology | Presentation |
| 15 | Revision | |