

Course Title	: Human Resource Planning and Staffing (06-07)
Course Code	: HRM200
No. of Credits/Term	: 3
Mode of Tuition	: Sectional Approach
Teaching Hours	: 3 hours per week
Category in Major Programme	: Stream Required – Human Resources Management Stream
Prerequisite(s)	: Nil

### **Brief Course Description**

This course introduces students to fundamental concepts of human resource planning, and provides them with an understanding of the wide range of staffing activities within both commercial and industrial organizations. This course develops students' abilities to analyse and integrate the complex social, cultural and organizational factors influencing human resource planning and staffing in the Hong Kong context. The course will examine the process of human resource planning, linking human resource planning with strategic planning, job analysis and job design, recruitment and selection of employees. Ethical issues such as discrimination and equal opportunities are discussed under the topics of job advertisement, selection and staff movement.

### **Learning Outcomes**

On completion of this course, students will be able to:

1. Relate human resource planning and staffing to the wider context of human resources management.
2. Explain the fundamental concepts, principles and techniques of the human resource planning, job analysis and staffing process.
3. Comprehend the wide range of recruitment and selection activities, including job description, job specification, job advertisement, application form and interviewing techniques within organizations.
4. Analyse and apply appropriate selection methods in selecting the most appropriate applicant under different situations.
5. Understand staffing activities in the Hong Kong context.

### **Measurement of Learning Outcomes**

1. Final examination, mid-term quiz and essay assignment assess comprehension of, and ability to describe the concepts, principles and techniques discussed in the course.
2. Class activities assess ability to identify and apply the staffing knowledge in the Hong Kong context.
3. Design and write up job specification assesses the ability to understand the concepts and techniques of job analysis.

4. Design and draft job advertisement to assess ability to make decision on the media and budget for recruitment.
5. Class activity in interview roleplay to assess the ability to select the most appropriate applicants for organizations.

## **Indicative Content**

### **Human Resource Planning**

The planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Human resource actions. Linking human resource planning with strategic planning. Levels of human resource planning and strategic planning.

### **Job Analysis**

Job analysis and design. Relationships influencing job analysis. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods. Trends in job analysis.

### **Recruitment of Employees**

Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Ethical issues in recruitment, e.g. unfair discrimination, data protection. Trends in recruitment.

### **Selection of Employees**

Influences on recruitment and selection. Selection as a process. Validity and reliability of selection methods. Ethical issues in the selection process, e.g. equal opportunity. Methods for using information in selection decisions.

### **Orientation and Placement of Employees**

Orientation programmes and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs and termination, and associated ethical issues such as procedural justice and unfair dismissal.

## **Teaching Method**

Theoretical inputs and applications will be introduced during class. Through in-class activities like group discussions and case studies, students will develop an analytical and diagnostic approach to staffing problems in business organizations. With the use of a series of interactive activities, students are given opportunities to explore the practical methods in handling staffing matters within organizations.

### **Assessment**

Continuous Assessment (30% for individual assessment – quiz and essay paper, 20% for group presentation and assignments)	50%
Examination	50%
<b>Total</b>	<b>100%</b>

### **Required Text**

Heneman III, H.G., Judge, T.A. & R.L. Heneman, *Staffing Organizations*, Irwin, 2006.

### **Supplementary Readings**

Turner, P., *HR Forecasting and Planning*, Chartered Institute of Personnel and Development, 2002.

Arthur, D., *The Employee Recruitment and Retention Handbook*, AMACOM, 2001.

Stewart, C.J. and Cash, C.J. Jr., *Interviewing: Principles and Practices*, McGraw-Hill, 2000.