

Foreword

To support teachers in adopting different learning and teaching strategies to deliver the Business Management module of the Business, Accounting and Financial Studies curriculum, the Technology Education Section of Curriculum Development Institute, Education Bureau developed this series of learning and teaching resource materials to provide a wide range of learning and teaching activities for teachers' reference.

This series of resource materials covers six topics of the Business Management module. Each topic is compiled with guiding notes for teachers, explanatory notes on concepts, reference, suggested reading, and student worksheets, etc.

The resource materials suggest real life examples for conducting the learning and teaching activities. The URLs listed in the materials are up-to-date as at 2 Nov 2018. Teachers are advised to update any information adopted in the materials where necessary.

Activity-based Resources for Business, Accounting and Financial Studies

Business Management Module – Human Resource Management

Topic 4: Debate on Recruitment Methods

Guiding Notes for Teachers

1. Learning Objectives

After the activities, students are able to:

- demonstrate knowledge on human resources management
- describe the staffing process
- identify different methods of recruitment
- compare different methods of recruitment
- apply communication skill to work as a group and present arguments for debate

2. Students' Prior Knowledge

Compulsory Part:

- Role and importance of human resources management as one of the key business functions

Elective Part:

- Staffing process to meet human resources needs
- Methods of recruitment to fill job vacancies
- Advantages and disadvantages of common recruitment methods

3. Description of Activities

3.1 Sharing on findings on recruitment advertisement and staffing process:

Activity 1(A): Staffing process and recruitment advertisement

Ask each student to search company websites for a staffing process and collect 3 recruitment advertisements from company websites or different media. Students are suggested to select job vacancies from different industries.

Activity 1(B): Group sharing

Ask students to form groups of 5-6 and each group should share and describe the recruitment details they have searched and collected. Select two examples of staffing process shared in groups and put the findings in table (i). Compare the two processes and write down the interesting observations or things worth notetaking in table (i) of ***Student Worksheet 1 (SW 1)***. Teacher may guide students to relate the difference in staffing process with the industry scale or nature.

From the recruitment advertisements collected from company websites or various media, each group should choose 3 examples to complete table (ii) by listing their job titles and main duties on.

Activity 2(A): Prepare arguments for debate

Divide the class into 6 groups. Each group is required to discuss arguments for any one of the following debate topics:

1. Internal vs external recruitment

Suppose a school's Principal is going to retire by the end of the school year, recruiting a new Principal from outside is better than promoting an existing staff in school.

2. Job fairs

Job fair is an effective way to recruit workers for business firms in the services sector, such as restaurants.

3. Recruitment by referral

Employee referral is the most effective way of recruitment for a property agency.

Teacher can explain the concepts (refer to ***Appendix A***) to guide students to discuss. Ask students in groups to search from books, friends or relatives' experience in order to develop more arguments. Teacher can also encourage students to conduct a short interview with HR staff at a company, etc. To summarise the discussion, each group should write down the arguments for both sides on SW 2.

Activity 2(B): Debate

Teacher allocates topics to teams randomly. Each 2 groups should conduct a 15-minutes debate for one topic. While 2 groups are debating, other students act as observers to raise questions and give feedback. Observers should also put their comments on SW 3. Lastly, students will vote for the best debater.

3.2 Student Worksheets

Students will be given **three** worksheets to facilitate their learning when carrying out the activities designed for the topic. The aim of the worksheets is to guide students to complete the activities in a systematic manner, reflect students' learning and help students organise and consolidate ideas/concepts. Teachers can facilitate in-class discussions and provide guidance whenever necessary. Teachers are also advised to collect students' worksheets to check their understanding and progress, and give them feedback to enhance their learning.

Worksheet 1 -----

Activity 1(A)

- Before lesson, ask students to search company websites for data related to staffing process and collect 3 recruitment advertisements as reference materials for class discussion.

Activity 1 (B)

- Students in groups share the data they have collected, to enhance the understanding of recruitment and staffing process applied in real life situations.
- Describe the staffing processes of two companies in table (i) and explain the reasons for their similarities and differences.
- **Select 3** recruitment advertisements collected in group and put down the job titles and the main duties in table (ii).

Worksheet 2 -----

Activity 2(A)

- Divide students into 6 groups for conduction debates on three topics. Students are required to search from information related to recruitment and carry out discussion.
- List the arguments for both sides of each topic.

Worksheet 3 -----

Activity 2(B)

- Teacher assigns topics and debate position of each group. Each 2 groups will conduct a 15-minute debate on one of the topics.
- Observers are invited to raise questions and give feedback.
- Vote for the best debater.

3.3 Assessment Criteria for Debate

Teachers can assess students' performance on debate and give overall feedback to them according to the following major criteria:

- presentation (flow, content, time control, cooperation, audio-visual effect if any, etc.)
- knowledge and understanding about the debate topic
- analytical skills and critical thinking skills
- performance on Q & A, etc.

4. Schedule of Work

Process of Activity	Student Worksheet	In/Outside Class	Time Required
<i>Introduction of activity</i>	--	In-class	5 minutes
<i>Activity 1(A) – Individual work</i> – Students should visit company websites before lessons to search for their staffing processes and collect 3 recruitment advertisements from company websites/media.	--	Outside class	--
<i>Activity 1(B) – Group sharing</i> – Students in groups of 5-6 and share with members their findings on staffing process and recruitment advertisements	<i>SW 1</i>	In-class	15 minutes
<i>Activity 2(A) – Preparing arguments for debate</i> – All groups are required to study all the three debate topics and develop arguments for both positions of each topic	<i>SW 2</i>	In/Outside class	25 minutes
<i>Activity 2(B) – Debate</i> – Each 2 groups will conduct a 15-minute debate on one of the three topics being assigned, while others are will be the observers – Observers raise questions and/or give feedback to the debate teams – Discuss debaters’ performance and vote for the best debater	<i>SW 3</i>	In-class	45 minutes
<i>Topic summary</i> – Teacher wraps up with reference to Notes in <i>Appendix A</i>	<i>Appendix A</i>	In-class	15 minutes
<i>Further reading</i> – Suggestions are provided in <i>Appendix B</i>	<i>Appendix B</i>	In/Outside class	--

Notes on Concepts Covered and Applied in this topic

1. Role of human resources management (HRM)

- HRM is a specialised function that includes all the activities involved in acquiring, developing, and maintaining an organisation’s human resources.
- It is concerned with planning how to obtain employees, oversee their training, evaluate them, and compensate them.

2. Staffing process

- Staffing is needed for business expansion, developing new business areas, replacement, succession, cultural change, achieving business objectives, etc.
- Staffing begins with identifying HR requirements. It involves determining where qualified applicants can be found (recruitment sources) and choosing a specific means of attracting potential employees to the organization (recruitment channels/methods).
- The following links show examples of recruitment and selection procedure as a major part of the staffing process:

HSBC:

<http://www.hsbc.gr/1/2/gr/en/careers/recruitment-process>

<http://www.nwd.com.hk/people/group-management-trainee-programme/recruitment-process>

http://career.hm.com/content/hmcareer/en_au/workingathm/get-to-know-us/before-you-apply.html

3. Recruitment

- Recruitment refers to the seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected.
- Recruitment also involves a set of practices and decisions that affect either the number or types of individual willing to apply for and accept job offers.
- Recruitment is a two-way process: information is given and received by both the applicants and the organization.

4. Comparison between internal recruitment and external recruitment

- The sources from which a company recruits potential employees are a critical aspect of its overall recruitment strategy.
- Source of recruitment or replacement can be obtained from within the organisation – “hiring-from-within” and “promotion-from-within”. Alternatively, organisations can consider hiring people from the labour market outside. Thus, internal and external are two different recruitment methods.

<i>Internal recruitment</i>	<i>External recruitment</i>
<p>Advantages</p> <ul style="list-style-type: none"> - higher morale - greater motivation to perform well and get promotion opportunities - better assess the candidates’ abilities and performance level - lower recruiting costs - prepare for succession 	<p>Advantages</p> <ul style="list-style-type: none"> - new “blood” brings new perspective and new industry insights - external experience is readily available in the labour market - no existing “political” affiliation or supporters - more likely to increase diversity
<p>Disadvantages</p> <ul style="list-style-type: none"> - “inbreeding” results - morale problem for those not promoted - political infighting for promotion - may need development programme 	<p>Disadvantages</p> <ul style="list-style-type: none"> - hurt existing employees’ morale - new hires need longer time to adjust and adapt - may not able to select suitable candidates to fit the organisational culture - higher recruiting costs

5. Job fairs

- A job fair is a recruiting method engaged in a by a single employer or group of employers to attract a large number of applicants to one location for collecting information about job vacancies and conducting on-site testing and interviews.

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none"> - good opportunity to meet many candidates in a short time - provide convenient access to job seekers - lower cost per hire than traditional approach - easier to target specific types of job seekers - help increase publicity 	<ul style="list-style-type: none"> - time consuming to entertain unqualified candidates face-to-face when it is easy to get to the venue of job fairs - spend considerable manpower and resources to organise/join the fair and answer enquiries - due to a large number of visitors, the screening procedure may be less rigorous and in a rush - need to widely advertised the fair, otherwise qualified potential employees may not know and therefore job fairs cannot completely replace traditional recruitment methods

6. Recruitment by referrals

- Asking employees to recommend people they feel qualified and good to join the company.
- Companies usually offer prizes or cash awards for referrals that lead to hiring.

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none">- fast and inexpensive as initial screening will be done by employees- more reliable and accurate information for assessing the suitability of the candidate- easier for referrals to get a realistic picture of the company from existing employees- more informal orientation and support that lead to lower turnover and increased retention rate	<ul style="list-style-type: none">- limited pool of candidates- seems to be unfair or discriminatory and may violate the principles of equal employment opportunities- more difficult to promote diversity as referrals and existing employees usually are similar- easier to form “in-group” that may hinder the operation and oppose company policy change

Reference and Suggested Reading

1. Boove, C. L. and Thill, J. V. (2015), *Business in Action (Chapter 11)*, 7th edition, USA: Pearson
2. Dessler, G. (2015). *Human Resource Management (Chapter 5 & 6)*, 14th edition, USA: Pearson N.J.: Pearson Prentice Hall
3. Noe, R. A. , Hollenbeck, J. R., Gerhart, B. and Wright, O. M. (2016), *Fundamentals of Human Resource Management (Chapter 5 & 6)*, 6th edition, Singapore: McGraw-Hill

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Student Worksheet 1

Activity 1(A): Staffing process and recruitment advertisement

Search company websites for a staffing process and collect 3 recruitment advertisements from company websites or various media. Share the findings in groups in **Activity 1(B)**.

Activity 1(B): Group sharing

Group members:

1. _____	4. _____
2. _____	5. _____
3. _____	6. _____

(i) Write down your group’s findings on the staffing process of two companies:

1. Company name:	2. Company name:
<i>Description of staffing process:</i>	<i>Description of staffing process:</i>
<i>Compare the staffing processes of the two companies. Are they similar or different? Why?</i>	

(ii) Select 3 recruitment advertisements the groups collected from company websites or various media, list their job titles and describes the main duties in the table below.

	Name of Company	Job Titles	Job Duties
1.			
2.			
3.			

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Student Worksheet 2

Activity 2(A): Prepare arguments for debate

Each group is required to participate in the debate. You will be given 20 minutes to study the following three topics and develop arguments for both sides. Put your views in the table under each topic.

Debate topic 1: Internal vs external recruitment

Suppose a school’s Principal will retire by the end of this school year, recruiting a new Principal from outside is better than promoting an existing staff in school.



<i>Internal recruitment</i>	<i>External recruitment</i>
<i>Support promoting Assistant Principal</i>	<i>Against promoting Assistant Principal</i>

Activity 2(A): Prepare arguments for debate

Debate topic 2: Job fairs

Job fair is an effective way to recruit workers for business firms in the services sector, such as restaurants.



Source: <http://www.jobmarket.com.hk/job-fair/> (viewed on 15 December, 2016)

<i>For</i>	<i>Against</i>

Activity 2(A): Prepare arguments for debate

Debate topic 3: Recruitment by referrals

Employee referral is the most effective way of recruitment for a property agency.



搞推薦計劃 美聯搵錢吸人才
.....凡推薦一位舊年喺其他代理
行，全年跑數達 100 萬至 200 萬元
嘅代理，推薦人可獲 5,000 元獎
金，若推薦過去 1 年跑數達 200 萬
元或以上嘅代理，獎金 1 萬元。美
聯上月靠呢招，請咗 30 名一年跑
數過百萬嘅代理

Source: Apple Daily, 26 April, 2016.

<i>Prop</i>	<i>Opp</i>

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Student Worksheet 3

Activity 2(B): Debate

(i) Other than the debating groups, all students in groups will be the observers. List your groups' comment and/or questions and vote for the best debater.

<i>Debate topic</i>	<i>Comment/Questions</i>	
	<i>Prop</i>	<i>Opp</i>
<i>Suppose a school's Principal will retire by the end of this school academic year, recruiting a new Principal from outside is better than promoting existing staff within the school.</i>		
<i>Job fair is an effective way to recruit workers for business firms in the services sector, such as restaurants.</i>		
<i>Employee referral is the most effective way of recruitment for a property agency.</i>		

(ii) Assess the debaters' performance and vote for the best debater: _____