Grading scheme and sample solution
Case personnel recruitment and selection

The grading of the case should take the following aspects into account. The benchmark refers to 10, 5 and 0 points, but any number of points between 0 and 10 can be awarded for each of the dimensions.

1. Electronic solutions to bypass the lockdown

Benchmark	Quality	Points
Students provide suggestions that take the restrictions for meeting and travel fully into account. They refer to solutions of e-HRM or HRM 4.0 throughout their text. Methods that students suggest are for example: electronic recruiting systems, recruiting through social media (potentially with the aid of artificial intelligence), career websites, electronic selection platforms, artificial intelligence for decision making in the recruiting and selection process, video to enhance the selection procedure.	Complete	10
Students suggest some electronic methods for recruiting and selection and some face-to-face methods. Their suggestions take restrictions during the pandemic partly into the account.	Acceptable	5
Students suggest methods that require face-to-face situations and are thus not applicable to this case. Any such method does not yield any points.	Insufficient	0

2. Selection methods

Benchmark	Quality	Points
The students suggest a diversity of measures that allows the organization to measure a variety of competences demanded in the organization in a valid way. The students include for example: screening of CV, psychometric tests, structured interviews, assessment centers, work samples …	Complete	10
Students suggest different measures, but their suggestions are limited in their ability to assess the competencies required in the organization.	Acceptable	5
Students fail to present a collection of methods that allow the organization to fully assess the demanded competencies.	Insufficient	0

3. Stages of the selection process

Benchmark	Quality	Points
The students distinguish the different stages of the recruitment and selection procedure (recruitment, screening, selection of qualified candidates) and suggest appropriate methods. Methods for the early stages of the recruitment and selection process can more easily be scaled up for a larger number of applicants, whereas methods for the final selection of candidates require more depth and individual concern.	Complete	10
Students suggest an order of how to perform the recruitment and selection process, but this order is either inconsistent or incomplete.	Acceptable	5
Students do not differentiate methods according to their role in the recruitment and selection process.	Insufficient	0

4. Quality criteria of selection: Fairness, cost efficiency, predictive validity

Benchmark	Quality	Points
Students discuss the psychometric quality of each step of the selection	Complete	10

procedure and their combination. They also refer to fairness and cost efficiency when presenting their procedure.		
Students discuss the psychometric quality of each step of the selection procedure and their combination but their analysis lacks sufficient detail.	Acceptable	5
Students fail to consider quality criteria of the recruitment and selection process.	Insufficient	0

5. Use of scientific literature:

Benchmark	Quality	Points
Students use scientific literature to support their arguments in a correct manner. They use a sufficient amount of scientific literature and also go beyond texts from the course. Students use more than 15 references.	Complete	10
Students use scientific literature to support their arguments but in a somewhat questionable manner. Students use only texts from the course. They use 15 or fewer references.	Acceptable	5
Students use too little scientific literature in relation to the criteria defined above.	Insufficient	0

Grade: pass   26-50 points (51-100%)
        fail   0-25 points (0-50%)

Grading scheme and sample solution
Case human resource development

The grading of the case should take the following aspects into account. The benchmark refers to 10, 5 and 0 points, but any number of points between 0 and 10 can be awarded for each of the dimensions.

6. Electronic solutions to bypass the lockdown

Benchmark	Quality	Points
Students provide suggestions that take the restrictions for meeting and travel fully into account. They refer to solutions of e-HRM or HRM 4.0 throughout their text. Methods that students suggest are for example: e-learning systems, definition of training needs through artificial intelligence or wearables, definition of training needs through career management platforms, training with augmented reality in virtual learning environments, learning platforms that allow for social interaction through avatars, simulation, systems of knowledge management that can be used in an interactive way, use of social media for training.	Complete	10
Students suggest some electronic methods for development and some face-to-face methods. Their suggestions take restrictions during the pandemic partly into the account.	Acceptable	5
Students suggest methods that require face-to-face situations and are thus not applicable to this case. Any such method does not yield any points.	Insufficient	0

7. Development methods

Benchmark	Quality	Points
The students suggest a diversity of development methods that allows the organization to develop a variety of competences demanded in the organization. The students include teacher- and learner-centered methods, off-the-job and on-the-job methods and supportive methods (e.g., coaching, mentoring).	Complete	10
Students suggest different methods, but their suggestions are limited in their ability to develop the competencies required in the organization.	Acceptable	5
Students fail to present a collection of methods that allow the organization to fully develop the demanded competencies.	Insufficient	0

8. Stages in HRD

Benchmark	Quality	Points
The students distinguish the different stages in the human resource development process (needs assessment, design and planning, implementation, evaluation) and suggest appropriate methods for each of these stages.	Complete	10
Students suggest an order of how to perform human resource development, but this order is either inconsistent or incomplete.	Acceptable	5
Students do not differentiate methods according to their role in the human resource development process.	Insufficient	0

9. Quality criteria of development: Transfer and evaluation

Benchmark	Quality	Points
Students discuss issues and problems of transfer and evaluation in	Complete	10

relation to the methods that they suggested.		
Students discuss issues and problems of transfer and evaluation but their analysis lacks sufficient detail.	Acceptable	5
Students fail to consider transfer and evaluation in relation to the methods that they suggested.	Insufficient	0

10. Use of scientific literature:

Benchmark	Quality	Points
Students use scientific literature to support their arguments in a correct manner. They use a sufficient amount of scientific literature and also go beyond texts from the course. Students use more than 15 references.	Complete	10
Students use scientific literature to support their arguments but in a somewhat questionable manner. Students use only texts from the course. They use 15 or fewer references.	Acceptable	5
Students use too little scientific literature in relation to the criteria defined above.	Insufficient	0

Grade: pass   26-50 points (51-100%)
         fail   0-25 points (0-50%)