



***Course Outline***  
**AP/HRM3470A – Online Fall 2019**

Recruitment, Selection and Performance Appraisal of Personnel

**York University - School of Human Resource Management**

**Course Director:** Ron Alexandrowich

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**Class Time:** Weekly Online

**Office Hours:** I do not have office hours. Please email me at [ronalex@yorku.ca](mailto:ronalex@yorku.ca)

**COURSE DESCRIPTION**

This course provides an introduction to the issues and procedures used in the recruitment, selection, and performance appraisal of employees in organizations, including the context of recruitment and selection, measurement issues, and methods and procedures of recruitment, screening, testing, interviewing, performance appraisal, and hiring decision-making. The course will address critical terms and concepts in the field, including reliability and validity of selection and appraisal procedures.

**PREREQUISITES:**

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

Prerequisite: AP/HRM 2600 3.00. Course credit exclusions: None. Prior TO FALL 2009:

Prerequisite: AK/ADMS 2600 3.00 or AK/ADMS 3480 3.00 (prior to Summer 2001).

Course credit exclusion: AK/ADMS 3490 3.00.

**REQUIRED TEXTS:**

Textbook: Catano, V., Wiesner, W., & Hackett, R. (2019). *Recruitment and Selection in Canada, 7th ed.* ITP Nelson. **9780176764661**

**Class Schedule:**

<i>Date: Week of</i>	<i>Chapter</i>	
<i>Sept 2 (Sept 4 start)</i>	<i>1</i>	An Introduction to Recruitment and Selection
<i>9</i>	<i>2</i>	Foundations of Recruitment and Selection I: Reliability and Validity
<i>19</i>	<i>3</i>	Foundations of Recruitment and Selection II: Legal Issues
<i>23</i>	<i>4</i>	Job Analysis and Competency Models
<i>30</i>	<i>5</i>	Job Performance and Review Ch. 1-5
<i>Oct 7</i>	<i>Midterm Exam</i>	<i>Midterm Exam</i>
<i>14</i>	<i>Reading Week</i>	<i>Reading Week</i>
<i>21</i>	<i>6</i>	Recruitment: The First Step in the Selection Process
<i>28</i>	<i>7</i>	Selection I: Applicant Screening
<i>Nov 4</i>	<i>8</i>	Selection II: Testing and Other Assessments
<i>11</i>	<i>9</i>	Interviewing
<i>18</i>	<i>10</i>	Decision Making
<i>25</i>	<b><i>Group Papers due.</i></b>	<b><i>Group Papers due.</i></b>

**EVALUATION**

Contribution to online discussions - 20%

Group Paper – 20%

Midterm – 30%

Final – 30%

**On-line Discussions (20%):**

You are expected to complete a series of online discussions. I will post one question each week. You are expected to answer the question posted, as well as, provide one response each week to another student's response. (2 discussion posts per week, yours and answering one other response – you can do more if you wish)

Please make your posts by the following Monday of each class.

You will be graded on the quality of your contributions to these discussion boards in helping to generate a common understanding of the principles covered in the course. These will be asynchronous discussions. This means that there is not a set time where

everyone in the course will be online communicating at the same time. You can contribute to these discussions when your schedule permits. However, please do not wait until the end of the week to make your contributions. Post as soon as you can in order to generate meaningful discussions before the given week is up.

A grade will be assigned based on quality of contribution to each discussion post. You will be able to earn marks by engaging your peers, encouraging conversations, offering comments and suggestions, and sharing your thoughts. Marks can be taken away for inappropriate comments that do not show respect and civility. Individuals who do not participate in online activities should not expect to be rewarded in this dimension of performance.

Note: 20 % of your mark in this course will be earmarked for participation in these weekly discussions. You will be marked on the quality of your postings, on your replies to other postings, and the insights you provide that help with overall understanding of the weekly learning objectives.

#### **Evaluation of discussion posts:**

- **Cognitive Dimensions** logic, knowledge and creativity (e.g., Did s/he focus on the significant aspects of the issue or problem?).
- **Expressive Elements** Clarity, fluency and conciseness (e.g., Did s/he speak well?).
- **Affective ingredients** enthusiasm and interest (e.g., Did s/he attempt to respond to and co-operate with others during the discussion?).
- **Contributions of comments useful in the process of learning** valuable suggestions appropriate amplifications, constructive criticism and relevant observations (e.g., Did s/he make useful substantive contributions to the discussion)

#### **Group Paper: (20%)**

You will be placed in online groups during the first week of class. Your group will research a current issue facing organizations, in Canada or elsewhere, related to recruitment and selection. There are multiple sources of information: the news/press, journals, managers and employees, your own experiences, academic journals, and so on. You are to research an issue and come up with recommendations on how to manage that issue/problem. I will post more information on the course website that will help you.

You should cover the following in your paper: **A format suggestion only.**

- An Introduction
- Purpose of the study
- Statement of the problem
- Background of the problem
- Review of Related Information
- Analysis of the Situation
- Recommendations on how organizations can manage the issue

Your **written paper** should be approx. 12 - 15 pages, excluding the list of references (Arial or Times New Roman, 12 pitch, with 1" margins; double-spaced).

There are multiple sources of information for this issue: the news/press, journals, managers and employees, your own experiences, academic and non-academic journals. You must include a bibliography of articles cited, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

### **Mid-term (30%)**

The midterm exam will be a combination of multiple-choice and short-answer questions.

It is imperative that you attend the mid-term since there will be no other alternative dates to write a make-up exam. The mid-term exam is a closed-book exam covering materials covered in class.

### **Final Exam (30%):**

The exam will be a combination of multiple-choice and short-answer questions. The final exam includes materials covered after the midterm. The final exam is a closed-book exam covering materials covered in class and information from class discussions.

## **STANDARDS OF PERFORMANCE**

### *Examination and Contribution*

Examination results and contributions will determine the student's grade. It is expected that the student will write the midterm and final examinations on the scheduled day, time, and in the scheduled location. In the case of illness (accompanied by a doctor's note) or extenuating circumstances students should notify the instructor immediately. There will be no make-up exams.

*All final grades will be reviewed by the School of Human Resource Management. The School reserves the right to modify them in order to maintain high standards.*