

York University School of Human Resource Management
COURSE OUTLINE¹

HRM 3470 – Recruitment, Selection, and Performance Appraisal of Personnel Fall 2019

Term	Section	Credits	Day/Time	Location
Fall 2019	C	3.0	Wednesday 11:30 am – 2:30 pm	Ross S203.

Course Director: Jessica Good

School of Human Resource Management, York University

Office: Atkinson Building, Basement 048D

Office Hours: 2:30 – 3:30 and by appointment

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CATALOGUE 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

AP/ADMS 3480.03 or AP/HRM 2600 3.0.

Students are responsible to ensure that they have these required prerequisites. Students who do not have these prerequisites are at risk of being dropped from the course at any time during the term. The School of HRM will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites. Enrollment and all matters pertaining to course registration should be taken directly to the Undergraduate Program Advisor at the School of Human Resource Management, Atkinson 150.

MATERIALS

Textbook: Catano, V., Wiesner, W., & Hackett, R. (2017). *Recruitment and Selection in Canada, 7th ed.* ITP Nelson. [Newer or older editions are acceptable].

Class communication will be done in class and via Moodle: <https://moodle.yorku.ca>. For more on using Moodle, please access: <https://moodle.yorku.ca/students/documentation/index.html>

¹ **Note:** Information contained in this course outline is subject to change at any time over the course of the semester, and the instructor reserves the right to make such changes. Any such changes will be announced in class. It is the responsibility of each student to ensure that such communication is received and to adhere to these changes.

Students will require an active Passport York Account to login and access their classes on Moodle. Make sure your email settings allow you to reliably receive Broadcast Announcements. You are advised to check your York University email regularly. Check your Junk Mail settings and if you are still not receiving messages, please contact esohelp@yorku.ca for assistance. **The Instructor is not responsible for any communication that is not received.**

GRADING POLICIES²

Grading Criteria	Weight (%)
Class Participation	10%
Individual Research Paper	20%
Midterm Exam	30%
Final Exam	40%
TOTAL	100%

I. Class Participation (10%): Participation means participating actively and consistently in class discussions class activities, Q&A sessions etc. Class participation is not about attendance, but rather your weekly contribution to class discussion, in person and/or on Moodle. Thus, it is highly likely that students who attend the class each week without any participation record may fail this grade component. This requires your prior preparation of the textbook chapters and course readings.

Class participation is evaluated on a weekly basis and based on York University's 9-point scale. The Instructor will evaluate students' participation based on quantity and quality. Good quality participation is one that can stimulate in-depth, meaningful discussion. On the other hand, a repetitive comment or simply a summary of the materials would be considered as modest participation. In each session, each student will get points according to his/her relative to the class average. To account for potential errors in evaluation, and to consider unexpected events (e.g. illness), your performance in this component will be based on the **highest 6 sessions**.

PLEASE NOTE: In the event of egregiously uncivil class conduct, the instructor reserves the right to fail the student on the full 10% Professional Class Conduct mark, regardless of attendance and level of class participation. The instructor also reserves the right to report such students to the Director of the School of HRM, and file a complaint with the Dean of Students at the Faculty of LA&PS.

² Note: The School of Human Resource Management reviews all final grades and reserves the right to modify grades in order to maintain high academic standards

II. Examinations (70%): You will have two (2) examinations, a midterm around the middle of the term (worth 30%) and a final examination during the final exam period (worth 40%). Exams may include a combination of multiple-choice, true/false, short-answer, and essay questions. Exams are close-book exams. The purpose of these exams are to examine your knowledge regarding the course materials.

Absence policy: It is your responsibility to plan your term around examination dates and see to it that you are present for the examinations. **There will be NO make-up examinations, NO exceptions.**

Once the midterm exam is marked, students can view their exam paper in-class. Failure to return the marked midterm exam paper to the instructor will result in a ZERO (0) for the midterm examination grade.

If you miss the Midterm Examination: Provided that you submit satisfactorily appropriate and written documentation attesting to illness or other unforeseen circumstances, the weight of your midterm will shift to your final. Therefore, you are urged to take every measure to attend your midterm to avoid the situation of having your final count for 70% of your mark. For doctors' notes, it is school/faculty policy to only accept Attending Physician Statements.

If you miss the Final Examination: You may apply for deferred standing or petition your home faculty (in this case, the Faculty of Liberal Arts and Professional Studies), provided again that you submit appropriate written documentation attesting to illness or other unforeseen circumstances. For doctors' notes, it is school/faculty policy to only accept Attending Physician Statements. The Deferred Standing Policy states:

Students who cannot write their final exam on the set date will be asked to defer until next term or when the course is offered next. Students abroad, or earlier on the same day, or religious accommodations represent exceptions here. Students are not allowed to write their final exam any earlier than a few hours before the official exam takes place, and then they are invigilated until the official exam begins. Any student, who provides a medical note (policy to accept notes only from attending physicians using the appropriate form) or travel tickets will be allowed to defer the final exam.

III. Individual Research Paper (20%): Each student shall research a specific, concisely-defined topic that is closely related to recruitment, selection, and performance evaluation and management. A research paper of no more than 5 pages (double spaced, 12 sized font) will be due on **October 30th, 2019.**

Please submit a hardcopy of your paper to the Instructor at the beginning of class, no assignments will be accepted via email.

Possible Topics: Topics can include case studies of organizations, examinations of a controversial issue, examinations of a current hiring practice, and any other topic related to recruitment, selection, or performance. Topics must be current, creative, relevant to class, and as well defined as possible.

Research: The "Bibliography" or "References" must include **at least 10 references** from a diversity of sources, including scholarly journal articles, books, and magazine/internet articles, with a heavier emphasis on scholarly/refereed sources. Format the references exactly according to the guidelines presented in Appendix I. Consulting with a Librarian to find out more about library research and locating scholarly sources is highly recommended. The assignment's 5-page limit is exclusive of your list of references.

Format & Deliverables: Each student should write a condensed research paper, with an Introduction detailing the research goals/questions that the paper will address. The main body of the paper should present a brief literature review of the topic, and how these inform your understanding of your research goals/questions. The paper should end with a conclusion to restate how you have answered your research questions and areas for future research. Please see the rubric for grading criteria below. **The Instructor reserves the right to fail any student who does not submit his/her assignment on time.**

Individual Research Paper Grade Breakdown:

1) Research – Quality of the research that informed the paper (5 pts.)

Are there at least 10 references? Do the references include a variety of sources and at least three scholarly works? Are the references formatted according to the guidelines presented in Appendix I?

2) Content – Richness and relevance of content (10 pts.)

Does the paper address a well-defined and creative topic? Is the content well organized? Does the paper showcase findings of scientific studies? Does the paper leave the reader with new and relevant knowledge?

3) Structure – Organization of the paper (5 pts.)

Is the paper well structured? Are the ideas/concepts presented in an organized manner that helps the reader understand? Does the paper fit the “no-more-than 5 pages” limit?

TOTAL: 20 points

GRADES AND GRADING SCHEMES

Grade	Grade Point	Per Cent (%) Range	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

Academic Honesty

Final letter grade is determined based on the attainment of all scores from the grade components. All examinations, papers, and other graded work products and assignments are to be completed in conformance with York University’s *Senate Policy on Academic Honesty*.

Additionally, and also in compliance with York University policies on Academic Integrity, all student work submitted for evaluation is subject to analysis for academic integrity, which includes usage of analytical software programs such as Turnitin, etc.

The Faculty of Liberal Arts & Professional Studies considers breaches of the *Senate Policy on Academic Honesty* to be serious matters: “**The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.**”

Students should review the policy for themselves at:

<http://www.yorku.ca/univsec/policies/document.php?document=69>

Students might also wish to review the interactive online Tutorial for students on academic integrity at:

http://www.yorku.ca/tutorial/academic_integrity/

CLASS SCHEDULE – WEDNESDAY CLASS – SECTION C

Session 1: Wednesday, September 4, 2019

Course Introduction and Outline Overview

The Strategic Context of Recruitment and Selection

Textbook: Chapter 1 – An Introduction to Recruitment and Selection

Guest Lecturer – Academic Integrity & APA formatting

Session 2: Wednesday, September 11, 2019

Foundations of Recruitment and Selection

Textbook: Chapter 2 – Foundations of Recruitment and Selection I (Reliability and Validity)

Session 3: Wednesday, September 18, 2019

Foundations of Recruitment and Selection

Textbook: Chapter 3 – Foundations of Recruitment and Selection II (Legal Issues)

Session 4: Wednesday, September 25, 2019

Job Analysis

Textbook: Chapter 4 – Job Analysis and Competency Models

Session 5: Wednesday, October 2nd, 2019

Screening and Recruitment

Textbook: Chapter 6 – Recruitment: The First Step in the Selection Process

Session 6: Wednesday, October 9th, 2019

⇒ **MIDTERM EXAMINATION: Chapters 1, 2, 3, 4, 6,**

FALL READING WEEK: October 12th to October 18th, 2019

No Class Wednesday, October 16th, 2019

Session 7: Wednesday, October 23rd, 2019

Screening and Recruitment

Textbook: Chapter 7 – Selection I: Applicant Screening

Session 8: Wednesday, October 30th, 2019

Testing

Textbook: Chapter 8 – Testing

*****Individual Research Paper Due in class, hardcopy needed*****

Session 9: Wednesday, November 6th, 2019

Interviewing

Textbook: Chapter 9 – Interviewing

Session 10: Wednesday, November 13th, 2019

Performance Measurement and Management

Textbook: Chapter 5 – Recruitment, Selection, and Job Performance

Session 11: Wednesday, November 20th, 2019

Issues in Selection

Textbook: Chapter 10 – Decision Making

Session 12: Wednesday, November 27th, 2019

Final Exam Review: Chapters 5, 7, 8, 9, 10

Fall Study day December 4th, 2019 No Class

FINAL EXAM WILL BE DURING THE FINAL EXAM PERIOD.

→ December 5th to December 20th 2019

☺ THANK YOU AND HAVE A GOOD END OF SEMESTER ☺

APPENDIX I

AMERICAN PSYCHOLOGICAL ASSOCIATION (APA) REFERENCE FORMAT

To take an online course on APA Reference Format, visit:

<http://www.apastyle.org/learn/courses/4210701.aspx>

Books

Blair-Loy, M. (2003). *Competing Devotions: Career and Family among Women Executives*. Cambridge, MA: Harvard University Press.

Cite within the text as: (Blair-Loy, 2003).

Edited Book

Kossek, E. E., & Lambert, S. J. (Eds.). (2005). *Work and Life Integration: Organizational, Cultural, and Individual Perspectives*. Mahwah, NJ: Lawrence Erlbaum. **Cite within the text as:** (Kossek & Lambert, 2005).

Report

Bailyn, L., Drago, R., & Kochan, T. A. (2001). *Integrating Work and Family Life: A Holistic Approach - A Report of the Sloan Work-Family Policy Network*. Cambridge, MA: MIT, Sloan School of Management. **Cite within the text as:** (Bailyn, Drago, & Kochan, 2001).

Chapter in an Edited Book

Kahn, R. L., & Byosiére, P. (1990). Stress in Organizations. In M. D. Dunette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (2nd ed., Vol. 3, pp. 571-650). Palo Alto, CA: Consulting Psychologists Press. **Cite within the text as:** (Kahn & Byosiére, 1990).

Journal Article

Barnett, R. C. (1994). Home-to-work spillover revisited: A study of full-time employed women in dual-earner couples. *Journal of Marriage and the Family*, 56(3), 647-656. **Cite within the text as:** (Barnett, 1994).

Magazine Article

Beck, B. (1998). Executive, thy name is woman. *The Economist: The World in 1999*, 89. **Cite within the text as:** (Beck, 1998).

Electronic Source

BLS. (2005). *Current Population Survey*. Retrieved September 2005, from www.bls.gov. **Cite within the text as:** (BLS online, 2005).