

**YORK UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCE MANAGEMENT**  
**FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES**  
**HRM 3470 A, Summer 2020**  
**Recruitment & Selection**

**Course Director:**

Shah Ali, BHRM, MHRM, CHRP  
Email: shaha@yorku.ca

**Time:** Monday, 7:00 p.m. – 8:00 p.m. (Online Chat)

**Location:** **ONLINE via Moodle**

**COURSE DESCRIPTION:**

The recruitment and selection of highly motivated employees with applicable knowledge, skills, abilities, and other attributes remains critical to the success of any organization. This course will provide you with an introduction to the issues and procedures used in recruitment and selection, including: methods and procedures of recruitment; screening and interviewing based on required knowledge, skills, abilities and other attributes; testing and measurement issues; hiring decisions; and assessing incumbents' performance. We will also discuss critical terms and concepts, including reliability and validity of selection and appraisal procedures, and most importantly, evaluate the effectiveness of recruitment and selection programs within the context of our Canadian legal framework

**Course Website:**

I will use the Moodle system to facilitate communication to and from students. Note that Moodle will be the main venue through which lecture slides/PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your Yorku email regularly for course related updates and information.

**Lectures:** I will upload the PowerPoint slides on Moodle for each chapter on a weekly basis. My lectures will be recorded with audio for ease of access. I've kept a weekly framework for uploading lectures to ensure that you stay organized and keep up with the readings/lectures. These PowerPoint slides will highlight the main concepts in the chapter, but you are still responsible for reading the entire chapter in the textbook and any relevant readings posted on Moodle.

**Online Chats:** Each week I will hold an online chat. I will schedule them each week and announce the time/day on the course website. The content of our discussion will be the exercise/assignment for that week of class. These assignments are not part of your course deliverable (don't hand them in). They are meant to foster discussion in the online chats. The content of the online chats/assignments is testable material that may appear on the midterm exam. Beginning in week 4 of class, the content of the online chats will change to focus on the SSP. I expect that everyone will be doing the section of the SSP that we cover in lecture that week as we go; it will not work well if you wait until the last week of class to do the whole thing at once. If you cannot attend the online chats I will arrange for the transcripts to be available to you so that you do not miss out entirely.

*I have borrowed some of the materials and content for this course from Mary-Jo Ducharme, who has previously taught this course. Some of the class slides borrow heavily from Nelson Publishing., the publisher of the course textbook.*

**Contact with Professor:** It is sometimes difficult to feel connected to an online course. I hope to encourage live interaction with the weekly chats. I am also available via email. I frequently am not able to answer my office phone, but I am happy to set up a time to speak over the phone or meet in person. Just email me and we can set it up. I look forward to working with you!

**PREREQUISITES:**

Prerequisite: AP/HRM 2600 3.0 or AK/ADMS 3480 3.0

**REQUIRED TEXTBOOK:**

Catano, V., Wiesner, W., Hackett, R. (2016). Recruitment and Selection in Canada, 7th edition. ISBN 978-0-17676466-1

**COURSE ORGANIZATION:**

Certain chapters have “de-emphasize” notes listed below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not be expected to answer very detailed questions relating to them.

Date	Topic	Chapter
<b>May 4, 2020</b>	<b>No Online Chat/Class – Delayed Start to SU 2020</b>	
May 11, 2020	Introduction to the course: Discussion on course outline and performance evaluation. An Introduction to Recruitment and Selection	Chapter 1
<b>(Tuesday) May 18, 2020</b>	Foundations of Recruitment and Selection Reliability and Validity	Chapter 2
May 25, 2020	Legal Issues	Chapter 3
June 1, 2020	Job Analysis and Competency Models	Chapter 4
June 8, 2020	Recruitment, Selection, and Job Performance	Chapter 5
June 15, 2020	Recruitment: The First step in the Selection Process	Chapter 6
June 22, 2020	Selection I: Applicant Screening	Chapter 7
June 29, 2020	Selection II: Testing and Other Assessments	Chapter 8
July 6, 2020	Selection III: Interviewing	Chapter 9
July 13, 2020	Decision Making	Chapter 10
<b>July 20, 2020</b>	<b>Mid-Term Exam Chapters 1-10</b>	Ch 1-10
July 27, 2020	<b>Online Chat – Systems Status Reports</b>	
Aug 3, 2020	<b>Online Chat – Systems Status Reports</b>	

Aug 10, 2020	Final Project: Selection System Project Due	
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\*Class schedule may be changed at the discretion of the Instructor.

### **Specific Course Learning Objectives:**

By the end of the course, you will be able to:

1. Conduct a thorough organization and job analysis.
2. Describe and explain recruitment and selection within the Canadian legal framework, and
3. within a societal context that is highly diverse with regards to race, gender and disabilities.
4. Develop and implement an effective recruitment program.
5. Assess and utilize appropriate recruitment tools to attract qualified applicants.
6. Design and apply effective and efficient decision-making tools for candidate selection.
7. Explain job-related performance and its relationship to competency-based HR systems.
8. Accurately and effectively measure job performance and its relationship to selection.
9. Design and conduct effective applicant screening and selection procedures.
10. Conduct effective interviewing using situational and behavioral interview techniques.
11. Implement selection and testing based on technical, ethical and legal requirements.

### **COURSE EVALUATION:**

*Mid-term Exam:* 45% \* To be held online, July 20<sup>th</sup>, 2020

*Group Project:* 55% \* Due at midnight August 10<sup>th</sup>, 2020

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

### **Course Deliverables:**

**Midterm Exam:** (45%; July 20<sup>th</sup>, 2020 ). This online exam will cover Chapters 1-10 and lectures and exercises for weeks 1-10. I will hold an online chat the week before. This online chat will serve as an opportunity for students to ask questions and for me to go over important concepts for the exam. The exam will take less than 3 hours to complete, but you will have 24 hours to upload it. I will post it at 9am on July 19 and you can upload it anytime before 9am on July 20<sup>th</sup>.

**Selection System Project (SSP):** (55%, Due at midnight August 10<sup>th</sup>) This selection system project is discussed in more detail in lecture. Each student is responsible for developing their own selection system. Each of the lectures from 4- 10 will serve as a section in your project such that:

- Section 1: Intro and description of the position for which you are developing a selection system (more about this in the lecture).
- Section 2: Job analysis. What job analysis method did you choose and why? Present the results including the KSAOs that flowed from the job analysis.

- Section 3: Performance appraisal. Develop a performance appraisal tool based on the information obtained in your job analysis. Explain the rationale of your choice of KSAOs as well as their weighting. Explain the rationale for the type of performance appraisal you chose.
- Section 4: Recruitment. Based on what you now know about this job and organization, how would recruit? Explain.
- Section 5: Screening. Based on what you now know about this job and organization, how would you screen applicants? Why? Explain.
- Section 6: Testing. What tests will you choose to select the appropriate candidates for this position, if any? Explain the rationale for your choices.
- Section 7: Interviewing. Will you use an interview to select candidates? Why or why not? Even if your rationale is not to develop an interview, I want you to develop the interview and include it in this chapter.
- Section 8: Decision Making: How will you make a final decision about candidates? Which approach will you use? Rationalize your approach

#### IMPORTANT YORK POLICIES:

##### **Academic Honesty (Senate Policy)**

Breaches of the Senate Policy on Academic Honesty are serious matters. To quote the Senate Policy on **Academic Honesty**:

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.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

##### **Grading Scheme and Feedback Rule (Senate Policy)**

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Under normal circumstances, some graded feedback worth at least 15% per cent of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all

courses prior to the final withdrawal date from a course without receiving a grade (see policy for exceptions to this aspect of the policy: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>)

### **Final Examinations 20% Rule (Senate Policy)**

No examinations or tests collectively worth more than 20 per cent of the final grade in a course will be given during the final 14 calendar days of classes in a term. The exceptions to the rule are classes which regularly meet Friday evenings or on Saturday and/or Sunday at any time, and courses offered in the compressed summer terms.

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

### **Accommodation Procedures:**

#### **Deferred Standing**

The School of Human Resource Management's Deferred Standing Request process for Final Exams: **Within 7 calendar days** of a missed final exam, students must request a deferred exam by following these steps:

1. Submit a request online using the HRM Deferred Standing system:  
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>
2. Submit the Deferred Standing Agreement (DSA) form along with supporting documentation (ie. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

### **Students with Special Needs (Senate Policy)**

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.**