

YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT

RECRUITMENT, SELECTION, AND PERFORMANCE APPRAISAL
HRM3470 SECTION: M, WINTER 2023

Instructor: Mahbubul Alam, PhD
E-mail: alamm@yorku.ca
Day/Time: Thursdays, 11:30am
Office Hours: By appointment

Course schedule, methodology, assessments, and exam policies have been planned based on current public health guidelines. Should these guidelines change, adjustments will be communicated to students.

DESCRIPTION

This course provides an introduction to the issues and procedures used in organizational selection, including the context of recruitment and selection, measurement issues, and methods and procedures of selection such as 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 procedures.

LEARNING OUTCOME

Upon successful completion of this course students will be able to:

1. Understand the role and activities in facilitating the steps required for recruitment and selection of human resources in organizations.
2. Understand legislative requirements in recruitment and selection in alignment with Canadian and provincial legislation.
3. Conduct a job analysis for identifying the key knowledge, skill, ability and other requirements (“KSAOs”) for a job, and write a job description and specification reflecting KSAOs.
4. Build a recruitment plan for the target job and identify assessment tools that effectively measure the KSAO requirements for the job.
5. Develop a structured employment interview and interview scoring system.
6. Understand the steps required for an effective performance evaluation system.
7. Critically assess and synthesize the extent to which various recruitment and selection practices are based on reliability and validity. and implemented in an ethical manner and effective way. Evaluate existing staffing programs for effectiveness and legal compliance.

TEXT

Catano, V. M., Wiesner, W. H., & Hackett, R. D. *Recruitment and selection in Canada* (8th ed.). Nelson Education Ltd.

Digital text (8e: 9781774128749) through Top Hat: <https://app.tophat.com/e/078117/>

WEIGHTING OF COURSE EVALUATION:

Class Engagement	20%	
Research Application Assignment	10%	(March 09, 11:59pm EST)
Mid-term Exam:	35%	(February 16, in Class)
Final Assessment (comprehensive):	35%	(Official Exam Period, April 12-29)

All final grades will be reviewed by the School of Business of Trent University and the School reserves the right to modify them in order to maintain high standards.

Class Engagement (20%)

- a. *In-Class Participation and Contribution (10%)*: Students should regularly attend classes prepared to discuss and debate the material in a knowledgeable, critical, and respectful manner. Participation will be assessed during each class. Contribution points will be assigned based on the number and quality of class comments you make along with your participation and performance in activities, cases, videos. Students who come to class but do not actively engage, and those who come late/leave early will get minimal or zero participation and contribution marks. Students who actively disrupt the class may get negative contribution marks.
- b. *In-class Group Activities (10%)*: Throughout the semester, we will have group case-works on different key learnings. Each group will submit their work in the eClass by the end of assigned time to be given for each group-work. One coordinator from each group will submit their respective works in the drop-box. The accumulated group performance of the case works will determine each student's mark on this component out of 10.

Research Application Assignment (10%)

Guidelines to be provided in due course

Mid-Term Test (35%)

The exam will be held in the class on February 17. The midterm test will cover material from Chapters 1-5. More test details to follow. The course has no option of deferred mid-term examination.

Final Assessment (comprehensive) (35%)

The final assessment will test your ability to apply the course learning based on given situation(s)/case(s). The assessment will be conducted through eClass and will be scheduled during final exam period. More details to follow.

IMPORTANT INFORMATION FOR STUDENTS

Students are expected to maintain appropriate class conduct, which pertains to regular attendance, active participation in class discussions, and the maintenance of a safe, supportive, and inclusive learning environment by treating fellow classmates and the Instructor ethically, civilly, and professionally.

By regular attendance we mean that students arrive on time, leave on time, return from breaks on time, and display maturity and professionalism in the class towards fellow classmates and the Instructor. If you must miss a class you are expected to obtain material covered and announcements made from a fellow classmate.

During the class, electronic devices, with the exception of laptops/tablets for taking notes, is expected to be judicious; that is, so as not to disrupt class or distract fellow students. Students who insist on using electronic devices injudiciously while class is in session may be asked to leave the class.

Any events of uncivil class conduct will result in a grades penalty or, in extreme cases, expulsion. In addition to assisting learning, a commitment to ethical, civil, and professional conduct greatly improves academic achievement and, ultimately, success the workplace.

Students requiring accommodation should notify as early as possible the York University Office for Counselling and Disability Services. Information can be found at:

<http://ds.info.yorku.ca/>

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 inform your Instructor as soon as possible should you require special accommodations.

Students should review information regarding, Access/Disability, Religious Observance Accommodation, and Student Conduct in Academic Situations provided by the following link:

<http://secretariat-policies.info.yorku.ca/>

Students must adhere to the Senate Policy on Academic Honesty. Please see:

<http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policyon/>

Any academic misconduct is a serious issue with potential consequences ranging from failure in the course to dismissal from the university. In order to ensure that you write and submit high integrity papers, please see the SPARK Academic Integrity module at:

http://www.yorku.ca/spark/academic_integrity/index.html

CLASS SCHEDULE

Session 1: January 12

Course Introduction and Outline Overview
An Introduction to Recruitment and Selection
Textbook: Chapter 1

Session 2: January 19

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

Session 3: January 26

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

Session 4: February 02

Job Analysis and Competency Models
Textbook: Chapter 4

Session 5: February 09

Recruitment, Selection, and Job Performance
Textbook: Chapter 5
Midterm Exam Review

Session 6: February 16 MIDTERM (Ch1-Ch5)

February 23: NO CLASS- READING WEEK

Session 7: March 02

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

Session 8: March 9

Selection I: Applicant Screening
Textbook: Chapter 7
Research Application Assignment Due, 11:59pm EST

Session 9: March 16

Selection II: Testing
Textbook: Chapter 8

Session 10: March 23

Selection III: Interviewing
Textbook: Chapter 9

Session 11: March 30

Selection III: Interviewing (Exercise)
Issues in Selection: Decision Making
Textbook: Chapter 10

Session 12: April 06

Course debriefing
Final exam review

FINAL ASSESSMENT WILL BE HELD DURING THE FINAL EXAM PERIOD.