

HRM 3470M: Recruitment and Selection¹ York
University Winter 2024

School of Human Resources Management • Faculty of Liberal Arts & Professional Studies

GENERAL INFORMATION

Professor:	Tina Sharifi
E-mail:	tinasha@yorku.ca
Office Hours:	By appointment
Class Format:	11:30 Thursday, In-Person
Class Meeting Location:	BC 322
Course website:	eclass.yorku.ca

COURSE INFORMATION

Course Description

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies." – Lawrence A. Bossidy

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.

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.

Enrollment and all matters pertaining to course registration should be taken directly to the School of HRM via email at lapsshrm@yorku.ca.

¹ Note: Information contained in this course outline, including the course evaluation, is subject to change at any time before or 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.

COURSE SCHEDULE

Week	Date	Topic	Readings and Assignments
1	January 11	Course Review Introduction to Recruitment & Selection	Chapter 1
2	January 18	Foundations of Recruitment & Selection I: Reliability & Validity	Chapter 2

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3	January 25	Foundations of Recruitment and Selection II: Legal Issues	Chapter 3
4	February 1	Job Analysis and Competency Models	Chapter 4
5	February 8	Job Performance	Chapter 5
6	February 15	MIDTERM	
7	February 22	WINTER READING WEEK	
8	February 29	Recruitment: The First Step in the Selection Process	Chapter 6 Group Research Report Proposal Due by 11:59 PM EST
9	March 7	Selection I: Applicant Screening	Chapter 7
10	March 14	Selection II: Testing & Other Assessments	Chapter 8
11	March 21	Selection III: Interviewing	Chapter 9
12	March 28	Making Selection Decisions	Chapter 10
13	April 4	EXAM REVIEW Group Research Project Due	
14	April 11	NO CLASS	
December 7 - 20: Final Exam Period			

Other Important Dates:

January 22 – Add Deadline
without permission of
instructor

January 31- Add Deadline with
permission of instructor

March 11 – Drop Deadline

March 12-April 8- Course
Withdrawal Period

COURSE MATERIALS

Textbook: Catano, V.M., Hackett, R.D., Wiesner, W.H., & Roulin, N. 2022. *Recruitment and Selection in Canada*, Eight Edition. Toronto, CA: Nelson.

COURSE EVALUATION

<i>Assessment Methods</i>	<i>Percentage of Grade</i>
1. Class Engagement	15%
2. Midterm Exam	25%
3. Final Exam	30%

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4. Group Research Project	20%
5. Group Research Report Proposal	10%
Total	100%

COURSE EVALUATION INFORMATION

1. Class Engagement (15%)

In-Class Participation and Contribution/-class Group Activities (15%): 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. We will have case studies, academic articles and assessments to read and discuss regarding key learnings. 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.

2. Midterm (25%) – February 15, 2024

3. Final Exam (35%) – TBA (Final Exam Period: April 10-26)

The exams will test your understanding of the key concepts and theories of recruitment and selection and your ability to apply them in the workplace. Each exam will consist of a combination of multiple-choice and short answers and an essay question. Course materials covered in the lecture slides, lecture videos, cases, videos, and exercises are subject to examination. The final exam is non-cumulative; it will only cover material from after the midterm.

The final exam will take place during the final exam period. Please ensure that it does not conflict with the exams of other courses you are taking this semester. Please note that the midterm exam cannot be deferred. If, for any reason, you must miss the midterm exam, the value will be applied to the final exam (i.e., a missed midterm exam will result in the final exam being valued at 70% of the final grade). If you miss the midterm due to uncontrollable circumstances, such as medical emergencies (with valid documents), your final exam grade will be re-weighted.

4. Group Research Project: Proposal (10%) and Full Report (20%)

You will be tasked selecting a group that consists of 4-5 people. This will occur after the add deadline (January 31). You will be asked to think of a critical and contemporary challenge within the field of recruitment and selection, and with your group, propose a solution to address this challenge.

Proposal: Students are tasked with submitting an initial research report proposal. Instructions for this proposal will be posted on E-Class. The proposal must be submitted to TurnItIn no later than February 29th at 11:59 PM EST.

Full Report: Using a minimum of 10 peer-reviewed empirical research articles, you must synthesize and summarize the challenge you are addressing, present and propose a solution (thesis) to address this challenge, develop and present supporting arguments for your

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thesis. You will be graded on the relevance of your topic to organizational settings and the workplace in general, the quality and relevance of the research articles used to address the recruitment & selection challenge, your proposed solution (thesis) and the supporting arguments. Finally, you will be evaluated on the clarity, conciseness, and logical order of the paper. This group project will provide you with the opportunity to familiarize yourself with reading research articles and finding evidence-based answers to important organizational questions. The report must be submitted to TurnItIn no later than April 4th at 11:59 PM EST.

You will have the opportunity to evaluate the contribution of your group members by completing a peer evaluation form upon completion of the group project. If you believe that all of your group members contributed fully to the Group Project, then there is no need to submit a peer evaluation form.

CLASS PROTOCOL

Academic Honesty and Integrity

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront of all you do as a student, employee, and manager.

Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Course Policy on Students' Use of Generative Artificial Intelligence (AI)

In this course, all work should be completed by you and you alone. As such, you are expressly prohibited from using generative artificial intelligence (AI), such as ChatGPT, to help you complete any of your work for this course (e.g. tests; assignments; presentations; essay outlines, etc.) If you do not know whether an online resource or tool can be used in this course, please contact me for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty. More specifically, using text-generating tools (such as ChatGPT) would be considered to be cheating (Senate Policy, section 2.1.1) and using image-generating tools (such as DALL-E) would be considered to be plagiarism (Senate Policy, section 2.1.3). For more information, please review AI Technology and Academic Integrity: Information for Students:

<https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/>

Recording Lectures

Students may not create audio, video, or camera recordings of classes with the exception of those students requiring an accommodation for a disability. Those who have obtained permission are not authorized to disseminate their recordings. Students creating unauthorized recordings of lectures violate an instructor's intellectual property rights and the Canadian Copyright Act. Students violating this agreement will be subject to disciplinary actions under the Student Code of Conduct and Discipline.

Sharing/Selling Academic Work

Please do not post any course material from this course to any other websites. Students creating unauthorized audio recordings of lectures, or copies of assigned work, violate an instructor's intellectual property rights, and the Canadian Copyright Act. Copying this material for distribution (e.g.,

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uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Assignment Submission

Assignments and activities should be submitted via the course website. An eClass site has been set up for this course. It can be accessed at <https://eclass.yorku.ca> using your passport York account.

Assignments may be processed through turnitin.com. Turnitin is a plagiarism prevention tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions.

It is important that your activities and assignments are handed in on time. Self-assessment activities will not be accepted after the due date. Failure to submit the group project on time will result in a deduction of one full letter grade per day (i.e., an "A" assignment will become a "B" assignment). However, if there are extenuating circumstances that prevent you from getting your work done on schedule, you must notify me as soon as possible to make other arrangements. In these situations, I may require supporting documentation.

Course Communications and Email Policy

Please note that I often communicate with the entire class using the Course Announcements forum on the course website. It is your responsibility to ensure that you are receiving course announcements via email and that you are regularly checking the Course Announcements forum for any updates. I will reply to e-mail inquiries from students usually within 48 hours of their receipt (excepting weekends and holidays). If you do not receive a reply within this period, please resubmit your question(s) or send a follow-up email. Each e-mail must include in the subject line the course identifier and a concise and clear statement of purpose [e.g., HRM3440B: question about the group project]. Please make sure you consult the course outline, the course website, and other handouts BEFORE submitting inquiries by e-mail. Keep in mind that last minute e-mails before a test or assignment may not receive a reply before the test or before the assignment is due, so please try to avoid these.

