

**HRM 3470- Recruitment, Selection and Performance Appraisal of Personnel**  
**Course Outline<sup>1</sup>**  
**Summer 2024**

**Instructor:** Dr. Duygu Gulseren  
**E-mail:** [gulseren@yorku.ca](mailto:gulseren@yorku.ca)  
**Course format:** ONCA (online lectures, in-person exams)  
**Office Hours:** <https://calendly.com/dbgulseren/office-hours>  
**Course Website:** <https://eclass.yorku.ca>

**Course Description**

This course provides an introduction to the current issues and procedures that are used in recruitment, selection and the appraisal of employees in Canadian organizations. We will be reviewing such topics as Canadian legal standards, the utility of scientific approaches to selection, and the steps involved in developing and validating a selection system.

**Course Format & Mode of Delivery**

This course's format is ONCA. That means lectures are delivered online through E-Class, and the exams will be in-person. The overall course is designed in a modular format with a total of 5 modules. Each module will consist of module readings, self-paced lecture videos, and a timed discussion forum activity. Additionally, there will be a project assignment, a mid-term, and a final exam throughout the term, all in the multiple-choice format. For more details, please make sure to watch the 'Course Overview' video under the 'Course Structure' tab.

**Office Hours & E-mails**

To ensure transparency and equal access to information, I encourage you to ask your questions on the discussion forum (i.e., the Frequently Asked Questions) located on the right side of the homepage on EClass. I will answer commonly asked questions about the course on this page. Feel free to add your questions to this forum, and I will respond at my earliest convenience.

If you need to schedule a visit to my virtual office during the office hours, you can use the Calendly link below to see my availability. Please book your meeting directly on Calendly, and the system will generate an automatic Zoom link for both parties. You don't need to confirm the meeting time with me; I will see your appointment.

I receive about 200 emails a day, and your emails are important to me. To ensure I don't miss them, I've created a special folder for this course. Please add 'HRM 3470' to your subject line, and it will automatically go to the designated folder for me to see."

Calendly link: <https://calendly.com/dbgulseren/office-hours>

---

<sup>1</sup> As the course instructor, I keep the right to make modifications on the course syllabus.

**Textbook**

Catano, V.M., Hackett, R.D, Wiesner, W.H., Roulin, N.. (2021). Recruitment and selection in Canada, 8th edition. TopHat.

This textbook is available in e-book and hard copy formats. The link to the e-book copy (i.e., Day1Digital E-book (D1D)) can be found on the course website under the “Course Structure” tab.

You may want to use a different edition of the textbook. Although the majority of the content are similar across different editions, I will follow the 8th edition. You are responsible for the differences between editions, should you choose to use an older edition.

**Course Deliverables**

- Midterm exam: 30 pts
- Final exam: 40 pts
- Discussion forum: 15 pts (3 pts x 5 module)
- Project assignment: 15 pts

**Midterm & Final Exam:**

There will be two exams throughout the term (i.e., midterm and final). These tests will assess your knowledge of course topics. Both midterm and final tests will take place in-person on their scheduled dates and times. You are expected to show up for both tests. **There is no makeup for the midterm.** Students who miss the midterm exam will automatically carry over its weight to the final exam, either through proportional distribution or as a separate component.

**Discussion Board**

Throughout the course, you are expected to participate in discussions. There are two roles in the discussion board activity:

- **Facilitators:** In each module, I will select a group of students to ask discussion questions. Their role will be facilitating a discussion through asking thought provoking questions. I will call these students as “facilitators”.
- **Participants:** Students who are not selected as facilitator for the week will automatically be participants in that week. Participants are expected to answer the questions asked by the facilitators.

The roles will rotate in each module. By the end of the course, each student have been a facilitator once and participant four times. Discussions will open on the first day of each module and **will close on the last day of each module.** Please make sure that you submit your questions or answers on time. **Once a module’s discussion board is closed, I will no longer accept late responses.**

You will be graded on both participation and the quality of your questions/answers.

**Project assignment:**

For this project, you can chose to work individually or in teams. Each team can have maximum 5 members. Please choose your teammates till the end of the third week and declare your teams and topics on EClass by the deadline. Although the decision is yours, my experience shows that students working in teams tend to perform better in this assignment due to its complexity. You can find the deadline and other important days in the course schedule below.

The assignment will have 3 components:

- a) **Identifying KSAOs** – I will provide you with a real-life job description and ask you to identify KSAOs for this job.
- b) **Developing a structured interview** – Based on the KSAOs you identified in part I, I will ask you to prepare a structured interview protocol along with a scoring card.
- c) **Deciding on a personality test** – In addition to the interview, I will ask you to choose a personality test to support your selection process. I will provide you with a worksheet where you will be asked to search and enter the information regarding 3 different types of personality assessment. I will ask you to compare these 3 options and choose one of them. You can use Google and/or other resources to find different personality assessments.

**Grading Distribution:**

Your final grade from this course will be determined based on your relative standing in this course. School of Human Resources Management will determine the cutoff scores by the end of course to conform to Program or Faculty grade distribution profiles.

**Late submissions & Missed Exams:**

If you incur any delays in your project assignment submission, please e-mail me in advance of the deadline and I am happy to accommodate you.

Discussion forum is a relatively short activity and you will have two weeks to participate. Because it an interactive component of the course, other students’ discussion will depend on your participation. Thus, I am unable to accommodate deadline extensions or late submissions for the discussion.

Please note that there is no make up for the mid-term exam. Students who miss the mid-term exam automatically defers its weight to the cumulative final exam.

**Academic Honesty:**

Violations of academic integrity can lead to disciplinary actions under [York University's Senate Policy on Academic Honesty](#). Effective time management and study skills can help students avoid feeling desperate and engaging in actions that violate academic integrity. See the [Time Management](#) module.

Students may also wish to review the interactive Academic Honesty module, which can be accessed here: [SPARK course in Moodle](#).

The use of generative AI is not permitted in the project assignment.

**Course Topics:**

**Module 1: Introduction**

- **Lecture 1.1** – Introduction to recruitment and selection
- **Lecture 1.2** – Strategic staffing: an introduction
- **Assigned readings:** Chapter 1, Additional chapter (Phillips)

**Module 2: Foundations of recruitment and selection**

- **Lecture 2.1** – Reliability and validity
- **Lecture 2.2** – Legal issues
- **Assigned readings:** Chapters 2 & 3, Case : CSIOP v.36, no.4, 2019

**Module 3: Performance Domain and Job Criteria**

- **Lecture 3.1** – Job analysis and competency modeling
- **Lecture 3.2** – Job performance
- **Lecture 3.3** – Recruitment
- **Assigned readings:** Chapters 4, 5, 6, Additional video

**Module 4: Selection**

- **Lecture 4.1** – Applicant screening
- **Lecture 4.2** – Testing and other assessments
- **Lecture 4.3** – Interviewing
- **Assigned readings:** Chapters 7, 8, 9, Case: CSIOP v.34, no.2, 2017

**Module 5: Decision making**

- **Lecture 5.1** – Decision-making
- **Lecture 5.2** – Making an offer & Negotiations
- **Assigned readings:** Chapter 10, Additional chapters (Picardi & UMN) posted under Module 5, Harvard Business Review article

**Deadlines and Important Dates:**

	<b>Date</b>	<b>Time</b>	<b>Activity</b>	<b>Location</b>
<b>Orientation</b>	<b>May 21</b>	9:00 am	<ul style="list-style-type: none"> <li>Course overview video opens</li> <li>Discussion roles will be e-mailed.</li> </ul>	“Course Structure” E-mail
	<b>May 21 – 28</b>	Entire week	<ul style="list-style-type: none"> <li>Course-related questions will be answered.</li> </ul>	Discussion forum on the right side of the homepage on EClass.
<b>Module 1</b>	<b>May 28</b>	9:00 am	<ul style="list-style-type: none"> <li>Module 1 opens.</li> <li>Discussion 1 opens.</li> </ul>	“Module 1”
		4:59 pm	Deadline for add/drop without permission.	
		11:59 pm	<ul style="list-style-type: none"> <li>Team/individual work decision to be submitted.</li> </ul>	“Course Structure”
	<b>June 10</b>	11:59 pm	<ul style="list-style-type: none"> <li>Discussion 1 closes.</li> </ul>	“Module 1”
<b>Module 2</b>	<b>June 11</b>	9:00 am	<ul style="list-style-type: none"> <li>Module 2 opens</li> <li>Discussion 2 opens.</li> </ul>	“Module 2”
	<b>June 24</b>	11:59 pm	<ul style="list-style-type: none"> <li>Discussion 2 closes.</li> </ul>	“Module 2”
<b>Module 3</b>	<b>June 25</b>	9:00 am	<ul style="list-style-type: none"> <li>Module 3 opens.</li> <li>Discussion 3 opens.</li> </ul>	“Module 3”
	<b>July 8</b>	11:59 pm	<ul style="list-style-type: none"> <li>Discussion 3 closes.</li> </ul>	“Module 3”
<b>Mid-term</b>	<b>July 9 - 15</b>	TBD	<ul style="list-style-type: none"> <li>Mid-term exam</li> </ul>	TBD
<b>Module 4</b>	<b>July 9</b>	9:00 am	<ul style="list-style-type: none"> <li>Module 4 opens.</li> <li>Discussion 4 opens.</li> </ul>	“Module 4”
	<b>July 14</b>	11:59 pm	<ul style="list-style-type: none"> <li>Project assignments are due.</li> </ul>	“Course Structure”
	<b>July 18 - 23</b>	Summer break		
	<b>July 29</b>	11:59 pm	<ul style="list-style-type: none"> <li>Discussion 4 closes.</li> </ul>	“Module 4”
<b>Module 5</b>	<b>July 30</b>	9:00 am	<ul style="list-style-type: none"> <li>Module 5 opens.</li> <li>Discussion 5 opens.</li> </ul>	“Module 5”
	<b>August 12</b>	11:59 pm	<ul style="list-style-type: none"> <li>Discussion 5 closes.</li> </ul>	“Module 5”

	<b>August 12 - 14</b>	By appointment	<ul style="list-style-type: none"> <li>• Course and exam-related questions will be answered.</li> </ul>	Calendly link
	<b>August 16 - 25</b>	TBD	<ul style="list-style-type: none"> <li>• Final exam period</li> </ul>	TBD



**Religious Observance Accommodation:**

York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance. For further information on accommodation procedures required due to religious commitment, and the schedule of dates visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/2/wo/34rctokbwIWrPJQ2xPLSn0/0.3.4.62.0>.

**Alternate Exam/Testing Scheduling Centre:**

York's Student Accessibility Services and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. Please alert the Course Director as soon as possible should you require special accommodations. You can review the alternate exam and test policies and procedures here:

<http://altexams.students.yorku.ca/>.

**York Senate Policy on Academic Accommodation for Students with Disabilities:**

<http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

**Student Accessibility Services:** <https://accessibility.students.yorku.ca/>

**Student Rights and Responsibilities:**

<http://oscr.students.uit.yorku.ca/student-conduct>

**Counselling and Disability Services:** <http://cds.info.yorku.ca/>