

HRM 3470 Section M: Recruitment, Selection and Performance Appraisal of Personnel*
School of Human Resource Management
Faculty of Liberal Arts and Professional Studies
York University Winter 2026

General Information

Instructor: Tinu Koithara Mathew

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Office Hours: Thursdays, 10.00 am to 11.00 am (location to be decided) or via zoom by appointment

Course Format: In person lectures and in person exams

Course website: eclass.yorku.ca

Course Description

This is an introductory course which discusses the issues and procedures used in the recruitment, selection, and performance appraisal of employees in organizations, including the context of recruitment and selection, job analysis, job performance, testing, interviews and selection. The course will take a practice-oriented approach discussing the role of applicant tracking systems and use of AI in recruiting and selection. The course will also discuss the reliability and validity of selection and appraisal procedures, including 360-degree feedback system.

Prerequisites

It is the sole responsibility of students to ensure that they have the required prerequisites, if any applicable. Students who do not have the required prerequisites might be dropped automatically from the course and the Course Director or Department will not be responsible for such circumstances. Enrollment and all matters pertaining to course registration should be taken directly with the School of HRM.

Course Schedule

Week	Date	Topic	Readings
1	January 8	An Introduction to Recruitment and Selection	Chapter 1

2	January 15	Foundations of Recruitment and Selection I: Reliability and Validity	Chapter 2
3	January 22	Foundations of Recruitment and Selection II: Legal Issues	Chapter 3
4	January 29	Job Analysis and Competency Models	Chapters 4
5	February 5	Job Performance	Chapter 5
6	February 12	Midterm Exam	Chapter 6
7	February 19	Winter Reading Week	No Class
8	February 26	Recruitment: The First Step in the Selection Process	
9	March 5	Selection I: Applicant Screening	Chapters 7
10	March 12	Selection II: Testing and Other Assessments	Chapters 8
11	March 19	Selection III: Interviewing	Chapters 9
12	March 26	Making Selection Decisions	Chapter 10
Exam period: April 8 to April 24, 2026			

Course Material

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

We will be using Top Hat to access the digital textbook: if you already have a Top Hat account, you can go to (<https://app-ca.tophat.com/e/045890>) to be taken directly to our course digital textbook.

If you are new to Top Hat:

Go to <https://app.tophat.com/register/student>

Search for our course textbook with the following join code: 045890

For more information about the interactive features in the textbook, click here: <https://success.tophat.com/s/article/Student-Using-Your-Textbook>

Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email (support@tophat.com) or through the in-app support button. Specific user information may be required by their technical support team when troubleshooting issues.

Additional relevant reading material and examples will be added in the due course

* Students can use older editions of the textbook at their own discretion. I will follow the 8th edition.

Course Evaluation

<i>Assessment Methods</i>	<i>Percentage of Grade</i>
Participation	10%
Group Project	20%
Midterm Exam	30%
Final Exam	40%
Total	100%

Course Evaluation Information

1. Participation

Throughout the course, you are expected to actively participate in discussions in-class and via eclass discussion forums. There will be at least three discussion forum submissions needed during the course. The discussion topics would be from the readings, and course content in general. You may also be asked to prepare a short summary or write-up based on your learnings. However, the grading would be based on the overall participation – listening to the lecture, familiarity with reading materials, adherence to timelines, quality of contributions etc. Adherence to timelines is appreciated.

Generally, please plan for early submissions to account for technical difficulties of any sort. Further details, including timelines and expectations, will be posted on eClass separately before the course begins.

2. Group Project

The Project (recruitment and selection related), timelines and expectations will be posted on eClass. Maximum number of students in each group should not exceed 6. The names of all students and their roles (individual contributions) to the Project must be declared in the final project submission. In rare and unavoidable occasions, I allow this to be completed individually.

3. Mid-term and final exam

The mid-term exam will be conducted in person, and it will cover all the content up until Week 5 (inclusive). There is no make-up for mid-term and those who miss the mid-term will carry the weight to the final exam. The instructions for exams will be announced separately in due course.

In accordance with the School of HRM policy, students who miss the final exam will have to submit a Deferred Standing Agreement form along with supporting documentation within one week from the date of your final examination to write a deferred exam. Deferred exams are not necessarily in the same format as the regular exam.

Please note that a new online system has been implemented to facilitate the processing of a Deferred Standing Agreement Form. Please see more information here: [Deferred Exam Request | School of Human Resource Management](#)

The final grade is based on your relative standing in the course, which is based on the grading distribution policies set by the School of Human Resource Management.

Project and discussion submission:

Project and discussion forum must be submitted via eClass Turnitin. Turnitin is a plagiarism prevention tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions.

Late submissions:

Because this course has multiple deliverables, keeping up with the pace is important for everyone. Unfortunately, late submissions can cause delays on both sides. To be able to give feedback in a timely manner, late submissions will not be accepted on this course.

Academic Honesty and Integrity:

Academic integrity refers to the ethical principles and values that guide honest behavior in academic settings. It encompasses a range of values such as honesty, trust, fairness, respect, and responsibility. These values should be your guiding principles as a student, throughout. Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are very serious and will be investigated in accordance with policy. The policy can be found at: [Academic Conduct Policy and Procedures - Secretariat Policies](#).

Generative AI use is not permitted on this course.

Course Communications and Email Policy:

Please be aware that I frequently use the Course Announcements forum on the course website to communicate with the entire class. It is your responsibility to ensure that you are receiving course announcements via email and regularly checking the Course Announcements forum for updates. I typically respond to student emails within 24-72 hours of receiving them, excluding weekends and holidays. If you do not receive a response within this timeframe, please resend your question(s) or send a follow-up email.

When emailing me, please include the course identifier in the subject line along with a clear and concise statement of your purpose (e.g., HRM3470M: question about midterm). Before reaching out via email, please consult the course outline, course website, and any provided handouts.

Please note that emails sent shortly before a test or assignment deadline may not receive a response in time, so it is advisable to avoid sending last-minute inquiries.

York Senate Policy on Academic Accommodation for Students with Disabilities: [Academic Accommodation for Students with Disabilities \(Policy\) - Secretariat Policies](#)

Student Accessibility Services: [Student Accessibility Services | Division of Students | York University](#)

Student Rights and Responsibilities: [Code of Student Rights & Responsibilities | Office of Student Community Relations](#)

***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.