

**Commerce 4BB3
Recruitment and Selection
Fall 2022 Course Outline**

**Human Resource and Management Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course will provide a *conceptual* and *operational* understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Mon 2:30 – 4:20
Section 2: Tue 10:30 -12:20
Instructor: Frances Tuer
tuerfl@mcmaster.ca
Tel: (905) 525-9140 x24903

KTH 104
BSB 138
Office: DSB 419
Office Hours: Monday 11 –
noon or by appointment

Student TA

TA
TAsMACID@mcmaster.ca
Office: DSB 218
Office Hours: Mon 1-3pm
Tel: (905) 525-9140 x27438

Course website: Avenue to Learn

COURSE ELEMENTS

Credit Value: 3	Leadership: No	IT skills: Yes	Global view: Yes
A2L: Yes	Ethics: No	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: No	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: No	Guest speaker(s): No

COURSE DESCRIPTION

This course exposes students to staffing issues in the Canadian context. Topics include job analysis, legal and measurement issues related to staffing, recruitment, employment testing, interviewing, and selection decision-making strategies.

Prerequisite: COMMERCE 2BC3 (or 3BC3) or 3BB3; and registration in any Commerce or Engineering and Management program. (See undergraduate calendar for more information).

LEARNING OUTCOMES

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

- Understand the basic processes and principles related to organizational staffing
 - Understand the Canadian legal environment for recruitment and selection of human resources.
 - Understand the scientific foundation of recruitment and selection research and practice.
 - Appreciate the contribution of recruitment and selection practices to organizational effectiveness.
 - Appreciate the influence of various factors on the attraction of job applicants.
 - Know the advantages and disadvantages of various types of selection tests
 - Know why structured interviews are better than unstructured interviews
 - Critically evaluate and contribute to the improvement of the recruitment and selection practices being used by organizations.
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COURSE MATERIALS AND READINGS

Required/Strongly Recommended Textbook: Catano, V.M., Wiesner, W.H., Hackett, R.D., Roulin, N. & Belcourt, M. (2021). *Recruitment and Selection in Canada (8th edition)*. Toronto: Nelson Education Ltd.

The Campus Store permalink is: https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=224&wsDEPTG1=COMMERCE&wsCOURSEG1=4BB3&wsSECTIONG1=DAY%20C01&crit_cnt=1

If you wish to source the book yourself the relevant ISBN numbers are:

ISBN-10: 9781774128459 and **ISBN-13:** 9781774941799

Use previous versions at your own peril. Pdf copies of textbooks obtained from others are illegal; you will be in breach of the Copyright Act.

Top Hat Codes: C01: <https://app.tophat.com/e/016703>; C02: <https://app.tophat.com/e/704516> and if you bought the interactive textbook you access it via this “course”: <https://app.tophat.com/e/983634>.

COURSE OVERVIEW AND ASSESSMENT

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Core Content	In-class (40% of time)	Mini-lectures with engagement questions	Top Hat questions
Applied Activities and Critical Thinking	In-class (60% of the time)	Debates, case incidents, critique of current practice, recommendation for practice improvement	Top Hat questions, In-class workgroups
Equity, Diversity, and Inclusion	Minimum 1 hour outside of class each week	Barriers to employment related to poverty	Top Hat Workbook

There is no hybrid or online option for completing Commerce 4BB3. Administrative approval has only been obtained for a blended learning approach – 2 hours in-class and 1-hour offline EDI workbook.

Evaluation Components and Weights

<u>Component</u>	<u>Weight</u>	<u>Dates</u>
In-Class Midterm Exam (Ch. 1 – 5)	30%	In-person during Week 6 class
Digital Credential Research Report	15%	Due Week 9
In-Class Midterm Exam (Ch. 6 – 10)	30%	In-person during Week 12 class
EDI Workbook	25%	weekly via Top Hat, assessed twice

Total: 100%

Grade Conversion:

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

<u>Letter Grade</u>	<u>Percentage</u>	<u>GPA</u>	<u>Letter Grade</u>	<u>Percentage</u>	<u>GPA</u>
A+	90 – 100	12	C+	67 – 69	6
A	85 – 89	11	C	63 – 66	5
A-	80 – 84	10	C-	60 – 62	4
B+	77 – 79	9	D+	57 – 59	3
B	73 – 76	8	D	53 – 56	2
B-	70 – 72	7	D-	50 – 52	1
			F	00 – 49	0

COURSE DELIVERABLES

The following section provides more details on each of the evaluation components listed above.

Midterm Examinations: 2 @ 30%, one in Week 6 and one in Week 12

Each midterm will take place **in-class during regular class time** in Weeks 6 and 12 (see class schedule for Fall 2022 dates). Each midterm will be composed of multiple-choice questions primarily at comprehension and application levels (see class schedule for chapter coverage). There will be few to no straight recall questions, so extensive study of definitions is ineffective. Success on such midterms requires continuous engagement in class and a proactive approach to closing any knowledge gaps through reading and/or office hours/email consultation. Being able to identify examples of relevant concepts and distinguish between related concepts is essential.

Digital Credential Research Report: 15%, due in Week 9

After ethics approval has been obtained by your instructor for the class project each one of you will locate an individual outside of McMaster University who regularly reviews job applicant resumes and is involved in hiring decisions. You will share the Letter of Information for the research project and obtain their Informed Consent. After consent has been obtained and documented as per protocol you will share a sample resume and obtain their feedback using a structured set of questions. It is imperative that you follow all steps exactly as approved by the McMaster Research Ethics Board. The results of your data collection will be used to extend a current study on the impact of digital credentials on job applicant attractiveness. Full details will be posted on Avenue to Learn. Late assignments will be accepted up to three days after the due date with MSAF or with a 10% per day penalty without extended MSAF.

EDI Workbook: 25%, reviewed after Midterm recess and at end of term.

Every term in Commerce 4BB3 for the past few years we have investigated barriers to employment faced by marginalized job applicants. In Fall 2022, the focus will be on barriers faced by job applicants who live in poverty (to be defined and discussed). Every week a new page with a new task will be released into a Top Hat folder. Each task has a two-week expiry period. Some weeks the task might be data analysis, or an academic or government reading, or identification or causes and/or generation of solutions to barriers. The workbook will be evaluated twice during the term for timeliness and thoughtfulness: the week after the midterm recess and at the end of the term. As each page, except for the final page, is open for two weeks, missed workbook pages cannot be completed later. If you are experiencing a major health issue requiring hospitalization, surgery, extended time away from class please see an academic advisor to discuss extended accommodation.

There is no final examination in this course this term and no marks for in-class contribution. However, by 4th year I assume you are aware of the relationship between engagement, course satisfaction, and academic performance. If not, you will find a meta-analysis on Avenue to Learn.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. email, Avenue to Learn (A2L), web pages, Top Hat, MS Teams, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

At present, midterms will take place in class and therefore not require online proctoring, however, if the university changes to online learning again then online proctoring may be considered for remaining assessments.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce **4BB3** will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

CLASS SCHEDULE

C01 Mon/C02 Tue	In-Class Session	Offline Work Schedule
1: Tue Sep 6	Course Introduction for C02 – C01 please watch Ech0 360 Recording	Familiarize yourself with Avenue and Top Hat
2: Sep 12/13 <i>Last day to Add/Drop is Wednesday Sep 14</i>	Chapter 1 Introduction to Recruitment & Selection Chapter 5 Job Performance	Workbook Page 1
3: Sep 19/20	Chapter 2: Measurement – Reliability and Validity	Workbook Page 2
4: Sep 26/27	Chapter 3: Legal Issues	Workbook Page 3
5: Oct 3/4	Chapter 4: Job Analysis and Competency Models	Workbook Page 4
Oct 11 – 15.	MIDTERM RECESS –	
6: Oct 17/18	In-Class Midterm (Textbook Chapters 1 – 5)	Workbooks evaluated starting Monday Oct 17.
7: Oct 24/25	Chapter 6: Recruitment	Workbook Page 5
8: Oct 31/ Nov 1	Chapter 10: Strategies for Selection Decision Making	Workbook Page 6
9: Nov 7/8	Chapter 7: Applicant Screening Digital Credential Report Due Today	Workbook Page 7
10: Nov 14/15	Chapter 8: Testing	Workbook Page 8
11: Nov 21/22	Chapter 9: Selection Interviewing	Workbook Page 9
12: Nov 28/29	In-Class Midterm (Textbook Chapters 6- 10)	
13: Dec 5/6	Course Evaluation	Workbook Page 10 Workbooks evaluated starting Monday December 12.