

**Commerce 4BB3  
Recruitment and Selection  
Winter 2023 Course Outline Version 2**

**Human Resource and Management Area  
DeGroot 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***

**Instructor:**

Dr. Frances Tuer  
tuerfl@mcmaster.ca

**This course is being offered  
in asynchronous online  
mode for Winter 2023.**

**Instructor Assistance:**

- Flip Q & A
- Email for Zoom Chat

**This means there are no  
scheduled in-person or  
virtual class meetings.**

**Your TA**

C01: Anna Nguyen-Tran(trana59@mcmaster.ca)

**Course website:** Avenue to Learn

***COURSE ELEMENTS***

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

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## ***COURSE DESCRIPTION***

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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).

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## ***LEARNING OUTCOMES***

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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***

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**Required 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=231&wsTERMDESC1=Winter+2023&wsDEPTG1=COMMERCE&wsDEPTDESC1=COMMERCE+-+Commerce&wsCOURSEG1=4BB3&wsSECTIONG1=DAY+C01&programG1=McMaster+Undergrad+and+Graduate&crit\\_cnt=1](https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=231&wsTERMDESC1=Winter+2023&wsDEPTG1=COMMERCE&wsDEPTDESC1=COMMERCE+-+Commerce&wsCOURSEG1=4BB3&wsSECTIONG1=DAY+C01&programG1=McMaster+Undergrad+and+Graduate&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:**

if you bought the interactive textbook, you access it via this “course” <https://app.tophat.com/e/640251>

For the textbook PP slides you access them using this “classroom” course <https://app.tophat.com/e/835046>

**Flip (formerly Flipgrid)**

Instructor videos will be posted on Flip as this is a much better channel for replaying and for submitting and reviewing Q & A. <https://flip.com/a5444be2>.

**COURSE OVERVIEW AND ASSESSMENT**

**Evaluation Components and Weights**

| <u>Component</u>        | <u>Weight</u> | <u>Description</u>      |
|-------------------------|---------------|-------------------------|
| Avenue Quizzes (5 @ 5%) | 25%           | Randomized m/c          |
| Job Analysis Assignment | 25%           | 2 page; Based on videos |
| Recruitment Assignment  | 25%           | 2 page; Based on videos |
| Selection Assignment    | 25%           | 2 page; Based on videos |
| Total: 100%             |               |                         |

There is no final examination in this course this term and no marks for in-class contribution. 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.

**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          |

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## ***COURSE DELIVERABLES***

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

### ***Avenue Quizzes (5 % 5% for a total of 25%)***

**Avenue quizzes will be available from 8:00 a.m. Monday to 8:00 a.m. Friday in Weeks 4, 6, 8, 10 and 11** (see class schedule). You can choose when to take the quiz during that period, but, once you start, you must complete it within the allowed time. Quiz questions are drawn from a variety of sources including original questions written by your instructor. Time accommodation will be set up for anyone who is eligible for this type of accommodation. Each quiz is dependent on you completing the previous quiz; if you haven't completed it you the next quiz won't open for you. Then you must contact me to discuss. MSAF requests due to missed quizzes should be rare; MSAF is not for time management. In a 4<sup>th</sup> year HR elective, I expect solid time management skills.

### **Linked Assignments:**

In addition to the Avenue Quizzes, you will complete three linked assignments; **each assignment is open for three weeks (not including midterm break). You can work by yourself or with one partner.** You will start by choosing from a list of healthcare occupations provided by your instructor. Your TA will capture and monitor occupation selections to reduce the number of students who chose the same occupation. Then you will use a recent job posting for your chosen occupation to complete the following three assignments. To see the assignment instructions and to submit your assignment you must enrol yourself in a "Group" on Avenue (see Communication tab, Groups). This applies whether you are working alone or with someone else.

### **Job Analysis Assignment (Chapters 4 and 5): 25%, due in Week 5**

The foundation of effective recruitment and selection is ensuring that you have a very solid understanding of the job – tasks, duties, and responsibilities along with matching knowledge, skills, abilities, and other qualifications. This assignment will require you to take an available job posting and manipulate the information to make it clearer as to the linkages between the TDRs and the KSAOs. You will also highlight expected levels of performance on key tasks. Full instructions are posted under Assignments.

### **Recruitment Assignment (Chapters 3 and 6); 25% due in Week 7**

In a competitive labour market, such as we are experiencing right now, your recruitment efforts have to stand out and produce a pool of qualified candidates who are very interested in the position that you are offering. In addition, recruitment should assist in creating a diverse pool of job applicants to ensure that persons who were disadvantaged in the past are being made aware of the position and encouraged to apply. Finally, there is legislation about what you can and cannot require/ask about. This assignment will require you to develop a creative recruiting plan for your chosen occupation. You will specify messaging, communication channels, recruitment events, and so on, along with recruitment metrics. Full instructions are posted under Assignments.

### **Selection Assignment (Chapters 2, 7 – 10)**

High quality selection systems are composed of complementary selection methods that are high in reliability, validity, and are legally defensible. This assignment will require you to describe your complete selection system – what methods and in what order – and then describe each selection method as you would implement it (no textbook rehash) and identify selection metrics and concerns. Full instructions are posted under Assignments.

**Assignment Format:** 2 – 3 pages maximum, per assignment; 11-point font, 1-inch margins, no cover page, student name(s) and number (s) in the left side of the page header. Submit to the relevant dropbox on Avenue to Learn.

**Academic Integrity:** The submitted work must be done by the student(s) whose names are on the assignment. The only resources you will need are your textbook and the instructor videos. Use of any other resources or assistance from any other person(s) is academic misconduct.

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### ***COMMUNICATION AND FEEDBACK***

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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.

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### ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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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.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

**Starting Fall 2022: Please note that MSAF requests have now been classified as Type A (less than 25% of course grade, less than 3 day absence) and Type B (25% or more of course grade and more than 3 days absence).**

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### ***ACADEMIC INTEGRITY***

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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 questions or using unauthorized aids in tests and examinations.

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### ***AUTHENTICITY/PLAGIARISM DETECTION***

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**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](http://www.mcmaster.ca/academicintegrity).

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### ***COURSES WITH AN ON-LINE ELEMENT***

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**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.

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### ***ONLINE PROCTORING***

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**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.

For the past three years I have managed and mitigated academic integrity through other means and have not used online proctoring. However, risk assessment and student behaviour may require the use of such applications.

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### ***CONDUCT EXPECTATIONS***

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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.

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### ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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

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

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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.

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## ***COPYRIGHT AND RECORDING***

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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.

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## ***EXTREME CIRCUMSTANCES***

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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.

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## ***RESEARCH USING HUMAN SUBJECTS***

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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/>

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your continued enrolment in Commerce **4BB3** will 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

| Week Starting  | Self-managed Learning                         | Recruitment and Selection Plan<br>(instructor video on Top Hat with<br>Q & A | Learning Evaluation         |
|--|---|--|-----------------------------|
| Monday Jan 9   | Read Course Outline                           | Course Intro Video   | Course Outline Quiz         |
| Monday Jan 16<br><i>Last day to enrol Tuesday Jan 17</i>       | Read Chapter 1                                | External Environment   |                             |
| Monday Jan 23  | Read Chapter 4                                | Job Analysis   |                             |
| Monday Jan 30  | Read Chapter 5                                | Job Performance  | Avenue Quiz 1 – Ch 1 and 4  |
| Monday Feb 6   | Read Chapter 6                                | Recruitment  | Job Analysis Assignment Due |
| Monday Feb 13  | Read Chapter 3                                | Legal Environment  | Avenue Quiz 2 – Ch 5 and 6  |
| Monday Feb 20  | Midterm Break – use time to get ahead         |  |                             |
| Monday Feb 27  | Read Chapter 10                               | Selection Decisions  | Recruitment Assignment Due  |
| Monday Mar 6   | Read Chapter 2                                | Reliability and Validity   | Avenue Quiz 3 – Ch 3 and 10 |
| Monday Mar 13<br><i>Last day to withdraw Friday Mar 17</i>     | Read Chapter 7                                | Applicant Screening  |                             |
| Monday Mar 20  | Read Chapter 8                                | Testing and Other Assessments  | Quiz 4 – Ch 2 and 7         |
| Monday Mar 27  | Read Chapter 9                                | Interviewing   | Quiz 5 – Ch 8 and 9         |
| Monday Apr 3   |   |  | Selection Assignment Due    |
| Monday Apr 10<br><i>Last day of classes Wednesday April 12</i> | There is no final examination in this course. |  |                             |