

Faculty of Business
COMMERCE 4BB3
Recruitment and Selection
Fall 2025



Instructor Information

Yao Yao

Email: yao33@mcmaster.ca

Office: DSB424

Office Hours:

By appointment.

I am generally available for short comments and questions before and after classes.

Please email to schedule appointments if your issue cannot be resolved in a few minutes.

Course Information

Lectures: Thursday 8:30am - 11:20am

Course Dates: 09/02/2025 - 12/04/2025

Units: 3.00

Course Delivery Mode: In Person

Course Description: This course exposes students to staffing issues in the Canadian context. Topics include job analysis, methods of recruitment and selection, human rights legislation and decision making strategies. Lectures (three hours) Prerequisite(s): COMMERCE 2BC3 or IBH 2AC3; and registration in any Bachelor of Commerce Labour Studies, or Engineering and Management program or relevant minor (see Faculty Note 2.)

Important Links

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)
- [eReserves](#)

Course Elements

Credit Value: 3	Leadership: No	IT Skills: Yes	Global View: Yes
Avenue to Learn: 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

Course Learning Outcomes

- Upon completion of this course, students will be able to: a) Understand the basic processes and principles related to organizational staffing b) Understand the Canadian legal environment for recruitment and selection of human resources. c) Understand the scientific foundation of recruitment and selection research and practice. d) Appreciate the contribution of recruitment and selection practices to organizational effectiveness. e) Appreciate the influence of various factors on the attraction of job applicants. f) Know the advantages and disadvantages of various types of selection tests g) Know why structured interviews are better than unstructured interviews h) Critically evaluate and contribute to the improvement of the recruitment and selection practices being used by organizations.

Required Materials and Texts

Please sign in with your MacID [here](#) to view your booklist

RECRUITMENT AND SELECCTION IN CANADA

Authors: Victor M. Catano, Rick D. Hackett, Willi H. Wiesner, Nicolas Roulin, and Monica Belcourt

Publisher: Top Hat Press

Edition: 8th

The course materials for this course will be delivered through the Immediate Access Program in partnership with the Campus Store. You'll receive digital access to the required textbook on Avenue to Learn starting the first day of class.

The discounted price for this resource is **\$101.95**. This cost will be shown on your student account at the beginning of the term.

The deadline to make changes to your IA options (remove or reinstate your access) is **September 12th**, any changes that you make will be reflected on your student account after that deadline.

You can manage your access at any time before the September 12th deadline through your personalized booklist on the [Campus Store website](#). A reminder email will be sent to your McMaster account before the deadline. If you choose not to participate, you will no longer have access to these materials after the deadline.

Class Format

In Person

The class will consist of weekly 3-hour in-person meetings. Class time will be dedicated to lectures, activities and exercises, including graded elements. Some activities may require the use of a digital device suitable for typing easily. It is essential that students read the textbook and additional materials (made available on Avenue to Learn each week) before each class.

Students will be provided with one or two short breaks during each session.

Course Evaluation

Component	Due Date	Weight
Class Participation	ongoing	10%
Group Case Study	Oct 2, Oct 23, Nov 6	6%*3
Interview Simulation	Dec 4	12%

Exams	Oct 9, Nov 27	30%*2
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Course Evaluation Details

1) Class Participation:

Participation marks will be given based on the value you create for the whole class. Examples of the ways you can create value include but are not limited to:

- Attending every class (necessary but not sufficient) and writing thoughtful reflections
- Actively engaging in class activities and submitting occasional mini-deliverables for activities.
- Asking questions that prompted the instructor to clarify complex materials.
- Always being respectful and professional in class.
- Participating in surveys that help to improve the course.

You may lose participation marks if you display behaviours that harm the learning environment, such as chatting, walking out during classes, arriving late, or leaving early (extenuating circumstances should be explained to the instructor in person or in email on the day of the class).

2) Group Case Studies:

- Throughout the semester, groups will work together on 4 case studies, including one that is optional and ungraded. The remaining 3 case studies each account for 6% of the course grade. Groups have 24 hours to complete each case study, including approximately one-hour in-class work time. The assignment will be available on A2L.

- All groups (4-5 members) will be randomly assigned. You will work with the same group throughout the semester. Note that the groups are collectively responsible for successful completion of the assignments, i.e., all members of the same group will receive the same grade for each case (except cases of absence, see below).

- All submissions use the standard cover page and follow the formatting guidelines (available on A2L). On the cover page, groups must confirm the participation of each member in each submission. Members who are absent from that assignment will not receive the corresponding grades and may be given makeup opportunities (see the "Absences, missed work, and illness" section).

3) Interview Simulation:

In this interactive in-class assignment, students will participate in a live interview simulation to apply recruitment and selection concepts in practice. Each student will be randomly assigned the role of interviewer or interviewee. Students will prepare based on a real job posting (provided one week in advance).

Interviewers will work in small teams (2–3 students) to design and conduct an interview for the selected role. They are free to choose their preferred interview style, method and questions, drawing on course material and professional judgment. Shortly before the interview, they will be provided with the interviewees' CV.

Deliverables: 1) *Before the interviews*, each interview team will submit their interview materials, including planned questions, rating rubric, and rationales for their design choices. 2) *After the interview*, the team will submit their rating of the interviewee(s) and a one-page reflection in response to question provided (available on A2L).

Interviewees are expected to prepare independently and respond thoughtfully to the questions during the interviews.

Deliverables: 1) *Before the interviews*, interviewees will submit a copy of their CVs and cover letters. They do not have to be truthful. That is, if you do not want to share your actual CV with your classmates, you may choose to anonymize or make up some information. In that case, you will then role-play the person the CV represents. 2) *After the interviews*, interviewees will write a one-page reflection in response to several provided questions (available on A2L).

Interviewer teams and interviewees will be randomly paired. Each interview will run approximately 10 minutes. They will be notified of their slot and time of arrival one day in advance.

Grading of the performance will emphasize the application of the key concepts from the course. Communication skills, preparation, and professionalism will also be assessed. Grading rubrics for both roles will be posted on A2L in advance.

4) Exams:

There will be two in-class exams in Weeks 6 (October 9) and 12 (November 27) taking place in **BSB 119**. The second exam will test all contents taught throughout the class.

More details such as the length and format of the exams will be announced in class and on A2L.

Course Schedule

- Additional reading materials will be posted on A2L one week before the corresponding classes.
- All reading should be completed *before* classes to maximize your learning and participation in class.

Date	Weekly Topic	Required Reading	Class Activities
Session 1 Sep 4	Introduction	Course outline Text: Chapter 1	Pre-class survey Course info quiz
Session 2 Sep 11	Reliability and Validity	Text: Chapter 2	Meet your group & group procedure alignment
Session 3 Sep 18	Legal Issues	Text: Chapter 3	Case Study 0 (optional, ungraded)
Session 4 Sep 25	Job Analysis and Competency Model	Text: Chapter 4	Job Ad Critique & Redesign
Session 5 Oct 2	Job Performance	Text: Chapter 5	Case Study 1 Midterm info, review and Q&A
Session 6 Oct 9	Exam 1		
Oct 16	Midterm Recess		
Session 7 Oct 23	Recruitment	Text: Chapter 6	Case Study 2
Session 8 Oct 30	Applicant Screening	Text: Chapter 7	Screen Smart: Human Judgement vs AI
Session 9 Nov 6	Testing and Other Assessment	Text: Chapter 8	Case Study 3
Session 10 Nov 13	Interviewing	Text: Chapter 9	Simulation info and Q&A Exam info and Q&A

Session 11 Nov 20	Making Selection Decisions	Text: Chapter 10	Final exam review
Session 12 Nov 27	Exam 2		
Session 13 Dec 4	Interview Simulation		

Late Assignments

Late assignments will be penalized 10% for each 24 hours they are late and will not be accepted after 72 hours past the deadline (receiving a grade of 0).

Absences, Missed Work, Illness

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](http://ug.degrootemcmaster.ca/forms-and-resources/missed-course-work-policy/)" and the link below: <http://ug.degrootemcmaster.ca/forms-and-resources/missed-course-work-policy/>

* Non-Commerce students must follow the Missed Course Work protocols outlined by their home faculty and Program Office.

Exams and interview simulation deliverables:

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF.

Group case study:

Students will receive group grades only if they participate in the corresponding case studies. Students who miss up to two cases with legitimate causes (accompanied by acceptable documentation such as a doctor's note) will be given the opportunity to make up for the grade with one additional individual case study at the end of the semester for

each case missed. Any further absence and any absence without documentation will qualify make-up opportunities.

Generative AI: Some Use Permitted

Students may use generative AI for editing/translating/revising their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of **editing/translating/revising** without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

If you use generative AI in your graded coursework, you will need to submit all relevant chats in full.

APPROVED ADVISORY STATEMENTS

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](#).

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

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. Avenue to Learn, 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. e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, 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.

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.

Requests for Relief for Missed Academic Term 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 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, Avenue to Learn and/or McMaster email.