

Commerce 4BB3 Recruitment and Selection Fall 2026 Course Outline

Human Resources and Management Area DeGroote School of Business McMaster University

INSTRUCTOR AND TA CONTACT INFORMATION

Monday 2:30 – 5:20 pm

Dr. Yao Yao

Instructor

yao33@mcmaster.ca

Office: DSB 424

Office Hours: I am generally available for quick questions and comments after classes. If you wish to speak to me longer or in private, please email to schedule an appointment.

Student TA

TBD

TAsMACID@mcmaster.ca

Office Hours: TBD

COURSE ELEMENTS

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

COURSE INFORMATION

Lectures: 3 hours x 1/week

Course Delivery Mode: In-person

Course Description: 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.

IMPORTANT LINKS

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

Upon successful completion of this course, students will be able to complete the following key tasks:

- 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.
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REQUIRED MATERIALS AND TEXTS

Required:

1) Textbook: RECRUITMENT AND SELECTION IN CANADA

Authors: Victor M. Catano, Rick D. Hackett, Willi H. Wiesner, Nicolas Roulin, and Monica Belcourt
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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 **\$113.95 (TBC)**. This cost will be shown on your student account at or before the beginning of the term.

The deadline to make changes to your IA options (opt out or back in) is **TBD**, 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 TBD 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.

2) Articles

In addition to the textbook, I have selected recent articles for additional **required** reading for most of the weeks. It is important that you read the articles **before class** to meaningfully participate in class activities and discussions.

See the course schedule for the reading materials for each week and access the articles through the “eReserve” module on A2L. The access to these articles is either free or will be cleared by the Library. You do not need to pay any fees.

CLASS FORMAT

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

20% Midterm Exam (Oct 26)

This closed-book midterm will take place during class time and in a different room. More details such as the length and format of the exams will be announced in class and on A2L.

There is **no deferred exam** for this course: a student who misses the midterm examination with approved MSAF or Notification of Absence will automatically have the weight of the Midterm examination added to the weight of the final.

35% Final Exam (Final Exam Period)

This closed-book exam will test all contents taught throughout the course, including those taught before the midterm. More details such as the length and format of the exams will be announced in class and on A2L.

5%*4 Group Case Studies (multiple dates, see course schedule)

- Throughout the semester, groups will work together on 4 case studies. 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 groups will receive the same grade for each case (except instances 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).
- At the end of the semester, all students will be invited to fill out a peer evaluation. Students who receive a low average peer rating (outlier rating will be removed) will have part of the case study grades deducted:

Average Rating (out of 7)	>5	4-5	3-4	2-3	<2
Group Grade Deduction	0	20%	30%	40%	50%

Students are **not permitted to use generative AI** in the case studies, unless specifically instructed in some exercises.

15% Interview Simulation (Nov 30, Dec 7)

- 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 assigned the role of interviewer or interviewee and role-play for the hiring of a role in an HR department.

- **Interviewers** will work in small teams (2–3 students) to design and conduct an interview. 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' applications.

Deliverables: 1) Before the interviews, each interviewer 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), hiring decision and responses to reflection questions. More details will be provided on A2L and in class.

- **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 CV and cover letter. To accommodate possible privacy concerns, the CV does not have to be truthful. 2) After the interviews, interviewees will write a reflection assignment in response to several reflection questions. More details will be provided on A2L and in class.

- Interviewer teams and interviewees will be randomly paired on the day of their simulation. Each interview will run approximately 8-10 minutes. They will be notified of their slot and time of arrival in advance.

- Deliverables are due on different dates depending on students' role and simulation date. Grading will emphasize the application of the key concepts in the course. Communication skills, preparation, and professionalism will also be assessed. Grading rubrics for both roles will be posted on A2L in advance.

- The use of **generative AI is permitted** in the preparation for this simulation. However, you are expected to be able to **explain and justify** what you include in your deliverables and required to **submit all your chats** with generative AI.

10% Individual Participation (ongoing)

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)
- Writing thoughtful weekly reflections after classes
- 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 survey that helps to improve the course.

You may lose participation marks if you display behaviours that harm the learning environment, such as using digital device for irrelevant purposes, chatting or walking out during classes, arriving late or leaving early (extenuating circumstances should be explained to me in person or in emails as soon as possible on the day of the class).

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” and the link below: <http://ug.degroote.mcmaster.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 MSAF) will be given the opportunity to make up for the grade with one additional case study at the end of the semester for each case missed. Any further absence and any absence without documentation will not be given make-up opportunities.

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.

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 around Week #6 to allow time for modifications in curriculum delivery.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

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/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

SOME USE PERMITTED. Policies vary according to the nature of assignments and activities. See guidelines and restrictions in the description of specific deliverables.

Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student’s responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

Any individual or group submission suspected of violating the assignment’s AI usage policies may be subject to an oral defence. Students will be required to explain and justify their work, and the outcome of the **oral defence** will be graded and factored into the final assignment mark.

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.

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, Avenue to Learn and/or McMaster email.

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.

COURSE SCHEDULE

- Additional reading materials will be made available on A2L one week before the corresponding classes. All reading (articles and textbook chapters) should be completed **before classes** to maximize your learning and participation in class.
- Changes to the course schedule may be made, in which case the changes will be communicated in class and on Avenue to Learn.

Date	Topic	Required Reading	Class Activities
Session 1 Sep 14	Introduction	Course outline Text: Chapter 1 Article: SHRM. (2025). 2025 Talent Trends: AI in HR. Society for Human Resource Management. https://www.shrm.org/topics-tools/research/2025-talent-trends/ai-in-hr (access with link)	Pre-class survey
Session 2 Sep 21	Reliability and Validity	Text: Chapter 2 Articles: SHRM Advisor. (2026). 5 ways machine learning reduces unconscious bias in recruitment. Society for Human Resource Management https://www.shrm.org/in/topics-tools/news/blogs/5-ways-machine-learning-reduces-unconscious-bias-in-recruitment The Guardian. (2026). Will AI give you the job? Automated hiring tools spark discrimination and secrecy lawsuits.	

		https://www.theguardian.com/technology/2026/aug/19/ai-hiring-tools-discrimination	
Session 3 Sep 28	Legal Issues	Text: Chapter 3 Article: Ontario Human Rights Commission & Law Commission of Ontario. (2025). Human Rights AI Impact Assessment. https://www.ohrc.on.ca/en/human-rights-ai-impact-assessment?utm_source=chatgpt.com	Case Study 1
Session 4 Oct 5	Job Analysis and Competency Model	Text: Chapter 4	Case Study 2 Midterm Info
Oct 12	Midterm Recess		
Session 5 Oct 19	Job Performance	Text: Chapter 5 Articles: Opta Analyst. (2024). Opta football stats definitions. https://theanalyst.com/articles/opta-football-stats-definitions Reuters. (2026). Messi walked, Mbappé sprinted: What World Cup tracking data reveals. https://www.reuters.com/graphics/SOCCER-WORLDCUP/zgvolqqoydpd/#final-world-cup-stats	
Oct 26	Midterm Exam		
Session 6 Nov 2	Recruitment	Text: Chapter 6 Article: Emilio J. Castilla, Hye Jin Rho (2023) The Gendering of Job Postings in the Online Recruitment Process. Management Science 69(11):6912-6939. https://doi.org/10.1287/mnsc.2023.4674	Case Study 3
Session 7 Nov 9	- Applicant Screening - Testing and Other Assessment I	Text: Chapter 7 Article: Sunil, S., & Saraf, M. (2026). AI Has Broken Hiring. Here's How to Fix It. Harvard Business Review. https://hbr.org/2026/06/ai-has-broken-hiring-heres-how-to-fix-it	
Session 8 Nov 16	- Testing and Other Assessment II - Interviewing	Text: Chapters 8 & 9	Case Study 4
Session 9 Nov 23	Making Selection Decisions	Text: Chapter 10 Article: Egan, J. (2025). AI in hiring: Why transparency matters more than ever. Society for Human Resource Management. https://www.shrm.org/executive-network/insights/ai-hiring-why-transparency-matters-more-than-ever	Interview Simulation Information Final exam info
Session 10-11 Nov 30, Dec 7	Interview Simulation		