



COURSE OUTLINE

SCHOOL OF BUSINESS

COURSE NAME: Recruitment and Selection
COURSE CODE: HRM 4005
CREDIT HOURS: 42
PREREQUISITES: None
COREQUISITES: HRM 4003
PLAR ELIGIBLE: YES (X) NO ()
EFFECTIVE DATE: September 2009
PROFESSOR: _____ **OFFICE #:** _____
PHONE: 416-415-5000 **EMAIL:** _____

NOTE TO STUDENTS: Academic Departments at George Brown College will NOT retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

FOR OFFICE USE ONLY		
ORIGINATOR: _____	_____	_____
	SIGNATURE	DATE
CHAIR: _____	_____	August 2009
	SIGNATURE	DATE
DATE OF REVISION: _____	_____	_____

EQUITY STATEMENT: George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

STUDENT RESPONSIBILITIES: Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

COURSE DESCRIPTION:

This course provides students with a comprehensive look at the current issues and methodologies that are used in the recruitment and selection process. Emphasis is placed on how to align the recruitment and selection functions with the overall business strategy of the firm. Students learn how to integrate organizational and job analyses as the foundation of excellence in the recruitment and selection system. Students develop job descriptions and job postings. Particular concentration is on structured interview techniques with students designing effective situational and behaviour description interview questions with scoring guides, and conducting interviews through role play. Current legislation and legal issues are examined, as well as scientific and professional standards that affect recruitment and selection procedures. Practical applications of all material are assimilated through cases and experiential exercises.

ESSENTIAL EMPLOYABILITY SKILLS:

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (**L**), Practiced (**P**) or Evaluated (**E**) in this course:

Skill	L	P	E	Skill	L	P	E
1. communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience	√	√	√	7. locate, select, organize and document information using appropriate technology and information sources	√	√	√
2. respond to written, spoken or visual messages in a manner that ensures effective communication	√	√	√	8. show respect for the diverse opinions, values, belief systems, and contributions of others		√	√
3. execute mathematical operations accurately				9. interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals		√	√
4. apply a systematic approach to solve problems	√	√	√	10. manage the use of time and other resources to complete projects		√	√
5. use a variety of thinking skills to anticipate and solve problems		√	√	11. take responsibility for one's own actions, decisions and consequences		√	√
6. analyze, evaluate, and apply relevant information from a variety of sources		√	√				

COURSE OUTCOMES:

Upon successful completion of this course the students will have reliably demonstrated the ability to:

1. **Evaluate the procedures for recruiting and selecting employees, taking into account constraints imposed by the organization and legislation.**
 - Discuss how recruitment and selection fits into the human resources planning process and aligns with the overall business strategy of the firm.
 - Identify internal and external factors that influence an organization's recruitment and selection strategy.
 - Explain the integration of recruitment and selection to job, process and organization analyses.
 - Design recruitment and selection action plans based on workplace scenarios.
 - Illustrate how human rights and employment equity legislation impact recruitment and selection policies and procedures.
 - Differentiate between discriminatory and non-discriminatory job ads, employment applications and interview questions.
 - Formulate methods for non-discriminatory hiring practices.
 - Discuss how organizations are managing their diverse workforce to meet their talent requirements, for example, the hiring of skilled immigrants.
 - Analyze the key legal concepts affecting recruitment and selection: direct discrimination, adverse effect discrimination, adverse impact, bona fide occupational requirement, reasonable accommodation, individual accommodation, reasonable alternative, undue hardship and sufficient risk.

2. **Devise plans to search for and obtain applicants through traditional and new venues.**
 - Explain methods to identify job specifications and competencies to be used in recruitment advertisements.
 - Design an ideal job advertisement for a particular job.
 - Compare and contrast the advantages and disadvantages of internal and external recruitment.
 - Distinguish among the different recruitment methods and tools available.
 - Formulate recruitment strategies that create accurate candidate expectations and assist in achieving a person-organization fit.
 - Obtain price quotes for various recruitment mediums.
 - Compile and defend your classification of a collection of effective/ineffective and compliant/non-compliant job recruitment advertisements.

3. **Develop strategies for the process of screening and selecting candidates.**
 - Compare and contrast the advantages and disadvantages of using the common screening devices: biographical data, application forms, resumes, interviews, reference checks and applicant tracking systems.
 - Distinguish between screening/unstructured interviews and structured interviews.
 - Explain how human resource professionals can educate line managers about their human rights and employment equity responsibilities.

- Identify the strengths and weaknesses of different types of performance rating systems.
- Discuss performance rater errors with suggestions on how to reduce these errors.
- Illustrate how to develop and use scientifically sound measures of performance in selection and assessment.
- Construct an ideal resume and cover letter for a particular job advertisement, applying knowledge of resume screening techniques.
- Differentiate among the various decision-making models used in candidate selection.

4. Utilize interviewing techniques fluently.

- Differentiate among the different types of interviews: situational, comprehensive-structured and behaviour-description interviews.
- Develop effective behaviour-description and situational interview questions for particular jobs.
- Design scoring guides to accompany structured interview questions.
- Conduct interviews through role play.
- Identify the benefits associated with an exit interview and discuss questions that could be utilized.

5. Assess the usefulness of the various testing methods used in the selection process.

- Compare and contrast the advantages and disadvantages of the various types of testing procedures: personality, ability, aptitude and integrity tests.
- Explain how work samples, simulations and assessment centres can be effectively utilized in the selection process.
- Discuss how reliability and validity measures can be used to evaluate testing effectiveness.
- Outline the steps to consider in selecting a test.
- Describe the professional and legal standards that govern the use of employment tests.
- Select the appropriate tests for various workplace scenarios.

6. Plan a reference/employment check procedure.

- Distinguish between reference checks and background checks.
- Design questions to be used in a reference check form.
- Outline the reference check process.
- Discuss validity issues related to personal and business references.

DELIVERY METHODS / LEARNING ACTIVITIES:

Teaching methods in this course are interactive and require class input and involvement. The course will include lectures, collaborative work, role play, online learning and independent study.

LIST OF TEXTBOOKS AND OTHER TEACHING AIDS:

Required:

Victor M. Catano et. al. Recruitment and Selection in Canada. Fourth Edition. Nelson Education Limited (Nelson Series in HRM), 2010.

On-line Resource:

www.hireimmigrants.ca

TESTING POLICY:

Exemption or deferral of an assignment, test or exam is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the due date. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses a test or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will not be penalized and will have the missed percentage of the course mark added to the weighting of the final exam. There will be no make-up quizzes, exams or assignments.

Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade. Failure to do this will result in an F grade.**

ASSIGNMENT POLICY:

Students unable to submit an assignment on the due date should discuss the matter in advance with the professor. The professor will apply a late penalty of 10% per day, up until the 5th day, when the assignment will no longer be accepted. Assignments are to be handed in at the beginning of class or will be deemed late.

It is expected that all students will make a significant contribution to the group assignment. If not, marks may be adjusted accordingly. If the group is unable to progress as planned due to medical and/or personal reasons, it is expected that the group will contact the professor immediately. The entire group is responsible for the accuracy of the entire report, including proper referencing of sources.

EVALUATION SYSTEM:

Assessment Tool:	Description:	Outcome(s) assessed:	EES assessed:	Date / Week:	% of Final Grade:
Assignment #1	Individual Assignment	1-2	1-2, 4-7, 10-11	Week 6	20%
Test #1		1-2	1-2, 4-6	Week 5	15%
Test #2		2-3, 5-6	1-2, 4-6	Week 10	15%
Assignment #2	Individual Assignment with a Role Play Component	3-4	1-2, 4-11	Weeks 12, 13 & 14	20%
Final Exam	Comprehensive	1-6	1-2, 4-6	Week 15	30%
				TOTAL:	100%

GRADING SYSTEM

The passing grade for this course is: **D**. A minimum grade of **C** is required for HRP A purposes.

A+	90-100	4.0	B+	77-79	3.3	C+	67-69	2.3	D+	57-59	1.3	Below 50	F	0.0
A	86-89	4.0	B	73-76	3.0	C	63-66	2.0	D	50-56	1.0			
A-	80-85	3.7	B-	70-72	2.7	C-	60-62	1.7						

Excerpt from the College Policy on Academic Dishonesty:

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material. To view George Brown College policies please go to www.georgebrown.ca/policies

TOPICAL OUTLINE:

Week	Topic / Task	Outcome(s)	Content / Activities	Resources
1	<ul style="list-style-type: none"> ▪ Introduction ▪ Legal Issues 	<ul style="list-style-type: none"> ▪ 1 	<ul style="list-style-type: none"> ▪ Why Recruitment & Selection Matter ▪ A Systems View of HR ▪ Recruitment & Selection & the HR Profession ▪ Legal Overview ▪ Key Legal Concepts & Requirements in Recruitment & Selection 	<ul style="list-style-type: none"> ▪ Chapters 1 & 3
2	<ul style="list-style-type: none"> ▪ Legal Issues (Continued) ▪ Measurement, Reliability, & Validity 	<ul style="list-style-type: none"> ▪ 1 	<ul style="list-style-type: none"> ▪ Key Legal Concepts & Requirements in Recruitment & Selection (Continued) ▪ Practical Guidelines ▪ The Recruitment & Selection Process ▪ Building a Foundation ▪ Reliability & Validity 	<ul style="list-style-type: none"> ▪ Chapters 2 & 3
3	<ul style="list-style-type: none"> ▪ Job Analysis & Competency Models 	<ul style="list-style-type: none"> ▪ 1, 2 	<ul style="list-style-type: none"> ▪ Organizational & Process Analysis 	<ul style="list-style-type: none"> ▪ Chapter 4
4	<ul style="list-style-type: none"> ▪ Job Analysis & Competency Models (Continued) 	<ul style="list-style-type: none"> ▪ 1, 2 	<ul style="list-style-type: none"> ▪ Process Analysis (Continued) ▪ Job Analysis ▪ The Role of Competencies 	<ul style="list-style-type: none"> ▪ Chapter 4
5	<ul style="list-style-type: none"> ▪ Test #1 ▪ Recruitment, Selection & Job Performance 	<ul style="list-style-type: none"> ▪ 3 	<ul style="list-style-type: none"> ▪ Test #1 ▪ Job Performance Overview ▪ A Multidimensional Model of Job Performance ▪ Measuring Performance ▪ Job Performance Criteria 	<ul style="list-style-type: none"> ▪ Chapter 5
6	<ul style="list-style-type: none"> ▪ Recruitment 	<ul style="list-style-type: none"> ▪ 1, 2 	<ul style="list-style-type: none"> ▪ Attracting Job Applicants ▪ The Person-Organization Fit ▪ Recruitment Strategy & Methods ▪ International Recruitment ▪ Evaluating Recruiting Efforts ▪ Assignment #1 Due 	<ul style="list-style-type: none"> ▪ Chapter 6
7	<ul style="list-style-type: none"> ▪ Applicant Screening 	<ul style="list-style-type: none"> ▪ 3, 6 	<ul style="list-style-type: none"> ▪ Applicant Screening & Methods 	<ul style="list-style-type: none"> ▪ Chapter 7
8	<i>INTERSESSION WEEK</i>			
9	<ul style="list-style-type: none"> ▪ Testing 	<ul style="list-style-type: none"> ▪ 5 	<ul style="list-style-type: none"> ▪ Applicant Testing & Methods 	<ul style="list-style-type: none"> ▪ Chapter 8

10	<ul style="list-style-type: none"> ▪ Test #2 ▪ Interviewing 	<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ Test #2 ▪ Purposes & Uses of the Interview ▪ Unstructured & Structured Interviews ▪ Interview Techniques ▪ Interview Practice & the Law ▪ Designing Interview Questions ▪ Interviewer Training 	<ul style="list-style-type: none"> ▪ Chapter 9
11	<ul style="list-style-type: none"> ▪ Interviewing (Continued) 	<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ Interview Techniques (Continued) 	<ul style="list-style-type: none"> ▪ Chapter 9
12	<ul style="list-style-type: none"> ▪ Interviewing (Continued) ▪ Interview Role Play Presentations 	<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ Interview Techniques (Continued) ▪ Cross Cultural Interviewing ▪ Structured Interviews in Practice ▪ Interview Role Play Testing 	<ul style="list-style-type: none"> ▪ Chapter 9
13	<ul style="list-style-type: none"> ▪ Decision Making ▪ Interview Role Play Presentations 	<ul style="list-style-type: none"> ▪ 1, 3, 4 	<ul style="list-style-type: none"> ▪ The Context of Selection Decisions ▪ Selection Errors ▪ Collection & Combination of Information ▪ Group Decision Making ▪ Structured Interviews in Practice ▪ Assignment #2 Due ▪ Interview Role Play Testing 	<ul style="list-style-type: none"> ▪ Chapter 10
14	<ul style="list-style-type: none"> ▪ Decision Making (Continued) ▪ Interview Role Play Presentations 	<ul style="list-style-type: none"> ▪ 1, 3, 4 	<ul style="list-style-type: none"> ▪ Decision-Making Models ▪ Making Selection Decisions ▪ Structured Interviews in Practice ▪ Interview Role Play Testing 	<ul style="list-style-type: none"> ▪ Chapter 10
15	<ul style="list-style-type: none"> ▪ Final Examination 		<ul style="list-style-type: none"> ▪ Final Examination 	

Please note: this schedule may change as resources and circumstances require.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar: <http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>