

THE UNIVERSITY OF WESTERN ONTARIO  
Faculty of Social Science  
Bachelor of Management and Organizational Studies Program  
**MOS 3384a**  
**Personnel Recruitment and Selection**  
**Fall 2009**

Monday 12:30-1:30, SSC 3010 Wednesday 12:30-2:30, SSC 3108
---

Professor: James O'Brien  
Office: SSC 7432  
Telephone: (519) 661-2111 x81463  
E-mail: [jobrie3@uwo.ca](mailto:jobrie3@uwo.ca) (please include <3384> in subject line)  
Office Hours: Mon & Weds 11-12 or by appointment.

---

### **Required Text**

Catano, V.M., Wiesner, W.H., Hackett, R.D., & Methot, L.L. (2010). *Recruitment and selection in Canada* (4th ed.). Toronto, ON: Nelson.

### **Additional Materials**

Supplementary readings and materials, as required, may be distributed in class.

Slides will be posted on the course website on OWL/ WebCT, typically in portable document format (.pdf).

### **Course Description**

This course is an introduction to the theory and scientific methods of psychological assessment for the purposes of personnel selection, with an emphasis on the most current and valid selection procedures. Related topics include job analysis and competency modeling, recruitment, decision-making, legal and ethical issues

3 lecture hours, 0.5 course.

### **Prerequisite(s)**

Enrolment in 3rd or 4th year of MOS Program.

### **Course Description and Objectives**

Recruitment and selection are core human resource management functions, and can create competitive advantage for organizations. As human resource managers, you will participate in the design, operation, and evaluation of recruiting and selection systems.

This course will provide a framework for engaging in these activities that is thoughtful, critical, and driven by the best available evidence in the management and industrial/organizational psychology literatures.

The course has been designed to build our knowledge of personnel recruitment and selection cumulatively, beginning with methodological issues and progressing through selection methods to organizational and legal issues. This design requires careful attention to the material as it unfolds week-to-week, as later sessions will increasingly depend on prior learning.

Our goals are to build familiarity with the literature, to improve our ability to identify, diagnose and respond effectively to recruitment and selection issues and problems, and to prepare for successful professional practice. We will also sharpen our management skills, with particular emphasis on clear, accurate and persuasive communication.

## **Evaluation**

### Overview

Final Exam:	During Fall Exam Period	30%
Short Report:	Due Nov 11, in class	25%
Midterm test:	In class, Oct 21	20%
Individual Presentation:	In class and submitted handout	15%
Class contribution:	In class	10%

### Final Exam (30 %)

Managers are expected to be subject matter experts, and often are required to recall and apply knowledge extemporaneously, in meetings or discussions. The exam will include questions concerning both the content of the course and its application to managerial problem-solving.

### Short Report (25%)

For managers and scholars, writing matters. This requirement is based on a description of a recruiting and selection system. Students will provide a concise written critique of the system, based on learning in the course. The report will not exceed 4 double-spaced pages, excluding references and a reasonable number of exhibits. **This requirement is due in class, in hardcopy form, on Nov 11.**

### Midterm test (20%)

This test will cover learning over the first five weeks of the course, with an emphasis on foundational material in measurement (Ch 2). **The midterm test will be held in class on Oct 21.**

### Individual Presentation (15%)

Effective managers can clearly and concisely explain technical terms relevant to their managerial practice. In this requirement, students will each select a technical term from a list provided by the instructor. Each student will:

Explain the term in-class when invited by the instructor, in a short oral presentation (<2 minutes).

Prepare a single page (250w maximum) handout. This will include a formal definition of the term (including source, in APA format), an explanation of the term in your own words, and an example drawn from an academic source that shows the term in application.

I will post a sign-up sheet for the terms on my office door (SSC 7432) in the first week of class. It is your responsibility to sign-up for a term, and only one student may adopt each term.

#### Class contribution (10%)

There is a normative expectation in management education that class members will prepare for class, attend class, and contribute to class discussion and exercises. This is based on linkages between attendance and academic performance as well as your obligation to your peers to be well-informed and positively engaged.

Our time together in class represents a valuable, scarce resource, and the quality of the collective experience depends to a very great extent on the value of our individual contributions to class. At a minimum, we ought to attend class, be prepared, and engage in courteous, respectful dialogue with each other. We may also promote discussion in line with the principles discussed in Bonnycastle (1996), create opportunities for others to contribute, clarify abstract or difficult points, or be helpful to the group in any number of ways.

## Schedule

Date	Topic	Class preparation
Sep 14/16	Course Introduction, and Introduction to Selection and Recruitment	CWHM Ch. 1
Sep 21/23	Measurement, validity and reliability	CWHM Ch. 2
Sep 28/30	Measurement, validity and reliability (cont'd)	CWHM Ch. 2
Oct 5/7	Job Analysis and Competency Modeling	CWHM Ch. 4
Oct 14/19	Work performance	CWHM Ch.5
Oct 21	<b>Midterm test</b>	
Oct 26/28	Recruitment	CWHM Ch. 6
Nov 2/4	Selection I: Screening	CWHM Ch. 7
Nov 9/11	Selection II: Testing	CWHM Ch. 8
	<b>Short report due Nov 11, in class</b>	
Nov 16/18	Selection III: Interviewing	CWHM Ch. 9
Nov 23/25	Overall Evaluation of Selection Methods	Notes
Nov 30/Dec 2	Decision Making	CWHM Ch.10
Dec 7/9	Legal Issues in Recruitment and Selection	CWHM Ch. 3
	Summary/ Integration	

---

### Notes:

Assigned readings are part of your preparation for class. In-class activity is based on the assumption that students have read the material and identified specific issues for clarification or elaboration.

## **Academic conduct**

The conduct of the course is subject to university regulations described in the undergraduate calendar.

**Further, students are expected to act ethically and in a manner consistent with professional norms of Canadian management practice.**

**Due dates are hard deadlines. Subject to the procedures described below, late assignments will not be accepted.**

The following material is derived from University and Faculty rules and procedures for the conduct of undergraduate courses.

### **GENERAL INFORMATION**

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

### **TERM TESTS and MID-TERM EXAMS**

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.

4. The Academic Counselling Office will contact your instructor to confirm your documentation.

### **FINAL EXAMINATIONS**

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

### **LATE ASSIGNMENTS**

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

### **SHORT ABSENCES**

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

### **EXTENDED ABSENCES**

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

### **DOCUMENTATION**

1. **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once

your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.

2. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
3. In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.
4. In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
5. For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

### **ACADEMIC CONCERNS**

1. You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
2. You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
3. If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
4. If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

### **A Note on Plagiarism:**

From Academic Policies and Regulations, The University of Western Ontario Academic Calendar 2006:

Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to licensing agreement, currently between the University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).