

# MOS 3384A 001

## Personnel Recruitment & Selection

---

### Course Outline

### Fall 2011

**Instructor:** Karen MacMillan  
**Office:** SSC 2232  
**Office Hours:** Mondays 11:30 to 12:25  
**Phone:** 661-2111 x84924  
**Email:** kmacmillan@ivey.uwo.ca  
(put #3384 in the subject line)

#### CLASS LOCATION & TIMES

SSC 2028

Mondays 12:30 – 1:30

Wednesdays 12:30 – 2:30

#### COURSE DESCRIPTION

This course is an introduction to the theory and methods of employee recruitment and selection. It will provide a framework for engaging in these activities in a way that is thoughtful, critical and informed by the best available evidence in the management and industrial/organizational psychology literatures.

Our goals will be to explore the theory, build knowledge on the required tools, and practice the required skills for professional level practice. The emphasis will be on valid selection procedures. Other key topics include reliability/validity, job analysis, recruitment processes, and legal and ethical issues.

3 lecture hours, 0.5 course

#### PREREQUISITE

Enrolment in 3<sup>rd</sup> or 4<sup>th</sup> year of BMOS program. (Please be aware of the following section of the University Senate regulations: *Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.*)

#### REQUIRED TEXT

Catano, V. M., Wiesner, W. H., Hackett, R. D., & Methot, L. L. (2010) Recruitment and Selection in Canada (4<sup>th</sup> edition). Toronto, ON: Nelson. Supplementary readings and materials, as required, may be distributed in class.

## SCHEDULE\*

Date	Topic/Deliverable	Readings
Sept. 12/14	Introduction	Chapter 1
Sept. 19/21	Measurement, Validity, Reliability	Chapter 2
Sept. 26	Job Analysis and Competencies	Chapter 4
Sept. 28	<b>(In-class assignment #1)</b>	
Oct. 3/5	Job Performance	Chapter 5
Oct. 10	Thanksgiving – No class!	
Oct. 12/17	Legal Issues	Chapter 3
Oct. 19	<b>Midterm Test</b>	(Chapters 1 to 5, plus class notes)
Oct. 24	Recruitment	Chapter 6
Oct. 26	<b>(In-class assignment #2)</b>	
Oct. 31	Selection 1: Screening	Chapter 7
Nov. 2	<b>(In-class assignment #3)</b>	
Nov. 7	Selection 2: Testing	Chapter 8
Nov. 9	<b>(In-class assignment #4)</b>	
Nov. 14	Selection 3: Interviewing	Chapter 9
Nov. 16	<b>(In-class assignment #5)</b>	
Nov. 21/23	Selection Overview and Retention Issues <b>Paper due November 21st IN CLASS</b>	
Nov. 28/30	Decision Making	Chapter 10
Dec. 5/7	Summary/Extra Material	
<b>Final Exam – TBD</b>	(Chapters 1-10, plus class notes)	

*\*The schedule may be adjusted as per our progression with the topics. Any changes will be announced in class.*

## EVALUATION

Evaluation will be based on a midterm test, a paper, in-class assignments and a final exam. Mark allocation will be as follows:

1. Midterm Test – October 19 in class 30%
2. Paper – Hard copy due November 21 in class 30%
3. In-class Assignments (5 x 1 marks each) 5%
4. Final Exam – date and location TBD 35%

Both the midterm test and the final exam will be closed-book, and a combination of multiple-choice and short-answer questions. No electronic devices or other aids will be allowed at the exams. Latecomers may not be admitted. Reweighting of the test, paper, and exam is not allowed.

A hard copy of the required paper is to be handed in **during class** on November 21st. It will be a maximum of 2000 words, exclusive of attachments. Students are to develop and/or critique a recruitment and selection system for a particular position. Six sections are required: (1) Position Analysis (2) Recruitment Process (3) Screening Steps (4) Testing Procedure (5) Interview Format (6) Conclusion. More details will be provided in class. Late papers will be assigned a 10% penalty per day, starting at one minute after the end of class on November 21<sup>st</sup>.

Five in-class assignments will be started and finished within class time. These are designed to be fun, to give

you practical experience with the class topics, and to prepare you for writing the class paper. Details will be provided in class. Please bring pen/paper or a laptop to class on these days. Students who miss an assignment should check the class website for instructions.

If you are unable to meet your academic responsibilities, please notify me via email, and follow the UWO procedures as outlined in the General Information section of this document.

## **ACCESSIBILITY**

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please notify me if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 (extension 82147) for any specific questions regarding an accommodation. More information about accessibility at Western is available at: <http://accessibility.uwo.ca>.

## **EXPECTATIONS**

I commit to trying to make this course an enjoyable and valuable experience. I will come to each session prepared to offer you material that I consider relevant. Although I respect your current level of knowledge, skills, and abilities, my aim is to help you add to this base in order to increase your future success in business or academia. If you would like to discuss a course-related issue, please notify me either in person or via email.

You are also expected to be engaged in the entire learning process. This means completing the readings before class, listening to others during class, and contributing to discussions in a positive way. Collective reasoning and discovery are important for successful learning in this course.

**Using your computer or phone during class for personal activities such as reading/writing email, surfing the Web, playing games, etc. is distracting, counterproductive and violates our norms.**

Plagiarism is when you represent another person's ideas as your own. It is a serious academic offence. Whenever you take an idea or words from another person or entity, you must acknowledge it by appropriately citing your source(s). This University uses software to check for plagiarism. You might be required to submit your written work in electronic form for plagiarism checking. Please review the university policy about plagiarism and other scholastic offenses in the Academic Handbook (issued 2008 09) at: [http://www.uwo.ca/univsec/handbook/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf).

## **ACADEMIC OFFENSES**

Scholastic offenses are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following web site: [http://www.uwo.ca/univsec/handbook/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf).

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 for such checking 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 the licensing

agreement, currently between the University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

*Please note all of the following material is taken directly (or adapted) from UWO's Academic and Scholarship Policy. More information is available online at <http://www.uwo.ca/univsec/handbook>.*

## **GENERAL INFORMATION**

The Web site for Registrarial Services is <http://www4.registrar.uwo.ca> .

Please note UWO's Policy on Accommodation for Medical Illness at: <https://studentservices.uwo.ca/secure/index.cfm> .

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 Counseling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counseling 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 Counseling 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 Counseling Office and your instructor with supporting documentation (see below for information on 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 Counseling Office for approval without delay.

**Note:** Make sure you know the date, time and location of the special examination. For more information see <http://counselling.ssc.uwo.ca/procedures/examinations.asp>.

## **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 Counseling 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 Counseling 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 Counselors 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 request a Student Medical Certificate from the physician. Once your documentation has been assessed, the academic counselor will inform your instructor whether 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 off-campus medical certificate form must be used: <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. 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 Counselor.

**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 Counselor.
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 Counseling Office in your home faculty for instructions.

## **FAILED YEAR**

Procedures for completing a [Waiver of the Progression Requirements](#) (DEADLINE IS JUNE 30). [Click here for BMOS Waiver of Progression Requirements](#) .

In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance? When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
  1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
  2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
  3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
  4. Approximately what percentage of classes did you attend in each course?

5. What assignments/tests/labs/quizzes/exams did you complete in each course?
  6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
  7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
  - What are your academic goals?
    - a. What is your long-term degree/program objective?
    - b. In what specific program do you wish to register during the coming year?
    - c. What specific courses do you wish to take during the coming year?

**NOTE:** In (b) and (c), do not list programs or courses for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.