

**THE UNIVERSITY OF WESTERN ONTARIO  
LONDON CANADA**

**Management and Organizational Studies**

**MOS 3384B  
Section 002**

**Personnel Recruitment and Selection**

**2018**

**1.0 CALENDAR 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)

Antirequisite: None

Prerequisites: Enrolment in 3<sup>rd</sup> or 4<sup>th</sup> year of the BMOS program.

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will 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”.

This regulation is in regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

**2.0 COURSE INFORMATION**

Instructor:	Julie Aitken Schermer, Ph.D.
Office:	4429 Social Science Centre
E-mail:	jharris@uwo.ca
Office Hours:	Tuesdays 1pm-2pm Wednesdays 10am-12noon
Telephone:	519-661-2111 ext 84699
Day and Time of Lectures:	Mondays 9:30 - 12:30
Location of Lectures:	SSC 2020

### 3.0 REQUIRED TEXTBOOK

Catano, V.M., Wiesner, W.H., & Hackett, R.D. (2016). *Recruitment and selection in Canada* (6<sup>th</sup> ed.). Scarborough, ON: Nelson Thomson Learning. [ISBN 978-0-17-657031-6]

### 4.0 COURSE OBJECTIVES

This course provides a systematic examination of choices that confront managers in Canada who wish to implement effective human resource recruitment and selection strategies and activities. These choices are presented through introduction to the concepts within the human resources management context as well as the organizational context. Upon successful completion of this course students will be able to:

- A. Describe the role and activities of human resources management in facilitating the steps required for recruitment and selection of human resources in organizations. This includes an evidence based approach to formulating decisions, recommending plans of action that effectively link such HR policies to business objectives to improve performance, and measuring the impact of human resources management.
- B. Define, describe, compare, and contrast key terms, theories, concepts, approaches, models and tools relevant to the human resource recruitment and selection process across Canadian workplaces.
- C. Synthesize and critically assess the extent to which various recruitment and selection practices and associated activities (such as job and competency analysis, performance measurement, recruitment methods, applicant screening, testing and other assessments, and decision making) are based on professional standards of reliability and validity, and implemented in an effective and ethical manner.
- D. Recognize how legislation, technology, changing economic conditions, labour force dynamics, and other external factors influence personnel recruitment and selection practices.

## 5.0 EVALUATION

Grades will be derived from three sources, the weights of which are outlined below:

### 5.1 MIDTERM EXAM = 35% (IN CLASS on Monday Feb. 12, 9:30am)

The exams cover all course materials (textbook chapters and lecture notes). The exams are non-cumulative and cover the material preceding the date the exams falls upon.

**Exams are closed book examinations.** In addition, no calculators or dictionaries are allowed into the examinations.

The **midterm exam** will be scheduled for **two hours**.

The **MIDTERM EXAM** will consist of **60 multiple choice questions** [15 questions for each of chapters 1, 2, 3, and 4 (4 chapters x 15 questions = 60 questions)].

### 5.2 FINAL EXAM = 45% (FINAL EXAM PERIOD, APR. 14-30, 2018)

The **final exam** will be scheduled for **2 hours** (date and location to be set by the registrar's office).

The **FINAL EXAM** will consist of **105 multiple choice questions** [15 questions each from chapters 6-12 (7 chapters x 15 questions = 105 questions)].

Cheating will not be tolerated; students are referred to the university policy on scholastic offenses (see section 8.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 University Community Centre, (519) 661-3573.

Exams will be scored using the program "Scan Exam" which examines the answer sheets for "unusual" coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

### 5.3 Presentations (20% in class on either Mon. Mar. 12 or Mon. Mar. 19, 2018)

Students will be required to use a Western library search engine of your choice (such as Scopus), locate an article published in a peer-reviewed journal dealing with the topic of **employment testing or assessment**, and present a summary of the article to the class (approximately 10 minutes). All presentations **MUST** be in the student's own words (do NOT read directly from the article; if you read directly from the article, then you are engaging in plagiarism and will receive a grade of zero). In each presentation, please: describe the purpose of the article, who were the participants, what did the participants "do" (i.e., scales completed), what were the findings, and how you might be able to apply the findings to a work situation.

Each student is required to ensure that the article they have chosen is unique (i.e., not being presented by another student). To ensure uniqueness, each student is required to provide the reference to their article on the course OWL page. Students must check the references posted to ensure that the article that they are interested in presenting has not been chosen by another student in the course. The following will be graded:

1. Clear presentation of the title, date of publishing, author(s), and journal title?
2. Purpose of the article (main research question (s) addressed) explained?
3. Stated who was tested in the study? (who were the participants)
4. What were the findings of the study?
5. How could the results of the study be applied to a work place? Give one example and be specific.

Oral presentations will require two in-class times for each presentation topic. Students will sign up for their presentation date on a first-come-first-allotted system through OWL with half of the students on the first day and the other half of the students on the second day. Failure to sign up for a presentation date will constitute your intention to not present. Not presenting will result in a grade of zero for this section of the course.

### 5.4 Course grade notes:

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** in the course. There are no exceptions to this. AExtra assignments@ to improve grades will **NOT** be allowed.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

**6.0 STUDY SCHEDULE  
(Mondays)**

January 8, 2018	Introduction to the course
January 15, 2018	Chapter 1 – Introduction to Recruitment and Selection
January 22, 2018	Chapter 2 – Reliability and Validity
January 29, 2018	Chapter 3 – Legal Issues
February 5, 2018	Chapter 4 – Job Analysis and Competency Models
<b>February 12, 2018</b>	<b>MIDTERM EXAM IN CLASS 9:30am</b>
February 19, 2018 to February 23, 2018 – READING WEEK	
February 26, 2018	Chapter 5 – Recruitment, Selection, & Job Performance
March 5, 2018	Chapter 6 – Recruitment AND Chapter 7 – Applicant Screening
March 12, 2018	<b>Oral Presentations</b>
March 19, 2018	<b>Oral Presentations</b>
March 26, 2018	Chapter 8 – Testing and Other Assessments
April 2, 2018	Chapter 9 – Interviewing
April 2, 2018	Chapter 10 – Decision Making

**FINAL EXAMINATION – APRIL EXAM PERIOD (APR. 14-30, 2018)**

## 7.0 UNIVERSITY POLICY REGARDING ILLNESS

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy

[http://www.uwo.ca/univsec/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf)

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

## 7.1 MAKE-UP EXAMINATIONS

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the [Academic Counselling office](#)). The make-up exam differs in format from the original exam and would be scheduled before or at the completion of the course. Make-up examinations will be of the **true/false** nature **with guessing penalty** in which 0.5 marks are deleted from the number correct for *each* incorrect answer.

This format equates the grade a student would achieve if they randomly guessed on a multiple choice exam, which would result in a grade of approximately 20-25%. If a student randomly guessed on a true/false exam, they would achieve a grade of 50%. Thus the guessing penalty then equates the grade due to guessing alone to 25%.

## 8.0 UNIVERSITY POLICY ON CHEATING & ACADEMIC MISCONDUCT

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the [Ombudsperson](#), Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the [Academic Calendar](#). Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 9.0 PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the [Ombudsperson's Office](#).

## 10.0 STUDENT RESPONSIBILITIES

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 10.1 SUPPORT SERVICES

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>

Student Support Services (including the services provided by the USC listed here) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>  
 Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

### 11.0 Grade Policy

The DAN Program has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

### 12.0 OTHER ISSUES

#### Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures 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. The [Academic Counsellors](#) can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

#### Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).

### 13.0 OTHER INFORMATION

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

### 14.0 Accessibility Statement:

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 contact the course instructor 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 661-2111 #82147 for any specific

questions regarding an accommodation. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>