

COURSE SYLLABUS



COURSE TITLE:	BUS 318 Recruitment, Selection & Retention
CLASS SECTION:	Sec 002: Tuesdays 6:00pm – 8:50pm
TERM:	Winter 2023
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Lecture: CBA 210

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. Learn more about Camosun's [Territorial Acknowledgement](#).

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME:	Aidan Dumaisnil (she/her)
EMAIL:	DumaisnilA@camosun.ca
OFFICE:	CBA 259
HOURS:	Tuesdays 2:00pm – 3:00pm or by appointment

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

Students will examine current and future recruitment, selection and engagement strategies in high performance organizations. With an emphasis on applied learning, students will analyze the complexities of employment issues, trends and legislative requirements affecting recruitment and selection. Students will develop and apply competency-based selection processes and methodologies to source, recruit and select the best candidates for the organization.

PREREQUISITE(S): C in BUS 210 – Must be completed prior to taking this course

COURSE LEARNING OUTCOMES / OBJECTIVES

Upon successful completion of this course, a student will be able to:

1. Identify how strategic recruitment and selection functions relate to organizational effectiveness and efficiency
2. Identify, adapt and implement strategic recruitment approaches that are effective, efficient and legally compliant
3. Develop comprehensive recruitment and selection processes including clarification of job competencies, designation of selection criteria, and utilization of appropriate screening procedures
4. Apply competency-based selection interviewing to implement recruitment and selection processes

5. Critique and assess the effectiveness of recruitment and selection techniques
6. Select and adapt retention strategies to meet employee needs and reflect the requirements and values of the organization

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Readings assigned below.

Ivey (Online Case \$4.50). Instructions to purchase the case will be on D2L.

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

DATE	DETAILS	READINGS	ASSESSMENTS/DEADLINES
Week 1 Jan. 10	Course Overview Intro to Recruitment & Selection	Barends, E., Rousseau, D. M., & Briner, R. B. (2014). Evidence-based management: The basic principles. <i>Center for Evidence-Based Management</i> .	
Week 2 Jan. 17	Legal Considerations	Review BC's Human Rights Code Meiorin Case Your assigned legal case	
Week 3 Jan. 24	Employer Branding	Adams, B. (2022). Make your employer brand stand out in the talent marketplace. <i>Harvard Business Review</i> . Optional: Edwards, M.R. (2017). Employer branding and talent management. In D.G. Collings, K. Mellahi & W.F. Cascio (Eds.). <i>The Oxford handbook of talent management</i> (pp. 23–42). Oxford: Oxford University Press.	Legal case presentations – Tue., Jan. 24
Week 4 Jan. 31	Diversity and Bias	Dobbin, F., & Kalev, A. (2016). Why diversity programs fail. <i>Harvard Business Review</i> , 94(7), 14. Johnson, S. K., Hekman, D. R., & Chan, E. T. (2016). If there's only one woman in your candidate pool, there's statistically no chance she'll be hired. <i>Harvard Business Review</i> , 26(04), 1-7. Optional: Grant, A., & Sandberg, S. (2014). When talking about bias backfires. <i>The New York Times</i> . Optional: Bailey, L. (2022). How KPMG is recruiting, supporting employees with disabilities, neurodiversity. <i>Benefits Canada</i> .	
Week 5 Feb. 7	Recruitment	Breaugh, J. A. (2009). Recruiting and Attracting Talent: A Guide to Understanding and Managing the Recruitment Process. <i>Society for Human Resource Management</i> .	

Week 6 Feb. 14	Recruitment Reliability, Validity & Performance	Hardison, C. M., Lim, N., Keller, K. M., Marquis, J. P., Payne, L. A., Bozick, R., ... & Saum-Manning, L. (2015). Appendix A: Key considerations in evaluating the selection process. In <i>Recommendations for Improving the Recruiting and Hiring of Los Angeles Firefighters</i> (pp. 81-89). Rand Corporation. Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. <i>Journal of occupational and environmental medicine</i> , 856-866.	
Week 7 Feb. 21	Reading Break: NO CLASSES		
Week 8 Feb. 28	Selection	Brutus, S. & Baronian, N. (n.d.). Chapter 5: Staffing. <i>Human Resources Management – Canadian Edition</i> . [link] Screening and Evaluating Job Candidates. (2023). <i>Society for Human Resource Management</i> .	Recruitment plan due – Tue., Feb. 28 Quiz 1: Wed., Mar. 1 – Fri., Mar. 3
Week 9 Mar. 7	Selection	Dipboye, R., Macan, T., & Shahani-Denning, C. (2012). The selection interview from the interviewer and applicant perspectives: Can't have one without the other. In Schmitt, N. (Eds.). <i>The Oxford Handbook of Personnel Assessment and Selection</i> (pp. 323-352). Oxford: Oxford University Press.	
Week 10 Mar. 14	Competency-based Interviews + Workshop	Human Resource Systems Group. (n.d.) The complete guide to running competency-based interviews. [Guide] . Modules 6.1-6.3 in CamSTAR career lab https://camstar.camosun.ca/lessons/6-1-introduction/	
Week 11 Mar. 21	Remote Selection Interviews (no class)		
Week 12 Mar. 28	Reference Checking & Orientation Case Analysis	Knight, R. (2016). The right way to check someone's references. <i>Harvard Business Review</i> . BC Public Service Agency. (2020). <i>Reference Check Guidelines</i> .	Reference checking assignment (in-class) Selection plan due – Tue. Mar. 28
Week 13 Apr. 4	Case Analysis	Your assigned Ivey case	Quiz 2: Wed., Apr. 5 – Fri., Apr. 7
Week 14 Apr. 11	Case Presentations		Case presentations – Tue., Apr. 11 Interview + reflection due – Fri., Apr. 14

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is

required. Deadlines can be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Quizzes and Exams <ul style="list-style-type: none"> 2 comprehensive quizzes worth 15% each 	30%
Group Assignments <ul style="list-style-type: none"> Legal case study (group presentation) Recruitment/selection case study (group presentation) 	10% 15%
Individual and Pair Assignments <ul style="list-style-type: none"> Recruitment plan (individual) Selection plan (individual + pair component) Interview + reflection (individual + pair component) Reference check assignment (individual, completed in-class) 	10% 20% 10% 5%
TOTAL	100%

Percentage – Grade / Grade Point Equivalency

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a “D” grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](#) policy for more information.

<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca.libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College’s Academic Integrity Policy. See Camosun’s (2021)

policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- Providing answers to another student in any test, examination, or take-home assignment.
- Taking any unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

Deadlines, exams, and assignments. You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- a. **EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- b. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- c. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Final exams: Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from:

<http://camosun.ca/learn/calendar/current/procedures.html#academic>.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College

property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Academic English	http://camosun.ca/services/academic-supports/multilingual-student-support
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible](#)

[Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.