



COURSE OUTLINE: HRM304 - RECRUIT. & SELECTION

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Course Code: Title	HRM304: RECRUITMENT AND SELECTION
Program Number: Name	2041: BUSINESS - H.R.
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2025-2026
Course Description:	In this course, students will examine the effective recruitment and selection of job candidates with the abilities, skills, attitudes and knowledge needed by the organization. Students will examine the principles, methods and legal framework that pertains to the specialized area of the human resources function. In this course, we will also review the benefits of a good Recruitment and Retention strategy in an organization and the importance of good relationships between the recruitment team and hiring leaders.
Total Credits:	3
Hours/Week:	3
Total Hours:	42
Prerequisites:	There are no pre-requisites for this course.
Corequisites:	There are no co-requisites for this course.
Vocational Learning Outcomes (VLO's) addressed in this course:	2041 - BUSINESS - H.R. VLO 1 participate in the recruitment, selection, and retention of employees VLO 3 participate in the planning, delivery, and evaluation of employee orientation, training, and development programs VLO 9 communicate human resources information accurately and credibly in oral, written, and graphic form VLO 11 identify the human resources component of a business plan VLO 12 assist in the collection and analysis of human resources data
Essential Employability Skills (EES) addressed in this course:	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience. EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication. EES 6 Locate, select, organize, and document information using appropriate technology and information systems. EES 7 Analyze, evaluate, and apply relevant information from a variety of sources. EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others. EES 9 Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals. EES 10 Manage the use of time and other resources to complete projects.



EES 11 Take responsibility for ones own actions, decisions, and consequences.

Course Evaluation:

Passing Grade: 50%,

A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.

Books and Required Resources:

Recruitment and Selection in Canada by Catano, Wiesner, Hackett

Publisher: Nelson Publishing Edition: 8th

ISBN: 9781774128459

Ebook (Top Hat Interactive eText - Read, Study + Assessment - TH Bundle) ISBN:

9781774945988

Course Outcomes and Learning Objectives:

Course Outcome 1	Learning Objectives for Course Outcome 1
Describe and analyze recruitment and selection in Canada.	1.1 Define recruitment and selection. 1.2 Explain the difference between recruitment, screening and selection and their importance to Canadian organizations. 1.3 Investigate how constitutional, human rights, employment equity, federal and provincial legislation impact recruitment and selection decisions and practices. 1.4 Explain why it is important that human resources works in unison with other units in the organization. 1.5 List and describe the professional bodies in Canada who are involved in recruitment and selection. 1.6 List and describe the ethical issues involved in recruitment and selection practices. Explain how these issues can be addressed.
Course Outcome 2	Learning Objectives for Course Outcome 2
Utilize the scientific method and objective measures to effectively establish, assess and ensure valid and reliable recruitment and selection practices based on thorough organization, job and performance analysis.	2.1 Explain the importance of the scientific method in relation to recruitment, screening, testing and selection strategies. 2.2 Define reliability and explain why it is a central concept to the development of a selection system. 2.3 Define validity and explain why it is a key concept in the development of a selection system. 2.4 Explain how bias affect a selection system, how they can be detected and how they can be overcome.
Course Outcome 3	Learning Objectives for Course Outcome 3
Analyze the legal issues that affect the practice of recruitment and selection in Canada, relevant legislation, policies, key legal concerns and concepts.	3.1 List and describe the four key legal means related to recruitment and selection in Canada. 3.2 List and define the key legal concepts that relate to hiring in Canada. 3.3 Within the field of Human Resources, explain the best practices for nondiscriminatory hiring.
Course Outcome 4	Learning Objectives for Course Outcome 4
Analyze and evaluate job analysis and competency models for use in organizational recruitment	4.1 Define job analysis and its role in job evaluation and organization analysis. 4.2 Explain the link between job analysis and the law. 4.3 Employ guidelines and a variety of techniques for



	and selection strategies.	conducting organizational process and job analyses to identify personnel specifications to be used as predictor criterion in recruitment and selection. 4.4 Contrast competency-based human resources models and those based on job analysis. 4.5 Describe the process for identifying competencies including the distinction between core and unique competencies. 4.6 Explain the need to validate competency based systems.
	Course Outcome 5	Learning Objectives for Course Outcome 5
	Determine the optimal methods of sourcing desirable employees to ensure diversity and equal opportunity.	5.1 Investigate relevant organizational aspects, both internal and external, associated with an organization's retention and attraction of talent, including labour market supply and demand, business strategy and job analysis. 5.2 Describe the role of applicant expectations in the selection process. 5.3 Define and describe the factors that could potentially affect a company's recruitment strategy. 5.4 Characterize the various sources of applicants. 5.5 Define and present the pros and cons of realistic job previews, expectation lowering procedures and decision-making training. 5.6 Describe how the recruitment practice can be evaluated.
	Course Outcome 6	Learning Objectives for Course Outcome 6
	Develop an understanding of effective strategies for promptly eliminating less suitable candidates. Analyze the widely used screening procedures, such as biographical data, resumes and conducting references checks.	6.1 Explain the purpose of screening. 6.2 Analyze the various methods used for screening potential candidates and gain an understanding of their strengths and weaknesses.
	Course Outcome 7	Learning Objectives for Course Outcome 7
	Analyze various selection tests to ensure they are reliable, valid, practical, and most fitting for the organization, job, and applicant pool, while considering the technical, ethical, and legal dimensions that govern their use.	7.1 Define psychological testing. 7.2 Describe the various legal and professional guidelines surrounding the use of testing in the workplace. 7.3 Analyze the issues involved with the reliability and validity of testing practices and in choosing the appropriate test. 7.4 Outline and detail the various ability and aptitude tests available, including their pros and cons. 7.5 Describe when it's appropriate to use physical fitness or medical tests for hiring purposes. 7.6 Explain the issues involved in using drug and alcohol testing in organizations. 7.7 Explain work samples and simulation tests and when it's appropriate to use them. 7.8 Describe the purpose of an assessment centre, and when they are suitable for use. 7.9 Define personality tests and identify situations in which their

	use is warranted. 7.10 Explain the considerations associated with determining the suitability of a selection procedure for a given situation.
Course Outcome 8	Learning Objectives for Course Outcome 8
Examine different interview techniques and assess their effectiveness in specific scenarios and identify strategies to optimize the overall success of interviews.	8.1 Describe the issues that interviewers face in trying to make assessments about candidates. 8.2 Define and describe the types of errors that can be made when using unstructured interviews. 8.3 Explain what an employment interview is and how it increases hiring effectiveness. 8.4 List and describe the various types of structured interviews. 8.5 Identify the issues related to fairness and bias in interviewing. 8.6 Describe how to develop interview questions. 8.7 Explain the process of interviewer training and its impact on improving the effectiveness of the interviewing process.
Course Outcome 9	Learning Objectives for Course Outcome 9
Develop a legal, ethical and practical decision-making process for short listing and selection of candidates using the knowledge gained from the recruitment, screening and selection outcomes.	9.1 Outline the contextual factors involved in selection decisions. 9.2 List and describe the sources of common decision making errors in employee selection. 9.3 Outline the advantages and disadvantages of various decision making models. 9.4 Explain the issues involved in group decision making. 9.5 Define statistical and non-statistical approaches to decision-making and describe any issues that may result. 9.6 Describe the basic principles of cut-off scores, banding and top-down selection. 9.7 Define and describe the best practices in staffing.

Evaluation Process and Grading System:

Evaluation Type	Evaluation Weight
Final exam	25%
Group assignments	25%
Individual assignments	20%
Mid-term test	20%
Participation and Reflection	10%

Date: August 14, 2025

Addendum: Please refer to the course outline addendum on the Learning Management System for further information.