UNIVERSITY OF
CALGARY

Department of Psychology
Psych 739.11
Seminar in Recruiting & Job Choice
Winter 2006

Instructor: **Dr. D. Chapman**
Lecture Location: EC 288
Meetings: Thursdays, 9-12 in EDC 288
Office Hours: by appointment.
Phone: 220-5558
E-mail: dchapman@ucalgary.ca
Text: Barber, A.E. (1998). Recruiting Employees: Individual and Organizational
Perspectives, Thousand Oaks: Sage. This text will supplement the primary readings
which will make up the bulk of the material for the course.

Grades:
Weekly thought papers (45%)
Class participation (15%)
Class presentation (15%)
Research Project (25%)

Grade conversion to letter grades:

A+	96-100%	B+	80-84%	C+	67-71%	D+	54-58%
A	90-95%	B	76-79%	C	63-66%	D	50-53%
A-	85-89%	B-	72-75%	C-	59-62%	F	0-49%

Overview:

This is a senior graduate seminar examining advanced topics in the Psychology of
Recruiting and Job Choice. Core theories and practices of recruiting will be covered and
examined critically. In addition to I/O research and theories, recruiting draws upon theory
from a variety of literatures including decision making, interpersonal perception,
persuasion, attitude change and cognition.

Course Learning Objectives:
1. To gain an understanding of the core theories and practices of recruiting
2. To enhance your understanding of the job choice process, including decision
   styles, job search processes, compensatory and noncompensatory decision
   strategies, biased information processing and heuristics.
3. To gain an understanding of the techniques and practices employed by recruiters
   to attract applicants
4. To gain practical experience in the design and implementation of a research
   project in the recruiting area

5. To be able to critically evaluate current research by writing detailed papers each week discussing the primary literature reviewed
6. To improve presentation skills using PowerPoint through class presentations
7. To examine the strengths and weaknesses of research methodologies employed in field and laboratory settings as well as Meta-Analytic techniques.

Methodology:
This course will employ a variety of teaching methodologies including, lectures, student presentations, class discussions, videos, group and individual exercises, and experiential learning.

What is a "thought paper"?

Each week you will be required to submit a short (usually about 4 pages double spaced), informal paper summarizing your thoughts about the readings for that week. The thought paper should be written as a narrative rather than point form. A good thought paper would point out both positive features of the readings, as well as providing a critical assessment of the concepts and methodologies employed in the studies. An excellent paper would also suggest alternative studies that could be run (in brief) present competing theories etc. At the end of your thought paper you should list 5-10 discussion questions you might like to discuss in the class. You will normally receive feedback on your papers the following week.

Group or Individual Research Project:
Students are required to design a recruiting research project with the aim of publication in a mainstream I/O journal. Students may work in groups or individually. All projects must receive prior approval from the instructor. There are several ongoing projects that students may choose to participate in for credit in the course. More detail will be provided in the first class. The length of the final paper should be approximately 30 pages. A short (half page) description of what you plan to do is due on Feb. 07, 2006. The final paper is due on the last day of class.

Role of Discussion Leader:

Each topic will have a discussion leader assigned. In addition to the readings assigned, the discussion leader is responsible for seeking out additional information related to the topic area. This could include presenting a summary of one or two recent studies that relate to the topic area, a group exercise designed to demonstrate a concept, a show and tell with measures, or anything you feel might be relevant to the topic material. These presentations should not normally exceed 20 minutes. The discussion leader should submit a brief outline (to the instructor) of what they would like to present, at least by the Friday of the week before they are due to lead the discussion. The discussion leader should also generate more discussion items in their thought papers than the 5-10 required by everyone else.

Course Syllabus:

Week	Date	Topic	Readings
1	Jan. 12	Overview of the Course Definition of recruiting. History of recruiting research What practitioners are thinking about.	(In Class reading) Fishman, C. (1998) The war for talent. Fast Company. Pp. 1-3. (In Class reading) Sullivan, J. (1998). How to hire great people that don't need a job: How to hire a Michael Jordan. Gatewood Consulting. Pp. 1-2
2	Jan. 19	Introduction to some Foundations of Recruiting	Rynes, S.L. & Cable, D. Recruitment Research in the 21st century. In W.C. Borman, D.R. Ilgen & R. J. Klimoski (Eds.) Handbook of Psychology: Volume 12, Industrial & Organizational Psychology. Pp. 55-76. Barber, (1998). Recruiting Employees: Individual and Organizational Perspectives. Chapter 1, Introduction: pp. 1-16. Boudreau, J.W. & Rynes, S.L. (1985) "The Role of Recruiting in Staffing Utility Analysis." *Journal of Applied Psychology*, 70, 354-366. Highhouse, S., Lievens F., & Sinar, E. (2003). Measuring organizational attraction. Educational and Psychological Measurement, 63, 986-1001.
3	Jan. 26	Applicant Attraction	Barber, (1998). Recruiting Employees: Individual and Organizational Perspectives. Chapter 2, Generating Applicants, pp. 17-49. Redman, T., & Matthews, B.P. (1992). Advertising for effective managerial recruitment. Journal of General Management, 18, 29-44. Ryan, G., Gubern, M. & Rodriguez, I. (2000). Recruitment Advertising: The Marketing-Human Resource Interface. International Advances in Economic Research, 6, 354-364. Barber, A.E., & Roehling, M.V. (1993). Job postings and the decision to interview: A verbal

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			protocol analysis. <u>Journal of Applied Psychology,</u> <u>78</u>, 845-856.
	Feb. 2	Recruitment Source Effects	Breaugh, J.A., (1981). Relationships between recruiting sources and employee performance, absenteeism, and work attitudes. <u>Academy of Management Journal, 24,</u> 142-147. Breaugh, J.A., & Mann, R.B. (1984). Recruiting source effects: a test of two alternative explanations. <u>Journal of Occupational Psychology,</u> <u>57,</u> 261-267. Blau, G. (1990). Exploring the mediating mechanisms affecting the relationship of recruitment source to employee performance. <u>Journal of Vocational Behavior, 37</u>, 738-752. Griffeth, R.W., Hom, P.W., Fink, L.S., & Cohen, D.J. (1997). Comparative tests of multivariate models of recruiting source effects. <u>Journal of Management, 23</u>, 19-36.
5	Feb. 9	The Role of Organizational Image in the Recruiting Process	Gatewood, R.D., Gowan, M.A, & Lautenschlager, G.J. (1993). Corporate image, recruitment image, and initial job choice decisions. <u>Academy of Management Journal, 36</u>, 414-427. Highhouse, S., Zickar, M.J., Thorsteinson, T.J., Stierwalt, S.L., & Slaughter, J. (1999) Assessing company employment image: An example in the fast food industry. <u>Personnel Psychology, 52,</u> 151-172. Lievens F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. Personnel Psychology, 56, 75-102. Van Hoye, G., & Lievens, F. (2005). Recruitment-related information sources and organizational attractiveness: Can something be done about negative publicity? International Journal of

Week	Date	Topic	Readings
			Selection and Assessment, 13, 179-187.
	Feb.16	Person-Organization Fit	Schneider, B. (1987). The people make the place. Personnel Psychology, 40, 437-453. Bretz, R.D., Jr., Ash, R.A., & Dreher, G.F. (1989). Do people make the place? An examination of the attraction-selection-attrition hypothesis. Personnel Psychology, 42, 561-581. Kristof (1996) Personnel Psych. Judge, T.A., & Bretz, R.D., Jr. (1992). Effects of work values on job choice decisions. Journal of Applied Psychology, 77, 261-271. Cable, D., & Judge, T.A. (1996). Person-organization fit, job choice decisions, and organizational entry. Organizational Behavior and Human Decision Processes, 67, 294-311.
6	Feb. 23	Reading Week	
7	Mar. 2	Realism in recruiting: Realistic Job Previews.	Breaugh, J.A. (1983). Realistic Job Previews: a critical appraisal and future research directions. Premack, S.L., & Wanous, J.P. (1985). A meta-analysis of realistic job preview experiments. Journal of Applied Psychology, 70, 706-719. Saks, Wiesner & Summers (1996). Effects of job previews and compensation policy on applicant attraction and job choice. Journal of Vocational Behavior, 44, 297-316. Barber, (1998). Recruiting Employees: Individual and Organizational Perspectives. Chapter 3, Maintaining Applicant Status, pp. 52-93.
8	Mar. 9	Applicant Reactions I	Gilliland, S. W. (1993). The perceived fairness of selection systems: An organizational justice perspective. Academy of Management Review, 18, 694-734.

Week	Date	Topic	Readings
			Smither, J.W., Reilly, R.R., Millsap, R.E., Pearlman, K., & Stoffey. R.W. (1993). Applicants reactions to selection procedures. Personnel Psychology, 46, 49-75. Bauer, T. N., Maertz, C.P., Dolen, M.R., & Campion, M. A. (1998). Longitudinal assessment of applicant reactions to employment testing and test outcome feedback. Journal of Applied Psychology, 83, 892-903. Ryan, A.M., & Ployhart, R.E,. (2000). Applicants' perceptions of selection procedures and decisions: A critical review and agenda for the future. Journal of Management, 20, 565-606.
9	Mar. 16	Job Attributes	Rottenberg, S. (1956) On choice in labor Markets. Industrial and labor relations review, 9, 183-199. Behling, O., Labovitz, G., & Gainer, M. (1968). College recruiting: A theoretical basis. Personnel Journal, 47, 13-19. Jurgensen, C.E. (1978). Job preferences (what makes a job good or bad?). Journal of Applied Psychology, 63, 267-276. Chapman, D.S., Uggerslev,K.L., Carroll,S.A., Piasentin, K.A. & Jones, D.A. (2005)Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes. Journal of Applied Psychology, 90, 928-944.
10	Mar. 23	Recruiter Characteristics and Recruiter Behaviour I	Schmitt, N., & Coyle, B.W. (1976). Applicant decisions in the employment interview. Journal of Applied Psychology, 61, 184-192. Rynes, S.L., & Miller, H. E. (1983). Recruiter and job influences on candidates for employment. Journal of Applied Psychology, 68, 147-154. Taylor, M.S., & Bergmann, T.J. (1987). Organizational recruitment activities and

Week	Date	Topic	Readings
			applicants' reactions at different stages of the recruitment process. Personnel Psychology, 40, 261-285.

Harn, T.J., & Thornton, G.C. (1985). Recruiter counseling behaviours and applicant impressions. Journal of Occupational Psychology, 58, 57-65.

Rynes, S.L., Bretz, R.D., Jr., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. Personnel Psychology, 44, 487-521. |
| 11 | Mar. 30 | Recruiter Characteristics and Recruiter Behaviour II | Liden, R.C., & Parsons, C.K. (1986). A field study of applicant interview perceptions, alternative opportunities and demographic characteristics. Personnel Psychology, 39, 109-122.

Harris, M.M., & Fink, L.S. (1987). A field study of employment opportunities: Does the recruiter make a difference? Personnel Psychology, 40, 765-784.

Chapman, D.S., & Webster, J. (In Press). Toward and integrated model of recruiting and job choice. International Journal of Human Resource Management.

Barber, (1998). Recruiting Employees: Individual and Organizational Perspectives. Chapter 4, Influencing Job Choice, pp. 94-122. |
| 12 | Apr. 6 | Job Choice Processes | Soelberg, P.O. (1967). Unprogrammed decision making. Industrial Management Review, 8, 19-29.

Power, D.J., & Aldag, R.J. (1985). Soelberg's job search and choice model: A clarification, review, and critique. Academy of Management Review, 10, 48-58.

Blau, D.M. (1992). An empirical analysis of employed and unemployed job search behavior. Industrial and Labor Relations Review, 45, 738-752. |

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			Mitchell, T.R., & Beach, L.R. (1976). A review of occupational preference and choice research using expectancy theory and decision theory. <u>Journal of Occupational Psychology, 49</u>, 231-248. Osborn, D.P. (1990). A reexamination of the organizational choice process. <u>Journal of Vocational Behavior, 36</u>, 45-60.
13	Apr. 13	Proactive Recruiting	Rynes, S.L. & Barber, A.E. (1990). Applicant attraction strategies: An organizational perspective. <u>Academy of Management Review, 15</u>, 286-310. Stevens, C.K., Mitchell, T.R., & Tripp, T. (1990). Order of presentation and verbal recruitment strategy effectiveness<u>. Journal of Applied Social Psychology, 20</u>, 1076-1092. Mauer, S.D., Howe, V. & Lee, T.W. (1992). Organizational recruiting as marketing management: An interdisciplinary study of engineering graduates. <u>Personnel Psychology, 45,</u> 807-833. Chapman, D.S. & Jones, D.A. (Manuscript under review). Recruiting As Persuasion: Making The Square Hole Appear Round And Making The Round Peg Feel Square. Barber, (1998). Recruiting Employees: Individual and Organizational Perspectives. Chapter 6, <u>Toward an Agenda for Recruitment Research</u>, pp. 143-164.

Reappraisal of Grades

  A student who feels that a piece of graded term work (term paper, essay, test, etc.) has been unfairly graded, may have the work re-graded as follows. The student shall discuss the work with the instructor within fifteen days of being notified about the mark or of the item's return to the class. If not satisfied, the student shall immediately take the matter to the Head of the department offering the course, who will arrange for a reassessment of the work within the next fifteen days. The reappraisal of term work may cause the grade to be raised, lowered, or to remain the same.

If the student is not satisfied with the decision and wishes to appeal, the student shall address a letter of appeal to the Dean of the faculty offering the course within fifteen days

of the unfavourable decision. In the letter, the student must clearly and fully state the decision being appealed, the grounds for appeal, and the remedies being sought, along with any special circumstances that warrant an appeal of the reappraisal. The student should include as much written documentation as possible.

Plagiarism and Other Academic Misconduct

Intellectual honesty is the cornerstone of the development and acquisition of knowledge and requires that the contribution of others be acknowledged. Consequently, plagiarism or cheating on any assignment is regarded as an extremely serious academic offense. Plagiarism involves submitting or presenting work in a course as if it were the student's own work done expressly for that particular course when, in fact, it is not. Students should examine sections of the University Calendar that present a Statement of Intellectual honesty and definitions and penalties associated with Plagiarism/Cheating/Other Academic Misconduct.

Academic Accommodation

It is a student's responsibility to request academic accommodation. If you are a student with a disability who may require academic accommodation and **have not** registered with the Disability Resource Centre, please contact their office at 220-8237. If you are seeking academic accommodation, please notify your instructor no later than fourteen (14) days after the commencement of the course. Note that the lecturer must approve any tape recordings of lectures.

Absence From A Test

Make-up exams are NOT an option without an official University medical excuse (see the University Calendar).You must contact the instructor before the scheduled examination or you will have forfeited any right to make up the exam. At the instructor's discretion, a make-up exam may differ significantly (in form and/or content) from a regularly scheduled exam. Except in extenuating circumstances (documented by an official University medical excuse), a makeup exam is written within two (2) weeks of the missed exam.

A completed Physician/Counselor Statement will be required to confirm absence from a test for health reasons. The student will be required to pay any cost associated with the Physician Counselor Statement.

Important Dates

The last day to drop this course and **still receive a fee refund** is January 20, 2006. The last day to withdraw from this course is April 13, 2006.