



The Hebrew University of Jerusalem

Syllabus

PERSONNEL SELECTION - 55901

Last update 02-02-2017

HU Credits: 3

Degree/Cycle: 2nd degree (Master)

Responsible Department: business administration

Academic year: 0

Semester: 2nd Semester

Teaching Languages: Hebrew

Campus: Mt. Scopus

Course/Module Coordinator: Dr. Yael Brender-Ilan

Coordinator Email: yael.b@mail.huji.ac.il

Coordinator Office Hours: Wednesday, before class

Teaching Staff:

Dr. Yael Brender-Ilan

Course/Module description:

The course focuses on the use, validation and quality of different selection techniques (WATs, interviews, Biodata, personality tests, assessment centers, integrity tests, graphology) for different jobs. The main subjects will be the predictors and criterion - job success, the validity of the predictors, the reliability of the various selection techniques, utility analysis process, and job analysis. Each method will be critically examined and discussed.

Course/Module aims:

Students will acquire an understanding of the process of designing a selection strategy for various organizations and various jobs. Students will be taught the main stages of designing two selection methods – Assessment center exercises and Structures interview.

Learning outcomes - On successful completion of this module, students should be able to:

- Students will be able to make decision on personnel selection methods for different jobs and organizational situations
- Students will gain understanding of the importance of reliability and validity on choices between selection methods
- Students will be able to design a beginner personnel selection exercise in assessments center and interview setting
- Students will understand the essence and nature of various selection methods
- Students will gain critical knowledge regarding the strength and weaknesses of different selection methods

Attendance requirements(%):

80

Teaching arrangement and method of instruction: Lectures and class discussions

Course/Module Content:

Introduction to Selections
Reliability and Validity
Utility Analysis
The Criterion and Job analysis
Written ability test

The Interview
Interview simulations
Assessment Centers
Assessment center exercise design
Personality Tests – self report measures FFM COPS
Personality Tests – projective measures
Biodata and WAB
Graphology
Integrity Tests

Required Reading:

Aguinis, H. & Smith, M.A. (2007). *Understanding the Impact of Test Validity and Bias on Selection Errors and Adverse Impact in Human Resource Selection. Personnel Psychology*, 60(1), 165-199.

Bangerter, A., Roulin, N., & König, C. J. (2012). *Personnel selection as a signaling game. Journal of Applied Psychology*, 97(4), 719.

Bangerter, A., König, C.J., Blatti, S. & Salvisberg, A. (2009). *How Widespread is Graphology in Personnel Selection Practice? A case study of a job market myth. International Journal of Selection and Assessment*. Vol. 17, Iss. 2, p. 219-230.

Campion, M. C., Campion, M. A., Campion, E. D., & Reider, M. H. (2016). *Initial investigation into computer scoring of candidate essays for personnel selection. Journal of Applied Psychology*, 101(7), 958.

Cook, M. (2016). *Personnel Selection: Adding Value Through People-A Changing Picture*. John Wiley & Sons

Dayan, K., Kasten, R., & Fox, S. (2002). *Entry-level Police Candidate Assessment Center: An Efficient Tool for a Hammer to Kill a Fly? Personnel Psychology*. 55 (4), 827.

DeGroot, T. & Gooty, J. (2009). *Can Nonverbal Cues be Used to Make Meaningful Personality Attributions in Employment Interviews? Journal of Business and Psychology*. Vol. 24, Iss. 2, p. 179-192.

Elkins, T. J., & Phillips, J. S. (2000). *Job context, selection decision outcome, and the perceived fairness of selection tests: Biodata as an illustrative case. Journal of Applied Psychology*, 85(3), 479.

Graham, K.E., McDaniel, M.A., Douglas, E.F. & Snell, A.F. (2002). *Biodata Validity Decay and Score Inflation with Faking: Do Item Attributes Explain Variance Across Items? Journal of Business and Psychology*. 16 (4), 573-.

Handler, M., Honts, C.R., Krapohl, D.J., Nelson, R. & Griffin, S. (2009). Integration of Pre-Employment Polygraph Screening into the Police Selection Process. *Journal of Police and Criminal Psychology*. Vol. 24, Iss. 2; p. 69

Hogan, R. (2005). In Defense of Personality Measurement: New Wine for Old Whiners. *Human Performance*. 18(4), pg. 331-342.

Jacksch, V., & Klehe, U. C. (2016). Unintended Consequences of Transparency During Personnel Selection: Benefitting some candidates, but harming others?. *International Journal of Selection and Assessment*, 24(1), 4-13.

Jensen, A.R. (1986), g: Artifact or reality? *Journal of Vocational Behavior*, 29, 301-331.

Kausel, E. E., Culbertson, S. S., & Madrid, H. P. (2016). Overconfidence in personnel selection: When and why unstructured interview information can hurt hiring decisions. *Organizational Behavior and Human Decision Processes*, 137, 27-44.

Lievens, F., & Sackett, P. R. (2016). The effects of predictor method factors on selection outcomes: A modular approach to personnel selection procedures. *Journal of Applied Psychology*, 102(1), 43-66.

Moustafa, K.S. & Miller, T. (2003). Too Intelligent for the Job? The Validity of Upper-limit Cognitive Ability Test Scores in Selection. *S.A.M. Advanced Management Journal*. 68 (2), 4-15.

Morgeson, F.P., Campion, M.A., Dipboye, R.L., Hollenbeck, J.R., Murphy, K. and Schmitt, N. (2007). Are We Getting Fooled Again? Coming To Terms with Limitations in the Use of Personality Tests for Personnel Selection. 60,1029-1049.

Moscato, S. & Iglesias, M. (2009). Job Experience and Big Five Personality Dimensions. *International Journal of Selection and Assessment*. Vol. 17, Iss. 2, p. 239-242

Neisser, U. (Chair) (1996). *Intelligence: Knowns and Unknowns*. *American Psychologist*, 51(2), 77-101.

Ones, D.S., Dilchert, S., Viswesvaran, C. And Judge, T.A. (2007), In Support Of Personality Assessment in Organizational Settings. *Personnel Psychology*. 60, 995-1027.

Rivera, L. A. (2012). Hiring as Cultural Matching the Case of Elite Professional Service Firms. *American Sociological Review*, 77(6), 999-1022.

Sackett, P.R. & Livens, F. (2008). Personnel Selection. *Annu. Rev. of Psychology*. 59,

419-450.

Salgado, J.F. (2003). Prediction job performance using FFM and non-FFM personality measures. *Journal of occupational and organizational psychology*. 76(3), 323-.

Schmidt F.L. & Hunter J.E. (1998). The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings, *Psychological Bulletin*, 124 (2), 262-274.

Schmitt, N. & Mills A. E. (2001). Traditional Test and Job Simulations: Minority and Majority Performance and Test Validity. *Journal of Applied Psychology*. 86 (3), 451-458.

Schneider, T. J., Goffin, R. D., & Daljeet, K. N. (2015). "Give us your social networking site passwords": Implications for personnel selection and personality. *Personality and Individual Differences*, 73, 78-83.

Tett, R. & Palmer, C. (1997). The Validity of Handwriting Elements in Relation Of Self Report Personality Trait Measures. *Personality and Individual Differences*. 22 (1), 11-18.

Whitacare, T. (2007). Behavioral Interviewing – Find Your Star. *Quality progress*. 40 (6), 72-73.

Additional Reading Material:

Rumsey, M. G., Walker, C. B., & Harris, J. H. (Eds.). (2013). *Personnel selection and classification*. Psychology Press.

Cook, M. (2016). *Personnel Selection: Adding Value Through People-A Changing Picture*. John Wiley & Sons.

Course/Module evaluation:

End of year written/oral examination 0 %

Presentation 0 %

Participation in Tutorials 10 %

Project work 75 %

Assignments 10 %

Reports 5 %

Research project 0 %

Quizzes 0 %

Other 0 %

Additional information:

The reading list is updated often and students get some choice out of the list