



The Hebrew University of Jerusalem

Syllabus

Personnel Selection - 55901

Last update 13-10-2021

HU Credits: 3

Degree/Cycle: 2nd degree (Master)

Responsible Department: Business Administration

Academic year: 0

Semester: 1st 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:

In this course I will focus 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.

Delivering this information and content is my primary task. It will be your responsibility to join, participate, and perform the tasks.

If the course will be given online, we will combine asynchronous learning with synchronous learning and during the semester you will be able to participate in formative learning in flexible times and earn points while experiencing the material studied, as well as in synchronous learning where group discussions will take place.

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: Lecture, class discussions, synchronous and asynchronous learning and quizzes.

Course/Module Content:

Introduction to selection
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 – protective measures
Bio-data and CV
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.*

Billings, S. W., & Dages, K. D. (2018). *Cross-cultural validity of integrity assessments for lower-level and higher-level jobs. International Journal of Selection and Assessment*, 26(1), 66-74.

Brummel, B. J., Rupp, D. E., & Spain, S. M. (2009). *Constructing parallel simulation exercises for assessment centers and other forms of behavioral assessment. Personnel Psychology*, 62(1), 137-170.

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.

Carter, N. T., Daniels, M. A., & Zickar, M. J. (2013). *Projective testing: Historical foundations and uses for human resources management. Human Resource Management Review*, 23(3), 205-218.

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. (2017). Overconfidence in personnel selection: When and why unstructured interview information can hurt hiring decisions. *Organizational Behavior and Human Decision Processes*, 137, 27-44.

Kilic, H. S., Demirci, A. E., & Delen, D. (2020). An integrated decision analysis methodology based on IF-DEMATEL and IF-ELECTRE for personnel selection. *Decision Support Systems*, in press.

Langer, M., König, C. J., & Fitili, A. (2018). Information as a double-edged sword: The role of computer experience and information on applicant reactions towards novel technologies for personnel selection. *Computers in Human Behavior*, 81, 19-30.

Lievens, F., & Sackett, P. R. (2017). 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.

Oostrom, J. K., Ronay, R., & van Kleef, G. A. (2021). The signalling effects of nonconforming dress style in personnel selection contexts: do applicants' qualifications matter?. *European Journal of Work and Organizational Psychology*, .70-82 ,(1)30

Ployhart, R. E., Schmitt, N., & Tippins, N. T. (2017). Solving the Supreme Problem: 100 years of selection and recruitment at the *Journal of Applied Psychology*.

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.

Tippins, N. T., Oswald, F., & McPhail, S. M. (2021). Scientific, Legal, and Ethical Concerns about AI-Based Personnel Selection Tools: A Call to Action.

Van Iddekinge, C. H., Aguinis, H., Mackey, J. D., & DeOrtentiis, P. S. (2018). A meta-analysis of the interactive, additive, and relative effects of cognitive ability and motivation on performance. *Journal of Management*, 44(1), 249-279.

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

Additional Reading Material:

1. 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.

2. Albadan, J., Gaona, P., Montenegro, C., Gonzalez-Crespo, R., & Herrera-Viedma, E. (2018). Fuzzy logic models for non-programmed decision-making in personnel selection processes based on gamification. *Informatica*, 29(1), 1-20.

3. Alvarado, N. (1994). Empirical Validity of the Thematic Apperception Test. *Journal of Personality Assessment*. 63 (1), 59-79.

4. Arnulf, Jan Ketil, Lisa Tegner, Øyunn Larssen (2010). Impression making by résumé layout: Its impact on the probability of being shortlisted. *European Journal of Work and Organizational Psychology*. Vol. 19, Iss. 2; p. 221

5. Arvey, R.D., Landon, T.E., Nutting, S.M. & Maxwell S.E. (1992). Development of physical ability tests for police officers: A construct validation approach. *Journal of Applied Psychology*, 77, 996-1009.

6. 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

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7. Bangerter, A., Roulin, N., & König, C. J. (2012). Personnel selection as a signaling game. *Journal of Applied Psychology*, 97(4), 719.
 8. Barrick, M.R. & Mount, M.K. (1991). The big five personality dimensions and job performance: A meta- analysis. *Personnel Psychology*, 44, 1-26.
 9. Benit, N., Mojzisch, A., & Soellner, R. (2014). Preselection Methods Prior to the Internal Assessment Center for Personnel Selection in German Companies. *International Journal of Selection and Assessment*, 22(3), 253-260.
 10. Ben Shakhar, G., Bar-Hillel, M., Bilu, Y., Ben-Abba, E. & Flug, A. (1986). Can graphology predict occupational success? Two empirical studies and some methodological ruminations. *Journal of Applied Psychology*. 71, 645-653.
 11. Ben-Shakhar, G. & Elaad, E. (2003). The validity of psychophysiological detection of information with the guilty knowledge test: A meta-analytic review. *Journal of Applied Psychology*. 88 (1), 131.
 12. Ben-Shakhar, G, Lieblich, I., Bar-Hillel, M. (1982). An Evaluation of Polygraphers' Judgments: A Review from a Decision Theoretic Perspective. *Journal of Applied Psychology*. 67 (6). 701-713.
 13. Bernardin, H.J. & Cooke, D.K. (1993). Validity of an honesty test in prediction theft among convenience store employees. *AMJ*, 36(5), 1097-1108.
 14. Berry, O.M., Sackett, P.R. & Wiemann, S (2007). A Review of Recent Developments In Integrity Test Research. *Personnel Psychology*, 60 (2), 271-301.
 15. Blickle, G., Momm, T., Schneider, P.B., Gansen, D. & Kramer, J.(2009). Does Acquisitive Self-Presentation in Personality Self-Ratings Enhance Validity? Evidence from two experimental field studies. *International Journal of Selection and Assessment*. Vol. 17, Iss. 2, p. 142-153
 16. Blickle, Gerhard, Annalisa K Schnitzler (2010). Is the Political Skill Inventory Fit for Personnel Selection? An Experimental Field Study. *International Journal of Selection and Assessment*. Vol. 18, Iss. 2; p. 155
 17. Bing, M.N., Davison, H.K., Arvey, R. (2009). Using a Repeated-measures Approach to Validating Personality Tests in Small Samples: A Feasibility Study with Implications for Small Businesses. *Journal of Managerial Issues*. Vol. 21, Iss. 1, p. 11-35.
 18. Billings, S. W., & Dages, K. D. (2018). Cross-cultural validity of integrity assessments for lower-level and higher-level jobs. *International Journal of Selection and Assessment*, 26(1), 66-74.

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19. Boudreau, J. W. (1990). *Utility analysis for decisions in human resources management*. in M.D. Dunnette and L.M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, vol 2. Palo Alto, CA: Consulting Psychologists.
 20. Bozionelos, N. (2005). When the inferior candidate is offered the job: The selection interview as a political and power game. *Human Relations*, 58(12), pg. 1605-1642.
 21. Brumbach, G.B. (1996). Getting the Right People Ethically. *Public Personnel Management*. 25 (3), 267-276.
 22. Burr, V. (2002). Judging Gender from Samples of Adult Handwriting: Accuracy and Use of Cues. *The Journal of Social Psychology*. 142 (6), 691-700.
 23. Campion M.A., Palmer, D.K. & Campion, J.E. (1997). A review of structure in the selection interview. *Personnel Psychology*, 50 (3), 655-702.
 24. Christiansen, N.D., Janovics, J.E. & Siers, B.P. (2010). Emotional Intelligence in Selection Contexts: Measurement method, criterion-related validity, and vulnerability to response distortion. *International Journal of Selection and Assessment*. Vol. 18, Iss. 1, p. 87-101
 25. Cook, Mark. (2009). *Personnel Selection: Adding Value through People*. 5th ed. John Wiley and Sons, NT.
 26. Crant, J.M. & Bateman, T.S. (1990). An experimental test of the impact of drug testing programs on potential job applicants' attitudes and intentions. *Journal of Applied Psychology*, 75, 127-131.
 27. Dalen, L.H., Stanton, N.A., Roberts, A.D. (2001). Faking Personality Questionnaires in Personnel Selection. *The Journal of Management Development*. 20 (7/8), 729-.
 28. Dawis, R.V. (1990). Vocational interest values and preferences. In M.D. Dunnette, & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, Vol. 2, Palo-Alto, CA: Consulting Psychologists.
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 30. Del Giudice, M.J. (2010). What Might This Be? Rediscovering the Rorschach as a Tool for Personnel Selection in Organizations. *Journal of Personality Assessment*. Vol. 92, Iss. 1, p. 78-89.
 31. 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.

32. Dipboye, R.L., Gaugler, B.B., Hayes, T.L. & Parker, D. (2001). The Validity of Unstructured Panel Interviews: More that Meets the Eye? *Journal of Business and psychology*. 16(1), 35-.
33. Dixon, M., Wang, S., Calvin, J., Dineen, B., Tomlinson, E. (2002). The Panel Interview: A Review of Empirical Research and Guidelines for Practice. *Public Personnel Management*. 31 (3), 397-.
34. 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.
35. Gaugler, B.B., Rosentahl, D.B., Thoronton, G.C. III, Bentson, C. (1987). Meta-analysis of assessment center validity (monograph). *Journal of Applied Psychology*, 72,493-511.
36. Goodstien, L.D. & Lanyon, R.I. (1999). Application of personality assessment to the workplace: A review. *Journal of Business and Psychology*, 13 (3), 291-322.
37. Guion R.M. (1990). Personnel assessment and placement, in M.D. Dunnette and L.M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, vol 2. Palo Alto, CA: Consulting Psychologists.
38. 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-.
39. Graves, L.M. & Karren, R.J. (1996). The employee selection interview: A fresh look at an old problem. *Human Resource Management*. 35(2),163-180.
40. Grant, D.L. (1980). Issues in Personnel Psychology. *Professional Psychology*, 11 (3), 369-385.
41. 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
42. Handler, Mark, Charles R Honts, Donald J Krapohl, Raymond Nelson, Stephen Griffin (2009). Integration of Pre-Employment Polygraph Screening into the Police Selection Process. *Polygraph*. Vol. 38, Iss. 4; p. 239
43. Hermelin, E. & Robertson, I. T. (2001). A Critique and Standardization of Meta-analytic Validity Coefficients in Personnel Selection. *Journal of Occupational and Organizational Psychology*. 74 (3), 253.

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44. Hiller, J.B., Rosenthal, R., Bornstein, R.F., Berry, D.T.R. & Brunell-Neuleib, S. (1999). A Comparative Meta-Analysis of Rorschach and MMPI Validity. *Psychological Assessment*. 11(3), 278-296.
45. Hogan, R., Hogan, J., Roberts, B.W. (1996). Personality Measurement and Employment Decisions. *American Psychologist*, 51 (5), 469-477.
46. Hogan, R. (2005). In Defense of Personality Measurement: New Wine for Old Whiners. *Human Performance*. 18(4), pg. 331-342.
47. Hough, L.M. & Oswald, F.L. (2000). Personnel Selection: Looking Towards the Future - Remembering the Past. *Annual Review of Psychology*. 51, 631-664.
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50. Jensen, A.R. (1986), g: Artifact or reality? *Journal of Vocational Behavior*, 29, 301-331.
51. Joseph, D.L & Newman, D.A.. (2010). Emotional intelligence: An integrative meta-analysis and cascading model *Journal of Applied Psychology*. Vol. 95, Iss. 1, p. 54
52. Kaak, S.R., Field, H.S., Giles, W.F. & Norris, D.R. (1998). The Weighted Application Blank. *Cornell Hotel and Restaurant Administration Quarterly*. 18-24.
53. Kilic, H. S., Demirci, A. E., & Delen, D. (2020). An integrated decision analysis methodology based on IF-DEMATEL and IF-ELECTRE for personnel selection. *Decision Support Systems*.
54. Krause, D.E., Kerstling, M., Heggstad, E.D., & Thornton, G.C. (2006). Incremental validity of assessment center ratings over cognitive ability tests: A study at the executive management level. *International journal of selection and assessment*, 14 (4), 360-
55. Komter, M. (1987). *The Structure of the Interview in Conflict and Cooperation in interviews*, Chapter 4, 53-69.
56. Kristof-Brown, A.L., Ryan D., Zimmerman, E., and Johanson, C. (2005). Perceived Applicant Fit: Distinguishing Between Recruiters' Perceptions of Person-Job And Person-Organization Fit. *Personnel Psychology*, 58 (2), 281-342.

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57. König, C.J., Klehe, U., Berchtold, M. & Kleinmann, M. (2010). *Reasons for Being Selective When Choosing Personnel Selection Procedures* *International Journal of Selection and Assessment*. Vol. 18, Iss. 1, p. 17-27
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59. Lievens, F., Sackett, P. R., & Zhang, C. (2021). *Personnel selection: a longstanding story of impact at the individual, firm, and societal level*. *European Journal of Work and Organizational Psychology*, 30(3), 444-455.
60. Lowis, M.J. & Mooney, S. (2001). *Examination Performance and Graphological Analysis of Student' Handwriting*. *Perceptual and Motor Skills*. 93 (2), 367-.
61. Lowry, P.E. (1994). *The Structured interview: An alternative to the assessment center?* *Public personnel Management*, 23 (2), 201-215.
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63. McDaniel, M.A., Whetzel, D.L., Schmidt, F.L. & Maurer, S.D. (1994). *The validity of employment interview: A comprehensive review and meta-analysis*. *Journal of Applied Psychology*, 79, 599-616.
64. McManus, M.A. & Masztal, J.J. (1999). *The Impact of Biodata item attributes on validity and socially desirable responding*. *Journal of Business and Psychology*, 13(3), 437-446.
65. Mount, M.K., Barrick, M.R., Schllen, S.M and Rounds, J. (2005). *Higher-order dimensions of the big five personality traits and the big six vocational interest types*. *Personnel Psychology*, 58(2), 447-478.
66. 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.
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68. 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-.
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72. Oostrom, Janneke K, Marise Ph Born, Alec W Serlie, Henk T van der Molen (2010). Webcam testing: Validation of an innovative open-ended multimedia test. *European Journal of Work and Organizational Psychology*. Vol. 19, Iss. 5; p. 532
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76. Oostrom, J. K., Ronay, R., & van Kleef, G. A. (2021). The signalling effects of nonconforming dress style in personnel selection contexts: do applicants' qualifications matter?. *European Journal of Work and Organizational Psychology*, .70-82 ,(1)30
77. Peterson, M.H., Griffith, R.L. & Converse, P.D. (2009). Examining the Role of Applicant Faking in Hiring Decisions: Percentage of Fakers Hired and Hiring Discrepancies in Single- and Multiple-Predictor Selection. *Journal of Business and Psychology*. Vol. 24, Iss. 4, p. 373-386
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87. Shahani-Denning Comila , Purvi Dudhat, Roni Tevet, Nicole Andreoli (2010). *Effect of Physical Attractiveness on Selection Decisions in India and the United States*
International Journal of Management. Vol. 27, Iss. 1; p. 37 (16 pages)
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Management. 37(1), 99-.

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Course/Module evaluation:

End of year written/oral examination 0 %
Presentation 0 %
Participation in Tutorials 0 %
Project work 74 %
Assignments 12 %
Reports 14 %
Research project 0 %
Quizzes 0 %
Other 0 %

Additional information:

The reading list is not final and will be updated during the semester.
The information about the course is not final and also depends on the teaching method, whether face-to-face or virtual.
In this regard, the tests may not be part of the final score.

**** Dear students, please note - This course has a an 80% attendance requirement and will take place in person on campus. Even if there will be recordings of the lessons, it will not be possible to participate remotely ****