

# **PERSONNEL ASSESSMENT (2028)**

Course syllabus

Management and Organisation

Master level course, 5 credits

Fourth period: 16.3.–8.5.2026

Preliminary version: March 2<sup>nd</sup>, 2026

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Welcome to this course on Personnel Assessment. The course focuses on advanced issues in personnel assessment from both theoretical and applied perspectives. It covers psychological testing and potential biases in assessment processes. We will discuss the validity of different selection methods as well as ways to improve assessment practices. During the course, participants will also have the opportunity to deepen their knowledge in a specific area of personnel assessment of their own choice.

## **Learning goals:**

You are aware of the theoretical foundations of biases in personnel assessment and you have the ability to apply this knowledge in practice

## **After completing the course, you will be able to:**

- Compare theories and concepts on biases in personnel assessment
- Apply relevant theories and practices in real life
- Assess the possibility of discrimination in personnel assessment practices

## **Language of instruction: English**

All assignments must be written in English.

## **Examiner**

Professor Denise Salin, e-mail: [denise.salin@hanken.fi](mailto:denise.salin@hanken.fi)

I am happy to answer your questions. However, please first check whether your question has already been addressed in the syllabus or on Moodle. If you cannot find the answer after reviewing these sources, you are warmly welcome to contact me by e-mail.

## TIME SCHEDULE

Deadlines for assignments:

1. Short papers: Tuesday March 24<sup>th</sup>, Tuesday March 31<sup>st</sup> and Tuesday April 7<sup>th</sup> (before 23:59)
2. Term paper: Monday April 27<sup>th</sup> (before 23:59)
3. Peer review of two term papers: Thursday May 7<sup>th</sup> (before 23:59)
4. Final version of term paper: Friday May 15<sup>th</sup> (before 23:59)

DATE	SUBJECT
Wednesday 18.3 Lecture 1 Aud 309	Introduction to assessments
Tuesday 24.3	Deadline: Short paper 1
Wednesday 25.3 Lecture 2 Aud 309	Shortcuts in decision-making and how they affect assessments
Tuesday 31.3	Deadline: Short paper 2
Wednesday 1.4 Lecture 3 Aud 309	Different ways of assessing candidates
Tuesday 7.4	Deadline: Short paper 3
Wednesday 8.4	NO LECTURE: EASTER HOLIDAY!
Wednesday 15.4 Lecture 4 Aud 309	Guest lecture 1: Modern recruitment (Ella Veijalainen, Netlight)
Wednesday 22.4 Lecture 5 Aud. 309	Guest lecture 2: Assessment tests and personality (Christina Dahlblom)
Monday 27.4	Deadline: Term paper (for peer review)
Wednesday 29.4 Lecture 5 Aud 309	NO LECTURE: work on peer reviews
Wednesday 6.5 Lecture 6 Aud 309	Performance appraisals and wrap-up
Thursday 7.5	Deadline: Peer-review
Friday 15.5	Deadline: Final version of term paper

## **COURSE MATERIALS**

### **Articles:**

For the term paper, participants are expected to identify and use high-quality academic articles through Hanken's article databases.

### **Recommended books:**

Schmitt, N. (2012) *The Oxford Handbook of Personnel Assessment and Selection*. Oxford University press.

This book provides comprehensive coverage of key topics in personnel assessment. It is research-based and available as an e-book through Hanken's library.

Amos, S. (2020) *Successful Recruitment: How to Recruit the Right People for Your Business*. Business Expert Press. Available at:

<https://www.perlego.com/book/1353955/successful-recruitment-how-to-recruit-the-right-people-for-your-business-pdf>

A more practice-oriented book that outlines key do's and don'ts in recruitment. Available to Hanken students via the Perlego e-book platform.

## **ASSESSMENT**

- Short written assignments: max 10p per paper; total max 30 points
- Final written assignment: max 36 points
- Peer-review: max 7 points per review, total max 14 points
- Class activity: max 20 points
- Total: max 100 points

To pass the course, you must obtain at least 50 points in total. Please note that only papers and peer reviews submitted before the deadline will be graded. All assignments must be submitted via Moodle. The final submission of the term paper (May 15) is considered final and cannot be further revised. You can earn up to 20 points for active class participation:

- 2 points per session for attendance (up to a maximum of 10 points), and
- up to 10 additional points for active involvement in class discussions and insightful contributions.

If you attend both guest lectures, you will receive 2 additional bonus points (in addition to the regular class activity points).

## **ASSIGNMENTS**

### **Short written assignments**

Participants will write three short papers during the course. These papers relate to central themes of the course. Detailed instructions can be found in separate documents on Moodle. Please upload your papers to the designated folders on Moodle. Only papers submitted before the deadline will be graded.

The short papers (and the term paper) should follow general academic writing guidelines. Do not copy and paste text, and ensure that you provide correct references to all articles and other sources used. Failure to do so will be considered plagiarism. Please also read Hanken's guidelines regarding the use of AI (this course belongs to the "yellow light" category).

### **Term paper**

During the course, you will have the opportunity to deepen your knowledge of a specific topic of your choice (see a separate list on Moodle). You are expected to conduct an in-depth analysis of the selected topic and demonstrate independent critical thinking, as well as the ability to summarize and critically review academic literature and relate it to current practice. The paper should be based on relevant academic literature (please use Hanken's article databases) and include an interview with a practitioner. The recommended length is approximately 7–10 pages.

The first version of your term paper will be reviewed by your peers. You will then have the opportunity to revise and improve your paper based on their feedback before submitting the final version. The final submission will be graded by the examiner and will count toward your final course grade. Please see the separate document for detailed instructions on how to write and evaluate the term paper. Please note that late submissions will result in a deduction of points. You will also receive a grade for the quality of the feedback you provide to your peers.

***WELCOME AND BEST OF LUCK WITH THE COURSE!***