

PERSONNEL ASSESSMENT (2028)

Management and Organisation

Master level course, 5 credits

Fourth period: 15.3.–7.5.2021

COURSE DESCRIPTION

This course focuses on advanced personnel assessment issues, from both theoretical and applied perspectives. The course covers psychological testing and biases in assessment. Many contemporary issues in recruitment, selection, and appraisal that offer special challenges to the personnel practitioner are also included. The focus is on theories such as social identity, social categorization, and implicit prejudice.

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

EXAMINER

Professor Denise Salin, e-mail: denise.salin@hanken.fi

I am happy to answer your questions, but please start by first checking if your question has already been answered (1) in the syllabus, (2) in Moodle, (3) on Hanken's webpage

If you don't find an answer to your question after the steps described above, you are warmly welcome to contact me by e-mail. Questions regarding credits in Weboodi should be directed to the amanuensis at Management and Organisation, Tanja Dahlgren-Broman, tanja.dahlgren-broman@hanken.fi.

TIME SCHEDULE

Deadlines for assignments:

- 1) Short papers: Monday March 22nd, Monday March 29th, and Monday April 12th (before 23:59)**
- 2) Term paper: Thursday April 22th (before 23:59)**
- 3) Peer-review of two term papers: Monday May 3rd (before 23.59)**
- 4) Final term paper (improved and revised based on the peer-review):
Thursday May 13th (before 23.59)**

DATE	SUBJECT
Tuesday 16.3, Lecture 1	Introduction to the course
Monday 22.3	Deadline: Short paper 1
Tuesday 23.3 Lecture 2	Shortcuts in decision-making and how they affect assessments
Monday 29.3	Deadline: Short paper 2
Tuesday 30.3 Lecture 3	Interviews as an assessment tool
Monday 12.4	Deadline: short paper 3
Tuesday 13.4 Lecture 4	Assessment tests and personality (Christina Dahlblom)
Tuesday 20.4	NO LECTURE THIS WEEK Please work on term papers!
THURSDAY 22.4. at 23:59	Deadline: Term paper
Tuesday 27.4 Lecture 5	Guest lecture: Personnel Assessment at Stora Enso (Maria Lundell)
Monday 3.5. at 23:59	Deadline: Peer-review
Tuesday 4.5 Lecture 6	Countermeasures + wrap up
THURSDAY 13.5., 23:59	Deadline: Final version of term paper

COURSE MATERIALS

Course book:

Schmitt, N. (2012) The Oxford Handbook of Personnel Assessment and Selection. Oxford University press. (Available as e-book in the library) Especially the following chapters: The Social and Organizational Context of Personnel Selection; Job Analysis for Knowledge, Skills, Abilities, and Other Characteristics, Predictor Measures, and Performance Outcomes; Cognitive Abilities; Nature and Use of Personality in Selection; Person–Environment Fit in the Selection Process; The Selection Interview from the Interviewer and Applicant Perspectives; Individual Psychological Assessment; Supervisory Performance Ratings; Workplace Diversity.

Articles:

A list of relevant articles will be provided in Moodle. Students are recommended to consult this list when writing their term papers (but also to look up additional literature through Hanken's article databases).

Powerpoints from the lectures:

Will be uploaded as pdf:s in Moodle

Language of instruction: English

All assignments should be written in English.

ASSESSMENT

- Short written assignments: max 10p per paper; total max 30 points
- Final written assignment: max 50 points
- Peer-review: max 10 points per review, total max 20 points
- Total: max 100 points

In order to pass the course, you have to: submit the short papers, submit a term paper, review two written assignments, and submit a final version of the term paper (revised based on the peer review). Late or incomplete submission of the term paper (for peer-review) will be penalized with a 5-point reduction of the final grade. Short paper and peer reviews must be submitted before the deadline, or they will not be graded.

All assignments must be submitted through the course Moodle page. The peer-review is also done in Moodle. The final submission of the term paper (13.5) is considered final and cannot be further improved.

ASSIGNMENTS

Short written assignments

Students write three short papers during the course. These are related to central themes of the course. Instructions (incl. required readings) can be found in a separate document in Moodle.

The short papers should follow general guidelines for academic writing. Do not copy-paste text and provide correct references to the articles or sources you have used. Failing to do so is considered plagiarism. For more detailed information please see (log-in required):

<https://www.hanken.fi/en/library/service/formatting-and-reference-guides>

Use Hanken's template for the essay, font pt 12 and line spacing 1.5. Upload the essays in Moodle, in the specific folders for the short papers. Name your file

"assignment1_yourname". (change the number to reflect the short paper in question)

Only paper submitted before the deadline are graded.

Term paper (first version)

Choose a topic of relevance for the course. Please check with the examiner if you are unsure whether your topic is a good fit. You will find a list with some suggestions in Moodle. You should make a deep analysis of the topic in question and demonstrate independent critical thinking and ability to summarize and review academic literature. The essay should be based on relevant academic literature (please use Hanken's article databases). The essay can be a literature review on a broad topic, such as "*Validity of selection tests*", or a more narrow topic, such as "*The role of attractiveness (alt. ethnicity, age, gender etc.) in selection decisions*", "*The role of gender in performance appraisal*" or "*Cognitive ability tests as a predictor of job performance*". It can be a point-counterpoint discussion, for example "*Structured vs. unstructured interviews*" (these are just

suggestions to give you ideas). The main idea is for you to deepen your understanding and knowledge of a topic you are interested in, that is connected to the topic of the course: assessing candidates/employees.

Give your essay a title. Start with an introduction that introduces the reader to the topic (why is this important, what do we know, what do we not know, who is affected by this?). You should provide clear arguments. Write clearly and make sure your text has a logic flow. Remember to include references. Discuss the topic, review the literature and make suggestions for practice. End your essay with conclusions. Copy-paste text into the box in Moodle to keep it anonymous for peer-review (the teacher will be able to see who has submitted).

The essay should be 7-10 pages long + references (approx. 10 references). The deadline for the essay is 22.4. by 23:59. Late or incomplete submission will cost you 5 points (deducted from the final grade). Also, in case of late submission you will not get any feedback from peers. If the paper has not been submitted within two days of the deadline you automatically receive “fail” as the final grade for the term paper.

The assessment of this assignment will be done by your peers. The essay will be evaluated based on the following criteria: *The argumentation (10 points)*, *Structure (10 points)*, *Use of literature (10 points)*, *Implications (10 points)* *Clarity of language (5 points)*, *Referencing (5 points)*. Study the criteria more closely in Moodle in the document “Rubrics for assessment of term paper”. You will get a preliminary grade (0-50p) from your peers but this grade will not affect your final grade. However, it will give you an indication of how your work is perceived by others. You will have the chance to work on and improve your essay for the final submission. The final submission will be graded by a teacher and will be part of your final course grade.

Peer-review

You will be assigned two essays written by your peers. You should read and assess them in Moodle, in the peer-review folder. Assess the essays written by your peers according to the criteria found in the peer-review protocol. Write a comment at the end explaining your evaluation of each criteria and suggest ways for your peers to improve their essays. You

should explain why you gave the grade. For example, “*Argumentation*: poor”. Explain why you gave this grade and provide suggestions on how to improve the arguments. It is important that you are thorough and constructive in your comments because your feedback will be graded. The thoroughness, credibility and usability of your feedback is assessed on a scale of 0-10 points/review. A teacher will assess the peer-reviews.

Final term paper

Use Hanken’s template for the essay, font pt 12 and line spacing 1.5. Remember to include your name and student number.

Upload the essay in Moodle, in the specific folder for the final assignment. Name your file “**termpaper_yourname**”.

The feedback you received from your peers should be carefully considered and where appropriate used to improve the paper. However, the grade given by your peers will not affect your final grade. The teacher will assess the essay based on the same rubrics as in the peer-review. Late submission will cost you 5 points from the final grade. If the paper has not been submitted within two days of the deadline you automatically receive “fail” as the final grade for the term paper.