Employee Recruitment Selection And Assessment
Contemporary Issues For Theory And Practice Current Issues In Work And Organizational Psychology

Personnel selection is changing. Whilst traditional face-to-face interviews are still common, the range of assessment processes that inform the selection of candidates is increasingly diverse, taking advantage not only of new technologies, but also using new methods and strategies, such as assessment centres and personality testing. This new collection looks at the most important contemporary issues in recruitment, selection and assessment today, highlighting the latest research from the perspective of both recruiter and applicant. The book is written by an international range of prominent scholars in this area, and provides up-to-date analysis of key topic areas, including: How measurements of intelligence can impact on recruitment policies The use and value of personality tests An analysis of social interaction in the interview process The value and impact of video resumes in recruitment How social networks affect how applicants are perceived Job analysis and competencies modelling Part of the Current Issues in Work & Organizational Psychology series, this is an important book that shines a light on the latest theory and practice in employee recruitment. It will interest not only students and researchers of Organizational Psychology, HRM and Business and Management, but will also engage professionals in the field.

Employee selection has long stood at the practical forefront of industrial/organizational psychology. Today's social, business, and economic climates require ongoing adaptations by
those who select organizations' personnel, and research on the topic helps gauge the impact of these adaptations and their implications for human performance and potential. The Oxford Handbook of Personnel Assessment and Selection codifies the wealth of new research surrounding employee selection (web-based assessments, social networking, globalization of organizations), situating them alongside more traditional practices to establish the best and most relevant research for both professionals and academics. Comprising chapters from authors in both the private sector and academia, this volume is organized into seven parts: (1) historical and social context of the field of assessment and selection; (2) research strategies; (3) individual difference constructs that underlie effective performance; (4) measures of predictor constructs; (5) employee performance and outcome assessment; (6) societal and organizational constraints on selection practice; and (7) implementation and sustainability of selection systems. While providing a comprehensive review of current research and practice, the purpose of this handbook is to provide an up-to-date profile of each of the areas addressed and highlight current questions that deserve additional attention from researchers and practitioners. This compendium is essential reading for industrial/organizational psychologists and human resource managers.

Edenborough has written a comprehensive guide that examines the formal assessment methods used in both recruitment and performance management. He includes information on psychometric testing, structured interviews, the use of statistics, and more. Experts from across all industrial-organizational (IO) psychology describe how increasingly
rapid technological change has affected the field. In each chapter, authors describe how this has altered the meaning of IO research within a particular subdomain and what steps must be taken to avoid IO research from becoming obsolete. This Handbook presents a forward-looking review of IO psychology’s understanding of both workplace technology and how technology is used in IO research methods. Using interdisciplinary perspectives to further this understanding and serving as a focal text from which this research will grow, it tackles three main questions facing the field. First, how has technology affected IO psychological theory and practice to date? Second, given the current trends in both research and practice, could IO psychological theories be rendered obsolete? Third, what are the highest priorities for both research and practice to ensure IO psychology remains appropriately engaged with technology moving forward?

This timely resource offers fresh research on companies’ use of social media platforms—from Twitter and Facebook to LinkedIn and other career sites—to find and hire personnel. Its balanced approach explains why and how social media are commonly used in both employee recruitment and selection, exploring relevant theoretical constructs and practical considerations about their appropriateness and validity. Contributors clarify a confusing cyberscape with recommendations and best practices, legal and ethical issues, pitfalls and problems, and possibilities for standardization. And the book’s insights on emerging and anticipated developments will keep the reader abreast of the field as it evolves. Included in the coverage:

- Social media as a personnel selection and hiring resource: Reservations and recommendations.
- Game-thinking within social media to recruit and select job candidates.
- Social media, big data, and employment decisions.
- The use of social media by BRIC nations.
during the selection process. · Legal concerns when considering social media data in selection. · Online exclusion: Biases that may arise when using social media in talent acquisition. · Is John Smith really John Smith? Misrepresentations and misattributions of candidates using social media and social networking sites. Social Media in Employee Selection and Recruitment is a bedrock reference for industrial/organizational psychology and human resources academics currently or planning to conduct research in this area, as well as for academic libraries. Practitioners considering consulting social media as part of human resource planning or selection system design will find it a straight-talking guide to staying competitive.

Information technology has had a profound effect on almost every aspect of our lives including the way we purchase products, communicate with others, receive health care services, and deliver education and training. It has also had a major impact on human resource management (HR) processes, and it has transformed the way that we recruit, select, motivate, and retain employees (Gueutal & Stone, 2005; Kavanagh, Thite, & Johnson, 2015). For example, some estimates indicated that 100% of large organizations now use web-based recruiting (Sierra-Cedar, 2016-2017), and over half of the training conducted in America is delivered using technology-based methods (American Society for Training and Development, 2015). Results of a survey by the Society for Human Resource Management (SHRM) (2002) revealed that technology is one of the major drivers of change in today’s HR departments. In spite of the increased use of technology in the field of HR, relatively little research has examined the acceptance and effectiveness of electronic human resource management (eHRM) methods. As a consequence, practitioners are implementing these new systems without the benefit of research. Thus, the primary purpose of this issue is to review the results of research on a
number of important eHRM practices including e-recruitment, e-selection, gamification, e-socialization, e-learning, and e-performance management. It also considers how technology can be used to manage task-based contingent workers, and examines the problems associated with cyberdeviance in organizations. The chapters in this series should be extremely beneficial for HR researchers and practitioners who are employing these new systems.

In this book, Alison E Barber delineates three separate stages of recruitment - generating applicants, maintaining applicant status and influencing job choice - and discusses existing knowledge and important unanswered questions relevant to each of these stages. She also addresses the questions of whether and how recruitment influences organizational outcomes. Traditional recruitment topics such as recruitment source effects and reactions to initial interviews are covered in detail, while alternative approaches to recruitment research, requiring different theoretical frameworks and different research methods, are also proposed.

The workforce is changing and talent management is more important than ever.

Recruitment and Selection: Strategies for Workforce Planning & Assessment unpacks best practices for designing, implementing, and evaluating strategies for hiring the right people. Using a proven job analysis framework, author Carrie A. Picardi uses her academic and industry experience to teach students how to assess candidates in an accurate, legal, and ethical manner. With clarity and relevance, this book truly bridges theory and concept with practice in an engaging manner and will benefit students who need to hit the ground running to successfully manage workforce needs and activities in
a myriad professional settings.
The latest edition of this classic text provides a comprehensive and internationally relevant introduction to work and organizational psychology, exploring the depth and diversity of the field in an accessible way without obscuring the complexities of the subject. Third edition of a classic textbook offering a complete introduction to work and organizational psychology for undergraduate and graduate students with no prior knowledge of the field. An innovative new six part structure with two-colour presentation focuses the core material around issues that are either Job-Focused, Organization-Focused, or People-Focused. Each chapter title is a question designed to engage readers in understanding work and organizational psychology whilst simultaneously inviting discussion of key topics in the field. The third edition introduces two new co-editors in Franco Fraccaroli from Italy and Magnus Sverke, who join Nik Chmiel and will increase relevance and appeal for European students.

Scientific Essay from the year 2007 in the subject Business economics - Personnel and Organisation, University of Leeds (Leeds University Business School), course: MA HRM, language: English, abstract: Performance appraisal (PA) is a process of setting some targets for the individuals which they are required to achieve. Performance of individuals is evaluated by the process and good performance is acknowledged by rewarding them which may be financial rise in pay, popularly known as increment or upward movement in the hierarchy i.e. promotion. Traditionally PA is a straightforward
process where the manager can only review the performance of his subordinates annually. However, in order to meet the increased expectations of employers, customer demand and better output, PA plays a crucial role for which it has become a part of a wider HRM strategy called performance management (PM). Traditional PA has some limitations that can be minimised by following multi-rater PA system. 360-degree feedback and balanced scorecard are playing important role as recent innovations in the PM system. These two tools are being widely used in both public and private organisations of developed countries like UK, USA, Germany, France; even in the public sectors in Bangladesh, Non-Government Organisations (NGOs) in particular. This paper aims at discussing the traditional PA system experienced with several problems which the new innovations such as 360 degree feedback and balanced scorecard have attempted to overcome.

In Online Recruiting and Selection, Reynolds and Weiner provide an accessible introduction to implementing and operating Web-based tools for hiring in organizations. Discusses recent trends and their implications for new advancements in the field of technology-based hiring Explains key factors for developing an effective recruiting website, choosing the right assessment tools, and designing integrated talent acquisition systems Discusses issues such as the proper environment for deploying tests and other assessments, the implications of global access, and data security and privacy policies Reviews regulations and professional standards for measurement and personnel
selection, including new rules governing the treatment of Internet job applicants, the Standards for Educational and Psychological Testing, and the Principles for the Validation and Use of Personnel Selection Procedures.

Current Issues in Work and Organizational Psychology is a series of edited books that reflect the state-of-the-art areas of current and emerging interest in the psychological study of employees, workplaces and organizations. Each volume focuses on a particular topic and consists of chapters contributed by international experts, with an introductory overview written by the editors, who are leading figures in their areas. For the first time, this book offers a comprehensive new collection which gathers together some of the most influential chapters from the series into one volume, providing an essential overview of the hottest topics in work and organizational psychology.

Including 24 chapters by many of the leading researchers in the field, the book is split into two parts; the individual in the workplace, and how individuals are organized at work. Topics such as burnout, recruitment, well-being and organizational change are covered, as well as research on emerging topics such as flow, humor, i-deals and socialization. With an introduction and conclusion by Professor Sir Cary Cooper, this is the ideal companion for any student or practitioner looking for an insightful overview of the most researched topics in work and organizational psychology.

Why a focus on jobs is not enough

Force-fitting employees to job descriptions leads to unhappy people and substandard performance. For years, HR professionals have
struggled with this dilemma. But it doesn't have to be that way. Competency-Based Human Resource Management describes a new model of performance management that matches employee talents to the work that must be done. By focusing on the critical competencies that distinguish star performers, HR professionals can transform the way they recruit, select, train, develop, and compensate top-performing employees.

Heneman and Judge's Staffing Organizations, 7/e, is based on a comprehensive staffing model. Components of the model include staffing models and strategy, staffing support systems (legal compliance, planning, job analysis and rewards), core staffing systems (recruitment, selection, employment), and staffing system and retention management. Up-to-date research and business practices are the hallmarks of this market leading text. In-depth applications (cases and exercises) at the end of chapters provide students with skill-building and practice in key staffing activities and decision-making. A comprehensive running case involving a fictitious retailing organization provides even greater opportunity for in-depth analysis and skill building. Students also have the opportunity to address ethical issues at the end of each chapter.

Essay from the year 2002 in the subject Business economics - Personnel and Organisation, grade: 15 of 20, University of St Andrews (Management Department), course: Human Resource management, 23 entries in the bibliography, language: English, abstract: Using the concepts of reliability and validity, critically examine how confident Human Resource professionals should be in using interviews as an effective
selection technique. Interviews are the most common selection technique for recruiting. Notwithstanding, this method has been frequently criticised. It is the task of this essay to evaluate how valid and reliable they are. Therefore, firstly validity and reliability have to be defined to form a basis to start with. Secondly, different types of interviews, beginning with the traditional type, will be presented and analysed. Thirdly, attempts to standardise and improve the interview in terms of reliability and validity will be critically examined. Finally a short outlook will be given, to show that not everything can be related to be reliable and valid. This text will analyse only selection interviews as the topic refers mainly to these. Furthermore it will only deal with personal interviews of employees, which excludes, for example, telephone screening. Every selection method has weaknesses and therefore it will become clear that interviews are not absolutely valid and reliable, but nevertheless to fill certain vacant positions they will be still irreplaceable. Reliability and Validity are the two key characteristics that interviews have to have to be a suitable method for selection. They measure if the chosen methods provide consistent results and if they adequately measure the characteristic they are looking at. “Reliability means that the selection methods, tests and ensuing results are consistent and do not vary with time, place or different subjects.” Or as Cowling puts it: “Reliability is a measure of the consistency with which a predictor continues to predict performance with the same degree of success.” That means that, for instance, two interviews at a different time and place, with different interviewers and
questions but under otherwise same conditions and with the same applicants will bring the same result; namely the best candidate should still be the best and the interviewees who failed should still fail. It is also possible to maintain the conditions, the applicants and the structure but to change the other parameters of the assessment. Written by experts in the field, this well-established book provides a critical and academically rigorous exploration of the key functions, practices and issues in HRM today. The first part of Contemporary Human Resource Management covers fundamental HRM practices while the second half examines contemporary themes and issues such as work-place bullying, flexibility and emotion at work. Each chapter contains two thought-provoking case studies, encouraging readers to identify, examine and apply key concepts to real-world examples. This substantially revised sixth edition includes three completely new chapters and case studies on: HRM in SMEs The Future of Work Employee Wellbeing

This second edition provides managers and students the nuts and bolts of assessment processes and selection techniques. With this knowledge, managers learn to make informed personnel decisions based on the results of tests and assessments. The book emphasizes that employee performance predictions require well-formed hypotheses about personal characteristics that may be
related to valued behavior at work. It also stresses the need for developing a theory of the attribute one hypothesizes as a predictor—a thought process too often missing from work on selection procedures. Topics such as team-member selection, situational judgment tests, nontraditional tests, individual assessment, and testing for diversity are explored. The book covers both basic and advanced concepts in personnel selection in a straightforward, readable style intended to be used in both undergraduate and graduate courses in Personnel Selection and Assessment.

Effective corporate initiatives and processes are the bedrock of successful organizations; the "Developing Practice" series provides manager with essential frameworks to identify, formulate and implement the best policies and practice in the management and development of people.

Recruitment and selection can be a stressful and traumatic process for both people and organizations. But how does it feel to actually be involved? Giving a voice to both applicants and recruiters in a unique package, Experiencing Recruitment and Selection uses real-life stories to explore issues such as why people apply for jobs, perceptions of fairness, how failure affects internal applicants, the impact of market forces on decisions, how recruiters select for ‘fit’ and much more. In each chapter Jon Billsberry tackles a particular topic,
drawing on at least three related stories and concluding with provocative questions and a guide to further reading. The stories are interwoven throughout with analyses that highlight key lessons.

The Oxford Handbook of Personnel Assessment and Selection distills the science and practice of employee selection. Bringing together over forty chapters, this volume includes essential information about the validation process, individual difference constructs and measures, and performance outcomes and measures, and will be a comprehensive and authoritative reference and training tool in the field.

This research report looks at the key areas of international recruitment, selection and assessment. These include international recruitment from overseas countries for employment in the home market, resourcing employees for international assignments, recruitment for expanding overseas and decentralising responsibility for international recruitment.

The Blackwell Handbook of Personnel Selection provides a state-of-the-art review of theory, research, and professional practice in the field of selection and assessment. Reviews research and practical developments in all of the main selection methods, including interviews, psychometric tests, assessment centres, and work sample tests. Considers selection from the organization’s and
the applicant's perspective, and covers the use of new technology in selection and adverse impact issues. Each section includes contributions from internationally eminent authors based in North America and Europe. The failure to recruit the right candidates can cost your company a fortune in time and money. The same applies for selecting staff for promotion. If recruits or staff are not motivated, engaged or committed, the likelihood is that your organization will suffer. This book gives you the guidance, tools and techniques to help determine the best candidates for the job. A Practical Guide to Assessment Centres and Selection Methods provides you with the right tools to gain a fully rounded picture of candidates, be they new recruits or prospects for promotion. In two parts, the book shows you how to create market-standard assessment and development centre methods in your organisation. It also provides a range of easy-to-implement assessment exercises, giving you practical advice on how to use them for best results. Part 1 shows you to understand key staff competencies and how to develop internal structures that will allow you to develop a "Competence Framework". It describes how to design and run an assessment centre which works for both the employer and the candidate. It reveals what makes a top-class assessor and describes the role of psychometric instruments in selection. Finally, it presents practical advice on how to adapt and devise your
own staff selection activities for revealing the most suitable candidates, using the tools given in Part 2. Part 2 is particularly valuable. It delivers a wide range of different assessment activities designed specifically to determine key strengths and weaknesses of potential candidates. These activities include: * a range of role-play activities. These will help you assess a number of typical issues including performance feedback, dealing with disputes and how to influence without formal authority. * "In Tray" activities designed to reveal how candidates prioritise work. * Report writing and analysis activities designed to reveal how participants use data and information. * Open-ended group decision-making activities. These use role play in a variety of typical business situations, followed by an analytical phase to reveal how participants may have changed their views during the course of the exercise. * Physical task group activities designed to be more relaxing and enabling the assessor to determine how candidates behave when they are more relaxed and less formal * Mental task group activities which help participants understand how plan, organise, adapt, influence and communicate * Supplementary group activities designed to act as a reserve should other exercises become "over-exposed" or if there is a need to regularly run several group activities with a nominated leader A Practical Guide to Assessment Centres and Selection Methods provides you with a robust, rounded
way to measure candidate competency in recruitment or in assessing for promotion. A FREE CD reproduces all the exercises contained in the book so that you can print them individually whenever you need.

In July 2016 The National Academies of Sciences, Engineering, and Medicine convened a workshop with the goal of bringing together industrial and organizational (I-O) psychologists, experts on personnel selection and testing, forensic scientists, and other researchers whose work has a nexus with workforce needs in the forensic science field with a focus on pattern evidence. Participants reviewed the current status of selection and training of forensic scientists who specialize in pattern evidence and discussed how tools used in I-O psychology to understand elements of a task and measure aptitude and performance could address challenges in the pattern evidence domain of the forensic sciences. This publication summarizes the presentations and discussions from the workshop.

The Nelson Series in Human Resources Management is the best source in Canada for reliable, valid, and current knowledge about practices in HRM. Recruitment and Selection in Canada, Fifth Edition, is designed to meet the needs of both students and practitioners working in human resources or personnel psychology. It provides an up-to-date review of the current issues and methodologies that are used in recruiting and selecting employees for Canadian organizations.

This second edition of the Handbook of Employee Selection has been revised and
updated throughout to reflect current thinking on the state of science and practice in employee selection. In this volume, a diverse group of recognized scholars inside and outside the United States balance theory, research, and practice, often taking a global perspective. Divided into eight parts, chapters cover issues associated with measurement, such as validity and reliability, as well as practical concerns around the development of appropriate selection procedures and implementation of selection programs. Several chapters discuss the measurement of various constructs commonly used as predictors, and other chapters confront criterion measures that are used in test validation. Additional sections include chapters that focus on ethical and legal concerns and testing for certain types of jobs (e.g., blue collar jobs). The second edition features a new section on technology and employee selection. The Handbook of Employee Selection, Second Edition provides an indispensable reference for scholars, researchers, graduate students, and professionals in industrial and organizational psychology, human resource management, and related fields.

This book constitutes the refereed proceedings of the 11th Joint Conference on Knowledge-Based Software-Engineering, JCKBSE 2014, held in Volgograd, Russia, in September 2014. The 59 full and 3 short papers presented were carefully reviewed and selected from 197 submissions. The papers are organized in topical sections on methodology and tools for knowledge discovery and data mining; methods and tools for software engineering education; knowledge technologies for semantic web and
ontology engineering; knowledge-based methods and tools for testing, verification and validation, maintenance and evolution; natural language processing, image analysis and recognition; knowledge-based methods and applications in information security, robotics and navigation; decision support methods for software engineering; architecture of knowledge-based systems, including intelligent agents and softbots; automating software design and synthesis; knowledge management for business processes, workflows and enterprise modeling; knowledge-based methods and applications in bioscience, medicine and justice; knowledge-based requirements engineering, domain analysis and modeling; intelligent user interfaces and human-machine interaction; lean software engineering; program understanding, programming knowledge, modeling programs and programmers.

This case study, based on a real but fictionalized organization in the U.K., was developed to provide resources to promote learning and understanding in the areas of recruitment and selection. It is geared toward an undergraduate audience. How we recruit future healthcare professionals is critically important, as the demand for high quality healthcare increases across the globe. This book questions what the evidence tells us about how best to select those most suited to a career in healthcare, ensuring that the approaches used are relevant and fair to all who apply. The editors of this collection take a comprehensive look at the latest research surrounding recruitment and selection into healthcare roles. Each chapter is authored by leading experts and,
using international case material, the practical implications for workforce policy are explored. They review the key stages in designing effective selection systems and discuss how best to evaluate the quality of selection processes. Evidence from role analysis studies as well as the effectiveness of different selection methods including aptitude and situational judgment tests, personality assessment and interviews are examined. Chapters also cover approaches to student selection and recruitment for postgraduate trainees through to senior appointments. Finally they highlight contemporary issues in recruitment, including the use of technology, selecting for values, candidate perceptions, coaching issues and how best to promote diversity and widening access.

This handbook makes a unique contribution to the fields of organizational psychology and human resource management by providing comprehensive coverage of the contemporary field of employee recruitment, selection and retention. It provides critical reviews of key topics such as job analysis, technology and social media in recruitment, diversity, assessment methods and talent management, drawing on the work of leading thinkers including Melinda Blackman, Nancy Tippins, Adrian Furnham and Binna Kandola. The contributors are drawn from diverse backgrounds and a wide range of countries, giving the volume a truly international feel and perspective. Together, they share important new work which is being undertaken around the globe but is not always easily accessible to real-world practitioners and students.
In many professions daily work life has become unthinkable without the use of a computer with access to the Internet. As technological innovations progress rapidly and new applications of interactional media are invented, organizational behaviour continues to change. The central theme of this book is how new media affect organizational behavior and employee well-being. A variety of topics are considered: applications of new media in both personnel psychology and organizational psychology tools to improve selection and assessment issues arising in the context of training, learning and career development the use of online games for education and recreation the impact of mobile devices on organizational life the implications of new forms of collaboration by means of virtual teams. The research documented in this volume consists of high quality, quantitative studies illustrated by lively practical examples. The combination of science and practice ensures that new insights supported by empirical studies are translated into practical implications. The book will be essential reading for researchers and students in organizational psychology and related disciplines.

The new edition of this SAGE Handbook builds on the success of the first by providing a fully updated and expanded overview of the field of human resource management. Bringing together contributions from leading international scholars - and with brand new chapters on key emerging topics such as talent management, engagement, e-HRM and big data - the Handbook focuses on familiarising the reader with the fundamentals of applied human resource
management, while contextualizing practice within wider theoretical considerations. Internationally minded chapters combine a critical overview with discussion of key debates and research, as well as comprehensively dealing with important emerging interests. The second edition of this Handbook remains an indispensable resource for advanced students and researchers in the field. PART 01: Context of Human Resource Management PART 02: Fundamentals of Human Resource Management PART 03: Contemporary Issues

Take the guesswork out of BTEC assessment with sample student work and assessor feedback for all pass, merit and distinction criteria. By focusing on assessment this compact guide leads students through each pass, merit and distinction criterion by clearly showing them what they are required to do. Helps your students' to tackle the new exam with confidence with mock examination questions together with answers and feedback Provides a sample student answer for every single pass, merit and distinction criterion, together with detailed assessor's comments on how work can be improved, so that students know exactly what their work needs to show to hit their grade target Includes realistic model assignments that provide an opportunity to generate all evidence, with each criterion and grade clearly indicated. Supports students with detailed revision-style summaries of all the learning aims from the unit allowing them to
quickly find the facts and ideas they will need for their assessment. Enables you to customise your course to the units you deliver when used alongside other guides in the series.

The impetus for this volume came from the editors' belief that most current research and thinking about personnel selection and assessment in organizations considered only the perspective of the employer. The job applicant seeking to join the organization or the employee being considered for promotion or reassignment was typically given little attention from the designers of employment or assessment systems. They believed that this imbalance had several negative implications: 1. Organizational selection and assessment appeared to be the principal area within work and organizational psychology that had forgotten a basic tenet of the profession of psychology, namely, that the welfare of the individual is paramount. 2. A lack of concern for the individuals who were being assessed could result in additional criticisms of psychological assessment in employment settings. 3. The acceptability of selection and assessment devices and systems may impact in (largely) unknown ways on the decisions of individuals to apply for jobs or transfers, thus affecting the selection ratio and potential utility of such systems. 4. Individual reactions to the characteristics of assessment and selection devices could affect the accuracy of
the information obtained about those individuals, adversely affecting the reliability and validity of resulting personnel decisions. Informally discussing these concerns with their professional colleagues, the editors found that others were similarly troubled. Their next response was to organize a three day conference bringing together a number of researchers in applied psychology to present papers and participate in discussions related to balancing individual and organizational needs in selection and assessment. Revisions of the papers presented at this conference form the core of this volume.

Paul Iles provides a distinctive approach to managing staff selection and assessment in organizations. He discusses not only the dominant psychometric model but also draws upon perspectives from strategic management theory, social psychology, and critical theory. This is an accessible text which discusses developments both in the UK and internationally, provides specific organizational case studies, and describes recent research findings and their implications for organizational practice. It locates techniques and procedures in the contexts of corporate strategy, structure and culture. It shows how organizations have sought to use assessment strategically in the search for competitive advantage: recruiting, selecting, appraising and developing staff in order to bring about organizational and cultural change. The book concludes by applying its
frameworks to an area of key significance: the identification, assessment and development of managerial competence.
This text investigates the issues and contradictions which surround the theory of assessment, recruitment and selection. In addition to this, it underlines the day to day practicalities of setting up strategies and policies within a business. Although the text is designed to suit a new Open University Masters module, it exhibits a core British Psychological Society Masters in Occupational Psychology syllabus. The text caters for the needs of both undergraduate and postgraduate students, and in this area it successfully fills the gap in the market.

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