Details

Making Selection Decisions for a Bookstore

Purpose This exercise will give students experience in applying the principles learned about selection decisions (multiple scores, multiple cutoffs, multiple regression) to a practical example.

Instructions

- You will be staffing a bookstore with one manager, three sales clerks, and two warehouse workers.
- See the following table or top row provided which illustrates all the various predictors to be used.
- Review the top row predictors and decide which two predictors in the table you would use to make a selection decision for hiring a bookstore manager.
- Use the table with numbers to calculate scores to demonstrate who should be chosen for the job of bookstore manager.
- What is absolutely necessary to perform the manager job and create a cutoff score (note that all scores range from 1 to 10).
- What are a variety of scenarios for hiring sales clerks and warehouse workers. Note how the different equations and combinations of cutoff scores change the composition of who should be hired for which job.
- Feel free to use the information in the table in as many different ways as you would like, depending on what issue and element you would like to highlight.

Discussion Questions

- What is your impression of the challenges facing organizations when making selection decisions?
- Would you implement a multiple-hurdle approach for any of the three jobs? Why or why not?

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Table for use with this exercise

*First Row = Predictors for Book Store Performance

Applicant *	Gender	Big 5	Experience	Interview.	Situational Judgment	Cognitive Ability	Total	Regression Equation1	Regression Equation2
Donald	M	Hi E, Lo C	8	8	6	7	29	19.96	23.40
Terry	F	Hi A, Lo C	1	7	4	4	16	7.44	20.44
Brian	M	Lo E, Hi C	6	8	10	7	31	18	23.44
April	F	Hi N, Hi C	4	6	4	10	24	14.04	18.62
Peter	M	Hi E, Lo C	2	2	1	4	9	6.67	7.52
Anita	F	Hi E, Lo C	5	10	8	7	30	16.58	25.88
Jim	M	Lo E, Hi C	3	7	3	8	21	11.78	18.79
Diane	F	Lo O, Hi A	2	9	7	3	21	9.92	20.79
Cut Scores									
Manager		Hi E	4	7	5	4	20	12.20	18.21
Sales		Hi A	3	6	4	4	17	10.14	15.72
Inventory		Hi C	2	2	1	4	9	6.67	7.52

- **Regression Equation1** = 1.2 + 1.5 (Experience) + .3 (Interview) +.26 (Sit. Judgment) + .4 (Cog. Abil.)
- **Regression Equation2** = 1.2 + 1.5 (Experience) + 1.73 (Interview) + .26 (Sit. Judgment) + .4 (Cog. Abil.)