



Developing Organizational Simulations: A Guide for Practitioners and Students (Applied Psychology Series)

By George C. Thornton III, Deborah E. Rupp, Rose A. Mueller-Hanson

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This book provides a concise source of information on effective and practical methods for constructing simulation exercises for the assessment of psychological characteristics relevant to effectiveness in work organizations. Simulation exercises present the examinee with descriptions of complex situations that stimulate aspects of real-world settings and problems. Examinees are required to demonstrate overt behavior in handling the problems presented. The process and/or products of this behavior are observed by trained assessors who observe behavior, classify behaviors into relevant dimensions, and evaluate effectiveness. Simulations can provide assessments of abilities, skills, and competencies not readily measured by other testing techniques.

Developing Organizational Simulations provides practical guidance for defining the attributes to be assessed, constructing the stimulus material, and designing methods for administration and scoring. Several different situational exercises are presented, including business games, leaderless group discussions, in-baskets, one-on-one interaction simulations, and case studies/presentations. Steps to ensure the reliability, validity, and legal defensibility of assessments from simulations are described. In addition, the book presents the use of simulation exercises for the purposes of personnel selection, training, development, and certification. Professional standards and guidelines relevant to the construction of simulation exercises are also covered.

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Editorial Review

Review

For those who wish to build a simulation exercise, this is a valuable book. It is designed for the practitioner or student and provides step-by-step procedures for constructing simulations for a variety of purposes: selection, promotion, training and development, and/or research. In addition, the authors provide a conceptual schema upon which their procedures are based, refer to relevant literature, and provide guidance as to professional, legal, and ethical standards....It is an excellent book and should be useful to the target audience of practitioners and students. It should also be beneficial to researchers needing assessment exercises in their endeavors. It is worth the price.

—**Personnel Psychology**

Thornton and Mueller-Hanson offer a much-needed, balanced guide for constructing simulation exercises that is based on theory, current research, and best practices. The book exemplifies the scientist-practitioner approach and provides readers with a rich understanding of the issues and challenges associated with developing and implementing simulation exercises. The authors have designed the book in such a way that assessment practitioners (HR staff, assessment center consultants) and students alike will find the content interesting, stimulating, and extremely user friendly. This book offers a value-added supplement to a course in psychometric theory, test construction, or personnel selection. It is a 'must read' for assessment center practitioners.

—**Dr. Jeff Kudisch**

University of Maryland

Thornton and Mueller-Hanson's book is a solid guide for HR specialists, consultants, and students alike looking for guidance on how to construct and administer simulation exercises. The text is firmly based on the most current theory and research in the area, as well as the authors' vast experience in constructing simulations in organizations. This is not just another review book—it is truly a practical guide for constructing these types of assessment in the workplace. In addition, the text will serve as an excellent supplement to courses in psychometric theory, test construction, and individual assessment. These fields have been in need of such a book for a long time, and this book is sure to have a great impact.

—**Dr. Deborah Rupp**

University of Illinois

The team of four assessors in our group who design assessment activities found the sections on 'fatal errors' and examples of personal experiences very helpful.

—**Sandra Petersberg**

Human Resource Manager, Sprint

This is a great book! I wish this had been around 26 years ago when I began my practice. It will be an asset to practitioners and a valuable teaching aid for students.

—**Dr. David Morris**

Consultant on Human Resource Management Techniques, Alexandria, Virginia

About the Author

Winston Bennett, Jr. is a Senior Research Psychologist with the Warfighter Readiness Research Division of the Human Effectiveness Directorate of the Air Force Research Laboratory. He is a Fellow of the American Psychological Association. His research interests include training needs assessment methods, training systems design and evaluation, individual and team performance measurement and modeling, and skill decay and retention. He received his Ph.D. in industrial/organizational psychology from Texas A & M University in 1995. Charles E. Lance received his Ph.D. in psychology from the Georgia Institute of Technology and is now Professor of I/O psychology and Chair of the Applied Psychology Program at The University of Georgia. His work in the areas of measurement and prediction of performance, research methods, and structural equation modeling has appeared in such journals as "Psychological Methods, Organizational Research Methods, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Journal of Management" and "Multivariate Behavioral Research." Dr. Lance is a Fellow of the Society for Industrial and Organizational Psychology (SIOP) and the American Psychological Association and is former President of the Atlanta Society for Applied Psychology. He is currently Associate Editor of "Organizational Research Methods," and has served on the editorial boards of "Personnel Psychology, Group & Organization Management, " and " Human Resource Management Review."

David J. Woehr is a Professor at The University of Tennessee Industrial and Organizational Psychology program. He is a fellow of the Society for Industrial and Organizational Psychology and the American Psychology Society. His research focusing on performance measurement, managerial assessment centers, and work ethic often appears in outlets such as the "Journal of Applied Psychology," the "Journal of Management" and the "Journal of Vocational Behavior." He received his Ph.D. in industrial/organizational psychology from the Georgia Institute of Technology in 1988.

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