

# Automated (web enabled) recruitment and selection

Case duration (Min): **45-60**

Human Resource Management (HRM)

**Recruitment**

**Selection**

**Worldwide**

## Case summary:

Examines the activities associated with recruitment and selection and how technology may enable these activities. Identified are the advantages and disadvantages of approaches using technology and finally the whole approach to recruitment and selection is evaluated.

## Learning objectives:

Critically review the use of web technologies in the recruitment and selection process.

## Case problem:

In the age of the Internet, how is recruitment and selection best conducted?

### Pre class activities...

- 1** Research company online careers pages (for example see BP **20-30**  
www.bp.com/careers) and investigate their approach,  
application and selection process, whether they make use of  
self-assessment questionnaires, online application forms/  
resumes (CVs) and online tests - bring two examples to class

Review pre-screening questionnaires/tools, for example visit **20-30**  
the manpower (www.us.manpower.com) site  
and read about NetSelect - try out a sample questionnaire

First, if you are taking a taught management course then consult with your tutor and ensure that the case has not been scheduled into a teaching class or tutorial. If it has not:

1. Play/ read the media associated with the case. You may need to access the Internet and enter a URL to locate any video clips.
2. Attempt the Case study questions.

Consider attempting the case study as a group exercise; you could form a study group with fellow students.

3. Check the suggested answers - remember these are suggestions only and there are often many possible answers.

Discuss questions and answers with other students.

4. If you feel your answer(s) were weak then consider reading the relevant suggested readings again (also see the case study suggested references).

Title/ Media type	URL/ Media description
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Online Job Searching.

[http://feedroom.businessweek.com/?fr\\_story=5e1ec1bacf73ae689d381f30e80dfea30cd52108&rf=bm](http://feedroom.businessweek.com/?fr_story=5e1ec1bacf73ae689d381f30e80dfea30cd52108&rf=bm)

### Film

Liz Ryan, CEO of WorldWIT on the 'dos' and 'don'ts' of using the Internet to further your career.

Online Resumes.

[http://feedroom.businessweek.com/?fr\\_story=45d9a76837d2beda2593651cebc5efea52655e20&rf=bm](http://feedroom.businessweek.com/?fr_story=45d9a76837d2beda2593651cebc5efea52655e20&rf=bm)

### Film

Recruiters and job searchers talk about what it takes to get noticed by employers.

### NOTES:

## Case study questions...

Action	Pre/During/After class
<b>1 MATCHING PEOPLE WITH JOBS AND THE ORGANIZATION.</b> Discuss the matching process and why some managers consider it so important to match people and jobs properly – what other issues and considerations are important when selecting individuals to work within organizations? What can organizations do in the event of a mismatch?	During
<b>2 RIGHT PERSON, CULTURE FIT AND WEB-BASED RECRUITING.</b> Drawing upon your prior research, the case study and experiences, brainstorm the advantages and disadvantages of web-based recruiting: placing adverts and attracting candidates; screening cultural fit and other screening tools.	During
<b>3 CRITICALLY EVALUATE THE USE OF ONLINE PRE-SCREENING TESTS.</b> In the first film, Liz Ryan highlighted the problem of 100s if not 1000s of candidates applying for the same job; critically evaluate the use of online pre-screening tests.	During
<b>4 APPLICATIONS AND RESOURCING DECISIONS.</b> With reference to the case study films, critically review online applications (letters, forms and CVs/ resumes) and discuss whether a structured application should be preferred over a CV. Finally, critically evaluate the role of the web on selection decisions.	During

## RECRUITMENT

the practice of deciding what the company needs in a candidate and instigating procedures to attract the most appropriate candidate of the job

## SELECTION

Screening job applicants to ensure the most appropriate candidates are hired

## APPLICATION FORMS (BLANKS)

Usually sent out to jobseekers who respond to some kind of job advertising. The form or blank is a template for the presentation of personal information that should be relevant to the job applied for. This ensures that all candidates provide the desired range of information in the same order of presentation to facilitate comparison and preparation of a short-list for further selection procedures.

## Question/ Answer

### 1 MATCHING PEOPLE WITH JOBS AND THE ORGANIZATION.

Discuss the matching process and why some managers consider it so important to match people and jobs properly – what other issues and considerations are important when selecting individuals to work within organizations? What can organizations do in the event of a mismatch?

Matching involves creating a job description (listing essential and desirable skills, qualifications and experience etc), advertising the vacancy, creating a means to score and rank candidates against criteria in support of rejection, acceptance or shortlisting decisions.

Where the job is fixed and seen as essential for the attainment of organizational goals, there is an assumption that the job can be defined in terms of skills, knowledge, competencies and capabilities. If the job characteristics can be identified and measured, and the incumbent meets the requirements, there is an expectation this individual will perform better.

Key issues focus on (1) whether the process should take account of future requirements, flexibility and adaptability and (2) candidate fit not just with the job (best individual for structure) but also with the organization (culture fit and personality – people are permanent, jobs vary).

In the event of a mismatch the organization may change the job to fit the person, train the person to fit the job or change the person by terminating employment.

### 2 RIGHT PERSON, CULTURE FIT and WEB-BASED RECRUITING.

Drawing upon your prior research, the case study and experiences, brainstorm the advantages and disadvantages of web-based recruiting: placing adverts and attracting candidates; screening cultural fit and other screening tools.

On-Line ads. (students may differentiate between use of intra and internet).

Wider reach – more people made aware of vacancy, richness of information, search, cost, timely, some dialogue, response rates - generate larger candidate pool, more flexible (24 X 7), may allow resume/CV to be uploaded or online application form to be completed, preselection tests to be completed.

Sometimes pull rather than push, generates larger candidate pool; may be a cost if internet site used.

Cultural screening.

Organizations can influence potential applicants by providing information about the company and the candidate's cultural fit (see the BP case and other examples students may bring to class).

Relies on ability to identify and measure aspects of culture and the candidate's predispositions.

Other screening tools (e.g. Manpower NetSelect)

Reduced time and cost of recruitment process, helps assure better fit, easy and convenient for candidates, candidates may get a response i.e. notification of result.

May get false negatives – failure to identify suitable candidates.

### 3 CRITICALLY EVALUATE THE USE OF ONLINE PRE-SCREENING TESTS.

In the first film, Liz Ryan highlighted the problem of 100s if not 1000s of candidates applying for the same job; critically evaluate the use of online pre-screening tests.

Efficient means of reducing the candidate pool but may not be 100% effective (discuss culture and job tools).

### 4 APPLICATIONS and RESOURCING DECISIONS.

With reference to the case study films, critically review online applications (letters, forms and CVs/ resumes) and discuss whether a structured application should be preferred over a CV. Finally, critically evaluate the role of the web on selection decisions.

Students may argue whether to request an online CV, application or both. The CV allows more freedom for the candidate, possibly more detail but the application form enables consistency, easier to score and make comparisons; helps assure the candidate provides specific (required) information.

Students should discuss culture and CVs and that different parts of the world require different things e.g. US short, UK more detailed etc.

Online documents are easier to circulate, search, score etc.

Selection is a decision-making activity – a calculation of suitability - key words can be searched for, yes/no and structured questions can be automatically scored (see terms such as electronic filters and logical gates used in the case films)

Cole, G A. and Kelly, P P. (2011) 'Management Theory and Practice', Ed. 7. Cengage EMEA.

Dowling, P J., Festing, M. and Engle, A D. (2008) 'International Human Resources Management', Ed. 5. Cengage Learning EMEA.

Price, A. (2007) 'Human Resource Management in a Business Context', Ed. 3. Cengage Learning EMEA.