Managing human resources - recruiting and competing for talent

Case duration (Min):	45-60
Principles of Management (PoM)	
Human Resource Management (HRM)	
Managing human resources	
Recruitment	

Worldwide

Case summary:

Human resource management is the process of identifying, developing and retaining the right people to form a qualified workforce. Resourcing includes the activities responsible for filling positions within the organization (staffing, recruitment and selection). In the associated case study we explore how companies use recruitment and selection techniques to attract and hire qualified employees to fulfil those needs .

Learning objectives:

Explain how companies use recruitment to find qualified job applicants.

Case problem:

How do companies use recruitment and selection techniques to attract and hire qualified employees to fulfil needs?

Company

Computer Based Systems

Google/ Yahoo

Google's mission is "to organize the world's information and make it universally accessible and useful". As of March 31, 2009 Google has 19,786 full-time employees. The company is running thousands of servers worldwide, which process millions of search requests each day.

Google.com

With around 13,500 (2009) Yahoo! Inc. is an American public corporation that provides Internet services worldwide. The company is perhaps best known for its web portal, search engine (Yahoo! Search), Yahoo! Directory, Yahoo! Mail, Yahoo! News, advertising, online mapping (Yahoo! Maps), video sharing (Yahoo! Video), and social media websites and services.

www.yahoo.com

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
Working at a Tech Titan.	http://feedroom.businessweek.com/?fr_story=15b3f43386b555dd13fddc66307e75858728c283&rf=bm
Film	Take a look at what it is like to work at Yahoo! and Google, with a tour of their campuses.
NOTES:	

Case study questions...

	Action	Pre/During/After class
1	**COMPETING FOR TALENT:** Recruitment represents investment in human capital (HC). By recruiting a merely average individual, the company loses the opportunity to gain competitive advantage through a hiring decision, according to Bartlett and Ghoshal (2002). They recognised that people are the key strategic resource, and strategy must be built on a human-resource foundation. However, as more and more companies come to that conclusion, competition intensifies for scarce human resources. Critically evaluate how Google and Yahoo are competing for talent. Identify and discuss other initiatives designed to attract and retain talented employees.	During
2	**HUMAN RESOUCE MANAGEMENT (HRM) PROCESSES:** Identify and describe the two main human resource management processes used to attract qualified employees.	During
3	**FINDING QUALIFIED WORKERS:** Identify and discuss, in sequence, the key activities involved in recruiting.	During
4	**SELECTING WORKERS:** Discuss the purpose of the key activities involved in selecting workers and the devices used in selection.	During

Answers...

TALENT MANAGEMENT

A strategic and integrated approach to developing a skilled and competent workforce, involving targeted recruitment, development and retention.

RECRUITMENT

Locating, identifying, and attracting capable applicants

SELECTION

Process of screening and hiring he best-qualified applicants with the greatest performance potential

HUMAN RESOURCE MANAGEMENT

Activities an organization conducts to use its human resources effectively

Question/ Answer

1   COMPETING FOR TALENT:

Recruitment represents investment in human capital (HC). By recruiting a merely average individual, the company loses the opportunity to gain competitive advantage through a hiring decision, according to Bartlett and Ghoshal (2002). They recognised that people are the key strategic resource, and strategy must be built on a human-resource foundation. However, as more and more companies come to that conclusion, competition intensifies for scarce human resources. Critically evaluate how Google and Yahoo are competing for talent. Identify and discuss other initiatives designed to attract and retain talented employees.

Yahoo: attractive company culture (flexible and laid-back) enables worklife balance but emphasises output.
Google: innovative culture (enabling employees to pursue self-interest) offering a variety of perks and benefits such as access to sporting facilities, free meals etc in order to entice and retain new recruits.
Students may discuss salary and a range of benefits. They may discuss motivational factors such as the work environment, organisational climate and culture, career opportunity, self esteem and self actualisation.

2   Human Resouce Management (HRM) Processes:

Identify and describe the two main human resource management processes used to attract qualified employees.

Recruitment - Locating, identifying, and attracting capable applicants.
Selection - Process of screening and hiring the best-qualified applicants with the greatest performance potential.

3   FINDING QUALIFIED WORKERS:

Identify and discuss, in sequence, the key activities involved in recruiting.

The first activity is typically job analysis to determine the important work related aspects of the job; this enables the creation of job descriptions (a written description of the basic tasks, duties and responsibilities required of an employee holding a particular job) and job specifications (a written summary of the qualifications needed to perform a particular job successfully). The information contained in these documents may be used to create job advertisements and enable the selection process.

4   SELECTING WORKERS:

Discuss the purpose of the key activities involved in selecting workers and the devices used in selection.

The purpose of selection is to gather sufficient information about job applicants to decide who should be offered a job. Following advertisement, applicants typically submit a job application or CV (resume) which contains information about themselves; this information is then matched against the requirements of the job. Various mechanisms are used for further consideration. Typically, shortlists are created and more desirable candidates invited for interview or a selection test (ability or aptitude). Either before or after tests and interviews, background checks and employee references may be performed and obtained to provide further information about job candidates.

Case study references

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

Kelly, P P. (2009) 'Conceptualising business risk culture: a study of risk-thinking and practice in contemporary dynamic organizations', Int. J. Business Continuity and Risk Management, Vol. 1, No. 1, p. 19 - 37.

Williams, C. (2007) 'MGMT', South-Western College Pub.