1243.3107.01 – Recruitment and Selection Processes

Prerequisites: Managing People and Systems

First Semester – 2018/19

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Wednesday (Second half)	17:45-20:30	No exam	Prof. Jonathan Smilansky	jsmil@post.tau.ac.il	

Teaching Assistant (TA): Adi Vilenski : adi@development-inc.com

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

The course is designed to give the participants a depth of understanding of recruitment and selection processes and their impact on building affective organizations since the success of the organization depend on the quality of the people working in it.

Organizations have recruitment needs arising from business expansion that creates a need for additional workers, specific employee departures or employee turnover, changes in the company's business activities that require a different mix of employees in terms of work experience and abilities, etc.

The demand for workers initiates recruitment processes that start with a deep understanding of the job requirements , future changes , the need for teamwork or managing in a matrix environment and the implications of these factors in terms of the range of experience and capabilities required . Understanding recruitment needs for the organization and the required candidate characteristics leads to defining the potential sources of candidates and different approaches to identify potential candidates including internet, employment agencies and internal resourcing.

Identifying potential candidates raises the need to choose the most appropriate employee through a variety of selection tools including job interviews, cognitive and personality tests, simulations etc. The selection results enables an informed choice from a pool of candidates and the process ends with the construction of effective on-boarding processes.

The course will focus on each of these stages in the recruitment process based on work processes in leading organizations with advanced recruitment and selection systems and the academic knowledge that provides the research foundation for selecting effective processes in this area.

Course Objectives

1. Changes in the labor market and their effect on workforce planning processes
2. Organizational processes that raise the need for recruiting employees
3. Different sources for identifying potential candidates within the organization and outside, including talent management processes
4. Effective definition of job requirements including responsibilities, experience, abilities, personal characteristics, future potential and their impact
5. Different selection Tools and their validity in terms of predicting future work success
6. Validity of job interviews and how they can be improved
7. Processes for comparing alternative candidates
8. Constructing effective on-boarding processes

Evaluation of Student and Composition of Grade

Attendances: Mandatory

* According to University regulations, participation in all classes of a course is mandatory (Article 5).
* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Requirements

In addition to full class attendance, participants will be required to write a paper based on a thorough analysis of recruitment and selection processes in an organization. Each student will be required to find an organization, large or small, and interview relevant people (a recruiting manager, HR professional involved in the recruitment and a new employee) to understand the challenges faced by the organization, methods of recruitment and selection processes used in the organization. Work should focus on a comparison between what was learned in class and the processes used in the organization in order to provide a series of recommendations for improvement. Each student will be required to select four themes from the course and address at least four articles from the bibliography as a basis for identifying strengths and weaknesses in the recruitment and selection processes in the selected organization.

Grading Policy

The course evaluation grade will be based on the student's ability to use each of the four topics chosen and selected articles as criteria for evaluating the recruitment process in the organization.

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.
Additional information regarding this policy can be found on the Faculty website.
https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.
Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline+ Required Reading

1. Fernandez-Araoz, c., Groysberg B. & Nohria N. "The definitive guide to recruiting in good times and bad", May 2009. 2. Schmidt F.L. and Hunter J.E.. "The validity and utility of selection method in personnel psychology. Practical and theoretical implications of 85 years of research findings". Psychological Bulletin. 1998, 124, 262-274. 3. O'Boyle, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H. and Story, P. A. (2011), The relation between emotional intelligence and job performance: A meta-analysis. J. Organiz. Behav., 32: 788–818	**1st lesson**
4. Holtam B.C. Mitchell T.R., Lee T.W. & Eberly M.B.. "Turnover and retention research". The Academy of Management Annuals. 2008, 2,1, 231-274 **5.** Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. In B . J. Dik, Z. S. Byrne & M. F. Steger (Eds.), Purpose and meaning in the workplace (pp. 81-104)(Washington, DC: American Psychological Association.	**2nd lesson**
6. Morgeson F.P & Dierdorff E.C., "Work analysis from technique to theory". APA Handbook of Industrial and Organizational Psychology. 2011, 3-41. 7. McClelland D.C.. "Identifying competencies with behavioral event interviews". Psychological Science. 1998, 9,5, 331-339.	**3rd lesson**
8. Anderson N., Leivens F., Van Dam K. & Ryan A.M. "Future perspectives on employee selection: key directions for future research and practices". Applied Psychology An International Review. 2004, 53(4), 487-501. 9. Hausknecht J.P., Day D.V. & ThomaS s.c. "Applicant reactions to selection procedures: An updated model and meta analysis". Personnel	**4th lesson**

Psychology. 2004, 57, 3, 639-684. 10. Tay, C., Ang, S., & Van Dyne, L. (2006). Personality, biographical characteristics, and job interview success: a longitudinal study of the mediating effects of interviewing self-efficacy and the moderating effects of internal locus of causality. Journal of Applied Psychology, 91(2), 446.	
11. Collins C.J. & Hans J. "Exploring applicant pool quantity and quality: The effects of early recruitment practice strategies, corporate advertising and firm reputation". Personnel Psychology. 2004, 57,3, 685-718. 12. Breaugh, J. A. (2012). Employee recruitment: Current knowledge and suggestions for future research. The Oxford handbook of personnel assessment and selection, 68-87.	**5th lesson**
13. Breaugh, J. A. (2013). Employee recruitment. Annual review of psychology, 64, 389-416. 14. Van Iddekinge, C. H., Roth, P. L., Raymark, P. H., & Odle-Dusseau, H. N. (2012). The criterion-related validity of integrity tests: An updated meta-analysis.Journal of Applied Psychology, 97(3), 499.	**6th lesson**

*Subject to change