

Teacher guide

Recruitment and selection - Asda

Where does the lesson fit?

This session would fit into a module on People in Business. It would be part of the Human Resource Management section, and could be followed by a lesson that looks at how staff can be motivated once they have been recruited.



Suggested resources & activities related to Asda and Recruitment and Selection.

- Full Asda case study
- MP3 of case study
- Recruitment and selection PowerPoint
- Asda crossword
- Asda word search

Suggested timings for the session

10 mins	Starter e.g. Asda word search or crossword
5 mins	Use the Recruitment and selection PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
20 mins	Task
10 mins	What have you learned?

Answers to questions

1. Describe the stages involved in the recruitment process

The recruitment process consists of five stages: firstly there needs to be recognition that a vacancy exists. This should lead to the creation of a job description and person specification. The vacancy should then be advertised and applications received so that the business can select the best candidate. Finally the person selected should be given an induction programme to ensure they are able to make an efficient start.



THE TIMES 100

BUSINESS CASE STUDIES

2. Explain why placing new colleagues into a specific training plan for their role helps Asda to ensure that their recruitment process is effective.

Recruitment is an expensive process, and as such anything that can help minimise staff turnover is beneficial to the business. By placing new colleagues into specific training plans Asda is not only making the individual feel valued, and therefore motivated, but they are also ensuring that the new colleague knows how to fulfil their role. This will reduce the number of mistakes that they might make, and help to increase Asda's efficiency.

3. Evaluate how important Asda's recruitment process is in maintaining its organisational culture.

Asda's organisational culture is based upon trust and respect, and therefore it is crucial that Asda recruit people who are able to reflect the company's beliefs. Asda operates in a highly competitive environment, and its customer pledge is an important tool in attracting and retaining customers. Therefore, if they were to appoint staff who were not able to show these qualities it is likely that customer service would suffer as a result. This could have a very negative impact upon the business as a whole, and result in lost sales and falling market share.

4. Analyse the importance of "recruitment and selection" to Asda as one of the five areas of Human Resource Management.

Each of the five areas covered by Human Resource Management (HRM) are important, and they are all closely inter-linked. However, Asda has a clear set of beliefs that are central to its organisational culture and as such the importance of recruiting the right people who will be able to work within this culture is the most important element of the five stages. This is because selecting people who are naturally customer-focused and respect colleagues can prevent the need for additional training, and also prevent a range of problems. The fact that Asda is able to fill 80% of vacancies internally would reflect the fact that they are indeed selecting and recruiting the right people for their organisational culture.

What have you learned?

Expected learning is likely to include the fact that businesses need to ensure that they are selecting suitable people for each job role. This requires them to think carefully about the role and the person required to do it by creating job descriptions and person specifications, before using the selection tools, such as interviews, available to choose the right person.