Glossary

- Applicants: a person who makes a formal application for something, typically a job (Google, 2017). https://www.google.com/#q=applicants+definition&*
- Job Matching: Job matching is the process of matching the right person to the right job based upon the individual's inherent motivational strengths. It requires thoroughly understanding the job and the person under consideration. (Greenberg, 2010).
- E-recruitment: E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel (Rouse, 2017).
- Margaret Rouse writes for and manages Whatls.com, Tech-Target's IT encyclopedia and learning center **Placement**: The finding of suitable accommodation or employment for applicants. (The Free Dictionary, 2017).

Teaching Objectives

Students should be able to:

- Define and explain recruitment and e-recruitment processes.
- Explain job matching and placement.
- Recommend criteria for characteristics that an employee should possess to be placed in a "given" position in a hospitality business.

Intended Use of this Case

The target audience for this case study and discussion should be directed towards an upper division undergraduate students or graduate students with a basic understanding and knowledge of human resources and hospitality business management. More specifically, a human resources course for hospitality students, either undergraduate or graduate would be an ideal venue. This case study can be used to effectively cover a major issue that is dealt with today in the hospitality human resources area and all other businesses. This case can be taught in conjunction with a human resources module or a specific course. Students will likely have an interest in this topic as they begin their career/job search process and start their own job search process. Student interest and the importance of the topic in this case could provide unique projects and lessons.

Teaching Strategy and Case Questions

This case can lead into a discussion of interviewing and interview questions and their relationship to job matching and technology. Some job positions require an abundance of experience, knowledge, and personal characteristics and with more and better screening via technology recruitment issues could be reduced. It would be helpful to use exercises that will help students overcome online applications fears or apprehension. The business challenges described in the body of the case can act as a catalyst to familiarize students with job search, recruitment and e-recruitment processes.

Assign the case: provide students an outline for analysis,

- Read the case,
- Identify relevant facts,
- · Identify the problem / issue,
- Generate alternative recommendations,
- Make a decision and be able to justify it.

Assignment of the case can lead to a focus on human resources, hiring practices and the tools available to conduct the process in an efficient manner. Students can address the final paragraph of the business dilemma: Samantha considers research, surveys, her prior experience, plus management meetings and is deciding how to proceed. As an outside consultant how would you recommend a new recruitment process for the hotel? How would she identify, recommend and justify e-recruitment technology systems for the general manager to consider?

An outline of class content and interactive teaching methods could follow the following:

- Assignment of the case; written assignment or classroom presentation at the discretion of the instructor.
- Discussion of definitions and practices for recruitment. Sharing of hiring stories; with or without e-recruitment systems?

Discussion questions:

- What are some important things to consider when interviewing an individual for a front desk position at a hotel? Substitute other positions and departments i.e. Food and beverage positions and other functional units.
- 2. Can these personality traits be assessed on line... or can they be?
- 3. If an employee has been improperly matched to a position, how would you go about resolving this issue?
- 4. A discussion topic could be social media and the data it can provide to recruiters. For example, this case discusses the issue of improper job matching and certain employees not being a right fit for a company or business, social media can play a large role in the interviewing and hiring process in today's

world. Technology is a growing presence in our everyday lives and cannot be ignored when looking at potential candidates for positions in a business. What a person chooses to display on their social media can have a big impact on the way they are viewed by others. It is important that as job recruiters, they are looking at social media to understand just what an individual is like outside of a professional setting and how they choose to portray themselves to others. It is also important in understanding why social media can play a huge role for and generate interest in a job opening.

Subsequently the development and assignment of projects and further HR recruitment discussions could include some of

Assignments and Lessons

the following.

A project theme focusing on e-recruiting systems and job matching procedures could provide a unique learning experience and be beneficial to the job search process. Instructors can ask students to assess and analyze various online recruitment systems and or use professional social network system such as LinkedIn, to assess themselves and others to job match for specific positions. Provide other examples of e-recruitment software and or systems, for example.

Top Recruitment Systems: Recruiterbox, Crelate Talent, Workable, Big Biller, iCIMS Recruit, Greenhouse, SignalHire, ApplicantStack, Workpop, Mighty Recruiter http://www.capterra.com/sem-compare/recruiting-software?headline=Top%2010%20E%20Recruitment%20 Systems%20Software&gclid=Cj0KEQiAlsrFBRCAxcCB54XEILEBEi QA ei0DB7GOS7bO 946v51R30CUdh SfPxYLZTkh74-Ar9GcoaAr-JO8P8HAQ

Hire Vue https://www.hirevue.com/blog/build-blog/five-of-the-most-common-interview-questions-and-how-to-answer-them/

ZOHO Recruit https://www.zoho.com/recruit/lp/recruit-ment-software.html?gclid=Cj0KEQiAlsrFBRCAxcCB54XEILEBEi

QA_ei0DK9L-qQ3OTQIDL5VPRybsNm7RE1_OqDB_XOPHN2BMrUaAr-Nu8P8HAQ

Other Resources

Sylva H. & Mol, S. (2009). E-Recruitment: A study into applicant perceptions of an online application system, International Journal of Selection and Assessment, 17(3), 311-323[Accessed from http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2389.2009.00473.x/full, 2-26-17].

Li, Chun Ngai, (2015). E-Recruitment System, [Accessed from http://dspace.cityu.edu.hk/handle/2031/8399, Department of Computer Science, CityU Institutional Repository, 2-26-2017].

 Using examples resumes and instructions focused on resume organization, assessment and e-recruitment systems exercises could follow. Additionally, a discussion of how to manage a

- resume in the online arena for optimal consideration of a candidate would be a useful exercise. Students could all apply for positions on line. This discussion could include key skills, terms, education, certifications etc. In this topic module, the instructor can provide instruction on how to research a prospective job and identify key words associated with that job, if possible.
- 2. Another exercise that will be helpful for students is to learn how to research a potential employer and position in the hospitality industry, preferably one that an individual is interested in. Once the student has located a potential position with a company, they should create a list of requirements and read about the company or brand mission that is usually listed on the homepage. Understanding the requirements and the company's mission will help create a students' personal introduction and goals.
- 3. Discuss with students why job matching is so significant to a business and its success. Ask them if they fully understand the issues at hand and what can occur from consistent improper matching. Employee turnover is something that can stem from this. This is another issue that student's need to understand. These harmful issues can continuously affect the success of a company and can cause various issues between employers and employees. Have students talk about what they learned from this case study and why they believe it is relevant to the course and their knowledge of human resources.

Wrap Up

Even though an individual's talents could shine through their resume, an applicant may not believe that they can be able to show off their prospective talents unless they engage with a recruiter or human resource professional. One hypothesis then, is that the hospitality industry's high and ongoing turnover rate, and lack of talent management systems could be related to the increase in online application systems being used, therefore this would eliminate prospective candidates solely based on their application and resume information (Hughes & Rog, 2008). Ideally, some of these eliminated candidates could have potentially been great assets for a company.

Education and experience are very important for an applicant. Unfortunately, if applicants do not know how to properly position themselves and market their strengths on a resume they can be overlooked. In order to properly complete a resume for an online application, each position can be researched and a resume can be individually directed to a target company. The success and attractiveness of an individual's resume will mirror onto their application. The chances for an applicant's online package and resume will surpass the standards of the online application system will be enhanced.

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