

Business Communication Instructor Guide

Module 15: Recruiting and Selecting New Workers

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Learning Outcomes

[Detailed Course Learning Outcome Spreadsheet is linked here.](#)

Topic	Student Learning Goals
Recruiting Qualified Applicants	<ul style="list-style-type: none">• Understand what to include in an effective job posting• Understand how to find qualified candidates• Recognize laws that prevent bias and discrimination during the hiring process• Recognize ways to screen applicants• Understand the value of having candidates complete tasks as part of the hiring process
Interviewing Applicants	<ul style="list-style-type: none">• Understand who should be included in the interview process• Understand how to develop effective questions for interviews• Understand how to conduct a remote interview• Understand how to conduct an in-person interview
Candidate Selection	<ul style="list-style-type: none">• Understand how to choose the best candidate for a job• Understand how to offer a job to the selected candidate

Summary of Module

Readiness Check focuses on the roles and responsibilities of people involved in the hiring process within an organization.

Practice provides content that closes the module with an interactive and case study about unconscious bias in hiring and flashcards as a study aid.

Student's Choice: an interactive exploring unconscious bias in hiring

Among the **real world examples** in this module are:

- The U.S. Department of Labor's O*Net database can be used as a resource to explore careers and identify knowledge, skills, and abilities needed for a role when job searching
- Inclusion statement examples
- Targeting potential applicants via online platforms using the demographic characteristics of users
- New London Police Department's applicant screening policy is not to interview applicants with IQ scores that are above a cut-off, with the goal of reducing attrition because of employees finding the job too boring
- McKinsey & Company uses a video game as a problem solving simulation in its screen process
- Netflix's Culture Memo helps to establish organizational culture but is susceptible to reinforcing unconscious biases

Module Resources

Cheat Sheet



[Module 15 Cheat Sheet in English](#)



[Module 15 Cheat Sheet in Spanish](#)

Instructional Support



[Activity 1 Handout](#)



[Activity 2 Handout](#)



[Module 15 Slide Deck](#)



[Video List](#)



[Evidence-Based Teaching Practices](#)

Activity One: Crafting Compelling Job Advertisements

Evidence-Based Teaching Practices



Higher Order Thinking

This activity challenges students by getting them to think creatively about the most effective ways to recruit qualified applicants through crafting compelling job advertisements.



Collaboration

This activity allows students to use their critical thinking skills and collaborate to craft job advertisements.

Background

For this activity, students will work in groups and create a compelling job advertisement for their hypothetical company/position.

Resources for the instructor and students:

-  [Activity 1 Handout](#)

Learning Outcome Alignment

- Create job advertisements that attract highly qualified applicants

Instructions

Time Estimate: 60 minutes

1. Conversation starter

When you read a job posting, what are the things that would make you apply?

2. Review

Review the key components of a job advertisement, such as job title, responsibilities, qualifications, and benefits.

3. Split class into groups of four

Students will need computer access to collaborate on a shared document.

4. Distribute handout

 [Activity 1 Handout](#)

Assign each group to one scenario. Have each group read their assigned company and position description. Instruct students to work in their groups to write job advertisements based on the information provided. Encourage students to consider the target audience, unique selling points of the job, and language that resonates with potential applicants.

Students will need to conduct brief research on similar job roles in real companies to understand common responsibilities and qualifications or they can use [O*Net](#) as a resource.

Optional AI Component: After drafting the job description, use an AI tool like ChatGPT or Claude to analyze their job descriptions for potentially biased language or phrasing that might discourage certain applicants.

5. Class Discussion

Have each group share their job advertisements and allow for peer/instructor feedback. You can use the prompts below to facilitate further discussion.

Discussion Prompts

- **What are the main components you need to include in a job advertisement to attract qualified candidates?**

Sample Answer:

- Job Title: Clearly state the job title to immediately convey the position's role and level within the organization.

- **Company Overview:** Provide a brief overview of the company, highlighting its mission, values, and culture to attract candidates who align with the organization's ethos.
- **Job Description:** Clearly outline the responsibilities, duties, and expectations of the role. This should include specific tasks, projects, and goals that the successful candidate will be responsible for.
- **Qualifications and Requirements:** Clearly state the qualifications, skills, and experience required for the role. This helps potential candidates assess their suitability for the position.
- **Benefits and Perks:** Highlight any unique benefits, perks, or incentives offered by the company, such as competitive salary, healthcare benefits, professional development opportunities, flexible work arrangements, etc.
- **Application Instructions:** Provide clear instructions on how candidates can apply for the position, including any required documents or information they need to submit.
- **Contact Information:** Include contact details for the hiring manager or HR department, so interested candidates can reach out with questions or submit their applications.
- **Equal Opportunity Statement:** Include an equal opportunity statement affirming the company's commitment to diversity, inclusion, and non-discrimination in the hiring process.

By including these elements in a job advertisement, companies can effectively communicate the value proposition of the role and attract qualified candidates who are the right fit for the position and the organization.


- **Who is your target audience? What features or language did you include to appeal to your target audience?**

Debrief

Conclude the activity by facilitating a class discussion on the job advertisement process and the lessons learned.

Online Variation

STEP 1: Select one of the hypothetical companies provided in the list. Take note of the company's unique characteristics and the role that the company wishes to advertise.

 M15 Activity 1 Handout

STEP 2: Conduct brief research on similar job roles in real companies to understand common responsibilities and qualifications or they can use [O*Net](#) as a resource.

STEP 3: Write the job description. When crafting your advertisement, consider the target audience, unique selling points of the job, and language that resonates with potential applicants. Ensure you include the following in your advertisement:

- **Job Title:** Clearly state the job title to immediately convey the position's role and level within the organization.
- **Company Overview:** Provide a brief overview of the company, highlighting its mission, values, and culture to attract candidates who align with the organization's ethos.
- **Job Description:** Clearly outline the responsibilities, duties, and expectations of the role. This should include specific tasks, projects, and goals that the successful candidate will be responsible for.
- **Qualifications and Requirements:** Clearly state the qualifications, skills, and experience required for the role. This helps potential candidates assess their suitability for the position.
- **Benefits and Perks:** Highlight any unique benefits, perks, or incentives offered by the company, such as competitive salary, healthcare benefits, professional development opportunities, flexible work arrangements, etc.
- **Application Instructions:** Provide clear instructions on how candidates can apply for the position, including any required documents or information they need to submit.
- **Contact Information:** Include contact details for the hiring manager or HR department, so interested candidates can reach out with questions or submit their applications.
- **Equal Opportunity Statement:** Include an equal opportunity statement affirming the company's commitment to diversity, inclusion, and non-discrimination in the hiring process.

STEP 4: Submit your completed job advertisement via the LMS to the discussion forum.

STEP 5: Read at least two other students' job descriptions and provide constructive feedback. Ensure your feedback is respectful and constructive.

Activity Two: Designing Effective Interview Questions

Evidence-Based Teaching Practices



Engagement

In this activity, students work together in groups to brainstorm effective interview questions for each hypothetical job description/position.



Scaffolding

This activity builds on students' previous experience designing a job description in Activity One. Now they will continue the process to formulate interview questions.

Background

In this activity, students will brainstorm effective interview questions for a hypothetical job. This activity can be conducted as an extension of Activity One where students use the job description they wrote as a starting point for formulating interview questions.

Alternatively, use the handout from Activity One and assign students a scenario. They will need to do the research described in Activity One before writing interview questions.

Resources for the instructor and students:

-  [Activity 1 Handout](#)
-  [Activity 2 Handout](#)

Learning Outcome Alignment

- Discuss how to come up with effective questions for an interview

Instructions

Time Estimate: 30-45 minutes

1. Conversation starter

What are the most important qualities in an employee?

2. Review

Review the tips for creating interview questions covered in [Activity 2 Handout](#).

3. Split class into the same groups as Activity One

Students will need computer access to collaborate on a shared document used for Activity One.

Have students review the original hypothetical description from the [Activity 1 Handout](#) and the job advertisement they wrote in the previous activity. Based on that, each group will create 10 interview questions that are tailored to their job position/advertisement.

Consider having students use an AI tool such as [ChatGPT](#) or [Claude](#) to help them with the brainstorming process. If using AI, students can give the AI tool the company and job descriptions and ask for questions that focus on assessing hard and soft skills. They can also try asking for a certain tone in the questions (e.g. formal versus casual) that they think would align with the hypothetical workplace environment or would be more appealing to candidates.

4. Class Discussion

After giving about 20 minutes for students to create their list of questions, open a discussion to the class, and have the groups share some of the questions they came up with and why they think those questions would be particularly effective.

Discussion Prompts

- **What qualities or skills do you think are essential for someone to excel in a job?**
- **What are some red flags or warning signs you might look for while interviewing candidates?**

Reflection

Ask students the following reflection questions:

- Did you prioritize any particular types of questions (e.g., behavioral, situational, technical) in your interview question set? Why or why not?
 - Encourage students to consider the different types of interview questions and their respective advantages in assessing candidates' abilities, experiences, and fit for the job.
- What feedback or suggestions do you have for your peers regarding their interview questions?
 - Foster a collaborative environment by encouraging students to provide constructive feedback to their peers on the effectiveness of their interview questions, promoting critical thinking and refinement of question sets.

Online Variation

STEP 1: Begin by reviewing the job description you wrote in the previous activity. Focus on the key responsibilities and qualifications you outlined.

STEP 2: Create a list of 10 interview questions that will help you assess candidates for the role. Your questions should cover a range of areas, including:

- **Technical Skills:** Questions that evaluate the candidate's technical abilities and knowledge relevant to the job.
- **Behavioral Questions:** Questions that explore how candidates have handled past situations to predict future behavior (e.g., "Tell me about a time when...").
- **Situational Questions:** Hypothetical scenarios that assess how candidates might approach specific challenges in the role (e.g., "How would you handle...").
- **Cultural Fit:** Questions that determine whether candidates align with the company's values and culture (e.g., "What type of work environment do you thrive in?").

STEP 3: In the discussion board, post a short description of the job and requirements for the position you created interview questions. Include your interview questions in the post after this description.

STEP 4: Respond to at least 2 peers' posts. Share constructive feedback about their interview questions, including components that will make the questions effective, or

questions that could use refinement and what changes you would make. Ensure your feedback is respectful and constructive.

Activity Three: The Ultimate Job Offer

Evidence-Based Teaching Practices



Reflecting Student Experiences

Educators choose course materials and examples that reflect a range of backgrounds, experiences, and ways of thinking. When students see familiar perspectives or people like them in the content, they feel more connected and confident in the learning environment. Faculty also help students appreciate what they can learn from others, using stories, visuals, case studies, or example problems that reflect different life experiences and viewpoints. This activity gives students the opportunity to share their personal values and priorities as they discuss what their ultimate job offer would look like.



Enjoyment

This activity allows students to be creative while they explore the tension between employer and applicant in making a job offer.

Background

In this interactive activity, students will discuss in small groups the various aspects of a job offer they would prioritize. Using a shared document, such as Google Docs, they will collaboratively design the "ultimate job offer" by adding, organizing, and annotating elements. The activity will culminate in a class-wide discussion contrasting the importance of monetary compensation versus non-monetary benefits and perks.

Learning Outcome Alignment

- Describe the process of extending a job offer to a chosen candidate

Instructions

Time Estimate: 30 minutes

1. Conversation starter

What's one non-monetary benefit or perk you would be excited to see included in a compensation package?

2. Review

Review what it means to extend a job offer and the important factors to consider when doing so.

3. Divide students into small groups of 3-4 students

Students will need to write down their ideas on paper or in a shared document.

Within your group, discuss what aspects of a job offer are most important to you. Consider both monetary compensation (e.g., salary, bonuses) and non-monetary benefits (e.g., work-life balance, professional development opportunities).

4. Create a list

Rank the aspects in order of importance for an ideal job offer.

5. Presentation and discussion

Each group presents their "ultimate job offer" to the class, explaining the rationale behind their choices.

After all groups have presented, participate in a class-wide discussion contrasting the importance of monetary compensation versus non-monetary benefits and perks.

Discussion Prompts

- **Do you think different industries or job roles might prioritize different aspects of a job offer? Why or why not?**
- **How can non-monetary benefits impact employee satisfaction and retention?**

Debrief

Summarize the key takeaways from the discussion, emphasizing the importance of considering various factors when extending job offers.

Large Class Variation

Instead of small group discussion, use a survey tool like Google forms to create a ranked list for the class. Here are some aspects of a job offer that you may wish to include:

Monetary Compensation Elements

1. Base salary
2. Performance bonuses
3. Signing bonus
4. Retirement matching (401k/403b)
5. Student loan repayment assistance
6. Commuter benefits/transportation allowance

Health & Wellness Benefits

1. Medical insurance coverage
2. Dental and vision coverage
3. Mental health services
4. Wellness program/gym membership
5. Paid sick leave

Work-Life Balance

1. Flexible work hours
2. Remote/hybrid work options
3. Paid time off (number of days)
4. Paid holidays
5. Summer Fridays/half-days

Professional Development

1. Training program for new hires
2. Professional certification support
3. Tuition assistance for graduate programs

4. Mentorship program
5. Clear path for advancement
6. Learning stipend

Workplace Environment

1. Positive company culture
2. Diverse and inclusive workplace
3. Modern office amenities
4. Team building activities
5. Free meals/snacks
6. Business casual or casual dress code

Other Perks

1. Technology/equipment provided
2. Relocation assistance
3. Employee discounts
4. Volunteer opportunities
5. Recognition programs
6. Professional organization memberships

Online Variation

STEP 1: Locate your designated group assigned by your instructor.

STEP 2: Each group discusses via a chat or video call what aspects of a job offer are most important to them, considering both monetary and non-monetary benefits.

STEP 3: Create a single group Google document and share it with your group members. Rank the aspects in order of importance for an ideal job offer. Each group member can contribute by adding, organizing, and annotating elements.

STEP 4: Each group shares the link to their Google Doc in the discussion forum and provides a brief explanation of their choices.

STEP 5: Participate in an online discussion board to compare and contrast the different "ultimate job offers," focusing on the importance of monetary compensation versus non-monetary benefits. Respond to at least two other groups' designs with constructive comments and questions.

Assignments

Assignment Package

This document contains a collection of written assignments and recommendations about how to incorporate them into your course.

AI Assisted Assignment Package

In this version of the course assignment package, all major assignments include a component where students use an artificial intelligence tool as part of their work process.

Module Discussion: Reducing Bias in Hiring

In this discussion, students will analyze real job descriptions to look for language that could be biased or excluding.

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