

Business Organisation and Transformation

Case Study: Tesco

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Slide 3: Introduction to Tesco



- ▶ Tesco is one of the biggest supermarket companies in the UK. It has thousands of stores and employs many people. The company is always improving its services through business transformation projects. To make these projects successful, Tesco needs to hire skilled and talented employees.

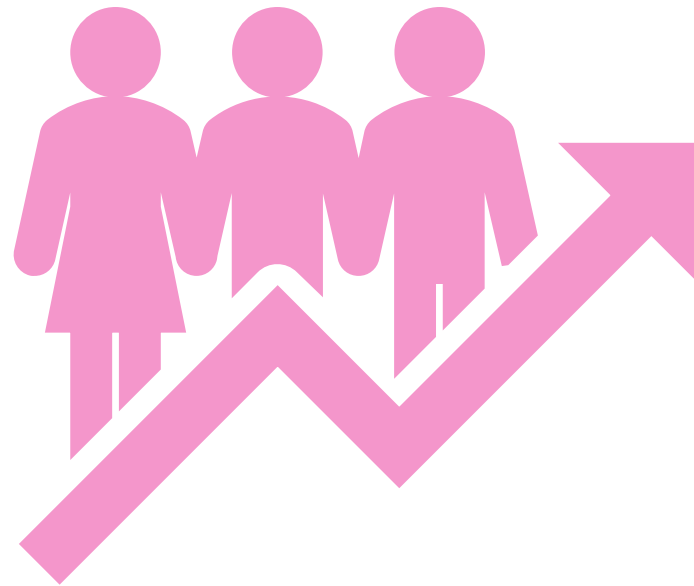
Citation: (Armstrong & Taylor, 2023)

Slide 4: Recruitment Process

To hire the right person, Tesco follows these steps:

- ▶ Find out that a job is available.
- ▶ Study the job (Job Analysis).
- ▶ Write the Job Description.
- ▶ Prepare the Person Specification.
- ▶ Advertise the job.
- ▶ Receive applications.
- ▶ Shortlist suitable candidates.
- ▶ Conduct interviews.
- ▶ Select the best candidate.
- ▶ Offer the job and provide training.

Citation: (Bratton & Gold, 2022



Job Analysis, Job Description and Person Specification



JOB POSITION

Business Transformation Project Manager



JOB ANALYSIS

- Manage projects
- Lead the project team.
- Plan project activities.
- Manage the budget.
- Complete the project on time.



JOB DESCRIPTION

- Lead the project team.
- Communicate with staff and managers.
- Solve project problems.
- Monitor project progress



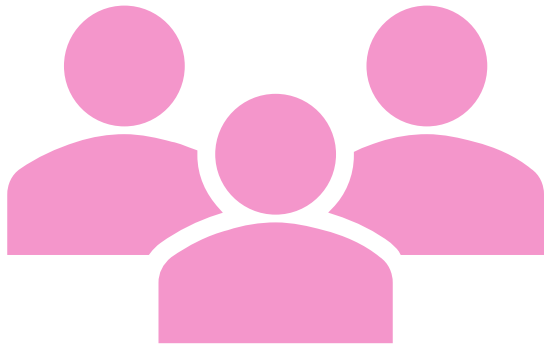
PERSON SPECIFICATION

- A university degree.
- Project management experience
- Good leadership skills
- Good communication skills.
- Problem-solving skills.



Citation: CIPD (2024). *Job analysis factsheet*.

Slide 6: Structured Interview



A structured interview asks the same questions to every candidate.

Advantages

- ▶ * Fair for everyone.
- ▶ * Easy to compare candidates.
- ▶ * Reduces bias.

Disadvantages

- ▶ * Less flexible.
- ▶ * May not show the candidate's full personality.

Citation: (Armstrong & Taylor, 2023)

Slide 7: Behavioural Interview

A behavioural interview asks about the candidate's past experiences.

Example Question

- ▶ “Tell us about a time when you solved a difficult problem.”

Advantages

- ▶ * Shows how the candidate worked before.
- ▶ * Helps predict future performance.
- ▶ * Measures leadership and teamwork.

Disadvantages

- ▶ * Some candidates may have limited experience.
- ▶ * Takes more time.

Citation: (Torrington et al., 2020)



Slide 8: Panel Interview

A panel interview is conducted by more than one interviewer, such as an HR manager and department manager.

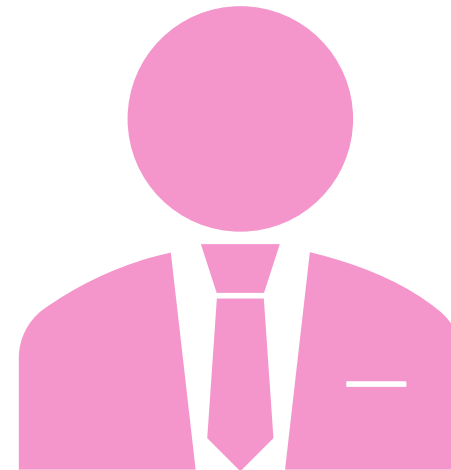
Advantages

- ▶ * Different interviewers give their opinions.
- ▶ * Better hiring decisions.
- ▶ * Reduces personal bias.

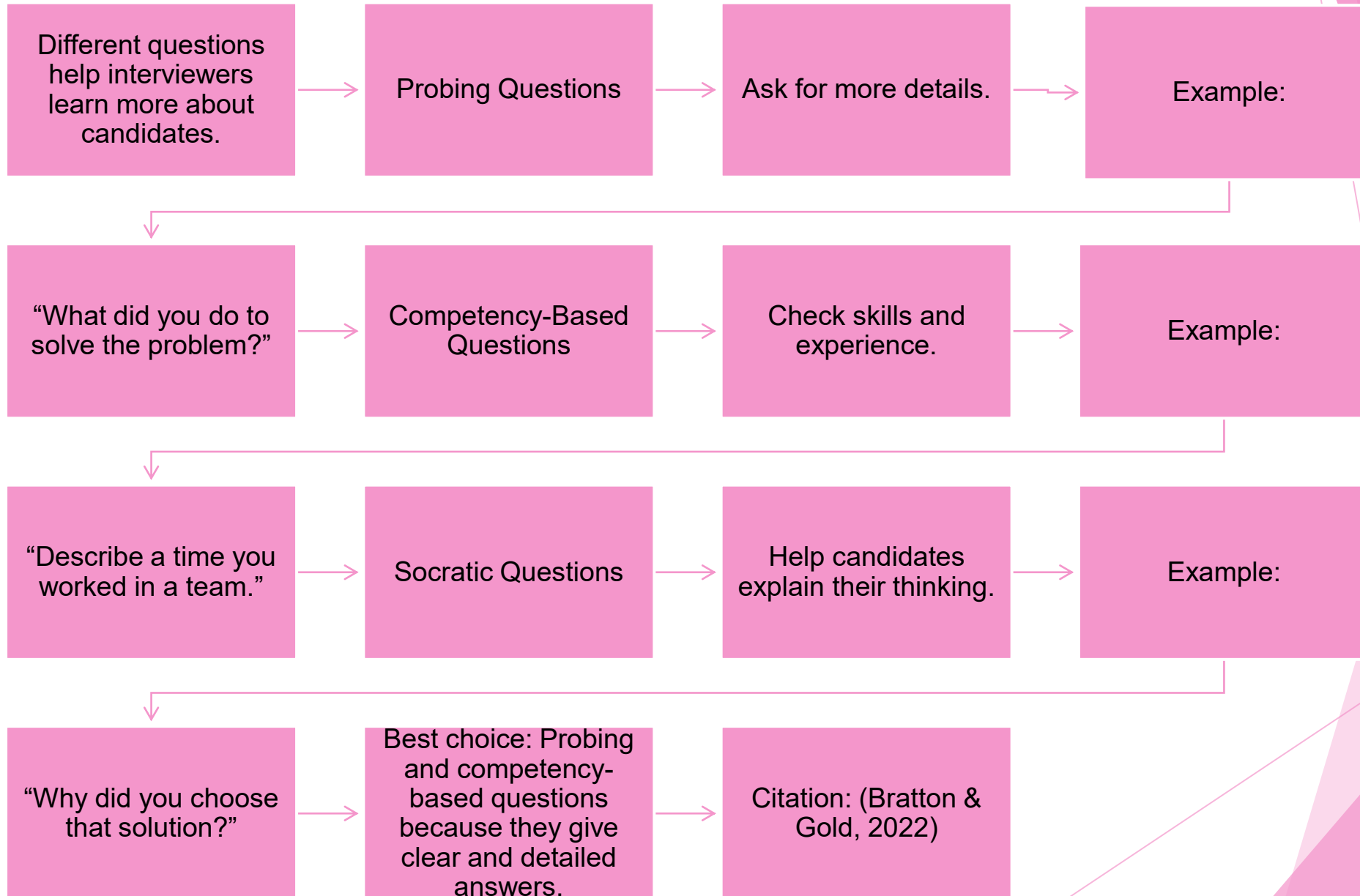
▶ Disadvantages

- ▶ * Can make candidates nervous.
- ▶ * Needs more planning.

Citation: (CIPD, 2024)



Slide 9: Questioning Techniques



Slide 10: Face-to-Face vs Online Interview

Face-to-Face Interview	Online Interview
Meet in person	Meet using video calls
Better eye contacts	Easy to join from anywhere
Easier to understand body language	Saves travel time and cost
More expensive	Less expensive
Good for final interviews	Good for first interviews

Recommendation:

► Tesco can use online interviews for the first stage and face-to-face interviews for the final stage.

Citation: (CIPD, 2024)



Slide 11: Conclusion

Tesco should follow a clear recruitment process to hire the right employee. Job analysis, job description, and person specification help find suitable candidates. Structured, behavioural, and panel interviews all have different benefits. Using good questioning techniques and both online and face-to-face interviews helps Tesco choose the best person for its business transformation project.

Slide 12: References

- Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. 16th edn. London: Kogan Page.
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