

Internal Assessment Test - I

Sub:	Recruitment and Selection	Code:	16MBAHR302
Date:	26-09-2017	Duration:	90 mins
		Max Marks:	40
		Sem:	III
		Branch:	MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)				
1	(a) Define Recruitment	[02]	CO1	L1
	(b) Distinguish between Job Description and Job Specification	[06]	CO2	L2
	(c) Describe the Process of Recruitment	[08]	CO1	L1
2	(a) Discuss critical incident technique in the context of job analysis	[02]	CO2	L5
	(b) List out the types of employees in an organization, (any 6)	[06]	CO1	L2
	(c) Describe and write a brief note on employer branding. Also explain the advantages and disadvantages of internal hiring	[08]	CO3	L3
3	(a) Classify the different methods of job analysis based on the collection of job data	[02]	CO3	L3
	(b) Illustrate the benefits of employee referrals as a source of recruitment	[06]	CO2	L3
	(c) Describe job advertisements and how AIDA principles are applied to a job advertisement	[08]	CO1	L3
Part B - Compulsory (01*08=08 marks)				
4	Suma Confectionaries Pvt Ltd is in need of a Regional Sales Manager. Apply your knowledge of sources and methods of recruitment and suggest what source and method should be adopted.	[08]		
			CO1	L4
			CO3	L4

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1:	To understand and apply the policies and procedures of recruitment	1a,2b,4a	1c			3c				
CO2:	To provide a conceptual framework of Recruitment and Selection Procedure in the Industry.	1b,2a								
CO3:	To understand the concepts and techniques of Recruitment and Selection in the Corporate	4b	2c,3a							
CO4:										
CO5:										
CO6:										

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - *Engineering knowledge*; PO2 - *Problem analysis*; PO3 - *Design/development of solutions*; PO4 - *Conduct investigations of complex problems*; PO5 - *Modern tool usage*; PO6 - *The Engineer and society*; PO7- *Environment and sustainability*; PO8 - *Ethics*; PO9 - *Individual and team work*; PO10 - *Communication*; PO11 - *Project management and finance*; PO12 - *Life-long learning*

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Internal Assessment Test - III

Sub:							Code:		
Date:		Duration:	90 mins	Max Marks:	40	Sem:	II	Branch:	MBA

		OBE	
		CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)			
1	Define Recruitment	[02]	CO1 L1
(a)	<p><i>“It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.”</i></p>		
(b)	Distinguish between Job Description and Job Specification	[06]	CO2 L2
	<p><i>JD- A job description sets out the purpose of a job, where the job fits into the organisation structure, the main accountabilities and responsibilities of the job and the key tasks to be performed.</i></p> <p><i>Provides statement of facts that describe a job as it is. It describes the job and constitutes job summary, job title, job code, job location, reporting relationship. The first rule in writing a job description is that it must describe the job as it is. However, as the job changes it must be updated.</i></p> <p><i>JS- A person specification describes the requirements a job holder needs to be able to perform the job satisfactorily.</i></p> <p><i>These are likely to include:</i></p> <ul style="list-style-type: none"> <i>- Education and qualifications</i> <i>- Training and experience</i> <i>- Personal attributes / qualities</i> <p><i>Describes the job holder, qualifications, experience and KSA's of the job holder</i></p>		
(c)	Describe the Process of Recruitment	[08]	CO1 L1
	<p><i>Thus broadly the Personnel Recruitment Process can be mapped in a Flowchart as below:</i></p> <p><i>Personnel/Human Resource Planning -> Identify HR requirements -> Determine the number, levels and criticality of vacancies -> Choose the sources and methods of recruitment -> Analyze the cost and time involved -> Job Analysis -> select and hire the candidates -> Evaluate the program</i></p>		

2 (a)	<p>Discuss critical incident technique in the context of job analysis</p> <p><i>The process of critical incident technique is designed to generate a list of especially good and poor (critical) examples of performance (incidents) that job incumbents exhibit. The objective of the Critical Incident Technique is to gather information regarding specific behaviors that actually have been observed, not to gather judgmental or trait-oriented descriptions of performance. These behaviors are then grouped into job dimensions</i></p>	[02]	CO2	L5
(b)	<p>List out the types of employees in any organization (Any 6)</p> <p><i>Regular Temporary Full time Part time Apprentice Contractual Outsourcing</i></p>	[06]	CO1	L2
(c)	<p><i>Suma Confectionaries Pvt Ltd is in need of a Regional Sales Manager. Apply your knowledge of methods of recruitment and suggest what method should be adopted.</i></p> <p>(Methods of recruitment-Answer accepted as long as it can be justified)</p>	[08]	CO3	L3
3 (a)	<p>Classify the different methods of job analysis based on the collection of job data</p> <p><i>Qualitative methods: Observation Interview method Questionnaire method Diary Method Quantitative Methods: Functional Job Analysis PAQ Critical Incident method</i></p>	[02]	CO3	L3
(b)	<p>Illustrate the benefits of employee referrals as a source of recruitment</p> <p><i>Employees of a company can develop good job prospects for their family members and friends by acquainting them with the advantages of a job with the company where he/she is working, furnishing them with introduction and encouraging them to apply. This is a very effective means as many qualified people can be reached at a very low cost to the company. The other advantages are that the employees would bring only those referrals that they feel would be able to fit in the organization based on their own experience. The organization can be assured of the reliability and the character of the referrals. In this</i></p>	[06]	CO2	L3

way, the organization can also fulfill social obligations and create goodwill. Using employees to refer potential hires to the organization is a common method of looking for candidates in external recruitment. Though it has not been used much in internal recruitment, more companies are using employees' referrals to staff positions internally.

Employee referral programs used internally may need to rely on formal programs with recognition for participation to get employees actively participating in making referrals. Moreover, they need to be educated on eligibility requirements to ensure that qualified personnel are referred.

(c) **Describe how AIDA principles are applied to a job advertisement**

[08]

CO1 L3

The AIDA principle can be used in drafting a good job advertisement. The AIDA principle is an acronym for:

I. Attention

II. Interest

III. Desire

IV. Action

Attention

The ad must attract job seekers' attention. A strong, interesting and relevant headline is essential. It may be as simple as the job title itself or perhaps a catchy benefit based promise that sets the position or opportunity apart. Take the time to consider the target audience and what would appeal to them before writing the ad.

Attention examples:

"A great opportunity to work on this exciting project which will identify ways to reduce the carbon footprint of ICT and IT's environmental impact"

Interest

The first paragraphs must grab the reader's attention and want them to read on and find out more. Include information about the job, its purpose, responsibilities and the team. Make sure it is interesting and relevant.

Interest examples:

"You will be joining a dynamic team of academics with a focus on achieving excellence in research and teaching"

Desire

The way to create desire for the position is to sell the benefits of the job.

The reader should think "This sounds good. This is perfect for me. I want to learn more about this position".

Include information about the rewards and benefits of doing the job well and the quality of the team

Instead of simply listing the skills, abilities and knowledge you are seeking, describe them

in terms of opportunities for potential applicants to use these capabilities

Place more emphasis on benefits rather than features. Features describe the job, benefits outline what's in it for them

Desire examples:

“Using your well-developed communication and interpersonal skills you will work with our friendly and dedicated team to provide a professional support service to staff and students.”

Action

Action is the last step which encourages the candidate to apply.

A successful ad will result in quality job seekers hitting the ‘Apply Now’ button. Ensure the words are engaging and urge the job seeker to action.

Action examples:

“Apply now to be part of this innovative team...”

“For further information on this terrific opportunity contact...”

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Part B - Compulsory (01*08=08 marks)

(a) **Describe and write a brief note on employer branding**

[04]

CO1 L4

Building a compelling employer brand

The ability to attract and retain the best talent in the market is key for any organisation, but never more so than in highly competitive sectors where niche skill sets are in high demand. Here employer branding examines how organisations can strengthen their relationship with existing and potential employees, and external stakeholders through the effective communication of the brand's values, personality and culture and creating a strong employer brand.

What is an employer brand?

An employer brand refers to the perceptions key stakeholders, and more specifically current and potential employees, have of your organisation. It is about how they view the company; from how you conduct yourselves in the market, through to what they think it would be like to work for your organisation. An effective employer brand presents your organisation as a good employer and a great place to work and can, as a result, help with recruitment, retention and generally affect market perception of your company.

Employer branding is therefore about effectively communicating your organisation's values, personality and culture to create the desired perceptions. Employer branding affects every touch point the organisation has with the employee, starting with the recruitment and on-boarding process. It then extends to every aspect of their employment including; training and development, support networks, the development of career paths

and benefits and incentives, right through to their exit from the organisation and beyond.

(b) **Explain the advantages and disadvantages of internal hiring**

[04]

CO3

L4

Hiring internally is a recruiting system through which current employees can be identified and considered for other jobs / positions in an organization.

When a position opens in an organization, it is typically posted on the company's intranet and in common areas, such as cafeterias, break rooms and departmental information boards. If an employee is interested in the position, she is normally required to go through a similar process as an external candidate. The employee will submit her resume and cover letter to human resources, and if she is qualified, the employee will be scheduled for an interview with human resources and the hiring manager.

2. Advantages and disadvantages in terms of cost, time, quality and suitability

Advantages of Internal Recruitment

- a. *Internal methods are time saving.*
- b. *No separate induction program is required.*
- c. *The method increases loyalty and reduces labour turnover.*
- d. *This method is less expensive*
- e. *Good public relations exercise which improves good will of the organization*
- f. *Improve morale & motivation of employees*
- g. *Provide better career prospects and promoting avenues to employees who are competent*
- h. *Improve probability of better selections since the candidate is better known to the organization*
- i. *Improve the probability of better performance since the candidate is in a better position in knowing the objective and expectations of the organization.*
- j. *When planned carefully, promoting from within can also act as a training device for developing middle level and top level managers*

Disadvantages of Internal Recruitment

- a. *There is no opportunity to get new talent in this method.*
- b. *The method involves selecting people from those available in the company so there is limited scope for selection.*
- c. *There are chances of biases and partiality.*
- d. *Chances of employee discontent are very high.*

e. Prevents intake of new blood in the organization

f. Option is limited in locating right talent

g. Inhibits innovation and creativity

h. Encourages seniority more than merit

i. Also organizations may not get new ideas, excellence & expertise

j. Develop a self-created isolation

k. Develops inbreeding which is not good for the organization.