Sub:	Recruitment & Selection					Code:	16MBAHR302
Date:	6/6/18	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)

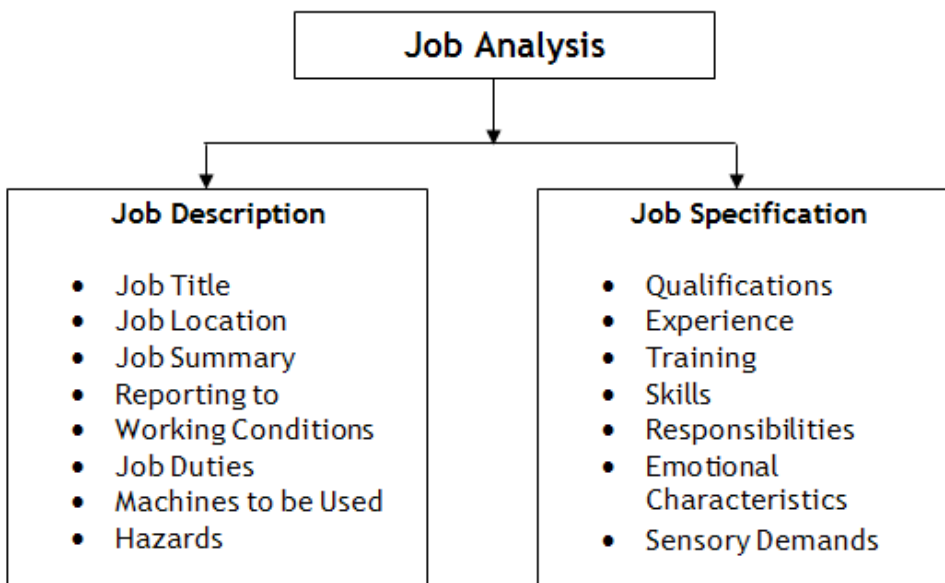**1 (a)** Define job analysis? — [02] CO1 L1

Answer:

Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimize it.

"Job analysis is a systematic process of collecting complete information pertaining to a job". Job analysis is done by job analyst who is an officer have been trained for it.Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on.

(b) Briefly discuss the concept of Job Specification & Job Description. — [06] CO2 L2

Answer:

Both job description and job specification are essential parts of job analysis information. Writing them clearly and accurately helps organization and workers cope with many challenges while onboard.

Job Analysis

Job Description
- Job Title
- Job Location
- Job Summary
- Reporting to
- Working Conditions
- Job Duties
- Machines to be Used
- Hazards

Job Specification
- Qualifications
- Experience
- Training
- Skills
- Responsibilities
- Emotional Characteristics
- Sensory Demands

Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Purpose of Job Description

- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification

- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

(c) Discuss different methods of "Job Analysis". [08] CO1 L1

Answer:

Methods of Job analysis

1 Job Analysis Interviews

A Job Analysis interview consists of a trained analyst asking questions about the duties and responsibilities, KSAs required, and equipment and/or conditions of employment for a job or class of jobs. Job Analysis data collected through interviews are typically obtained through group or individual interviews with incumbents or supervisors. A job analysis interview may be structured or unstructured. For selection purpose, a structured interview is one in which specific questions are asked and means are available for recording answers to these questions (such as ratings scales or interview answer forms) is essential. An unstructured interview consists of a job analyst collecting information about a job without a specific list of questions developed prior to the interview. Because of the technical and legal issues involved in job analysis, a structured interview is much more likely than an unstructured one to provide the kind of job analysis data that can be used effectively in selection applications.

2 Job Analysis Questionnaire

Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. This method consists of a questionnaire distributed to respondents who are asked to make some form of judgment about job information presented on the questionnaire. The questionnaire lists information such as activities or tasks, tools and equipment used to perform the job, working conditions in which the job is performed, and KSAs or other characteristics incumbents need to perform the job successfully. Respondents often use some form of a rating scale to indicate the degree to which various aspects of job information listed on the questionnaire apply to their jobs.

3 Task Analysis Inventory

A task analysis inventory is a questionnaire principally composed of a listing of tasks (100 or more tasks is not unusual) for which respondents make some form of judgment. Usually these judgments are ratings given by respondents using a task rating scale, such as frequency of task performance.

A task inventory often contains three major categories of information: a) Background Information on Respondents b) A listing of the job tasks with associated rating scales and c) other or miscellaneous information.

task inventory is method to identifying—with the help of employees and managers —a list of tasks and their descriptions that are components of different jobs.

The list of task itself is not a job description, it is a method used in job analysis.

It was initially developed by US military. This method was used when a large number of jobs in an occupational category are to be analyzed and incumbents cannot be interviewed individually.

Task inventory process:

Incumbents can respond to tasks listed by interview.

Rate the frequency, time spent of each task by analyst, supervisors, incumbents…

These tasks then allow inferences about KSAs needed to perform the job

The rating scales allow inferences about weighting KSAs & tasks in selection

4 Position Analysis Questionnaire

Position Analysis questionnaire (PAQ) is a standardized, structured job analysis questionnaire containing 195 items or elements. Of this total, 187 items concern work activities and work situations, seven relate to compensation issues, and the final item deals with the exempt or nonexempt status of the position being analyzed. These elements **are not** task statements. Rather they represent general work behaviors, work conditions or job characteristics.

1. Items on the PAQ are organized into six basic divisions or sections. These divisions and a definition are as follows:

2. Information Input- Where and how a worker gets information needed to perform the job.

3. Mental Processes- The reasoning, decision making, planning and information processing activities that are involved in performing the job.

4. Work Output- The physical activities, tools and devices used by the worker to perform the job.

5. Relationship with other persons- The relationship with other people that are required in performing the job.

6. Job Context- The physical and social context in which the work is performed. Other Job Characteristics – The activities, conditions and characteristics other than those already described that are relevant to the job.

5 Subject Expert Workshops

Subject Matter Expert (SME) Workshops consist of groups or panels of 10 to 20 job incumbents who work with a group leader to produce a job analysis. Because participants are selected for their knowledge of the job, they are referred to as subject matter experts or SME.

There is no one particular format for conducting the workshops. However, the following general steps seem to characterize most workshops:

1.Selecting and Preparing SMEs to participate in the workshop

2.Identifying and rating job tasks

3.Identifying and rating KSAs associated with these job tasks.

4.When a Content validation study is being conducted, a fourth step is added. This step requires that the SMEs judge the relevance of a selection measure's content (for example, items on an employment test, or selection interview questions) to the job domain. In carrying out these steps, questionnaires and group interviews are often used to collect relevant job data.

6 Critical Incident Technique

The Critical Incidents Technique was originally developed to gather information to determine training needs and develop performance appraisal forms. The process is designed to generate a list of especially good and poor (critical) examples of performance (incidents) that job incumbent's exhibit. The object 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.

7 Fleishman Job Analysis Survey

The F-JAS was developed by Edwin Fleishman to help identify worker specifications for a job, job dimension, or task. It is a worker-oriented approach to be applied once job duties have been identified.

The F-JAS consists of behaviorally anchored rating scales for 52 abilities. Each of the abilities is classified into one of four general ability categories, including

      a) Cognitive
      b) Psychomotor
      c) Physical
      d) Sensory/Perceptual

8 Functional Job Analysis

More than 50 years ago, Sidney Fine and his associates recognized that one of the problems in studying work is the imprecision of language used in describing jobs. As a consequence, efforts were undertaken to begin work on a system for accurately defining and measuring worker's job activities. The system that emerged was labeled Functional Job Analysis. Two types of task information are obtained from FJA:

- What a worker does, that is, the procedures and processes engaged in by a worker as a task is performed.
- How a task is performed in context of the physical, mental and interpersonal involvement of the worker with the task. These type of information are used to clarify both what a worker does and the results of those job behaviors.

9 Job Element Method

Whereas many of the methods of job analysis we have examined begin with identification of tasks or basic work functions, the Job Element Method (JEM) developed by Ernest Primoff has a different orientation. Basically, it is a worker-oriented process designed to identify the characteristics of superior workers on a job. Supervisors or incumbents develop a list of these characteristics and then rate them in such a way that the characteristics essential to superior performers are delineated. These qualities are what Primoff calls job elements.

10 Repertory Grid

The repertory grid technique (RGT or RepGrid) is a method for eliciting personal constructs, i.e. what people think about a given topic. Methodology of repertory grid is used for identification of competencies.

It was devised by George Kelly in around 1955 and is based on his Personal Constructs theory of personality.

The repertory grid is a technique for identifying the ways that a person construes (interprets/ gives meaning to) his or her experience. It provides information from which inferences about personality can be made, but it is not a personality test in the conventional sense. It is underpinned by the Personal Construct Theory

developed by George Kelly first published in 1955.

2 (a) What do you mean by "Critical Incident Technique"? [02] CO2 L1

Answer:

Critical Incident Technique

The Critical Incidents Technique was originally developed to gather information to determine training needs and develop performance appraisal forms. The process is designed to generate a list of especially good and poor (critical) examples of performance (incidents) that job incumbent's exhibit. The object 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. The final list of job dimensions and respective critical incidents provide a great deal of qualitative information about a job and the behaviors associated with job success or failure. As the basic elements of information collected are job behaviors rather than personal traits, it is a work oriented procedure.

Each Critical Incident Consists of

- A description of a situation
- The effective or ineffective behavior performed by a job incumbent
- The consequences of that behavior.

The result of the critical incidents technique is a list of events where employees performed tasks poorly or exceptionally well.

The critical incident technique (CIT) is a qualitative approach to job analysis used to obtain specific, behaviorally focused descriptions of work or other activities. Here the job holders are asked to describe several incidents based on their past experience. The incidents so collected are analyzed and classified according to the job areas they describe. The job requirements will become clear once the analyst draws the line between effective and ineffective behaviors of workers on the job.

For example, if a shoe salesman comments on the size of a customer's feet and the customer leaves the store in a huff, the behavior of the salesman may be judged as ineffective in terms of the result it produced. The critical incidents are recorded after the events have already taken place – both routine and non-routine.

The process of collecting a fairly good number of incidents is a lengthy one. Since, incidents of behavior can be quite dissimilar, the process of classifying data into usable job descriptions can be difficult. The analysts overseeing the work must have analytical skills and ability to translate the content of descriptions into meaningful statements.

(b) Define Hiring? Differentiate between Internal Hiring & External Hiring. [06] | CO1 | L4

<mark>**Answer:**</mark>

Hiring is a contract by which one person grants to another either the enjoyment of a thing or the use of the labor and industry, either of himself or his servant, during a certain time, for a stipulated <u>compensation</u>, or where one contracts for the labor or services of another about a thing bailed to him for a specified purpose.

Definition of Internal Recruitment

Internal Recruitment is a recruitment in which the supply of manpower is done internally, i.e. within the organisation. The candidate is selected from among the employees who are already in employment with the organisation, i.e. present employees or from those who were in employment with the organisation in the past i.e. former employees who left the job voluntarily but they plan to return. These also include the ex-employees, whom the company wants to rehire.

In this process, the hiring of employees is done by transferring the employees from one department to another department or by promoting the employee from one level to another higher level. The following are the most common methods of internal recruitment:

- Internal advertisement
- Promotion
- Transfer
- Reemployment of former employees
- Employees hired earlier on the contract basis or for part-time work.
- Retired employees

Internal Recruitment boosts the morale of the employees that they get a chance to prove their abilities and efficiencies. Furthermore, no induction training is required, as the employees are already familiar with the organisation and the job as well. However, this process stops new talent from entering the organisation. In addition to this, there are possibilities of partiality among employees.

Definition of External Recruitment

External Recruitment refers to recruitment in which the candidates are selected from outside the organisation. Keeping aside, the talent existing within the organisation, this source involves employing such methods that will help to find out the best employees which are outside the organisation. However, it is a tough task, but it has a very positive impact as compared to internal recruitment.

The process is quite time-consuming as well as slow because of a number of steps involved in it, but it helps the organisation to hunt the best candidate among the long list of candidates. Moreover, in this source of recruitment makes the concern, openly choose the top talent considering various parameters like skills, abilities, qualification, experience, etc. In addition to this, it brings new ideas to the organisation. But there is one drawback that the organisation has to invest a huge

CO1 | L4

amount in advertising, training, and induction of the employee. Some examples of such recruitment are:

- Campus Recruitment
- Job Portals
- Job fairs and seminars
- Waiting lists
- Employment Exchanges
- Job consultancies
- References and recommendations
- Direct Walk-ins
- Ads on newspaper, magazines, and website, etc

Key Differences Between Internal and External Recruitment

The following are the major differences between internal and external recruitment:

1. Internal Recruitment refers to a source of recruiting manpower which is already existing within the organisation. External Recruitment is a little different as it involves the hunting of prospective employees from outside the organisation.

2. Internal recruitment does not require induction training, whereas, in external recruitment, induction training is a must.

3. Internal Recruitment is faster than external recruitment because external recruitment involves stages like advertising and inviting applications, screening of applications, short listing, conducting an examination and interview, selection, placement, training, testing, induction, etc., which are not present in internal recruitment.

4. The basis for internal recruitment is merit-cum-seniority, but the basis of external recruitment is merit-cum-qualification.

5. Internal Recruitment is a cost effective process. However, External Recruitment requires a large amount of investment.

6. In internal recruitment, the choice is very limited, i.e. the scope of fresh talent is restricted. On the contrary, when the company opts for external recruitment, it can hope for talented candidates from outside the organisation, which means new blood and ideas are infused in the organisation.

(c) What do you mean by Need Analysis? Discuss the importance of Need Analysis. [08] CO3 L2

Answer:
Need Analysis is the process of identifying and evaluating needs in a community or other defined population of people. The identification of needs is a process of describing "problems" of a target population and possible solutions to these problems.
- A need has been described as:
- A gap between "what is" and "what should be."

- "A gap between real and ideal that is both acknowledged by community values and potentially amenable to change."
- May be different from such related concepts as wants ("something people are willing to pay for") or demands ("something people are willing to march for").

<u>Importance of Need Analysis:</u>

- **Multiple Needs**

A needs analysis will rarely uncover just one need. In the real world, multiple stakeholders have multiple needs. Some of these needs will rate more highly than others. For instance, a nonprofit organization seeking to reduce underage drinking rates might consult young people to find out what their needs are, but the organization is unlikely to rate the need of people in this demographic for socialization and entertainment anywhere near as high as the need to reduce drunken driving deaths. A business with multiple departments and projects may find that every group in the organization has its own needs and priorities. It will often be impossible to meet all needs equally, so the needs analysis must identify which needs have the highest priority when it is not immediately obvious.

- **Consequence and Criticality**

The primary factor that determines the priority of a need is how critical the consequences will be if the need is not met. If a company is trying to cut delivery times by two days to remain competitive, the consequence of failing to do so could be the loss of all customers to more efficient competitors. One a scale of one to five, losing all customers would certainly rate a five. If the manager of the shipping department would rather quit than change the processes he's familiar with, then losing an experienced shipping manager is also a consequence. However, compared to losing all customers, this consequence might only rate a two out of five. Improving shipping times is the higher-priority need.

- **Correction Difficulty**

The final determinant of what needs have the highest priority is how difficult it would be to correct the problem. If two needs both rate three out of five, but one can be addressed with a simple process change while the other can only be addressed by buying an expensive new piece of equipment, the need that can be addressed quickly and easily has the higher priority. To get the most out of a needs analysis, zero in on whatever is most critical and fix what can be fixed most easily before you try to tackle anything more difficult.

- **Identify the vacant position**

Need analysis helps to identify a vacant position in the organization. It also helps to get a right person to the right job. It helps to fill the position in the organization which would help them to do work in a better way.

- **To plan for future recruitment**

Based on the project taken by the organization they decide to hire people to do the project in a better way. The need analysis help to analysis right person to right job.

- **To plan for budget**

It helps to plan for budget of the organization. It helps the organization to know about the cost which would occur on recruitment and selection of the employees in the organization.

- **To meet the organizational demand**

It helps to meet the organization demand. If the organization need any employees for doing work need analysis would help them to solve the problem

- **Helps in increasing the productivity of the organization**

Need analysis helps to get right person to the right job it would help to increase the productivity of the employee, as they would work hard and they would have specific skills in the required fields.

- Appropriate training materials, physical assets (i.e., computer, desk, phone, etc.), and other resources will be available to ensure the new employee can start to be productive on their first day

- Productive projects or activities exist onto the foreseeable future

- Helps to determine the productivity of the department or company.

3 (a)	Discuss the "F1eisclunann job analysis survey"?	[02]	CO3	L1

Answer:

7 Fleishman Job Analysis Survey

The F-JAS was developed by Edwin Fleishman to help identify worker specifications for a job, job dimension, or task. It is a worker-oriented approach to be applied once job duties have been identified.

The F-JAS consists of behaviorally anchored rating scales for 52 abilities. Each of the abilities is classified into one of four general ability categories, including

Cognitive

Psychomotor

Physical

Sensory/Perceptual

Job experts are asked to determine the level of each ability required to perform the job. In addition to the 52 ability scales, research is being conducted on several other scales. Information is being collected on the following research dimensions:

Interactive/Social : The research scale includes 9 items

Knowledge/Skill Scales: The research scale includes 11 items

In applying the F-JAS, several steps are involved that include the following:
1. Determining Level
of Analysis
 2. Selecting Job
Agents
 3. Rating Ability Levels
for
Each Task
4.Analyzing Results
5.Selecting Test

(b) Short notes: [06] CO2 L5
    i.   Regular Hiring & Temporary Hiring
    ii.   Full Time Hiring & Part Time Hiring

Answer:

i. Regular Hiring
Core workforce, defined as *regular* full- time and part - time employees of the organization, forms the bulk of most organizations' workforces. The key advantages of a core workforce are stability, continuity, and predictability. The organization can depend on its core workforce and build strategic plans based on it. Several other advantages also accrue to the organization from using a core workforce. The *regularity* of the employment relationship fosters a sense of commitment and shared purpose toward the organization's mission. Also, the organization maintains the legal right to control employees working in its behalf, in terms of both work process and expected results, rather than having to divide or share that right with organizations providing a flexible workforce, such as temporary employment agencies.

Temporary Hiring
Temporary employees do not have special legal stature. They are considered employees of the temporary help agency (staffing firm) that obtained them through its own staffing process. Temporary employees are given job assignments with other employers (clients) by the staffing firm. During these assignments the temporary employee remains on the payroll of the staffing firm, and the client employer simply reimburses the staffing firm for its wage and other costs. The client employer has a severely limited right to control temporary employees that it utilizes, because they are not its employees but employees of the staffing firm.
Use of temporary employees often raises issues of co-employment, in which the client employer and the staffing firm share the traditional role of employer. Because both function as employers to an extent, their obligations and liabilities under various laws need to be sorted out.

ii.Full Time

Full-time employment is employment in which a person works a minimum number of hours defined as such by his/her employer. Full-time employment often comes with benefits that are not typically offered to part-time, temporary, or flexible workers, such as annual leave, sick leave, and health insurance.

The Factories Act, 1948 in India prescribes that no adult worker shall be required or allowed to work in a factory for more than forty-eight hours in any week and no adult worker shall be required or allowed to work in a factory for more than nine hours in any day.

Part Time

A part-time contract is a form of employment that carries fewer hours per week than a full-time job. They work in shifts but remain on call while off duty and during annual leave. The shifts are often rotational. Workers are considered to be part-time if they commonly work fewer than 30 or 35 hours per week.

In the US, the Bureau of Labor Statistics defined working part-time as working between 1 and 34 hours per week. In Canada, part-time workers are those who usually work fewer than 30 hours per week at their main or only job.

(c) What do you mean by Cost Analysis? Discuss the importance of Cost Analysis. [08] CO1 L2

Answer:

Cost Analysis:

The **Cost Analysis** refers to the measure of the cost – output relationship, i.e. the economists are concerned with determining the cost incurred in hiring the inputs and how well these can be re-arranged to increase the productivity (output) of the firm.

Importance of Cost Analysis
Evaluate Projects

A cost-benefit analysis is used to evaluate the risks and rewards of projects under consideration. It can be used to project the potential benefits of investing in marketing ideas, product development, infrastructure enhancements and operational changes. If all potential costs are tallied accurately and the benefits outweigh the costs, the considered investment may be a good choice.

Prepare Budgets and Sales Projections

The information obtained during a cost-benefit analysis makes budgeting easier. If you have all the possible costs listed, you can project the budget needed to undertake the project. The anticipated benefits can also be used to project sales if they can be quantified into financial goals. Both of these considerations are useful when preparing budgets and sales projections.

Prioritize Investments

Cost-benefit analysis is useful for business owners who must choose among several potential projects. After examining profitable projects for potential benefits, you can prioritize investments, choosing the projects with the greatest benefit and lowest cost to invest in first. In this way, you can achieve the fastest return on your investment and use remaining capital to fuel additional projects.

Establish Goals

Once the benefits of possible projects are understood, they can be used to set benchmarks and goals for the project itself. Quantifiable benefits can be used to set concrete revenue goals. Other benefits can be used to set productivity, time or other management goals. Goals can be set for various types of projects, including marketing, finance, management and human resources.

It helps to identify effectiveness and efficiency of recruiters
The best recruiter will be decided by the organization depending on certain criteria. Some recruiter can accomplish the targets or exceed it and remain with the organization and receive good appraisal from the superiors.
Example: Hiring of 300 unskilled and semi-skilled employees or 150 managers or machinists per year can be the main target of a recruiter.
It helps in profit and loss of the organization
Based on cost analysis the company can make profit by reducing the cost spent on the wastage things. Cost analysis also helps to make some amount out of waste produced by the company
Improve decision making
Based on the cost analysis the company can decide what decision to be taken. Based on the cost element they would know how to spent money and it also helps to make proper use of resources
Improve asset utilization
Cost analysis helps in utilizing the asset of the organization in a better way so that cost would get reduced and then provide more product.
Increase job satisfaction
Enhances employee morale
Improve organizational image
Increased job satisfaction
Reduces the rate of growth in expenses
Reduces workforce
Low operating cost

4 **Part B – Compulsory(2*04=08 marks)**   [08]

CASE STUDY

In light of this information:

1. *What steps should be taken to recruit the best candidate for the position of general controller?*

Recruitment:
   Recruitment is a process consisting various activities, through which search of prospective personnel- both quantity and quality- as indicated by human resource planning and job description and job specification is made.

1. Recruitment Planning:
The first step involved in the recruitment process is planning. Here, planning involves to draft a comprehensive job specification for the vacant position,

outlining its major and minor responsibilities; the skills, experience and qualifications needed; grade and level of pay; starting date; whether temporary or permanent; and mention of special conditions, if any, attached to the job to be filled "

2. Strategy Development:
Once it is known how many with what qualifications of candidates are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organisation.

3. Searching:
This step involves attracting job seekers to the organisation. There are broadly two sources used to attract candidates.

These are:
1. Internal Sources, and

2. External Sources

4. Screening:
Though some view screening as the starting point of selection, we have considered it as an integral part of recruitment. The reason being the selection process starts only after the applications have been screened and shortlisted.

5. Evaluation and Control:
Given the considerable cost involved in the recruitment process, its evaluation and control is, therefore, imperative.

The costs generally incurred in a recruitment process include:
(i) Salary of recruiters

(ii) Cost of time spent for preparing job analysis, advertisement

(iii) Administrative expenses

(iv) Cost of outsourcing or overtime while vacancies remain unfilled

(v) Cost incurred in recruiting unsuitable candidates

2. Given that the five interested employees already possess the technical skills and knowledge required for the position of manufacturing director, what criteria should be used to select the best candidate for this position?

Qualifications

Candidate qualifications represent a set of criteria that are critical for the success of the

employee and are easy to verify. A postgraduate degree is required; the employee should have a

complete information about the manufacturing process of the company which would help they to communicate with their team to produce a quality product.

Skills

The manufacturing director should have a skill to communicate the idea in a most effective way.

They should also have leadership skill:

The managerial director should have a leadership skill so that he would make their subordinate to work in a effective way and achieve the result

They should have managerial skill:

He should have the skill of managing the people to work in a better way and also it help to utilize the resources in a most effective way.

 Experience

He should have more experience in manufacturing unit. He should also know how to make people work in a effective way.

| | | CO3 | L4 |
| | | | |

	Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1:	Critically analyze the impact of contemporary issue sand global concepts relating to policies, practices in	2a, 1b	1a 2b					

	MNC.							
CO2:	Compare and contrast variety of strategic approaches to the mgt of HR in MNC.	3a 3c		4a				
CO3:	Apply concepts and knowledge about the range of Human Resource function to deployment of expatriate employees and expatriate failures on international assignment		1c	4b				
CO4:	Critically evaluate the effects of different Human resource and International Industrial relations strategies adopted by multinational international organizations operating in various regions of the world.	3b	2c					

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 - *Knowledge application; PO2 - Analytical and logical thinking; PO3 - Team work; PO4 - Leadership; PO5 - life-long learning; PO6 - Analyze and practice aspects of business;* PO7- *Personal and Societal growth*;