

Internal Assessment Test - II

Sub:	Recruitment and Selection						Code:	16MBAHR302	
Date:	20-09-2017	Duration:	90 mins	Max Marks:	40	Sem:	III	Branch:	MBA

		Marks		OBE	
		CO	RBT		
<b>Part A - Answer Any Two Full Questions (16*02=32 Marks)</b>					
1	(a) Define Selection	[02]	CO1	L1	
	(b) Distinguish between Recruitment and Job Selection	[06]	CO2	L2	
	(c) Describe factors affecting selection	[08]	CO1	L1	
2	(a) Explain screening of applications	[02]	CO2	L5	
	(b) List out any 6 characteristics of a winning candidate	[06]	CO1	L2	
	(c) Describe and write a brief note on weighted application blank. Also explain the advantages and disadvantages of WAB	[08]	CO3	L3	
3	(a) Classify and differentiate between biodata, resume and CV	[02]	CO3	L3	
	(b) Illustrate the benefits of the behavioral approach of recruitment	[06]	CO2	L3	
	(c) Describe the objectives of selection	[08]	CO1	L3	
<b>Part B - Compulsory (01*08=08 marks)</b>					
4	1. Human resources professionals should carefully consider and review which methods have been most effective in the past and which method or methods would be most appropriate for the current vacancy. Give your thoughts on the methods of recruitment and selection that should be adopted for the manufacturing organizations.	[08]			
			CO1	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*

**1a. Define Selection 2marks**

*Selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization*

**1b. Distinguish between Recruitment and Job Selection 6 marks**

*The differences between the two are: Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.*

*WHEREAS selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts*

*Recruitment is a positive approach, selection is a negative approach*

*Recruitment is a n economic process, selection is n expensive process*

*Recruitment is less time consuming while selection is more time consuming*

*Recruitment is a relatively easy process while selection is a complex process*

**1c. Describe factors affecting selection 8 marks**

**Internal factors**

- **Size of Organization**

*The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.*

- **Recruiting Policy**

*Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.*

- **Image of Organization**

*Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.*

- **Image of Job**

*Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.*

**External Factors**

*External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following –*

- **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.

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- **Labor market** – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.
- **Unemployment rate** – If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.
- **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.
- **Legal considerations** – Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- **Competitors** – When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and o

### 2a.Explain screening of applications 2marks

The screening process begins with an analysis of the application materials submitted by applicants in response to the announcement of an open position. The search committee is responsible for selecting candidates for interview who meet all the minimum requirements and are most qualified to fill the vacancy based on the advertised required and desirable qualifications.

### 2b.List out any 6 characteristics of a winning candidate 6 marks

1. Leadership-Oriented
2. Resilient
3. Candid
4. Incontrol
5. Competitive
6. Friendly
7. Ambitious
8. Ability to adopt

### 2c.Describe and write a brief note on weighted application blank. Also explain the advantages and disadvantages of WAB 8 marks

A weighted application blank (WAB) is an approach to collecting and scoring background information from job applicants. It involves scoring applicant background in a quantitative manner based on the proven "best responses" to each application item.

To make the application form more job-related, some organisations assign numeric values or weights to responses provided by applicants.

Generally, the items that have a strong relationship to job performance are given high scores. For example, for a medical representative's position, items such as previous selling experience, marital status, age, commission earned on sales previously, etc., may be given high scores when compared to other items such as religion, sex, language, place of birth, etc.

The total score of each applicant is obtained by summing the weights of the individual item responses. The resulting scores are then used in the selection decision. The WAB is best suited for jobs where

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*there are many workers, especially for sales and technical jobs and it is particularly useful in reducing turnover. There are, however, several problems associated with WABs. It takes time to develop such a form.*

*The cost of developing a WAB could be prohibitive if the organisation has several operating levels with unique features. The WAB must be “updated every few years to ensure that the factors previously identified are still valid predictors of job success”. And finally, the organisation should be careful not to depend on weights of a few items while selecting an employee.*

### **Advantages**

*I. It is a good predictor for many types of work behavior.*

*II. The validity evidence for weighted application blanks is much more positive. In a sense, this would almost have to be true since items in the weighted application blank are scored and weighted based on their ability to predict job performance.*

*III. It is useful not only in making selection decisions about applicants but also in developing application blanks as well.*

### **Disadvantages**

*I. It may not adequately represent a job’s complex performance domain.*

*II. A study of the National Credential Verification Service found that about one-third of the investigations into the background of applicants suggested that misrepresentation occurred on the application blank. Subsequent studies have suggested that the most common questions that are misrepresented include previous salary, education, tenure on previous job and reasons for leaving previous job.*

*III. The process used to develop the weighted application blank is time consuming and expensive, so more cost-benefit studies need to be conducted on the weighted application blank.*

### **3a. Classify and differentiate between biodata, resume and CV 2 marks**

*A curriculum vitae (CV) is a more comprehensive document than résumé that details all information about one’s past education, experiences, and competencies, including public presentations, academic writing and professional development. It’s designed to introduce a candidate to employers in academics, advanced research, post-secondary teaching and fine arts.*

*The terms résumé and CV are sometimes used interchangeably.*

*Resume is a formal presentation of a job applicant's education, skills, and work experience.*

*However, a résumé is used for work search, and a CV is used when applying for contracts, advanced research or post-secondary teaching positions .*

*Biodata: gives details about, ones life, job and achievements*

*CVs are focused on academic work with an emphasis on research and teaching while résumés are focused on nonacademic work with an emphasis on related competencies (skills, knowledge and attributes) CVs aim to provide comprehensive information while résumés aim to summarize key information .CVs are often long – 5, 10, 20 or more pages - while résumés are generally 1 to 2 pages maximum*

**3b.Illustrate the benefits of the behavioral approach of recruitment 6 marks**

*The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.*

*For example: In the recruitment process, the recruiter places the candidate in a situation and asks the candidate to describe how they would handle the situation. The recruiter observes candidate's thought process and try to predict candidate's future behavior.*

- *Spotting Personality Patterns*

*In today's fast paced economy, HR professionals are finding it a constant challenge to hire the right people. As a result, they are adopting new technologies and methods to select and recruit people who are not only qualified for the job but who will fit in the organisation and help it grow. One of these methods is personality assessment.*

*What people do (their behaviour) is a function of who they are (their personality). To predict future behaviour, it is necessary to accurately assess an individual's personality. Assessing personality patterns enables employers to predict future job successes.*

- *Making Basic Assumptions*

*The biggest cause of placements going wrong is the recruiter making assumptions. Assumptions that are flawed. Some of these assumptions are:*

*Common social assumptions/expectations based on gender, race, religion etc.*

*Assumptions that can influence the evaluation of candidates*

- *Predicting the Future*

*The behavioral model states that past behavior predicts future behavior. This is true to a very high degree of reliability. This model proves very powerful in trying to choose employees. The employer can accurately predict performance by getting many examples of how the person handled the same or similar situations to the ones they will face on the job. Past behavior predicts future behavior is the single best predictor when any one is hiring new employees. Imagine how easy the decision is when one knows how the person is going to handle the tasks and situations on the job.*

**3c.Describe the objectives of selection 8 marks**

- To select the right person for the right job: The main objective of selection is to ensure the process enables the selection of the right candidate for the right job
- To hire a suitable candidate for the job:The candidate should hve the right knowledge, skills and attitudes for the job
- To select the right candidate from a large pool of employees:the screening and filtering process should be strong enough to hire the right candidate
- To achieve the goals of the organization by hiring capable people: Good people make the organization. The selection process should be designed to capture this
- To fill up vacant positions within the organization: vacant positions should be filled up as soon as possible

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- To provide jobs for the unemployed people: to create jobs for the unemployed people should be another objective
- To increase the productivity by hiring skilled people for the organization: Skilled people have to be hired to make the organization both effective and efficient

**4 .Human resources professionals should carefully consider and review which methods have been most effective in the past and which method or methods would be most appropriate for the current vacancy. Give your thoughts on the methods of recruitment and selection that should be adopted for the manufacturing organizations**

*This question is an application based question and as long as the student can justify the answer, it is accepted.*