

Q1. Define job analysis.

Job analysis is the process of gathering and analyzing information about the content and the human requirements of **jobs**, as well as, the context in which **jobs** are performed. This process is used to determine placement of **jobs**. **Job analysis** defines the organization of **jobs** within a **job** family.

Q2. Brief on merits and demerits of internal recruitment.

Advantages of Internal Recruitment

- Reduces Time to Hire.
- Shortens Onboarding Times.
- Saves Money.
- Strengthens Employee Engagement.
- Creates Conflict Amongst Colleagues.
- Leaves a Gap in the Existing Workforce.
- Limits Your Pool of Applicants.
- Results in an Inflexible Culture.

Disadvantages of Internal Recruitment

- Creates Conflict Amongst Colleagues. In any situation, it can be difficult to embrace a new boss. ...
- Leaves a Gap in the Existing Workforce. While **internal recruitment** is an effective way to fill new roles, it almost always leaves a vacancy. ...
- Limits Your Pool of Applicants. Let's face it. ...
- Results in an Inflexible Culture.

Q3. Explain in detail critical incident technique.

The **Critical Incident Technique** (or **CIT**) is a set of procedures used for collecting direct observations of human behavior that have critical significance and meet methodically defined criteria. These observations are then kept track of as incidents, which are then used to solve practical problems and develop broad psychological principles. A critical incident can be described as one that makes a contribution—either positively or negatively—to an activity or phenomenon. Critical incidents can be gathered in various ways, but typically respondents are asked to tell a story about an experience they have had.

CIT is a flexible method that usually relies on five major areas. The first is determining and reviewing the incident, then fact-finding, which involves collecting the details of the incident from the participants. When all of the facts are collected, the next step is to identify the issues. Afterwards a decision can be made on how to resolve the issues based on various possible solutions. The final and most important aspect is the evaluation, which will determine if the solution that was selected will solve the root cause of the situation and will cause no further problems.

Q2 (a) What is antecedent verification?

Antecedent verification is the process of careful gathering, collation, analysis, and presentation of information that is accurate, timely, and of use to employers. Within the competitive job market more and more candidates are embellishing their **career** history.

(b) Contents of appointment letter

- Name and address of the organization (employer)

- Name and address of the applicant.
- Name of the position.
- Duties and responsibilities of the job.
- Conditions of job: whether permanent or temporary, office time, performing another job simultaneously.
- Monthly salary.
- Time length of the contract.

(c) Explain different sources of external recruitments.

1. **Media Advertisement:** The advertisement is the most common and preferred source of external recruiting. The ads in newspapers, professional journals, give a comprehensive detail about the organization, type, and nature of job position, skills required, qualification and experience expected, etc. This helps an individual to self-evaluate himself against the job requirements and apply for the jobs which best suits him.
2. **Employment Exchange:** The employment exchange is the office run by the government wherein the details about the job seekers such as name, qualification, experience, etc. is stored and is given to the employers who are searching for men for their organizations.

For certain job vacancies, it is mandatory for every organization to provide details about it to the employment exchange. It is the most common source of external recruitment that offers jobs to unskilled, semi-skilled and skilled workers.

3. **Direct Recruitment:** The direct recruitment also called as factory gate recruitment is an important source of hiring, especially the unskilled workers or badli workers who are paid on a daily-wage basis. Here, the company puts up a notice on a notice board or on the factory gate regarding the jobs available, such that the applicant sees it and apply for the job directly.
4. **Casual Callers:** The casual callers, also called as unsolicited applications are the job seekers who come to the well-renowned organizations casually and either mail or drop in their job applications seeking the job opportunity.

This could be considered as an important source of external recruitment as the personnel department maintains the folder of unsolicited applications and call those who fulfill the job requirements, whenever the vacancy arises.

5. **Educational Institutions or Campus Placement:** Creating a close liaison with the educational institutes for the recruitment of students with technical and professional qualifications has become a common practice of external recruitment. Here, the companies, visit the technical, management and professional colleges to recruit the students directly for the job positions. The recruitment from educational institutions is also termed as campus recruitment.
6. **Labor Contractors:** This is the most common form of external recruitment wherein the labor contractors who are either employed with the firm or have an agreement to supply workers to the firm for the completion of a specific type of a task. This method is again used for hiring the unskilled and semi-skilled workers. The contractor keeps in touch with the workers and sends them to the places where their need arises. In doing so, the contractors get the commission for each worker supplied.

7. **Walk-Ins:** This is again a direct form of recruitment wherein the prospective candidates are invited through an advertisement to come and apply for the job vacancy. Here, the specified date, venue, and time are mentioned, and the candidates are requested to come and give interviews directly without submitting their applications in advance.
8. **E-recruiting:** The e-recruiting means searching and screening the prospective candidates electronically. There are several online job portals that enable the job seekers to upload their resume online which are then forwarded to the potential hirers. Such as naukri.com, monster.com, shine.com, etc. are some of the well renowned online job portals.
9. **Management Consultants:** There are several private management firms that act as a middleman between the recruiter and the recruit. These firms help the organization to hire professional, technical and managerial personnel, and they specialize in recruiting middle level and top level executives.

Q3 (a) Highlight the purpose of testing.

Testing is the process of evaluating a system or its component(s) with the **intent** to find whether it satisfies the specified requirements or not. In simple words, **testing** is executing a system in order to identify any gaps, errors, or missing requirements in contrary to the actual requirements

(b) Explain position analysis questionnaire.

Position analysis questionnaire (PAQ) is a job analysis questionnaire that evaluates job skill level and basic characteristics of applicants for a set match of employment opportunity. PAQ was developed at Purdue University by McCormick, E.J., & Jeanneret, and Mecham in 1972. The PAQ method involves a series of detailed questioning to produce many analysis reports.^[1] This method is widely used within industrial and organizational psychology, individual psychological assessment and human resource departments, and can be easily administered by any individual trained in job analysis.

Purpose

Positional Analysis Questionnaire was developed with the hope that it could be used with a minimum of training on the part of the individual analyzing a job.^[2] Compared to many other methods in job analysis, PAQ has been found to be effective, inexpensive, and easy to use for human resource and trainees. Its purpose is to define the duties and responsibilities of a position in order to determine the appropriateness of the position classification, essential functions and/or whether or not the position is exempt from overtime. PAQ contains 195 items called "job elements" and consists of six different divisions:

1. Information input
2. Mental processes
3. Work Output
4. Relationship with other people
5. Job context
6. Job related variables

(c) Following positions are vacant in public sector undertaking.

- (i) System Administrator
- (ii) General Manager — HR
- (iii) Chief Security Officer

Design a job advertisement for each of these positions.

System Administrator responsibilities include:

- Installing and configuring software, hardware and networks
- Monitoring system performance and troubleshooting issues
- Ensuring security and efficiency of IT infrastructure

Responsibilities

- Install and configure software and hardware
- Manage network servers and technology tools
- Set up accounts and workstations
- Monitor performance and maintain systems according to requirements
- Troubleshoot issues and outages
- Ensure security through access controls, backups and firewalls
- Upgrade systems with new releases and models
- Develop expertise to train staff on new technologies
- Build an internal wiki with technical documentation, manuals and IT policies

(iv) Responsibilities General Manager — HR

- Oversee day-to-day operations
- Design strategy and set goals for growth
- Maintain budgets and optimize expenses
- Set policies and processes
- Ensure employees work productively and develop professionally
- Oversee recruitment and training of new employees
- Evaluate and improve operations and financial performance
- Direct the employee assessment process
- Prepare regular reports for upper management

(v) Chief Security Officer

- - Ensure the security, safety and well-being of all personnel, visitors and the premises
 - Provide excellent customer service

- Adhere to all company service and operating standards
- Remain in compliance with local, state and federal regulations
- Immediately respond to emergencies to provide necessary assistance to employees and customers
- Protect the company's assets relative to theft, assault, fire and other safety issues
- Follow procedures for various initiatives, including fire prevention, property patrol, traffic control and accident investigations

Q4

What is the purpose of job analysis?

Job analysis is the **process** of studying a job to determine which activities and responsibilities it includes, its relative importance to other jobs, the qualifications necessary for performance of the job and the conditions under which the work is performed.

Elucidate on nature of hiring.

1. **Nature of Hiring.**

1. **Regular.**
 2. **Temporary.**
 3. **Full Time.**
 4. **Part Time.**
 5. **Apprentice.**
 6. **Contractual: For example, a person is more likely to be considered an independent contractor than an employee in the following situations...**
 7. **Outsourcing.**
2. **Existing Post or New Post to be created.**
 3. **Need Analysis: A need has been described as...**
 4. **Cost Analysis.**
 5. **Job Analysis.**

Briefly explain different types of ability tests

1. **knowledge tests.** Job knowledge **tests** measure a candidate's technical or theoretical expertise in a particular field. ...
2. **Integrity tests.** ...
3. **Cognitive ability tests.** ...
4. **Personality tests.** ...
5. **Emotional Intelligence tests.** ...
6. **Skills assessment tests.** ...
7. **Physical ability tests.**

6. (a) Differentiate between CV and resume.

The difference between a CV and a resume lies in the length, layout, and purpose of these documents. **CVs** have no length limit; **resumes** are typically one to two pages long. A **CV** details the whole course of the candidate's academic career; a **resume** summarizes skills and work experience

(b) Brief on different sources of internal recruitment.

Internal Sources of Recruitment

- Promotions. ...
- Transfers. ...
- Recruiting Former Employees. ...
- Internal Advertisements (Job Posting) ...
- Employee **Referrals**. ...
- Previous Applicants. ...
- Pros and Cons of Internal Sources of Recruitment. ...
- Employment Exchanges

(c) Explain how to identify ingredients of success in a candidate

The 6 Key Ingredients of Every Successful Job Interview

1. Research the position and the company. Learning as much as you can about the company and position will go a long way during the interview. ...
2. Practice before the interview. ...
3. Dress appropriately. ...
4. Play your strengths, tell a story. ...
5. Be prepared for unusual questions. ...
6. Always follow-up and ask for feedback.

7. (a) What is unsolicited application? An **unsolicited application** is a request for life insurance coverage that is made by an individual rather than an insurance agent or broker. ... Self-selection refers to the probability that individuals with poorer risks will seek insurance on their own instead of through an insurance professional.

(b) Write about policy guidelines of recruitment and selection

Policy elements

- Identify need for an opening.
- Decide whether to hire externally or internally.
- Review the job description and compose a job ad.
- **Select** appropriate sources (external or internal) for posting the opening.
- Decide on the **selection** stages and possible timeframe.
- Review resumes in company database/ATS.

(c) What is mechanical ability test? Explain in detail. Bennett Mechanical Comprehension Test

The **Bennett Mechanical Comprehension Test** demonstrates your **ability** to

understand **mechanical** concepts and apply them to solve problems. It has been used for more than 60 years in various forms as a screening and capability **test** for military, engineering and other technical roles.

The Bennett Mechanical Comprehension Test (BMCT) is an aptitude test relating to mechanics. It is used by many employers and schools as an indicator of aptitude for understanding and solving basic mechanical problems.

These are principles that are important in numerous career paths, so when an individual scores highly on this test it is a good indicator that they might excel in a vocation that makes use of their mechanical abilities.

The Bennett Mechanical Comprehension Test is made up of a total of **68 questions**. There are actually two forms of the test: **Form S** and **Form T**.

These forms were developed by updating earlier versions and increasing the difficulty range of the questions.

Form S and T are comparable; both contain 68 items, covering 18 categories relating to mechanical comprehension. When you take the test, you will have 30 minutes to complete it, meaning, on average, each of the problems presented will need to be solved within **30 seconds** to complete the entire test in the allotted time. So speed is key.

The concepts the test covers are not so advanced that you would need a college education to manage them – truth be told, it's at a sixth-grade level. The test doesn't aim to assess candidates based on their level of education and experience; rather, the Bennett test aims to identify a level of natural or instinctive mechanical thinking

CASE STUDY [Compulsory]

You are the HR Director at Health Source, the drug store chain in the U.S which is preparing to open new stores in Dallas and Houston. Each of the store will require about fifteen clerks. your recruiting efforts have been successful and each store has attracted about hundred applicants for those 15 jobs.

You have performed a job analysis and concluded that the clerks must be able to learn to operate cash registers and make changes accurately. The clerks are expected to take the initiative in providing friendly assistance to customers and show up for work on time. In additions, because of the presence of controlled drugs on the premises, you want clerks who have no history of drug problems of theft.

Questions :

- a. What specific selection tools would you use for selecting the clerks? Justify the effectiveness of the same. (10Marks)
- b. How would you assess the reliability of your selection system? (10 Marks)