

Internal Assessment Test - I

Sub:	Recruitment & Selection					Code:	18MBAHR301		
Date:	06/09/19	Duration:	90 mins	Max Marks:	50	Sem:	III	Branch:	MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (02*20=40 Marks)				
1	(a) Define job analysis?	[03]	CO1	L1
	(b) Briefly discuss the concept of “Job Specification”& support your answer with example.	[07]	CO1	L2
	(c) Discuss the purpose of “Job Analysis”.	[10]	CO1	L1
2	(a) What do you mean by “Critical Incident Technique”?	[03]	CO1	L1
	(b) Define Hiring? Differentiate between Internal Hiring & External Hiring.	[07]	CO2	L4
	(c) Briefly discuss the concept of “Job Description”& support your answer with example.	[10]	CO1	L2
3	(a) Define “Fleischmann job analysis survey”?	[03]	CO1	L1
	(b) Briefly discuss the “Position Analysis Questionnaire”	[07]	CO1	L2
	(c) Briefly discuss the steps of “Job Analysis” process.	[10]	CO1	L2
4	<p>Part B – Compulsory(2*05=10 marks)</p> <p>WoodCorp Inc. specializes in the manufacture of wooden office furniture. Its main clientele is situated in downtown Vancouver and its plant is located north of this city. The furniture WoodCorp manufactures is very much in demand because of its original yet understated design that is appropriate for the business world.</p> <p>In operation for 35 years, the company employs approximately 150 people and has been listed on the stock exchange for the past ten years. The CEO and you, the director of human resources, have just put the finishing touches on a detailed succession plan for WoodCorp employees, based on a three-year horizon.</p> <p>Within three years a number of your key managers, many of whom have been working at WoodCorp since it was founded, will be taking their well-deserved retirement. In recent years, few new employees have been hired to ensure their succession.</p>	[10]		

Major points emerge from the succession plan:

- The general controller plans to retire within the next year and no one in-house is qualified to replace him. In addition to his specific financial skills, he has the company's financial history at his fingertips and is the CEO's right-hand man. In fact, the CEO consults him for every strategic decision he has to make. Since WoodCorp is a public corporation, this position is crucial for it to continue its smooth operation.
- WoodCorp's manufacturing director joined the company 30 years ago as an administrative clerk. He gradually moved up through the positions of production clerk, technician and supervisor and was eventually appointed manufacturing director. During this time, he attended evening classes and completed a bachelor's and a master's degree in administration. As manufacturing director, he is a member of the company's management team and the CEO has a lot of respect for this director's opinion. Over the years, his career path, performance and fair decisions have earned him considerable credibility. He is also respected by his team because he knows the company inside and out and is an excellent leader in the field. In fact, the employees recognize his expertise and appreciate his recommendations because they know that he performed their jobs for several years.
- The production plant recently hired a few young employees with good technical skills who could be ready to take on this position within three years. Five of them have expressed their interest and shown that they have the potential to handle this job.

In light of this information:

1. What steps should be taken to recruit the best candidate for the position of general controller? [5]
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?[5]

CO1	L1
CO1	L4

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	Gain the insights of various principles and practices of recruitment and selection in an industry	1a,c, 2a, 4a,b	1b,2c		3a,b,c			
CO2	Equip students with various selection procedure practiced in industry.	2b						
CO3	Develop students with latest selection tools in the corporate sector.							
CO4	Develop students with various testing of job recruitment and selection							

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;

Scheme Of Evaluation

Internal Assessment Test 1- Sep 2019

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Note: Part A - Answer Any Two Full Questions (20*02=40 Marks)

Part B - Compulsory (01*10= 10marks)

Part	Question #	Description	Marks Distribution		Max Marks
	1	a	Definition of job analysis		20 M
		b	<ul style="list-style-type: none"> • Concept of “Job Specification” • Support your answer with example. 		
		c	<ul style="list-style-type: none"> • Purpose of “Job Analysis” • Examples 		
	2	a	Definition of Critical Incident Technique		20 M
		b	<ul style="list-style-type: none"> • Definition of Hiring • Differentiation between Internal Hiring & External Hiring 		
		c	<ul style="list-style-type: none"> • Concept of “Job Description” • Support your answer with example. 		
	3	a	Definition of F1eislunann job analysis survey		20 M
		b	Detailed explanation of Position Analysis Questionnaire		
		c	Detailed explanation of steps of “Job Analysis” process.		
B	4	a)	Steps to recruit the best candidate		10 M
		b)	Criteria to select the best candidate		

Answer Key _Internal Assessment Test – I

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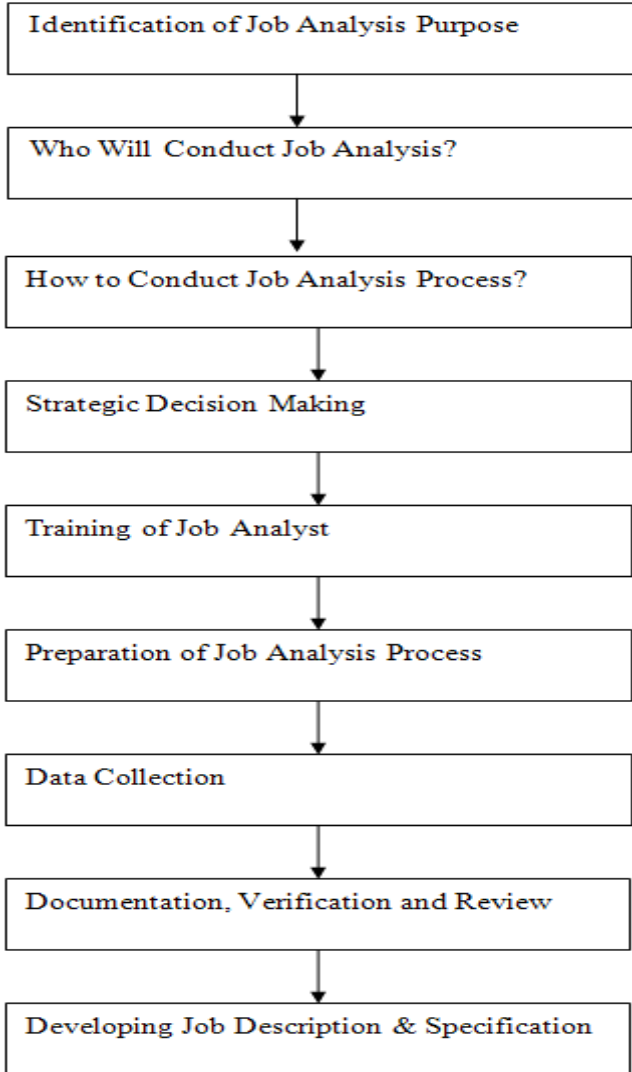
		Marks	OBE		
			CO	RBT	
Part A - Answer Any Two Full Questions (02*20=40 Marks)					
1	(a)	Define job analysis?	[03]	CO1	L1
		<p>Answer:</p> <p>Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimize it.</p> <p>“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</p>			
	(b)	Briefly discuss the concept of “Job Specification”& support your answer with example.	[07]	CO1	L2
		<p>Answer:</p> <p>Job Specification</p> <p>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.</p> <p>Purpose of Job Specification</p> <ul style="list-style-type: none"> • 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 			

	<p>a candidate to make him or her eligible for the job opening.</p> <ul style="list-style-type: none"> • 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. <p>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.</p>			
(c)	<p>Discuss the purpose of “Job Analysis”.</p> <p>Answer:</p> <pre> graph TD A[Recruitment and Selection (Creating a Right Fit b/w Job and Candidate)] --- B[Performance Analysis (Evaluation & Appraisal)] B --- C[Compensation Management] C --- D[Job Designing and Redesigning, Enrichment, Enlargement] D --- E[Training and Development Need Analysis] E --- A </pre>	[10]	CO1	L1
2 (a)	<p>What do you mean by “Critical Incident Technique”?</p> <p>Answer:</p> <p>Critical Incident Technique</p> <p>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.</p>	[03]	CO1	L1

(b)	<p>Define Hiring? Differentiate between Internal Hiring & External Hiring.</p> <p>Answer:</p> <p>Definition of Internal Recruitment</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • Internal advertisement • Promotion • Transfer • Reemployment of former employees • Employees hired earlier on the contract basis or for part-time work. • Retired employees <p>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.</p> <p>Definition of External Recruitment</p> <p>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.</p> <p>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</p> <p>Key Differences Between Internal and External Recruitment</p> <p>The following are the major differences between internal and external recruitment:</p>	[07]	CO2	L4
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	<ol style="list-style-type: none"> 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)	<p>Briefly discuss the concept of “Job Description”& support your answer with example.</p> <p>Answer:</p> <p>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.</p> <p>Purpose of Job Description</p> <ul style="list-style-type: none"> • 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. 	[10]	CO1	L2
3 (a)	<p>Define “Fleishman job analysis survey”?</p> <p>Answer:</p>	[03]	CO1	L1

<p>Fleishman Job Analysis Survey</p> <p>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.</p> <p>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</p> <ol style="list-style-type: none"> 1. Cognitive 2. Psychomotor 3. Physical 4. Sensory/Perceptual 			
<p>(b) Briefly discuss the “Position Analysis Questionnaire”</p> <p>Answer:</p> <p>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.</p> <ol style="list-style-type: none"> 1. Items on the PAQ are organized into six basic divisions or sections. These divisions and a definition are as follows: <ol style="list-style-type: none"> 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. <p>Other Job Characteristics – The activities, conditions and characteristics</p>	[07]	CO1	L2

	other than those already described that are relevant to the job.			
(c)	<p>Briefly discuss the steps of “Job Analysis” process.</p> <p>Answer:</p> <p>Job Analysis Process</p>  <pre> graph TD A[Identification of Job Analysis Purpose] --> B[Who Will Conduct Job Analysis?] B --> C[How to Conduct Job Analysis Process?] C --> D[Strategic Decision Making] D --> E[Training of Job Analyst] E --> F[Preparation of Job Analysis Process] F --> G[Data Collection] G --> H[Documentation, Verification and Review] H --> I[Developing Job Description & Specification] </pre>	[10]	CO1	L2

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	<p>Part B – Compulsory(2*05=10 marks)</p> <p>WoodCorp Inc. specializes in the manufacture of wooden office furniture. Its main clientele is situated in downtown Vancouver and its plant is located north of this city. The furniture WoodCorp manufactures is very much in demand because of its original yet understated design that is appropriate for the business world.</p> <p>In operation for 35 years, the company employs approximately 150 people and has been listed on the stock exchange for the past ten years. The CEO and you, the director of human resources, have just put the finishing touches on a detailed succession plan for WoodCorp employees, based on a three-year horizon.</p>	[10]		
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Within three years a number of your key managers, many of whom have been working at WoodCorp since it was founded, will be taking their well-deserved retirement. In recent years, few new employees have been hired to ensure their succession.

Major points emerge from the succession plan:

- The general controller plans to retire within the next year and no one in-house is qualified to replace him. In addition to his specific financial skills, he has the company's financial history at his fingertips and is the CEO's right-hand man. In fact, the CEO consults him for every strategic decision he has to make. Since WoodCorp is a public corporation, this position is crucial for it to continue its smooth operation.
- WoodCorp's manufacturing director joined the company 30 years ago as an administrative clerk. He gradually moved up through the positions of production clerk, technician and supervisor and was eventually appointed manufacturing director. During this time, he attended evening classes and completed a bachelor's and a master's degree in administration. As manufacturing director, he is a member of the company's management team and the CEO has a lot of respect for this director's opinion. Over the years, his career path, performance and fair decisions have earned him considerable credibility. He is also respected by his team because he knows the company inside and out and is an excellent leader in the field. In fact, the employees recognize his expertise and appreciate his recommendations because they know that he performed their jobs for several years.
- The production plant recently hired a few young employees with good technical skills who could be ready to take on this position within three years. Five of them have expressed their interest and shown that they have the potential to handle this job.

CO1

L1

In light of this information:

CO1

L4

1. What steps should be taken to recruit the best candidate for the position of general controller? [5]

Answer

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?[5]

Answer

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 them 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.

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