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Internal Assesment Test_Solution - II

Sub:	Recruitment & Selection						Code:	18MBAHR301
	Date:	12/10/19	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 Internal Hiring? Answer: 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.	[03]	CO1	L1
(b)	Discuss different Sources of internal recruitment. Answer: **Sources of Internal Recruitment** **1 Circulars** Generally, the letter that is used to circulate any special message to a huge member of audiences at the same time is known as circular letter. It is one of the cost effective means of circulating information or introducing new products to mass people. **2 Intranet Advertisements** Intranet is an internal or private network of an organization based on internet technology and accessed over the internet. An intranet is meant for the exclusive use of the organization and its associates (customers, employees, members, suppliers, etc.) and is protected from unauthorized access with security systems such as firewalls. **3 Employee Referrals** 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 way, the organization can also fulfill social obligations and create goodwill. **4 Appointment or Promotion** A promotion is the movement to another job in a higher job classification and will result	[07]	CO1	L2

		in a title change. It is an advancement of employee to a higher post with greater responsibilities and higher salary, better service conditions and thus higher status.			
	(c)	Briefly discuss the advantages and disadvantages of Internal Hiring in terms of cost, time, quality and suitability?	[10]	CO2	L1

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Answer:

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 biased 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.

2	(a)	Define External Hiring"?	[03]	CO2	L1

	Meaning and Definition of External Recruitment External sources of recruitment refer to methods of recruitment to obtain people from outside the company. The objective of the external recruitment process is to identify and attract job applicants from outside the organization. From among these applicants hiring decisions are to be made.			

(b) Discuss the advantages and disadvantages External Hiring? **[07] CO1 L2**

Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.

1 Advantages of External Recruitment

- There is influx of new talent in the method.
- The method encourages more and more competition.
- There is lesser chance of partiality through this method.
- If options like campus recruitment have been exercised we get a chance to employ fresh graduates, thus increasing employment.

2 Disadvantages of External Recruitment

- The method is costly because it involves recruitment cost, selection, training cost.
- The method is time consuming.
- The method reduces loyalty to the company.

(c) Briefly discuss the advantages and disadvantages of different internal hiring sources. **[10] CO2 L2**

Circulars

Advantages of a circular

- It is a very simple and effective way of communication. Since it is precise and written, very little chance of miscommunication

- It is also quite inexpensive. It is a cost-effective way of communication.

- Circulars are also a time-saving method. It reaches a large number of people in very limited time and effort.

- They are great advertising and marketing tools as well. They can help create a new market, educate people about the product or services and also increase consumer confidence in the company and the product.

Intranet Advertisements

Advantages of Intranet

There are number of advantages of intranet discussed below

- Intranets offering workforce productivity which can help user to find and observe information very fast. User may also use applications according to their roles and tasks. Through web browser a user can get access to entire contents of any website from anywhere or any time. Intranet also increase the ability of employee's by performing their job confidently very fast, and accurately.
- Intranet permits business companies to share out information to employees according to their need or requirements. Employees may also link to appropriate data at their expediency.
- The best advantage offered by intranet is communications within an organization or business company, landscape or portrait. Intranets are helpful to converse planned initiative that has an international reach all through the organization. The well known examples of transportation are chat, email, and blogs. A actual world example of Intranet is Nestle had a number of food processing plants.
- The most significant advantage of Intranet is Web publishing which permits burdensome corporate knowledge to be continued and effortlessly access all through the company using Web technologies and hypermedia. The familiar examples of web publishing consist of training, news feed, company polices, documents, and employee manual. Intranet can be accessed general internet standards such as CGI applications, Flash files, and Acrobat files. Each unit can bring up to date the online copy of a document and intranet always provides the most recent version to employees.
- Intranet offering business operations and administration solutions because it also being used as a platform of mounting and organizing applications across the internet world.
- Another advantage of Intranet is time saving because there is no need to maintain physical documents such as procedure manual, requisition forms, and internet phone list.
- Now intranet facilitates their user o view and gets information and data via web browser. Intranet also save the money of any organization on printing, publishing and overall maintenance.
- Through Intranet common corporate culture every user can view the similar information.
- Intranet offer improve teamwork through which teamwork is enabled and all certified users can get access to information.
- Intranet providing cross platform capability for UNIX, Mac, Windows.
- Intranet offering their user to write applications on their browser without cross-browser compatibility issues.
- Intranet is a Web-based tool that permits users to produce a customized site according their requirements. You can pull all Internet actions and most wanted contented into a single page which make easier to access.

Disadvantages of Intranet

- Intranet has great features for interconnected manners but has some disadvantages too
- Management does need to stop control of specific information, this problem can be minimized but with appropriate prudence.
- The other disadvantage of Intranet is security issue
- Intranet gathered everything in one location which is really good but if it is not prearranged then you will spoil everything.

- The cost of intranet is very high but has lots of advantages after implementing.

<u>Employee Referrals</u>

Advantages

- If you like and trust your referring employee and they're doing a great job, their recommendation could be very valuable. The employee knows your culture, and if they think someone they recommend is a fit and could be strong contributor, they well could be.

- The retention rate could be higher because the referral is a good fit. Because the referring employee and the new hire know each other, team-building could be facilitated.
- You are reaching qualified people you might not reach otherwise. It's like a friend who knows you well setting you up on a date with someone they know has common interests, rather than you meeting your match through a dating site.
- You might find that right candidate faster than you would going through regular recruitment channels that could take months.
- It's empowering to employees that their referrals are sought after, and increases engagement.
- You could save money not paying for an ad, going through a recruiter, or spending company time sifting through resumes and interviews.

Disadvantages

- There is the potential for other employees to complain about favoritism, viewing the referring employee and new hire as a clique, with the effect of hurting the team.

- Depending on your referring employee's new working relationship with the hired referral, either one or both may be reluctant to share ideas or critiques, because they don't want to cause hurt feelings or damage their personal relationship.
- While it can be tempting to quickly hire a good referral, you might be overlooking a more qualified candidate you would have found through a recruiter.
- The referring employee might know the referral only casually, and not know their work ethic and if the person would truly be a good fit.
- If the employee's referral is not hired, your employee could feel it reflects negatively on them, and they could feel ill will towards the company.
- If the relationship between your employee and the hired referral sours, their individual work could suffer, as could that of the entire team.
- If either your employee or the referral chose to leave, you might lose both of them.

3	(a)	What do you mean by "Intranet advertisement"? Answer: **Intranet Advertisements** Intranet is an internal or private network of an organization based on internet technology and accessed over the internet. An intranet is meant for the exclusive use of the organization and its associates (customers, employees, members, suppliers, etc.) and is protected from unauthorized access with security systems such as firewalls.	[03]	CO2	L1

(b)	Briefly discuss the policy guidelines for recruitment & selection. <mark>Answer:</mark> **Policy Guidelines and Union Settlements** Policies on recruitment and selection outline how recruitment will be done and provide guidelines for the selection process. In the recruitment policy of the organizations, provisions are made regarding filling of the vacant posts. Ordinarily, for filling vacant post, internal sources of the organization are given preference. If suitable employees are not available from internal sources then external sources of recruitment are tapped. A good recruitment Policy should consider the following Objectives: 1.Organizational Objectives: A recruitment policy must help the enterprise in achieving its goals. It is the manpower of the enterprise which facilitates the achievement of objectives. While devising a policy which assists in employing most desired persons, certainly helps in reaching organisational goals. 2. Identifying Manpower Needs: There should be an identification of number and types of persons required in the enterprise. If workers are to be employed then they may be categorised into skilled, semi-skilled, and unskilled and if supervisors are to be employed then the type of qualifications and experience should be specified and so on. The type of jobs and the section or department where they will be deployed should also be known beforehand. 3. Sources of Recruitment: The sources from where the persons are to be recruited should be specified. There may be internal or external sources or both. The type of persons to be recruited from different sources should form a part of recruitment policy. 4. Criterion for Selection: The criterion for selection should also be a part of recruitment policy. There may be guidelines from government e.g., reservation of posts on caste basis, reservation for minorities etc., which will also form a part of recruitment policy. There may also be a need of consulting trade unions while recruiting persons for certain jobs. The recruitment policy should incorporate a criterion to be followed for selection of personnel. 5. Cost Factor: The cost involved in recruitment process should be taken into consideration while framing a recruitment policy. It may be very costly if every post is advertised in newspapers. Instead, recruitments through employment exchange may be very cheap. The cost involved in recruitment process should be properly assessed before making that process a part of policy	[07]	CO2	L2
(c)	Draft job advertisements for the post of HR Manager & Vice-President of a production company.	[10]	CO3	L3

	<mark>Answer:</mark> Attached		
4	**Case Study** **In light of this information:**	[10]	
	1. Why was the buddy program so successful?what is the thinking behind it?	[5]	CO3 L1
	2. How else would you advise employers who have high turnover rates to retain employees?	[5]	CO3 L1

	ourse 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	1b, 2b					
CO2	Equip students with various selection procedure practiced in industry.	2a,c	3a,b &1c					
CO3	Develop students with latest selection tools in the corporate sector.	3(c) 4(a,b)						
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*;