Sub:	Recruitment & Selection					Code:	18MBAHR301
Date:	16/11/19	Duration:	90 mins	Max Marks:	50	Sem: III	Branch: MBA

			OBE	
		Marks	CO	RBT
	Part A - Answer Any Two Full Questions (20*02=40 Marks)			
1 (a)	Define Testing? <mark>Answer</mark> Generally, testing is the practice of administering written, oral or other tests as a means of determining the suitability or desirability of a job applicant. The premise is that if scores on a test correlate with job performance, then it is economically useful for the employer to select employees based on scores from that test. A test can be defined as a standardized series of problems or questions that assess a person's knowledge, skills, abilities, or other characteristics. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a particular job. However, no test or assessment can be used as the sole reason to hire or not hire and employee. Testing is used by some organisations to distinguish between candidates. This is because interviews alone are poor at predicting job performance.	[03]	CO4	L1
(b)	Discuss the advantages and disadvantages of Testing? <mark>Answer</mark> **advantages of Tests** **p**roper **Assessment**:Tests provide a basis for finding out the suitability of candidates for various jobs. The mental capability, aptitude, liking and interests of the candidates enable the selectors to find out whether a person is suitable for the job for which he is a candidate. *Objective Assessment:* Tests provide better objective criteria than any other method. Subjectivity of every type is almost eliminated. *Uniform Basis:* Tests provide a uniform basis for comparing the performance of applicants. Same tests are given to the candidates and their score will enable selectors to see their performance. *Selection of Better Persons:* The aptitude, temperament and adjustability of candidates are determined with the help of tests. This enables their placement on the jobs where	[07]	CO4	L2

they will be most suitable. It will also improve their efficiency and job satisfaction.

Labour Turnover Reduced:

Proper selection of persons will also reduce labour turnover. If suitable persons are not selected, they may leave their job sooner or later. Tests are helpful in finding out the suitability of persons for the jobs. Interest tests will help in knowing the liking of applicants for different jobs. When a person gets a job according to his temperament and interest he would not leave it

Disadvantages of Tests:

(i) Unreliable:

The inferences drawn from the tests may not be correct in certain cases. The skill and ability of a candidate may not be properly judged with the help of tests.

(ii) Wrong Use:

The tests may not be properly used by the employees. Those persons who are conducting these tests may be biased towards certain persons. This will falsify the results of tests. Tests may also give unreliable results if used by incompetent persons.

(iii) Fear of Exposure:

Some persons may not submit to the tests for fear of exposure. They may be competent but may not like to be assessed through the tests. The enterprise may be deprived of the services of such personnel who are not willing to appear for the tests but are otherwise suitable for the concern

(c)	Define Ability Test & discuss different types of Ability Tests?	[10]	CO4	L1

Answer

Ability Tests:

Ability tests are measures that assess an individual's capacity to function in a certain way. There are two major types of ability tests: aptitude and achievement.

Aptitude tests look at a person's innate capacity to function, whereas achievement tests assess a person's learned capacity to function. In practice, these types of abilities are often difficult to separate. Thus, it is not clear this is a productive, practical distinction for ability tests used in selection. Surveys reveal that between 15% and 20% of organizations use some sort of ability test in selection decisions. Organizations that use ability tests do so because they assume the tests assess a key determinant of employee performance. Without a certain level of ability, innate or learned, performance is unlikely to be acceptable, regardless of motivation. Someone may try extremely hard to do well in a very difficult class (e.g., calculus), but will not succeed unless they have the ability to do so (e.g., mathematical aptitude).

There are four major classes of ability tests:

1. Cognitive
2. Psychomotor
3. physical,
4. sensory/perceptual

2 (a) What do you mean by **Computer Proficiency Test?** [03] CO4 L1

<mark>Answer</mark>
Computer Proficiency Test.

Use of technology has become one of the basic skills for the 21st century. Candidates who do not have basic computer skills will be at a disadvantage in their hunt for a good job.

Candidates must meet the minimum standard for each of the five proficiency areas:
1) Keyboarding Test
2) Objective Test (terms and concepts)
3) Word Processing Exercise
4) Spreadsheet Task like MS Excel
5) PowerPoint Task

(b) Explain the steps involved in planning of an interview process [07] CO2 L4

<mark>Answer</mark>
Interview Process - Getting Started
Conducting the interview

I. Welcome the candidate
Greet each candidate by name. Introduce yourselves and thank them for coming. Ask them about their journey to put them at ease. Explain what kind of interview it is going to be, how long you expect it to take and its format. Ask if they have any questions before you start. Setting the scene in this way and involving them at an early stage helps to remove early tensions.

II. Collect the detail you need
The same interviewer should put the same basic questions to all candidates. This ensures fairness in the interview process, but should not rule out asking supplementary questions to probe for

III. Record relevant information
Make a note of key information and explain to the candidates what you are doing and why. Do not rely on memory. You don't need to make copious notes, but do record all essential information - in particular, evidence which highlights the ways in which they meet the essential criteria.

Records are useful for several reasons:

IV. Answer candidates' questions

Candidates often leave the interview feeling they have been pumped for information and received nothing in return. In other words, they have had no opportunity to find out what they need to know about the job and the organisation. Take time to answer questions fully and beware of giving an unrealistic assessment of the job and the business. If you do this and the reality is very different, the new appointee may not stay with you long.

V. Close the interview

Cover these issues as the interview is brought to a close:

VI. Reaching a decision

After all the candidates have been interviewed, you will make a joint decision. Meet as a group and provide everyone with the opportunity to discuss their opinions. This can be time-consuming but if everyone is briefed as to what you are looking for, consensus should not take too long. When a decision has been made, record your reasons for selection and non-selection.

(c)	Discuss the elements of a Winning Candidate's Profile.	[10]	CO2 L2

Answer

1 The Winning Candidate's Profile

Recruiters, hiring managers and human resource professionals will prioritize hiring job seekers who can be described as having the following 15 traits

1. Leadership-Oriented

Companies like recruiting job seekers who have a future with their organization. Most facets of leadership are learned, and thus the most efficient organizations want to mold progressive thinkers rather than have stagnant employees. They want each individual to have room to progress and, in time, be able to formulate their own winning teams.

2. Resilient

Resilient applicants are amongst the most sought-after by hiring managers. These are the individuals who view their problems in an optimistic manner and don't view hurdles as insurmountable, pervasive or their fault. They can fail and, after a brief demoralization, get right back on their feet and continue producing for the company.

3. Candid

Individuals who are candid are among the best communicators around the office. They display a direct, clear manner of speaking which in turn fosters

winning and helps eliminate bureaucracy. Moreover, this method of expression promotes new ideas, encourages fast action and engages more people in the conversation.

4. Competitive

Highly successful companies believe in differentiating their top performers from the average employees. These firms recognize the worth of making clear distinctions regarding the output individuals produce when compared to that of their peers. They understand that the people who fare best in the office are those who want to succeed and who are consistently formulating creative, compelling and logical methods to beat competing firms.

5. In Control

Hiring managers consider successful people to be in control of their careers. The more

6. Friendly

Hiring managers seek out individuals who are easy to deal with and can be successfully managed by current staff. Moreover, when employers like you, they're more apt to give you an offer. When staffing new applicants, those who fit in with the current corporate culture are the most seriously considered.

7. Ambitious

Ambitious employees are those who continually strive towards a better way of doing things. They embrace challenges and are able to overcome hurdles. These people are never satisfied with the status quo and work towards better solutions, thus making an organization more competitive.

8. Ability to Adapt

Staffing professionals seek job applicants who can change with the business environment. While many people love familiarity and patterns, the best understand that if you want to stay in the game (let alone win), change is a necessary aspect of business.

9. Creative

The most successful companies thrive because of innovation and a consistent improvement on current internal processes. They're continually looking for those who cannot only work autonomously, but who also can formulate fresh ways to complete old tasks.

10. Competent

Managers today are overworked and have little time to oversee day-to-day activities. Recruiting employees who can get the job done without being micromanaged is a significant priority these days. Competent job seekers can derive a return on investment for their employer while requiring minimal handholding from the leadership team.

11. Passionate

Although all employees are driven by monetary gain, the most sought-after people are the ones who enjoy the work as much as they do the reward. Without passion, employees will utilize only a fraction of their

intelligence, achieve only a percentage of what they're able to and will inevitably burn out. Moreover, they will fail to positively impact both their lives and the lives of their coworkers, clients, managers and the firm's leadership team.

12. Trustworthy

Without integrity, the other 14 qualities listed here mean nothing. To be successful, companies need to have a culture that thrives on honesty and doing what is best for both the client

13. Decisive

Companies love hiring employees who can make tough decisions. These are the people who can quickly and efficiently analyze the options, potential outcomes and pitfalls of a situation and make a firm call. They are the opposite of "wishy-washy." HR managers know that indecisiveness can keep organizations from reaching a desired output and thus actively recruit what former GE CEO Jack Welch refers to as "edge."

14. Team-Oriented

Hiring people who "buy into the system" is of the utmost importance when recruiting. These people can work effectively in situations that require the cooperation of others, clearly fit into the confines of the firm's corporate culture and bring a dynamic to meetings that welcomes debate and, ultimately, solves problems.

15. Goal-Oriented

Employers want to hire job seekers who always escalate their goals, yet still enjoy the journey along the way. They understand that money, power, status and possessions mean little without true passion for their job and, when recruiting, seek people who feel the same way

| 3 | (a) | What do you mean by **Personality Assessment Test ?** | [03] | CO4 | L1 |

Answer

 Personality tests. These are among the most controversial tests as there is a wide range of opinion as to what personality is, let alone its impact at work. There are also more tests available in this category than any others. One of the dangers is that candidates may not be honest in their answers. If someone regularly takes these tests, they may even know what answers to provide to gain the highest marks.

| | (b) | Briefly discuss the following: (03.5*02=07) | [07] | CO3 | L2 |

1. Medical Examination
2. Contents of Appointment Letter

Answer

Medical Examination

Medical exams are often used to identify potential health risks in job candidates. Care must be taken to ensure that medical exams are used only when a compelling reason to use them exists. This is to ensure that individuals with disabilities unrelated to job performance are not screened out. Although many organizations use medical exams, they are not

particularly valid because the procedures performed vary from doctor to doctor. Also, medical exams are not always job related. Finally, the emphasis is usually on short-term rather than long-term health. A promising new development has recently taken place in medical exams. This development is known as job-related medical standards. Under this procedure, physical health standards have been developed that are highly job related. Physicians' manuals have been developed that provide information on the specific diseases and health conditions that prohibit adequate functioning on specific jobs or clusters of tasks. This procedure should not only improve content validity (because it is job related) but also improve reliability because it standardizes diagnosis across physicians. Along with the manuals, useful data-gathering instruments have been developed to properly assess applicants' actual medical conditions. Again, this helps standardize assessments by physicians, which should improve reliability.

Contents of appointment letter

Appointment letter must give a full disclosure of the terms and conditions from the employer'sside. Because, the candidate will join only when those term and conditions are acceptable to him. An ideal *appointment letter* should contain the following contents:

> I. *Name and address of the organization (employer)*
> II. *Name and address of the applicant*
> III. *Name of the position*
> IV. *Duties and responsibilities of the job*
> V. *Conditions of job: whether permanent or temporary, office time, performing another job simultaneously.*
> VI. *Monthly salary*
> VII. *Time length of the contract*
> VIII. *Date of joining*
> IX. *Documents to be submitted during joining*
> X. *Security requirements*
> XI. *Commitment or declaration and*
> XII. *Provision regarding termination*

(c)	What do you mean Reference Checking? Briefly discuss the Purpose Reference Check.	[10]	CO2	L1

. <mark>Answer</mark>
Reference Checking & Appointment Orders: Meaning & Definition
Background information about job applicants can come not only from the applicant but also from people familiar with the applicant in previous situations (e.g., employers, creditors, neighbors). Organizations often solicit this information on their own or use the services of agencies that specialize in investigating applicants. Background information solicited from others consists of letters of recommendation, reference

checks, and background testing.

A very common reference check in some settings (e.g., academic institutions) is to ask applicants to have letters of recommendation written for them.

References are usually requested once a conditional offer has been made and they are a vital part of the selection process. References can be obtained by phone or letter but, as a manager, you need to be aware of the potential pitfalls.

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4 **Part B – Compulsory (2*04=08 marks)** [10]

Powermat Inc. has encountered difficulty over the last few years in filling its middle management positions. The company, which manufactures and sells complex machinery is organized into six semi-autonomous manufacturing departments. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process because many managerial decisions must be made at that level. Therefore the company originally recruited employees from within. However, they soon found that employees elevated to the middle-management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational institutes with good industrial management programmes. Through the services of a professional recruiter the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle management jobs. They all left the company however within two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle management positions, the company decided to call in a consultant who could suggest solutions.

In light of the above information:

What is the problem of recruiting in this company? [5]   CO3 L1

If you were the consultant, what would you recommend? [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							
CO2	Equip students with various selection procedure practiced in industry.	2b,c	3,b c					
CO3	Develop students with latest selection tools in the corporate sector.	4(a,b)						
CO4	Develop students with various	3a	1a,b,c					

testing of job recruitment and selection		2a,					

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*;