Sub:	Recruitment & Selection						Code:	20MBAHR303
Date:	20/12/21	Duration:	90 mins	Max Marks:	50	Sem: III	Branch:	MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)				

1 (a) Explain the meaning of recruitment analytics. — [03] — CO 1 — RBT L2

Recruitment analytics is **a combination of data and predictive analysis that provides real-time information to help you hire faster**. Powerful recruiting analytics helps you explore every aspect of your business, turn data into actionable insights, and make better recruiting decisions faster.

(b) What are the various types of millennials as per Age. — [07] — CO 1 — RBT L1

Baby Boomers: Baby boomers were born between 1946 and 1964. They're currently between 57-75 years old (71.6 million in the U.S.) Gen X: Gen X was born between 1965 and 1979/80 and is currently between 41-56 years old (65.2 million people in the U.S.) Gen Y: Gen Y, or Millennials, were **born between 1981 and 1994/6**

(c) Describe the various characteristics of millennials in detail. — [10] — CO 1 — RBT L2

In addition to being the first generation to truly witness the advent of technology like the internet, virtual reality and artificial intelligence, there are a variety of traits that people of Generation Y might have:

1. Values meaningful motivation
2. Challenges the hierarchy status-quo
3. Places importance on relationships with superiors
4. Intuitive knowledge of technology
5. Open and adaptive to change
6. Places importance on tasks rather than time
7. Passion for learning
8. Openly receptive to feedback and recognition
9. Free-thinking and creative
10. Values social interactions in the workplace

2 (a) What do you mean by Job Analysis. — [03] — CO 1 — RBT L1

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.

(b)   Explain competency icer berg model.   [07]   1   L2

The iceberg model was developed by Harvard psychologist named David McClelland. ... The iceberg model contains six competencies: **skill, knowledge, social role, self-image, traits and motives**. Skill and knowledge are located on the portion of the iceberg that sits above the water level, which is easily seen. The iceberg model for competencies takes the help of an iceberg to explain the concept of competency. An iceberg which has just one-ninth of its volume above water and the rest remains beneath the surface in the sea. Similarly, a competency has some components which are visible like knowledge and skills but other behavioural components like attitude, traits, thinking styles, self-image, organizational fit etc are hidden or beneath the surface.

Ice-Berg Model

The pictorial representation of the model is as below:
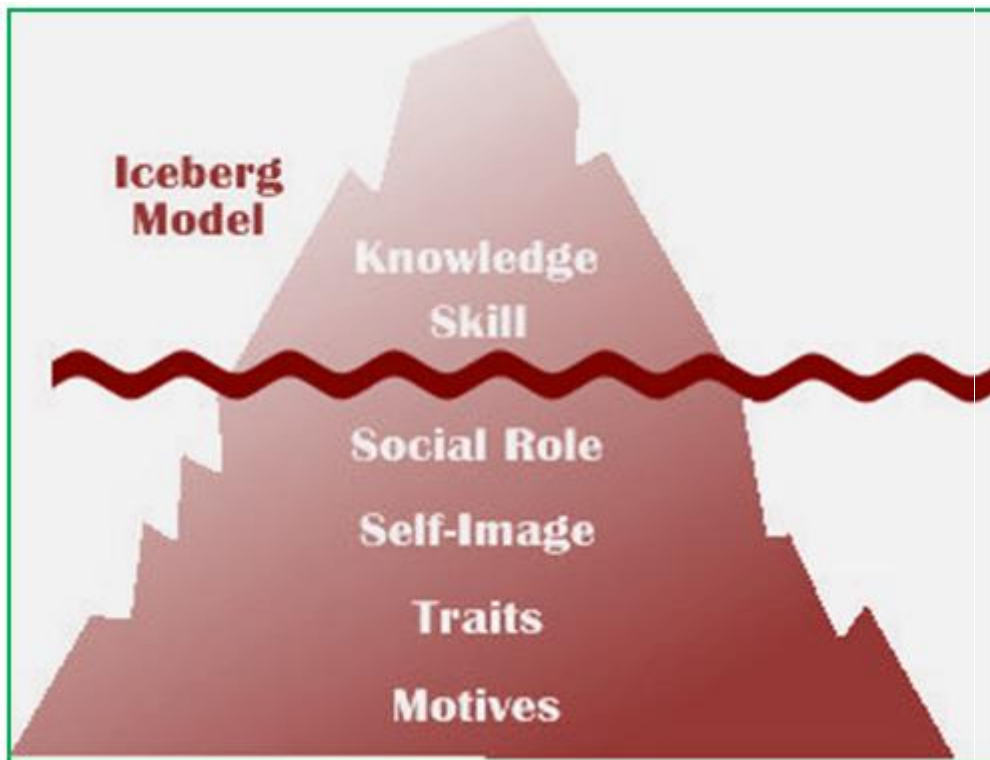
In the traditional method of hiring, most of the organizations looked at just the visible components of competencies; the knowledge and skills, believing that the behavioural aspects can be developed through proper guidance and good management. However, with major shifts in the conventional methods of people management, the hiring process has also undergone a change therefore a lot of emphasis is being put on the hidden behavioural aspects as well to make a sound decision. Hence, a complete picture regarding the competence of a person consists of both visible and hidden aspects and it becomes necessary to understand both to arrive at identifying the best man for a job.
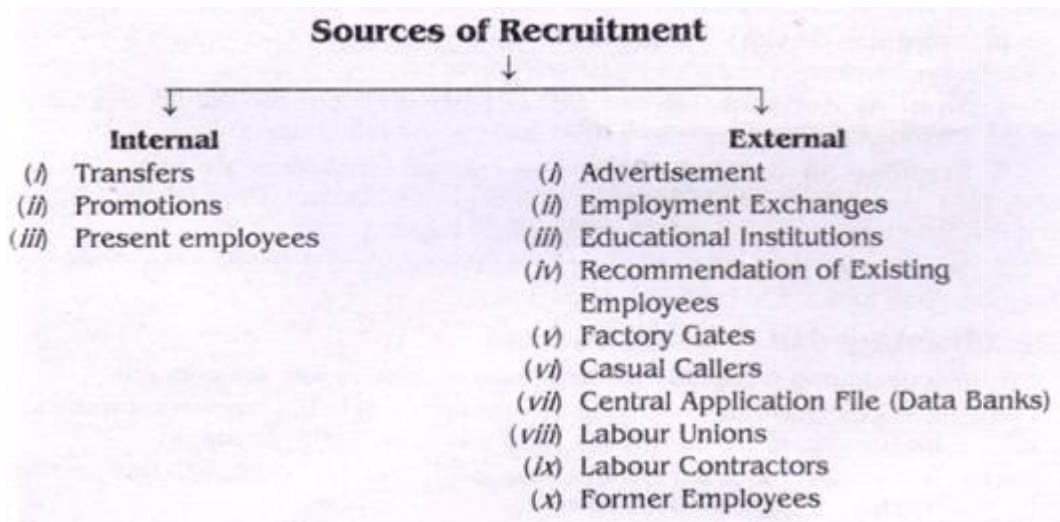
(c) Explain the difference between baby boomers, Gen-X and millennials. [10] 1 L2

The Generational Differences Chart gives a concise comparison of the first four categories of generations. For the sake of discussing generational differences in leadership, management and the workforce, we'll focus especially on the Chart's aspect of "Preferred Work Environment".

1. Traditionalists value workplaces that are conservative, hierarchical and have a clear chain of command and top-down management.
2. Baby Boomers value workplaces that have flat hierarchies, democratic cultures, humane values, equal opportunities, and warm and friendly environments.
3. Generation X values workplaces that are positive, fun, efficient, fast-paced, flexible, informal and have access to leadership and information.
4. Millennials value workplaces that are collaborative, achievement-oriented, highly creative, positive, diverse, fun, flexible and continuously providing feedback.
5. Forbes adds that Generation Z is motivated by security, may be more competitive, wants independence, will multi-task, is more entrepreneurial, wants to communicate face-to-face, is truly digital-native and wants to be catered to.

3 (a) Define Employer Branding. [03] 1 L1

Employer Branding is a long-standing concept that has found momentum in the interconnected world. It is **the process of promoting a company, or an organisation**, as the employer of choice to a desired target group. One which a company needs and wants to attract, recruit and retain.

(b) Why do we require competency bases recruitment? [07] 1 L1

There are 4 main reasons why competency-based job descriptions are crucial to businesses:

1. They provide crucial information for assigning the correct title and pay grade for the job
2. They make it easier to recruit candidates as the process becomes more efficient
3. Means potential candidates have a complete understanding of the duties and responsibilities they are to undertake
4. Finally, the competencies identify the essential functions of the job

Job descriptions and competencies allow potential employees to identify the skills, qualities, experience and training needed for a certain job.[4] The information in the job description and competencies is included in the performance requirements which form the performance reviews. Businesses rely on job descriptions and competencies to create training programs for their employees whereas employees use these to obtain the skills required for them to get a promotion or pay rise!

(c) Explain various sources of internal and external hiring? [10] 1 L2

Sources of Recruitment

Internal	External
(i) Transfers	(i) Advertisement
(ii) Promotions	(ii) Employment Exchanges
(iii) Present employees	(iii) Educational Institutions
	(iv) Recommendation of Existing Employees
	(v) Factory Gates
	(vi) Casual Callers
	(vii) Central Application File (Data Banks)
	(viii) Labour Unions
	(ix) Labour Contractors
	(x) Former Employees

(A) Internal Sources:

Best employees can be found within the organisation… When a vacancy arises in the organisation, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organisation to work hard. The employees can be informed of such a vacancy by internal advertisement.

Methods of Internal Sources:

The Internal Sources Are Given Below:

1. Transfers:

Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

2. Promotions:

Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation.

A person going to get a higher position will vacate his present position.

Promotion will motivate employees to improve their performance so that they can also get promotion.

3. Present Employees:

The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates.

The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behaviour and performance.

(B) External Sources:

All organisations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken.

The external sources are discussed below:
Methods of External Sources:

1. Advertisement:

It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.

Preparing good advertisement is a specialised task. If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

2. Employment Exchanges:

Employment exchanges in India are run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment. In certain cases it has been made obligatory for the business concerns to notify their vacancies to the employment exchange. In the past, employers used to turn to these agencies only as a last resort. The job-seekers and job-givers are brought into contact by the employment exchanges.

3. Schools, Colleges and Universities:

Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

4. Recommendation of Existing Employees:

The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

In certain cases rewards may also be given if candidates recommended by them are actually selected by the company. If recommendation leads to favouritism, it will impair the morale of employees.

5. Factory Gates:

Certain workers present themselves at the factory gate every day for employment. This method of recruitment is very popular in India for unskilled or semi-skilled labour. The desirable candidates are selected by the first line supervisors. The major disadvantage of this system is that the person selected may not be suitable for the vacancy.

6. Casual Callers:

Those personnel who casually come to the company for employment may also be considered for the vacant post. It is most economical method of recruitment. In the advanced countries, this method of recruitment is very popular.

7. Central Application File:

A file of past applicants who were not selected earlier may be maintained. In order to keep the file alive, applications in the files must be checked at periodical intervals.

8. Labour Unions:

In certain occupations like construction, hotels, maritime industry etc., (i.e., industries where there is instability of employment) all recruits usually come from unions. It is advantageous from the management point of view because it saves expenses of recruitment. However, in other industries, unions may be asked to recommend candidates either as a goodwill gesture or as a courtesy towards the union.

9. Labour Contractors:

This method of recruitment is still prevalent in India for hiring unskilled and semi-skilled workers in brick klin industry. The contractors keep themselves in touch with the labour and bring the workers at the places where they are required. They get commission for the number of persons supplied by them.

10. Former Employees:

In case employees have been laid off or have left the factory at their own, they may be taken back if they are interested in joining the concern (provided their record is good).

11. Other Sources:

Apart from these major sources of external recruitment, there are certain other sources which are exploited by companies from time to time. These include special lectures delivered by recruiter in different institutions, though apparently these lectures do not pertain to recruitment directly.

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

Suma confectionaries Pvt Ltd, is in urgent need of an aggressive regional sales manager.
- As HR Manager decide on your source of recruitment. (5 marks)
- Design a comprehensive selection process to hire the most suitable candidate for the post. (5 marks)

1	L1
1	L1

CO-PO and CO-PSO Mapping							
Course Outcomes	**Blooms Levels**		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Gain the practical insight of various principles and practices of recruitment and selection.	**L1**	**1, 2, 3**	2	2	0	0	0
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries. Page 59 of 123	**L1**	**3, 4**	0	2	1	0	0
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.	**L3**	**5, 6**	3	1	0	0	0

CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	**L3**	**6**	2	0	0	0	0

Cognitive level	KEYWORDS
L1	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5	grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–*Theoretical Knowledge;* **PO2**–*Effective Communication Skills;* **PO3**–*Leadership Qualities;* **PO4** –*Sustained Research Orientation;* **PO5** –*Self-Sustaining Entrepreneurship*

CCI   HOD