CMR
INSTITUTE OF
TECHNOLOGY

USN

Internal Assessment Test - II

Sub:	Recruitment & Selection						Code:	20MBAHR303
Date:	25/1/22	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 Job Evaluation.   [03]   1   L2
A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure.

(b) What is the difference between job analysis and job evaluation?   [07]   1   L1

BASIS FOR COMPARISON	JOB ANALYSIS	JOB EVALUATION
Meaning	Job Analysis is a careful study of each and every aspect of a particular job.	Job Evaluation is an attempt of assessing the relative utility of a particular job in an organization.
Nature of Process	Comprehensive	Comparative
Objective	To develop the present methods and techniques of doing a job.	To determine a fair wage of a job.
Techniques	Questionnaire, Checklist, Interview, Surveys etc.	Non-Analytical system and Analytical system.
Advantage	Recruitment & Selection, Performance Appraisal, Compensation etc.	Helps in removing inequalities in the wage system, making a comparative analysis of each job etc.

(c) Describe the Hay Job Group evaluation method in detail.   [10]   1   L2

The Hay System is a job performance evaluation method that is widely used in North America and Europe. Training in the use of the system takes several days, followed by several months of organizational experience to become proficient in its evaluation style. All jobs are evaluated not only by the interpretation of the factor descriptions but within the context of all other jobs in the organization.

In Ontario, consistent with Pay Equity legislation, four factors are used in job evaluation: Skill, Effort, Responsibility and Working Conditions, which

Hay translates into Knowledge, Problem Solving, Accountability and Working Conditions. The system works on an integration of all the factors. A job is evaluated by looking at the knowledge required to do the job (whether practical or intellectual), the kind of thinking required to solve the problems which the job commonly faces, the responsibilities (accountabilities) assigned, and the work environment in which the work is performed.

In each of the following factors there are a series of descriptions and variables with points assigned to each.

Know how

'Know How' is defined as the "sum total of every kind of knowledge and skill, however, acquired, needed for acceptable job performance."

There are three dimensions in know how:

1. Practical procedures, specialized techniques and knowledge within occupational fields, commercial functions, and professional and scientific disciplines.
2. Planning, organizing, coordinating, integrating, staffing, directing and or controlling the activities and resources associated with the function of the unit, position, section, etc.
3. Face to face skills needed for various relationships with other people.

Problem solving

'Problem Solving' is "the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluating, creating, using judgment, forming hypotheses, drawing inferences, arriving at conclusions, etc."

There are two dimensions in problem solving:

1. The environment in which the thinking takes place.
2. The challenge of the thinking to be done; the novelty and complexity of the thinking required.

Problem solving is always expressed as a percentage of know how since it directly relates to how one uses the knowledge which he or she must have in the job to solve the problems which are encountered as part of that job.

Accountability

'Accountability' is "the answerability for action and its consequences. The measured effect of the job on end results in the organization."

There are three dimensions in accountability:

1. "Freedom to Act" which is the extent of personal, procedural or systematic guidance and control on the job.

2. "Job Impact on End Results" which is the degree to which the job affects or brings about the results expected of the unit or function being considered.
3. "Magnitude" is the size of the function or unit measured in the most appropriate fashion.

Working conditions

'Working Conditions' assess the environment in which the job is performed.

Working Conditions are made up of four dimensions:

1. "Physical Effort" - jobs, which may require levels of physical activity, which may produce physical, stress or fatigue.
2. "Physical Environment" - jobs which may include exposure to unavoidable physical and environmental factors which increase the risk of accident, ill health or discomfort to the employee.
3. "Sensory Attention" - jobs which may require concentrated levels of sensory attention (i.e. seeing, hearing, smelling, tasting, touching) during the work process.
4. "Mental Stress" - refers to exposure to factors inherent in the work process or environment, which increase the risk of such things as tension or anxiety.

Each of these four dimensions is measured according to duration, intensity and frequency.

2 (a) What do you mean by Interview? [03] 1 L1
An interview is essentially a structured conversation where one participant asks questions, and the other provides answers. In common parlance, the word "interview" refers to **a one-on-one conversation between an interviewer and an interviewee**

(b) Explain how are millennials shaping the recruitment landscape. [07] 1 L2

1. Multitaskers
Millennials often prefer to juggle multiple tasks at once while at work. While this can be great for productivity and staying busy, keep in mind that this also means that they tend to be more easily distracted. It's worth developing strategies to help address this so that when a new millennial worker starts, they have clear expectations and deadlines for work, so they have the structure to best handle multiple projects or tasks at once.

2. Social Media Savvy
Millennials were the first generation to embrace social media and also tend to spend more time online compared to older populations. Their inclination and eye for the digital age can be a vital addition to any business hoping to build their online presence or market to target audiences.

With this in mind, recognize that companies not using multimedia in their social media posts or not posting frequently can come across as undesirable

for millennials to work at if they consider them to not be as in touch with the latest trends.

3. Achievement-Oriented
Millennial professionals are highly-driven and rely on career and work goals to keep them feeling accomplished and expanding on their skill sets. Examine how your business recognizes team accomplishments and advancement and identify any gaps. Consider tweaking systems to encourage younger employees to take ownership of a part of a project to help them establish themselves in the work world and encourage long-term success.

(c)	Explain the strategies for recruiting and selecting Generation Y.	[10]	1	L2

Recruiting Millennials: Strategies for Finding and Hiring Gen Y
1. Source Candidates Where They Live. ...
2. Prioritize Diversity. ...
3. Sell Current Opportunities, Not Future Potential. ...
4. Make Candidates Members of Your Community. ...
5. Millennials and Benefits. ...
6. Remember to Assess Their Ability.

3 (a) Define Online salary survey.   [03] 1 L1

A salary survey is a tool specifically for remuneration specialists and managers to define a fair and competitive salary for the employees of a company. The survey output is data on the average or median salary for a specific position, taking into consideration the region, industry, company size, etc

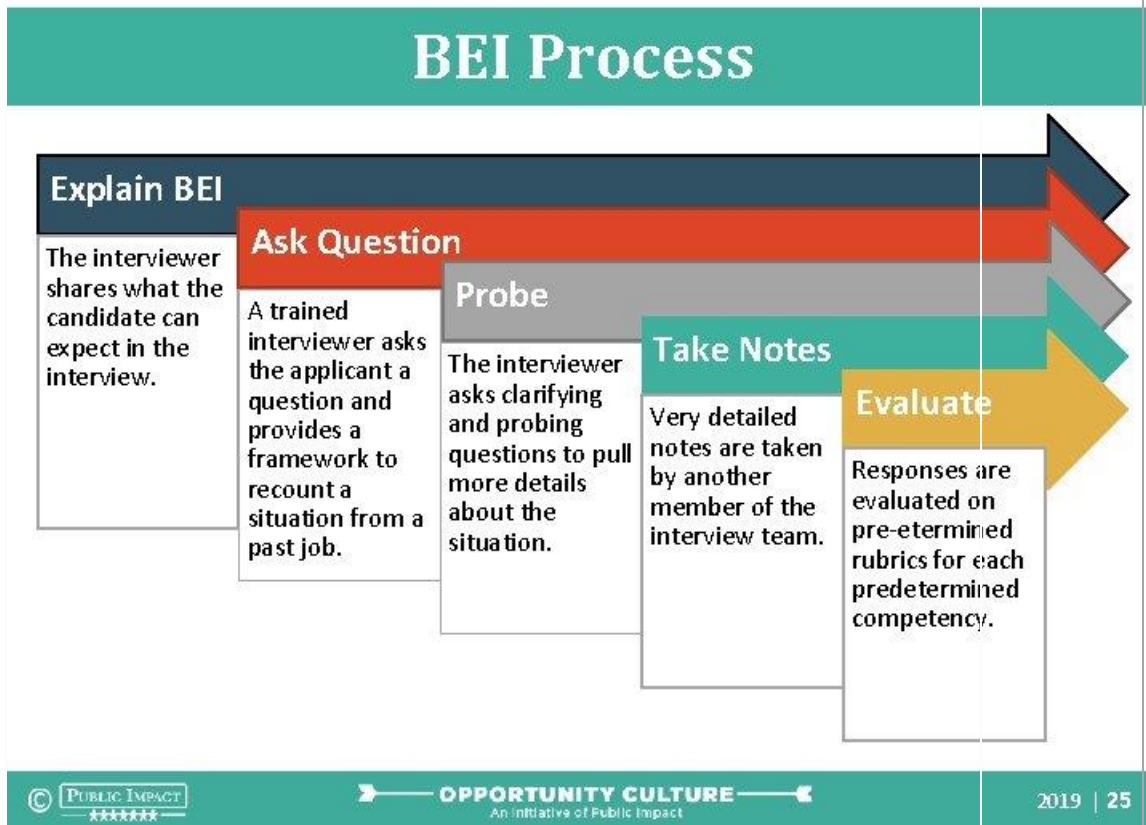(b) Explain five interview techniques followed by organizations.   [07] 1 L1

(c)   Explain the overall process of BEI.   [10]   1   L2

BEI Process

Explain BEI — The interviewer shares what the candidate can expect in the interview.

Ask Question — A trained interviewer asks the applicant a question and provides a framework to recount a situation from a past job.

Probe — The interviewer asks clarifying and probing questions to pull more details about the situation.

Take Notes — Very detailed notes are taken by another member of the interview team.

Evaluate — Responses are evaluated on pre-etermined rubrics for each predetermined competency.

© PUBLIC IMPACT   ▶——— OPPORTUNITY CULTURE ———◀   2019 | 25
                              An Initiative of Public Impact

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

Shriyans has recently been transferred to his Organizations Personnel department at a level senior enough for him to take immediate responsibility for the recruitment of clerks for their branch office.

Since Shriyans has never done recruitment interviews before. He asked for advice from his colleague Amar, an experienced member of personnel staff. He wanted guidance on the sort of questions to be asked to obtain information from the candidates.

Amar made Shriyans to learn all the techniques of interviewing by making Shriyans to sit with him during his interviewing candidates for recruitment.

Shriyans sat in on the interviews along with Amar and was very much impressed by the way Amar went through in a Polished and efficient manner. Shriyans however did not know how to prepare properly in conducting interviews, due to Personnel department staff shortage. He was asked to conduct five interview in a day to recruit grade one clerks.

Shriyans could not conduct recruitment interviews with confidence and preferred to sit with Amar to see him conducting interviews and requested for more exposure by training in recruitment.

Amar assured Shriyans to help systematically during the next day or two telling him sit along with him, by arranging training on recruitment and also providing methodical short term advice.

Questions:
  a. What was the problem of Shriyans? How would you train Shriyans for the job of recruitment interviewing? (5 marks)   1   L1
  b. How would you describe the advantages and disadvantages of learning the technique bf recruitment by example? (5 marks)   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