

Sub:	Recruitment & Selection	Code:	20MBAHR303
Date:	17/2/22	Duration:	90 mins
		Max Marks:	50
		Sem:	III
		Branch:	MBA

		Marks	OBE			
			CO	RBT		
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>						
1 (a)	<p>Explain the meaning of Employee Testing. Employment testing is the practice of administering written, oral, or other tests as <b>a means of determining the suitability or desirability of a job applicant.</b></p>	[03]	1	L2		
(b)	<p>What is the difference between The Birkman and FIRO-B Method?</p> <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p style="text-align: center;"><b>THE BIRKMAN METHOD AND MBTI COMPARISON;</b></p> <hr style="border: 1px solid red;"/> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><b>BIRKMAN</b></p> <ul style="list-style-type: none"> <li>• Method is based on the theories of Dr Roger W. Birkman.</li> <li>• His exploration is based on individual differences of behavior and perception</li> <li>• Two important observations-                             <ol style="list-style-type: none"> <li>1. Behavior is not determined so much by objective facts as by the particular meanings the individual attaches to these facts.</li> <li>2. The perceptions of some individuals about "most people" may actually be illusionary, irrational or unreal</li> </ol> </li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <p><b>MBTI</b></p> <ul style="list-style-type: none"> <li>• Method is based on the theories of Dr. Carl Jung.</li> <li>• His exploration is based on classification of personality based on her own observations</li> <li>• This theory is of psychological type describing two psychological types- extrovert and introvert</li> </ul> </td> </tr> </table> </div>	<p><b>BIRKMAN</b></p> <ul style="list-style-type: none"> <li>• Method is based on the theories of Dr Roger W. Birkman.</li> <li>• His exploration is based on individual differences of behavior and perception</li> <li>• Two important observations-                             <ol style="list-style-type: none"> <li>1. Behavior is not determined so much by objective facts as by the particular meanings the individual attaches to these facts.</li> <li>2. The perceptions of some individuals about "most people" may actually be illusionary, irrational or unreal</li> </ol> </li> </ul>	<p><b>MBTI</b></p> <ul style="list-style-type: none"> <li>• Method is based on the theories of Dr. Carl Jung.</li> <li>• His exploration is based on classification of personality based on her own observations</li> <li>• This theory is of psychological type describing two psychological types- extrovert and introvert</li> </ul>	[07]	1	L1
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(c)	<p>Describe MBTI method in detail.</p> <p><b>Definition:</b> The Meyers-Briggs Type Indicator (MBTI) is a self-help assessment test which helps people gain insights about how they work and learn. It is a framework for relationship-building, developing positivism, and achieving excellence.</p> <p><b>Description:</b> The MBTI was developed by Katherine Briggs and is based on the typological theory of Carl Jung who had proposed that there are four essential psychological functions by which we see this world.</p> <p>These functions are sensation, intuition, feeling, and thinking. All of us rely on one function more than others. The base of MBTI lies in identifying our preferences which are driven through our interests, values, needs, and motivation. Carl Jung came up with this theory through subjective clinical evaluations.</p> <p>While the theory itself is quite complicated, it essentially categorises you into four types based on where you are most comfortable.</p>	[10]	1	L2		

- You may be more comfortable dealing with people, things, ideas, and information
- You may be more comfortable dealing with facts, reality, possibilities, and potential
- You may be more comfortable dealing with logic, truth, values and relationship
- A well-managed life i.e. judgement or going with the flow, perception

In the MBTI theory, you combine your preferences to arrive at your personality type. You may be an extrovert who likes dealing with people or you might be someone who likes dealing with abstract ideas or information and in that case you would be an introvert.

Similarly, you can like dealing with facts and information with a preference for sensing or you may want to explore the unknown which makes you an intuitive person.

The third preference relates to how you make decisions. You either decide objectively or based on gut feelings.

Lastly, your lifestyle might be planned and organised or flexible and haphazard.

When you put these preference or types together, it turns into your MBTI personality code which is the output of the MBTI test.

It is the world’s most widely used personality assessment test

2 (a) What do you mean by Biodata?

**Biodata** is “... factual kinds of questions about life and work experiences, as well as items involving opinions, values, beliefs, and attitudes that reflect a historical perspective.” Since the respondent replies to questions about themselves, there are elements of both biography and autobiography

[03]

1

L1

(b) Explain the difference between background and reference checks.

Background Check	Reference Check
<p><b>Objective</b> Look up and gather job-relevant criminal, commercial, and financial records of an individual</p> <p><b>Modus Operandi</b> Check Employment Records, Educational Records, Criminal History</p>	<p><b>Objective</b> A means of protecting against in another type of liability – that of hiring a poor performer.</p> <p><b>Modus Operandi</b> Validate Candidate's Personality via Peer Recommendations, Leadership abilities &amp; Like Quotient</p>

[07]

1

L2

(c) Explain the role of Social Media Content in Hiring Decisions.

Social media has rapidly become a commonly used term among today's society. Most individuals either have one or more social media profiles or have some idea about what social media is. There are billions of social media users across various platforms. Current social media statistics are higher than ever before as established platforms grow and new platforms are developed. In fact, Smith (2018) reports Facebook is currently the most widely used platform with 2.32 billion users, followed by Instagram (1 billion), LinkedIn (610 million), and Twitter (326 million).

So, what exactly is social media, and should businesses, specifically HR, be using it during the recruitment and selection processes? According to Kaplan and Haenlein (2010), social media is "a group of Internet-based applications that allow the creation and exchange of User Generated Content." The users of social media are both the customers and suppliers of the information on the platform.

Social media has very quickly infiltrated the business world. We can see it being utilized in HR functions such as recruitment and selection, with SHRM (2016) reporting that 84% of companies use social media for recruitment and 43% use it for screening their applicants. However, there still does not seem to be a consensus among academics and practitioners on whether the use of social media is beneficial or how best to use it (Heathfield, 2018). Essentially, research cannot keep up with the rapid growth of social media in businesses. However, without sufficient empirical evidence, employers and HR professionals are left using their best judgments when trying to implement social media within their organizations.

[10]	1	L2
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3 (a) Define Application Form.

An application for employment is a standard business document that is prepared with questions deemed relevant by employers. It is used to determine the best candidate to fill a specific role within the company.

[03]	1	L1
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(b) Explain the difference between induction and orientation.

**Induction v/s Orientation**

- INDUCTION** is an introduction with who you are going to work for
  - Includes company overview
    - mission, vision, values
    - History, objectives & clients
    - business verticals, management team & hierarchy
    - Policies & dress code
    - Business conduct guidelines.
  - Joining & statutory forms
- ORIENTATION** is aligning with job roles & responsibilities & work culture
  - Includes multiple learning methods
    - presentation & videos
    - information session & online learning
    - workplace tour & formal meetings with teams & departments
  - Information of procedures & processes, Work assignment/job, clients, team member, key contacts, employment term conditions

[07]	1	L1
[10]	1	L2

(c) Explain various non-interviewing method.

Non-interview selection techniques are often used to supplement interviews and reference checks. They are used to assess such things as team work, interpersonal skills and styles, written, oral and presentation skills, time management skills, the use of initiative, problem solving skills, adaptability and applicable technical skills.

The goal in many non-interview selection techniques is to simulate a work situation in which applicant's skills and abilities can be evaluated against the requirements of the job.

To accurately and objectively review the candidate's performance it is necessary for the manager/supervisor or person hiring to reference their observations or the results against the position description and selection criteria, which have been developed in line with the relevant job level in the **Workforce Capability Framework**.

The work situation used in the assessment technique (role play, case study, as the focus for a presentation, etc.) needs to be aligned with and use language consistent with the relevant job level in the Workforce Capability Framework.

Non-interview selection techniques such as group discussions and presentations can provide the opportunity to involve a person with disability as one of the observers. Some individuals may not be comfortable being part of an interview panel but would be happy to observe and provide feedback following a non-interview activity.

When recruiting specifically for an individual, a non-interview selection technique could include involving a number of candidates in an activity related to the person's support e.g. being part of a recreational activity or other pursuits directly with the individual.

Vague scenarios or exercises not properly grounded in the work and capability level relevant to the role will produce vague outcomes and are not advisable. It is inefficient, doesn't contribute to effective candidate selection and is often used in recruitment processes only because 'we've always done it like this'.

Group exercises, where used, should be designed to reflect the job role and capability level and be realistic in terms of the relevant work of the area. There should be a clear initial briefing for candidates prior to attendance, a specified timeframe for undertaking the exercise and guidance on the day on how applicants are expected to share information and reach decisions. Feedback to unsuccessful candidates, where provided, needs to be carefully managed and delivered.

Psychometric tests use standardised methods to measure a candidate's suitability for a role based on the personality characteristics and aptitude or cognitive abilities required. They often take the form of a questionnaire or structured interview. Psychometric tests should only be used when developed and administered by professionals and are best used in conjunction with other assessment techniques.

Psychometric testing can be used for personality testing which evaluates a candidate's basic characteristics, including their ability to influence and negotiate with others, preferred working style, leadership and decision-making style, drive and motivation.

Psychometric testing can also be used for ability/cognitive testing in areas such as verbal reasoning, numerical skills, comprehension/grammar and problem solving.

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

Ishani restaurant is in need of regional marketing manager for expansion


of its business across Karnataka.

**Questions:**

- a. As an HR manager decide the various types of tests. (5 marks)
- b. Design and draft accurate selection process to hire the most suitable candidate. (5 marks)

CO-PO and CO-PSO Mapping						
Course Outcomes		PO1	PO2	PO3	PO4	
CO1	Gain the practical insight of various principles and practices of recruitment and selection.	1a,1b,1c, 2a			2b,2c	
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.					
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.	3a,3c				
CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	3b				

1 1	L1 L1
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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

