22MBAHR303

USN

Third Semester MBA Degree Examination, Dec.2024/Jan.2025
Recruitment and Selection

Time: 3 hrs.   Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define Job re-design.	3	L2	CO1
	b.	Differentiate between Job Enrichment and Job enlargement.	7	L3	CO1
	c.	Elaborate on Legal and Ethical consideration in recruitment.	10	L4	CO1
Q.2	a.	Outline antecedent verification.	3	L2	CO1
	b.	Brief about characteristics of Millennials.	7	L3	CO1
	c.	Briefly explain different types of ability test.	10	L4	CO1
Q.3	a.	Outline the meaning of Competency.	3	L1	CO3
	b.	Explain the techniques of Job Design.	7	L3	CO1
	c.	Explain different sources of External recruitment.	10	L3	CO2
Q.4	a.	What do you understand Job Description?	3	L2	CO3
	b.	Discuss changes in HR through social media.	7	L3	CO1
	c.	Explain competency Ice Berg model and its competency.	10	L3	CO2
Q.5	a.	Define Job Evaluation.	3	L2	CO3
	b.	Write short note on Hay Group's.	7	L3	CO1
	c.	Discuss online salary survey pay scales data methodology with its examples.	10	L4	CO4
Q.6	a.	Define Assessment centres.	3	L2	CO2
	b.	State the characteristics of millennial or Gen "Y".	7	L3	CO1
	c.	Explain the type of simulation exercise. Give example of advantages and disadvantages of simulations.	10	L4	CO3
Q.7	a.	What do you mean by term Bio – data?	3	L1	CO2
	b.	Explain Big five personality trait model.	7	L2	CO3
	c.	Discuss the types of Job offer. State the importance of Induction.	10	L3	CO4

Q.8	**CASE STUDY : (Compulsory)**			

You are HR for Applo Pharma Drug stores chains in Karnataka, Management decides to expand stores to other cities. You have given responsibility to identify right candidate and do recruitment for five sleeve and five executive each. In this you will be identifying 2 as customer friendly executive 2 as Cashier's and indenting executive one as store Manager who would be responsible to control theft's and licensing parts and Pilferage of store.

Questions :

1.	What Specific selection method you will follow to do recruitment? Explain in Brief.	10	L4	CO1
2.	How would you Assess the Reliability of this 5 people before bording them to Job? Explain.	10	L4	CO1

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Question Number	Sub Question Numbers	Questions	Marks
1	A	**Define Job Redesign** Job redesign refers to the process of restructuring a job to improve productivity and employee satisfaction. It involves modifying tasks, responsibilities, and relationships to align with organizational goals and individual capabilities.	3
	B	**Differentiate between job Enrichment & Job enlargement**	7
	C	**Elaborate Legal & ethical consideration in Recruitment**	10

Differentiate between job Enrichment & Job enlargement (Sub Question B)

Criteria	Job Enrichment	Job Enlargement
Definition	Enhancing job depth by adding responsibilities	Increasing job scope by adding tasks
Aim	Motivation through responsibility	Reducing monotony
Focus	Vertical loading (more control)	Horizontal loading (more variety)
Example	Adding decision-making powers	Assigning additional similar tasks

Elaborate Legal & ethical consideration in Recruitment (Sub Question C)

Legal considerations:

- Equal employment opportunity (EEO)
- Non-discrimination (gender, caste, age, religion)
- Compliance with labor laws and employment acts

Ethical considerations:

- Transparency in job descriptions
- Respect for candidate privacy

		• Avoiding favoritism • Ethical treatment during interviews and selection	
2	A	**Outline antecedent Verifications** Antecedent verification involves background checks such as verifying education, past employment, criminal records, and references to validate a candidate's claims.	3
	B	**Brief the characteristics of Millenniums** • Tech-savvy and digitally connected • Value work-life balance • Seek purpose-driven careers • Prefer collaboration over hierarchy • Expect quick feedback and growth • Socially conscious • Adaptable to change	7
	C	Briefly Elaborate different Types of Ability test 1. **Cognitive Ability Tests** – IQ, problem-solving 2. **Psychomotor Ability Tests** – Hand-eye coordination 3. **Mechanical Ability Tests** – Understanding mechanical concepts 4. **Clerical Ability Tests** – Speed, accuracy in office tasks 5. **Numerical and Verbal Ability Tests** – Basic math and language skills.	10
3	A	Outline the meaning of Competency Competency refers to a combination of skills, knowledge, and behaviors required for effective performance in a job.	3
	B	Explain the techniques of Job designs **Techniques of Job Design** • Job Rotation • Job Enlargement • Job Enrichment	7

	C	• Job Simplification • Ergonomics • Socio-technical Systems Explain the different sources of External Recruitment • Job Portals • Campus Recruitment • Employment Agencies • Walk-ins • Referrals • Social Media Platforms • Job Fairs • Advertisement in Print/Online	**10**
4	**A**	What do you understand by job Descriptions? Job description is a document outlining the roles, responsibilities, duties, working conditions, and reporting relationships of a job.	**3**
	B	Discuss the challenges in HR through social media • Privacy issues • Maintaining employer brand • Authenticity of candidate profiles • Negative comments/reviews • Monitoring and policy enforcement • Legal risks • Cybersecurity threats	**7**
	C	Explain the Competency Ice Berge Models • **Surface Competencies (Above Water)**: Skills, knowledge • **Hidden Competencies (Below Water)**: Attitudes, traits, motives The model explains that observable skills are supported by deeper personal traits and motivations, which influence performance.	**10**

5	A	Define Job evaluation	3
		Job evaluation is a systematic process of determining the relative worth of jobs to establish fair compensation.	7
	B	Write a short notes on Hey group's • A global management consulting firm • Developed the Hay Job Evaluation Method • Uses factors like Know-How, Problem Solving, Accountability • Helps in designing salary structures and organizational design	10
	C	Discuss online salary survey pay scales data methodology with its Examples • **Data Collection**: From company payrolls, employee submissions • **Normalization**: Adjusting data for region, industry, company size • **Examples**: Glassdoor, PayScale, LinkedIn Salaries • **Advantages**: Up-to-date, real-time benchmarking • **Disadvantages**: Data accuracy, self-reported bias	
6	A	Define Assessment centers Assessment centers use multiple evaluation techniques (simulations, interviews, tests) to assess candidates' skills and behaviors in realistic job scenarios.	3
	B	State the characteristics of millennials or Gen Y • Tech-savvy and digitally connected • Value work-life balance • Seek purpose-driven careers • Prefer collaboration over hierarchy • Expect quick feedback and growth • Socially conscious • Adaptable to change	7
	C	Explain the types of simulations Exercise give example of advantages & Disadvantages of Simulations	10

		• **In-basket Exercise**: Simulated emails/tasks to prioritize • **Role Plays**: Candidates act out workplace scenarios • **Case Analysis**: Solve real-world business problems • **Group Discussions**: Team collaboration skills **Advantages**: Realistic, predictive of job performance **Disadvantages**: Costly, time-consuming, subjective bias	
7	A	What do you mean by bio data Bio-data refers to a document that includes a candidate's personal information, education, experience, and achievements used during recruitment.	3
	B	Explain the Big Five Personality trait 1. **Openness** – Creativity, imagination 2. **Conscientiousness** – Reliability, organization 3. **Extraversion** – Sociability, assertiveness 4. **Agreeableness** – Cooperation, trust 5. **Neuroticism** – Emotional stability	7
	C	Discuss the types of job offers. state the importance of induction. **Types of Job Offers**: • Verbal Offer • Written Offer • Conditional Offer • Internal Offer **Importance of Induction**: • Introduces organizational culture • Improves employee retention • Enhances productivity • Builds relationships and expectations	10
8		**CASE STUDY :** You are HR for Applo Pharma drug stores chains in karnataka, Management decides to expands stores to other cities. You have given responsibility to identify right candidate and do recruitment for five store	

| | | in charge and five executives each. In this you will be identified 2 as customer friendly executive 2 of them are cashiers and indenting executives one as store managers who would be responsible to control thefts and licensing parts and pilferages of the stores.
Questions :

1. What specifics recruitment methods you will follow for recruitment

a. Recruitment Methods

- **Job Portals & Online Ads**: For executives
- **Walk-ins & Local Ads**: For cashiers and store staff
- **Campus Placement**: For fresh graduates
- **Internal Promotions**: For managerial positions
- **Social Media Hiring**: Targeted posts for customer-facing roles
- **Third-party HR agencies**: For background verified profiles

2. How would you assess the reliability of this 5 people before Boarding them to job.

b. Assessing Reliability Before Onboarding

- **Background Verification** (criminal, employment)
- **Reference Checks** (from previous employers)
- **Behavioral Interviews** (assess integrity and fit)
- **Skill Assessments/Tests** (for cash handling, customer service)
- **Simulation Exercises** (scenarios on theft control, inventory)
- **Psychometric Testing** (for managerial traits)
- **Probation Period Monitoring** (for real-time performance tracking) | **10**

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