CMR INSTITUTE OF TECHNOLOGY, BENGALURU	USN										CMRIT

Internal Assesment Test - I

Sub:	RECRUITMENT AND SELECTION					Code:	MBA HR313
Date:	02/12/2025	Duration:	90mins	Max Marks:	50	Sem: III	Branch: MBA

SET- II

			OBE	
		Marks	CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)				
1(a)	Define Manpower Planning. Manpower Planning refers to the systematic process of forecasting an organization's future human resource needs and developing strategies to ensure the right number of employees with the right skills are available at the right time. It involves assessing current manpower, predicting future requirements, analyzing supply–demand gaps, and implementing plans to recruit, develop, or redeploy employees to meet organizational goals.	[03]	CO1	L1
(b)	Explain the Key Characteristics of Millennials in the workplace. Millennials, also known as Generation Y (born approx. 1981–1996), exhibit several distinct workplace characteristics: **Tech-Savvy:** They are highly comfortable with digital tools, automation, social media, and new technologies, making them quick learners in tech-driven environments. **Preference for Work–Life Balance:** Millennials value flexible schedules, remote work opportunities, and a workplace that supports personal well-being. **Continuous Learning Mindset:** They expect regular upskilling opportunities, professional growth programs, and meaningful career development pathways. **Purpose-Driven Work Orientation:** Millennials seek jobs that align with their values. They are motivated by meaningful work, CSR initiatives, and positive organizational culture. **Desire for Feedback and Recognition:** They prefer frequent performance feedback instead of annual reviews and appreciate being recognized for good work. **Collaborative Work Style:** Millennials perform well in team-based environments and value open communication, transparency, and inclusivity. **Entrepreneurial and Innovative Approach:** They are open to taking risks, suggesting new ideas, and engaging in creative problem-solving.	[07]	CO2	L2

(c)	Analyze the Strategic Issues in Recruitment in large organizations. Large organizations face multiple strategic issues in recruitment, such as: High Competition for Talent: Competing with other large employers and startups for top talent increases hiring costs and delays. Employer Branding Challenges: Organizations must maintain a strong employer brand to attract skilled candidates. A weak brand reduces application quantity and quality. Skill Gaps and Changing Job Requirements: Rapid technological changes create gaps between available skills and required competencies, making recruitment more complex. Large-Scale Hiring Complexity: Managing high-volume recruitment involves coordinating multiple departments, recruiters, and timelines, which may lead to inefficiencies. Diversity and Inclusion Requirements: Ensuring diversity in hiring while maintaining fairness adds complexity to sourcing and selection strategies.	[10]	CO4	L4
2 (a)	List any two Factors Affecting Recruitment. Organizational Factors: Company size, growth rate, recruitment policy, and employer brand. External Factors: Labor market conditions, competition, government regulations, and demographic trends.	[03]	CO1	L1
(b)	Discuss the Overview of the Hiring Process in detail. The hiring process consists of several systematic steps: Manpower Planning & Job Analysis: Identify the need for hiring, analyze job roles, prepare job descriptions (JD) and job specifications (JS). Sourcing Candidates: Use internal and external sources such as job portals, employee referrals, agencies, or promotions. Preliminary Screening: Shortlist candidates based on minimum eligibility, experience, and qualification. Selection Tests: Conduct aptitude, technical, psychometric, or competency assessments to evaluate skills and personality. Interviews: Use structured, unstructured, or panel interviews to assess cultural fit, communication, and role suitability.	[07]	CO2	L2

	Background Checks: Verify employment history, criminal records, references, and credentials. Final Selection & Job Offer: Choose the best candidate and issue an offer letter with terms of employment. Onboarding: Introduce the new hire to the organization through orientation and training to ensure smooth integration.			
(c)	Examine how Internal and External Recruitment Approaches influence hiring effectiveness. **Internal Recruitment Influence:** Enhances Employee Morale: Promotions and transfers motivate existing employees, increasing engagement and performance. Reduced Cost & Time: Internal hiring is faster and less expensive as employees are already familiar with company processes. Better Cultural Fit: Internal candidates understand organizational culture, reducing onboarding challenges. Limited Talent Pool: However, it may restrict new perspectives and innovative ideas. **External Recruitment Influence:** Access to New Skills and Expertise: External candidates can bring fresh knowledge, modern skills, and diverse experiences. Larger Talent Pool: Increases chances of finding highly qualified candidates. Improved Organizational Growth: Helps meet expansion needs and fills competency gaps. Higher Cost and Longer Time: External hiring involves advertising, screening, and training costs, and may risk cultural misalignment. **Overall Influence:** Effectiveness improves when both methods are balanced—internal recruitment ensures career progression, while external recruitment ensures innovation and new competencies.	[10]	CO3	L3
3 (a)	Identify any two Sources of Recruitment. Internal Sources: Promotions, transfers, employee referrals. External Sources: Job portals, campus recruitment, employment agencies.	[03]	CO1	L1

(b)	Explain the concept of Competency-Based Recruitment.	[07]	CO2	
	Competency-Based Recruitment is a hiring approach that focuses on identifying and evaluating the competencies—knowledge, skills, behaviors, and personal attributes—required for successful job performance. Instead of emphasizing only qualifications or experience, this method assesses whether candidates demonstrate the competencies essential for the role. Interviews, tests, and assessments are designed to measure observable behaviors such as problem-solving, teamwork, communication, leadership, and customer focus. This approach ensures a more objective, predictable, and performance-oriented hiring process.			L2
(c)	Apply the Competency Iceberg Model to design a competency requirement for a customer service job.	[10]	CO3	
	According to the Competency Iceberg Model, competencies are divided into: Visible (Above the surface): Knowledge and skills Hidden (Below the surface): Attitudes, values, traits, motives Competency Requirements for a Customer Service Executive: 1. Above the Surface (Knowledge & Skills): Product Knowledge: Understanding product features, pricing, policies. Communication Skills: Clear verbal and written communication with customers. Problem-Solving Skills: Ability to diagnose issues and propose effective solutions. Technical Skills: CRM software usage, call management, ticketing tools. 2. Below the Surface (Attitudes, Traits & Motives): Empathy: Ability to understand customer emotions and respond sensitively. Patience: Staying calm while handling complaints or irate customers. Service Orientation: Genuine desire to help and improve customer satisfaction. Emotional Stability: Ability to manage stress in high-pressure customer interactions. Positive Attitude: Maintaining optimism while facing repetitive or challenging tasks. Application Outcome: By defining both visible and hidden competencies, the HR team can design behavior-based interviews and assessments that predict actual performance and suitability for customer service roles.			L3
	Part B - Compulsory (01*10=10 marks) – CASE STUDY			

4		**Case Study: Hiring for Expansion at Urban Ladder** Urban Ladder, a growing furniture retail brand, is planning to expand its operations across Karnataka. To support this growth, the company is seeking to hire a Regional Marketing Manager who can lead strategic marketing initiatives, drive regional campaigns, and strengthen brand visibility in new markets.As the HR Manager, your role is critical in identifying the right talent to fulfill this position. You must explore various sources of hiring—internal and external—and evaluate their effectiveness in attracting qualified candidates. Additionally, designing a robust selection procedure is essential to ensure the chosen candidate aligns with the company's goals, culture, and regional marketing needs.This case challenges you to apply HR planning, recruitment strategy, and selection design to a real-world business expansion scenario.			
	(a)	What are the key sources of hiring for this role, and what are their merits? Internal Sources: Internal Promotions: Ensures continuity, rewards performance, and motivates employees. Internal Job Posting (IJP): Employees understand brand values and regional strategies, leading to faster onboarding. Employee Referrals: Generates high-quality candidates with lower hiring costs and faster processing. External Sources: Job Portals & Professional Networks (LinkedIn): Access to a wide pool of experienced marketing professionals with regional expertise. Recruitment Agencies/Consultants: Useful for specialized roles; they conduct preliminary screening and present qualified profiles. Campus Recruitment (for Management Graduates): Fresh talent with strong marketing fundamentals and willingness to learn. Industry Networking Events/Marketing Forums: Helps attract candidates with demonstrated success in marketing campaigns and brand management.	[5]	CO3	L2

			[5]	CO4	L4
(b)	Analyze the selection procedure and identify how it can be optimized to hire the most suitable candidate. Current Selection Steps (Typical): Resume Screening Telephonic/Initial Screening Technical/Functional Interview (Marketing Competencies) HR Interview Offer and Onboarding Optimizations Recommended: Use Competency-Based Interviews: Evaluate strategic thinking, campaign management, digital marketing proficiency, and regional market understanding. Introduce Marketing Case Simulation: Ask candidates to design a mini-campaign for expansion in Karnataka. This tests creativity, strategy, and regional insight. Behavioral Assessments: Assess leadership, decision-making, cultural fit, adaptability, and stakeholder management. Reference Checks: Verify past campaign results, leadership qualities, and integrity. Structured Scoring System: Develop a rating scale for each competency to ensure objectivity and eliminate bias.				

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Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1:	Gain the practical insight of various principles and practices of recruitment and selection.	1a 2a				3a	1a 2a 3a			
CO2:	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.		1b 2b **3b**					1b 2b 3b		
CO3:	Illustrate the application of recruitment and selection tools and techniques in various sectors.				2c 3c 4a				2c 3c 4a	

CO4:	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	1c	4b			1c 4b			

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

PO1–*Theoretical Knowledge;*
PO2–*Foster Analytical and Critical Thinking Abilities for data-based decision making;*
PO3– *Develop Value Based Leadership;* PO4 –*Ability to Understand and communicate various business aspects to global;*
PO5 – *Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment;*
PSO1- *Comprehend Contemporary features of Business Management Science and its administration*
PSO2- *Analyze and interpret the dynamic situations for making Business Management strategies*
PSO3- *Handle responsibility with the ethical values for all actions undertaken by them*
PSO4- *Adapt and focus on achieving the organizational goal and objectives with complete zeal and commitment.*

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Question	Keyword	Bloom's Level	Reason
1(a) Define Manpower Planning	*Define*	**L1 – Remember**	"Define" = recall/basic knowledge.
1(b) Explain the Key Characteristics of Millennials	*Explain*	**L2 – Understand**	"Explain" fits L2 understanding.
1(c) Analyze the Strategic Issues in Recruitment	*Analyze*	**L4 – Analyze**	Direct L4 keyword.
2(a) List any two Factors Affecting Recruitment	*List*	**L1 – Remember**	"List" is a recall action.
2(b) Discuss the Overview of the Hiring Process	*Discuss*	**L2 – Understand**	"Discuss" belongs to L2 understanding.
2(c) Examine how Internal and External Recruitment Approaches influence hiring	*Examine*	**L3 – Apply**	"Examine" is an L3 keyword (apply).

3(a) Identify any two Sources of Recruitment	*Identify*	**L1 – Remember**	"Identify" is a recall-level verb.
3(b) Explain Competency-Based Recruitment	*Explain*	**L2 – Understand**	Explaining = understanding framework.
3(c) Apply the Competency Iceberg Model to design competency requirement	*Apply / Design*	**L3 – Apply** (primary verb: Apply)	"Apply" is L3; "design" is L6 but context is application, not new creation.
4(a) Key sources of hiring & merits	*What are* (implicit: identify & discuss)	**L2 – Understand**	Requires explanation/understanding, not just listing.
4(b) Analyze the selection procedure & optimize	*Analyze*	**L4 – Analyze**	Direct analytical requirement.

Question	CO	Reason (Short & Clear)
1(a) Define Manpower Planning	CO1	Tests basic recruitment/HR planning principles.
1(b) Explain Key Characteristics of Millennials	CO2	Understanding modern workforce concepts (conceptual framework).
1(c) Analyze Strategic Issues in Recruitment	CO4	Strategic analysis of recruitment issues in large firms.
2(a) List Factors Affecting Recruitment	CO1	Covers fundamental recruitment principles.
2(b) Discuss Overview of the Hiring Process	CO2	Examines conceptual hiring process frameworks.
2(c) Examine Internal & External Recruitment Approaches	CO3	Applies recruitment techniques to evaluate effectiveness.
3(a) Identify Sources of Recruitment	CO1	Basic understanding of recruitment fundamentals.
3(b) Explain Competency-Based Recruitment	CO2	Conceptual model/framework understanding.
3(c) Apply Competency Iceberg Model for job design	CO3	Direct application of recruitment/competency tools.
4(a) Key sources of hiring & merits	CO3	Application of selecting appropriate recruitment sources.
4(b) Analyze & optimize selection procedure	CO4	Involves strategic improvement of hiring system.