

USN

Internal Assessment Test - II

Sub:	RECRUITMENT AND SELECTION						Code:	MBA HR313	
Date:	20/01/26	Duration:	90mins	Max Marks:	50	Sem:	III	Branch:	MBA

SET- II

	Marks	OBE	
		CO	RBT
<p>Part A - Answer Any Two Full Questions (2* 20 = 40 marks)</p>			
<p>1(a) Identify three factors that affect recruitment in an organization.</p> <p>Answer: Recruitment in an organization is influenced by several internal and external factors.</p> <p>First, organizational image and employer brand plays a crucial role. Companies with a positive reputation, ethical practices, and good work culture attract a larger and better pool of applicants.</p> <p>Second, labour market conditions significantly affect recruitment. When skilled manpower is scarce, organizations find it difficult to attract suitable candidates, whereas surplus labour makes recruitment easier.</p> <p>Third, recruitment policies and practices of the organization impact the process. Policies related to internal promotion, diversity hiring, compensation levels, and employment terms determine how attractive the organization is to potential candidates.</p>	[03]	CO1	L1
<p>(b) Describe the steps involved in conducting a job evaluation using the rating/weighting method.</p> <p>Answer: The rating or weighting method of job evaluation is a systematic technique used to determine the relative worth of jobs.</p> <p>The first step is selection of compensable factors, such as skill, effort, responsibility, and working conditions, which are common to all jobs.</p> <p>The second step involves assigning weights to each factor based on their importance to the organization. More critical factors are given higher weights.</p>	[07]	CO2	L2

The third step is **defining degrees or levels** for each factor, indicating varying intensity or complexity.

Next, **rating each job against the factors** is done by assigning scores based on the degree to which the job satisfies each factor.

After this, **weighted scores are calculated** by multiplying factor scores with their respective weights.

Finally, **total job scores are computed and compared**, which helps in ranking jobs and establishing equitable wage structures.

- (c) Demonstrate how you would use recruitment metrics to assess the effectiveness of a recent campus hiring drive.

Answer:

To assess the effectiveness of a campus hiring drive, recruitment metrics can be systematically applied.

Firstly, **application-to-selection ratio** can be analyzed to understand the quality of applicants attracted. A very high ratio may indicate low screening effectiveness.

Secondly, **cost per hire** is calculated by dividing total recruitment expenses by the number of hires, helping evaluate financial efficiency.

Thirdly, **time to fill positions** indicates how quickly vacancies were closed through the campus drive.

Fourth, **offer acceptance rate** reflects the attractiveness of job offers and employer branding among students.

Additionally, **quality of hire** can be assessed through early performance reviews, retention rates, and feedback from supervisors.

Finally, **candidate dropout rate** after interviews highlights issues in process length, communication, or role clarity.

Together, these metrics provide quantitative and qualitative insights into the success of the campus recruitment initiative.

[10] CO3 L3

- 2 (a) Name two non-interviewing methods used in employee selection.

Answer:

Two commonly used non-interviewing methods in employee selection are:

Psychometric and aptitude tests, which assess intelligence, personality traits, and job-related abilities.

[03] CO1 L1

Background and reference checks, which verify candidate credentials, past employment, and conduct.

- (b) Contrast the Birkman Method and the MBTI® in personality assessment for selection purposes.

Ans:

The **Birkman Method** focuses on understanding a candidate’s usual behavior, stress behavior, and underlying needs. It is widely used for team dynamics, leadership development, and role alignment.

In contrast, the **Myers-Briggs Type Indicator (MBTI®)** categorizes individuals into personality types based on preferences such as introversion–extroversion and thinking–feeling.

[07] CO2 L2

While Birkman provides **actionable insights related to motivation and job fit**, MBTI primarily offers **self-awareness and communication understanding**.

Birkman is more suitable for **selection and organizational alignment**, whereas MBTI is better used for **developmental and coaching purposes** rather than direct hiring decisions.

- (c) Modify a traditional job advertisement to make it more appealing to Millennial candidates, incorporating social media elements.

Ans:

To attract Millennial candidates, a traditional job advertisement should be modernized and digitally engaging.

The job description should emphasize **purpose-driven work**, flexible work arrangements, learning opportunities, and work-life balance.

The advertisement can include **short videos or employee testimonials** shared through LinkedIn, Instagram, and company career pages.

[10] CO3 L3

Use of **hashtags, interactive links, and QR codes** can redirect candidates to the organization’s culture page or sustainability initiatives.

Clear messaging about **career growth, social impact, and innovation** should replace lengthy formal text.

Encouraging candidates to engage through social media comments or chats increases reach and engagement among Millennials.

- 3 (a) What is meant by 'compensable factors' in job evaluation?

Ans:

[03] CO2 L1

Compensable factors are **job-related elements** that an organization values and is willing to pay for.

These factors commonly include **skills, effort, responsibility, and working conditions**.

They form the basis for **comparing jobs and determining fair compensation levels**.

- (b) Interpret the importance of background checks and reference checks in the final hiring stage.

Ans:

Background and reference checks play a vital role in minimizing hiring risks.

They help in **verifying educational qualifications, employment history, and criminal records**, ensuring candidate authenticity.

Reference checks provide insights into **past job performance, behavior, and work ethics** from previous employers.

These checks reduce **legal liabilities, workplace misconduct, and turnover risks**.

They also ensure **cultural and ethical alignment**, especially in roles involving trust and responsibility.

Thus, they act as a final validation tool before making employment decisions.

[07]

CO3

L2

- (c) Categorize the different types of tests used in occupational selection under the headings: Knowledge, Skills, Abilities, and Integrity.

Ans:

Under **Knowledge tests**, organizations use subject-based exams, technical tests, and job-related knowledge assessments.

Skill tests include typing tests, coding exercises, machine operation tests, and simulations that assess proficiency.

Ability tests measure cognitive and physical capabilities such as reasoning ability, numerical aptitude, spatial ability, and stamina.

Integrity tests evaluate honesty, ethical behavior, reliability, and attitude

[10]

CO3

L4

towards workplace rules.

Categorizing tests in this manner ensures comprehensive and job-relevant selection decisions.

Part B - Compulsory (01*10=10 marks) – CASE STUDY

4 Case Study:

"GreenScape Innovations" is a mid-sized sustainable product company planning to expand into three new Asian markets within the next 18 months. The HR Director estimates a need to hire around 120 new employees across various levels, with a significant portion being mid-career professionals and fresh graduates. The company prides itself on its strong ethical culture and sustainability goals. However, they are struggling to attract candidates who align with both the job requirements and the company's core values. The existing hiring process is lengthy and relies heavily on conventional newspaper ads and generic job portals, resulting in a low quality of applicants and a high drop-off rate after the first interview round.

- (a) Analyze one strategic issue in recruitment that GreenScape is likely facing based on the case details.

Ans:

A major strategic recruitment issue faced by GreenScape Innovations is **misalignment between recruitment channels and employer value proposition.**

The company relies on traditional newspaper advertisements and generic job portals, which fail to attract candidates who value sustainability and ethics.

As a result, the organization experiences **low-quality applicants and high drop-off rates**, indicating ineffective targeting and weak employer branding.

This misalignment hampers the company's expansion plans and talent acquisition goals.

- (b) Propose two specific actions to improve their employer branding and attract value-aligned candidates.

Ans:

First, GreenScape should **strengthen its digital employer branding** by showcasing sustainability initiatives, employee stories, and ethical practices through LinkedIn, company websites, and campus engagement programs.

Second, the company should **partner with universities, sustainability forums, and green job platforms** to directly reach candidates who share similar values and career aspirations.

[5]	CO4	L4
[5]	CO4	L5

These actions will help attract purpose-driven talent and improve recruitment effectiveness.

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Course Outcomes (COs)		P O 1	P O 2	P O 3	P O 4	P O 5	PS O 1	PS O 2	PS O 3	PS O 4
CO1:	Gain the practical insight of various principles and practices of recruitment and selection.	1a 2a					1a 2a			
CO2:	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.		1b 2b 3a					1b 2b 3a		
CO3:	Illustrate the application of recruitment and selection tools and techniques in various sectors.				1c 2c 3b 3c		1c 2c 3b		3c	
CO4:	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.		4a		4b			4a 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.

CI

CCI

HOD