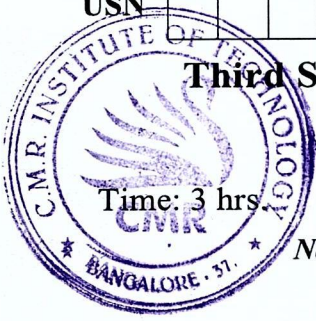


CBCS SCHEME

MBAHR313

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Third Semester MBA Degree Examination, Dec.2025/Jan.2026 Recruitment and Selection

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 redesign.	3	L2	CO1
	b.	Evaluate the effectiveness of external recruitment approaches.	7	L2	CO2
	c.	Discuss the types of job offer. State the importance of Induction.	10	L3	CO3
Q.2	a.	State the meaning of competency	3	L2	CO1
	b.	Discuss the role of employer branding and social media in modern recruitment practices.	7	L2	CO2
	c.	Explain the entire job analysis process, creation of job description, functional and behavioral specifications.	10	L3	CO3
Q.3	a.	Name the organization that pioneered Hay Group job evaluation method.	3	L2	CO1
	b.	Explain the compensable factors and their role in job evaluation.	7	L2	CO2
	c.	Describe the importance of obtaining job KSAOs, qualifications, working conditions, and essential duties.	10	L3	CO2
Q.4	a.	List any four interviewing techniques.	3	L2	CO1
	b.	Apply suitable strategies for recruiting Generation Y employees.	7	L2	CO2
	c.	Discuss Millennials shaping the recruitment land scape and strategies for recruiting Generation Y.	10	L3	CO3
Q.5	a.	Define Graphology	3	L2	CO1
	b.	Design a testing and assessment framework for employee selection.	7	L2	CO2
	c.	Explain the role of various assessment tools and key interviewer skills in effective selection.	10	L3	CO3

Q.6	a.	What is meant by placement?	3	L2	CO1
	b.	Illustrate the use of pre-employment testing in hiring decisions.	7	L2	CO2
	c.	Explain Unique recruitment strategies, ethical considerations, and transition from candidate to employee.	10	L3	CO3
Q.7	a.	List the sources of job-related information.	3	L2	CO1
	b.	Differentiate between job description and job specification.	7	L3	CO3
	c.	Explain in detail Big five trait model.	10	L5	CO4
Q.8		<p><u>Compulsory Question :</u></p> <p>NovaCare Services, a growing healthcare support company in Bengaluru, was struggling with frequent employee turnover because its interview process was unstructured and inconsistent. Different interviewers asked different questions, and many selection decisions were based on personal judgment rather than job requirements. As a result, several candidates who performed well in the interview were unable to handle real job tasks later. To solve this, the HR department introduced a structured interview system. They used clear job descriptions, standardized interview questions, and a scoring method to evaluate all candidates fairly. They also added a short practical test and a behavioral interview using the STAR method to understand how candidates handled real-life situations. After implementing the new system, the company found that the quality of new hires improved, the turnover rate reduced, and the overall recruitment process became more efficient. The case shows how a structured interview process helps organizations select the right candidates and improve long-term employee performance.</p>			
	a.	Explain the key problems in the interview process described in the case and discuss how they affected the organization's recruitment outcomes.	10	L3	CO3
	b.	Analyze the steps taken by the company to redesign its interview process. How effective were these changes in improving recruitment quality?	10	L2	CO2

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MBAHR313 – Recruitment & Selection Questions with Answers

Q1

(a) Define Job Redesign. (3 Marks)

Answer:

Job redesign refers to the process of **restructuring tasks, responsibilities, and relationships of a job** to improve employee productivity, job satisfaction, and organizational efficiency.

It involves modifying job duties, work processes, and working conditions to better align with employee skills and organizational goals.

Examples

- Job rotation
- Job enlargement
- Job enrichment

(b) Evaluate the effectiveness of external recruitment approaches. (7 Marks)

Answer:

External recruitment refers to **hiring candidates from outside the organization.**

Major External Recruitment Methods

1. **Online Job Portals**
 - Platforms like company career pages and job boards.
 - Large pool of candidates.
2. **Campus Recruitment**
 - Hiring fresh graduates from universities.
 - Useful for entry-level positions.

3. **Recruitment Agencies**
 - Professional agencies help identify suitable candidates.
4. **Social Media Recruitment**
 - LinkedIn, Facebook etc.
5. **Employee Referrals**
 - Employees recommend external candidates.

Effectiveness

Advantages

- Access to new talent and fresh ideas
- Larger talent pool
- Brings new skills and innovation

Disadvantages

- Higher recruitment cost
- Longer hiring process
- Risk of cultural mismatch

Thus, external recruitment is effective when organizations require **new competencies and diverse talent**.

(c) Discuss the types of job offer. State the importance of Induction. (10 Marks)

Types of Job Offer

1. **Conditional Job Offer**
 - Depends on background checks or medical tests.
2. **Unconditional Job Offer**
 - Final job offer without conditions.
3. **Written Job Offer**
 - Official offer letter with salary, benefits, and terms.
4. **Verbal Job Offer**
 - Informal offer before issuing written confirmation.

Importance of Induction

Induction is the **process of introducing new employees to the organization**.

Importance

1. Helps employees understand organizational culture
2. Reduces employee anxiety
3. Improves employee confidence
4. Provides clarity about job roles
5. Enhances employee retention

Thus, induction helps new employees **adapt quickly and become productive.**

Q2

(a) State the meaning of Competency. (3 Marks)

Answer:

Competency refers to the **combination of knowledge, skills, abilities, and behaviors required to perform a job effectively.**

Examples:

- Communication skills
- Technical expertise
- Leadership ability
- Problem-solving capability

Competencies help organizations **identify and evaluate employee performance.**

(b) Role of employer branding and social media in modern recruitment. (7 Marks)

Employer Branding

Employer branding refers to the **organization's reputation as an employer.**

Benefits

- Attracts talented candidates
- Builds organizational reputation
- Improves employee retention
- Creates competitive advantage

Role of Social Media

Social media platforms like **LinkedIn, Facebook, Twitter** help recruiters to:

- Reach a wider candidate pool
- Promote company culture
- Engage potential candidates

- Reduce recruitment cost

Thus, employer branding combined with social media improves **talent attraction and hiring efficiency**.

(c) Explain job analysis process, job description, and job specification. (10 Marks)

Job Analysis

Job analysis is the **systematic study of job duties, responsibilities, and requirements**.

Job Analysis Process

1. Identify the job to be analyzed
2. Collect job-related information
3. Analyze job tasks and responsibilities
4. Prepare job description
5. Develop job specification

Job Description

A job description provides **details about duties and responsibilities of a job**.

Includes:

- Job title
- Duties
- Responsibilities
- Working conditions

Job Specification

Job specification describes **qualifications required for the job**.

Includes:

- Education
- Skills
- Experience
- Physical requirements

Q3

(a) Name the organization that pioneered the Hay Group job evaluation method. (3 Marks)

Answer:

The **Hay Group** (now part of **Korn Ferry**) pioneered the **Hay Job Evaluation Method**.

It evaluates jobs based on:

- Know-how
- Problem solving
- Accountability

(b) Explain compensable factors. (7 Marks)

Compensable factors are **job characteristics used to determine salary levels**.

Major Compensable Factors

1. **Skill**
 - Education and training required.
2. **Effort**
 - Physical or mental effort needed.
3. **Responsibility**
 - Level of accountability.
4. **Working Conditions**
 - Environment and risks involved.

These factors help ensure **fair and equitable pay structures**.

(c) Importance of obtaining KSAOs. (10 Marks)

KSAOs = Knowledge, Skills, Abilities, and Other characteristics

Knowledge

Information required to perform tasks.

Skills

Proficiency in performing tasks.

Abilities

Natural capacity to perform activities.

Other Characteristics

Personality traits, attitudes, values.

Importance

1. Helps design job descriptions
2. Improves recruitment accuracy
3. Helps in employee selection
4. Improves training programs
5. Ensures better job performance

Q4

(a) List four interviewing techniques. (3 Marks)

1. Structured Interview
2. Unstructured Interview
3. Panel Interview
4. Behavioral Interview

(b) Strategies for recruiting Generation Y employees. (7 Marks)

Generation Y (Millennials) prefer **flexibility, growth, and technology-driven work environments.**

Strategies

1. Use digital recruitment platforms
2. Provide career growth opportunities
3. Promote work-life balance
4. Offer flexible working arrangements
5. Create a strong employer brand

(c) Millennials shaping recruitment landscape. (10 Marks)

Millennials have transformed recruitment practices due to their expectations.

Key Characteristics

- Tech-savvy
- Value work-life balance
- Seek meaningful work
- Prefer flexible jobs

Impact on Recruitment

1. Increased use of social media hiring
2. Digital recruitment platforms
3. Employer branding importance
4. Focus on organizational culture

Organizations must adopt **modern recruitment strategies** to attract millennial talent.

Q5

(a) Define Graphology. (3 Marks)

Graphology is the **study of handwriting to analyze personality traits and behavior of individuals.**

It is sometimes used in recruitment to evaluate **character and psychological traits.**

(b) Testing and assessment framework for employee selection. (7 Marks)

Selection Tests

1. Aptitude tests
2. Personality tests
3. Intelligence tests
4. Technical tests

Assessment Methods

- Interviews
- Group discussions
- Assessment centers

These tools help organizations **select the most suitable candidates.**

(c) Role of assessment tools and interviewer skills. (10 Marks)

Assessment Tools

1. Psychometric tests
2. Skill assessments
3. Behavioral interviews
4. Work sample tests

Interviewer Skills

1. Effective communication
2. Active listening
3. Objective evaluation
4. Decision-making ability

Proper use of assessment tools improves **selection accuracy**.

Q6

(a) What is Placement? (3 Marks)

Placement refers to the **process of assigning the selected candidate to the appropriate job position** based on qualifications and skills.

(b) Use of pre-employment testing. (7 Marks)

Pre-employment tests help evaluate candidates before hiring.

Types

- Aptitude tests
- Personality tests
- Skill tests
- Cognitive ability tests

Benefits

- Improves hiring accuracy
- Reduces employee turnover
- Ensures better job fit

(c) Unique recruitment strategies and ethical considerations. (10 Marks)

Unique Recruitment Strategies

1. Social media recruitment
2. Employee referral programs
3. Employer branding
4. Campus recruitment

Ethical Considerations

1. Fair selection process
2. Equal employment opportunity
3. Avoid discrimination
4. Maintain candidate confidentiality

Q7

(a) Sources of job-related information. (3 Marks)

1. Employee interviews
2. Questionnaires
3. Observation
4. Work diaries

(b) Difference between Job Description and Job Specification. (7 Marks)

Job Description	Job Specification
Describes job duties	Describes qualifications
Focuses on job	Focuses on person
Includes responsibilities	Includes skills & education

(c) Big Five Trait Model. (10 Marks)

The **Big Five Personality Model** describes five major personality traits.

Traits

1. **Openness**
Creativity and willingness to try new ideas.
2. **Conscientiousness**
Responsible and organized behavior.
3. **Extraversion**
Sociability and assertiveness.
4. **Agreeableness**
Cooperation and friendliness.
5. **Neuroticism**
Emotional stability or instability.

The model is widely used in **employee selection and personality assessment**.

Q8 Case Study (General Model Answer)

(a) Problems in interview process (10 Marks)

1. Lack of structured interview process
2. Interviewer bias
3. Poor candidate evaluation methods
4. Inconsistent interview questions
5. Lack of proper training for interviewers

These issues lead to **poor hiring decisions and employee turnover.**

(b) Steps to redesign interview process (10 Marks)

1. Implement structured interviews
2. Train interviewers properly
3. Use standardized evaluation criteria
4. Introduce assessment tools
5. Improve candidate experience

These steps improve **recruitment quality and hiring effectiveness.**