PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF MANAGEMENT

GAIN MORE KNOWLEDGE
REACH GREATER HEIGHTS

Max Marks: 100   Max Time: 180 Mins   Weightage: 40%   **Set A**

COMPREHENSIVE EXAMINATION

I Semester 2016-2017   **MBA A 224: Recruitment and Selection**   12 December 2016

Instructions:
 i. Avoid false numbering.
 ii. Support your answers with case laws and reasoning where needed

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Part A

(10 Q x 2 M= 20 Marks)

1. Define Human resource Planning?
2. Define Human Resource Inventory?
3. What do you mean by HR Audit?
4. What is Trend Analysis?
5. What is meant by Employee Referral?
6. Differentiate between Job enlargement and Job Enrichment?
7. Define 'Redeployment Plan'
8. Define "Recruitment Plan"
9. Define the concept "Person Fit"
10. Define Functional Job analysis?

Part B

(8 Q x 5 M= 40 Marks)

1. Even though interviews are not reliable, they are heavily used. Discuss why this selection device still rates very highly when it is known that it is unreliable.
2. What is an application blank? Outline its importance in selecting management trainees in a large public sector undertaking?
3. Outline the steps involved in Human Resource planning?
4. Describe three methods of analyzing jobs? What are the advantages and disadvantages?
5. Contrast an unstructured interview with a behavioral interview?
6. Explain the term placement and induction? Outline their objectives
7. As jobs become more team oriented, assessment centers will be used more often for management jobs. Comment
8. What are the various sources of recruitment? How can organizations evaluate the worth of these sources

Part C

1. Design and describe a recruiting process for filling openings for sales representative jobs for a large pharmaceutical company.

2. Customer Concepts Pvt Ltd is a market research organization, specializing in providing market research data to organizations since the 1980's in India. Since liberalization in 1991, the market research scenario has witnessed transformation. Earlier, marketing was limited to advertising through print media and TV coupled with supply of goods. However, competition has transformed the scenario. Organizations now seek research based evidence both in pre-decision and post decision phases.

Initially, the company helped organizations in the areas of product positioning and branding. However, competition changed the dynamics and clients started moving towards global market research organizations or advertising agencies that have market research teams as well.

This necessitated CCPL to restructure its operations with the following departements:

- Customer relationship
- Brand and Positioning
- Market Research
- Analytics
- Experiential Marketing.

The Chief Executive Officer advised that the HR head to conduct a job analysis for the role in these departments to promote role clarity and create plans to develop and groom employees to provide value added/comprehensive services to the customers. It was decided to provide job description for each of the roles based on the job analysis. As a logical progression, it was decided to conduct competency mapping for the existing manpower and talent acquisition to bridge the identified gaps.

Questions

a. Conduct Job Analysis for these roles, based on market research or advertising agencies
b. Prepare a job description for the heads of each department.

GAIN MORE KNOWLEDGE
REACH GREATER HEIGHTS

Max Marks: 80   Max Time: 2 Hours   Weightage: 20 %   **Set A**

MID TERM EXAMINATION

III Semester 2016-017   Course: **MBA A 224 : Recruitment and Selection**   05 October 2016
(Answer Key)

Instructions:

    i.   Write Legibly
    ii.   Avoid False Numbering

Part A   10 Q X 2 M = 20 Marks

1. Define Job Analysis

   Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.

2. Define Manpower Inventory?

   Manpower Inventory involves the classification of characteristics of personnel in an organization, in addition to counting their number.

3. Define Selection?

   Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.

4. Distinguish between job description and specification?

   Job Description describes the job and Job specification provides the details of the skill sets required for functioning that job.

5. Define Competency

   A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

6. Define Non directive Interview

   Nondirective interview is an interview in which questions are not prearranged. Unstructured or nondirective interviews generally have no set format.

7. What is meant by Human Resource Forecasting?

   Human resources forecasting involves projecting labor needs and the effects they'll have on a business

8. Define Succession Planning?

   Developing internal people with the potential to fill key business leadership positions in the company. **Succession planning** increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

9. Define Executive Exchange?

A process of using technical/ administrative expertise from the pool of experts who are part of the organization, but no working in that functional area.

10. What is Functional Job Analysis?

Qualitative analysis of a job role and worker that produces unique information based on the employee's behaviour and actions.

Part B   Max Time: Weightage: 20 %   6 Q X 5 M = 30 Marks

1. "Tests often do not reflect an individual's true ability". What are your views on this statement?
    Test are used to understand the skills and abilities required by a job by various methods like Psychometric test, Cognitive ability test, Aptitude test, personality test etc. Concept: 2 Marks, Explanation: 3 Marks

2. Outline the steps in the personnel selection process?

    Using scientific methodology to choose one alternative (job candidate) over another. Flow chart of selection process. Concept: 2 Marks, Explanation: 3 Marks

3. Explain most important advantages and disadvantages of various sources of recruitment?
    Sources of recruitment, Advantages and disadvantages of various methods. Concept: 2 Marks, Explanation: 3 Marks

4. What are the advantages and disadvantages of recruiting though a) Internal search b) Employee referrals?
    Internal Search is a process of finding people from within the organization. Referral is a process of recruiting external people through employees. Concept: 2 Marks, Explanation: 3 Marks

5. Discuss the key recruiting issues that need to be looked into by HR executives at mid-sized bank with locations in several cities?
    Recruiting and selecting process involves conducting interview at large number of places. Concept of recruitment and methods: 2 Marks. Explanation on application to the question: 3 Marks.

6. Describe the process involved in conducting a job analysis?

7. Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The method are observation, interview, and questionnaire. Concept: 2 Mark, Explanation: 3 Marks

Part C   2 Q X 15 M = 30 Marks

1. Design and Describe a recruiting process for filling openings for sales representative's job for a large pharmaceutical company?
    Definition, Process of recruiting 7 Marks. Designing and Conduct of the selection process: 5 Marks. Explanation: 3 Marks

2. You are starting a new manufacturing company. What phases would you go through to select your employees?
    Manpower Inventory, Job Analysis, Methods of Job Analysis, Human resource planning, HR forecasting, Demand v/s Supply.

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Max Marks: 80

Max Time: 2 Hours   Weightage: 20 %

Set A

MID TERM EXAMINATION

III Semester 2016-017   Course: **MBA A 224 : Recruitment and Selection**   05 October 2016

Instructions:
   i.   Write Legibly
   ii.   Avoid False Numbering

Part A   10 Q X 2 M = 20 Marks

1. Define Job Analysis
2. Define Manpower Inventory?
3. Define Selection?
4. Distinguish between job description and specification?
5. Define Competency
6. Define Non directive Interview
7. What is meant by Human Resource Forecasting?
8. Define Succession Planning?
9. Define Executive Exchange
10. What is Functional Job Analysis?

Part B   6 Q X 5 M = 30 Marks

1. "Tests often do not reflect an individual's true ability". What are your views on this statement?
2. Outline the steps in the personnel selection process?
3. Describe briefly the various steps that are involved in hiring human resources in an organization?
4. What are the advantages and disadvantages of recruiting though a) Internal search b) Employee referrals?
5. Discuss the key recruiting issues that need to be looked into by HR executives at mid sized bank with locations in several cities?
6. Describe the process involved in conducting a job analysis?

Part C 2 Q X 15 M = 30 Marks

1. Design and Describe a recruiting process for filling openings for sales representative's job for a large pharmaceutical company?
2. You are starting a new manufacturing company. What phases would you go through to select your employees?