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**Third Semester MBA Degree Examination, Dec.2013/Jan.2014**  
**Recruitment and Selection**

Time: 3 hrs.

Max. Marks:100

**Note:** 1. Answer any **THREE** full questions from Part-A (Q.No.1 to Q.No.6).  
 2. Part-B and Part-C are compulsory.

**PART – A**

- 1 a. What is recruitment yield ratio? (03 Marks)  
 b. Explain the criteria employed in choosing an appropriate medium of recruitment with relevant illustrations. (07 Marks)  
 c. Account for the decline in the usage of job descriptions in organizations. Explain why competency approach to analyzing jobs has replaced traditional job analysis. (10 Marks)
- 2 a. What do you mean by emotional maturity? (03 Marks)  
 b. Outline the objectives and features of a good recruitment policy. (07 Marks)  
 c. What is a Realistic Job Preview (RJP)? What functions does it serve? Explain how RJPs are used in recruiting by drafting a realistic job advertisement. (10 Marks)
- 3 a. What are affirmative action plans (AAP)? (03 Marks)  
 b. Define interview. Explain the factors that undermine the effectiveness of an employment interview. (07 Marks)  
 c. Explain the methods of forecasting internal supply of human resources in an organization. (10 Marks)
- 4 a. What is the rationale for designing employment practices by firms? (03 Marks)  
 b. What is “validity” of a selection test? Explain the three types of measuring validity in selection. (07 Marks)  
 c. Write short notes on:  
     i) Joining day formalities to be fulfilled by employers.  
     ii) Contents of appointment order. (10 Marks)
- 5 a. What is shortlisting? Explain the two approaches of developing shortlisting criteria. (05 Marks)  
 b. What are the federal guidelines pertaining to the staffing of disabled workers? (05 Marks)  
 c. You are given the task of developing a campus recruiting strategy for obtaining talented B-school graduates with degrees in MIS (developing and maintaining a company’s computer information network).  
     i) What preparations do you make before visiting the campus?  
     ii) What strategies do you launch in order to “make your presence” felt in the campus in the long run? (10 Marks)
- 6 a. Write short notes on:  
     i) Contract recruiting  
     ii) Targeted recruitment. (10 Marks)  
 b. A new employee is about to join your company as an “assistant manager – operations”. Design an induction programme covering the contents of the formal orientation. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
 2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

**PART – B**

- 7 a. Assume that you have to develop an HR plan for a new generation private sector bank having branches in major towns in India. What specific external factor would be important for you to consider? (05 Marks)
- b. Suppose you are asked to manage a restaurant in a holiday resort near Deharadun. During the summer it is profitable to keep the business open, but in winters you need only one half of the cooks, servers, supervisions and cleaners. What actions would you take in October for the beginning of the peak tourist season? (05 Marks)
- c. How would you go about designing a selection test for a Pizza delivery driver? (05 Marks)
- d. Mr.X, an apartment manager with ABC developers, entered the apartment of a resident by making use of the passkey and physically assaulted her. The court charged ABC developers \$75,000 in order to compensate the victim. Is the company (ABC developers) liable to pay? Justify. (05 Marks)

**PART – C**

8

**CASE STUDY**

You are the HR director at health source, the drug store chain in the U.S. which is preparing to open new stores in Dallas and Houston. Each of the store will require about fifteen clerks. Your recruiting efforts have been successful and each store has attracted about hundred applicants for those fifteen jobs.

You have performed a job analysis and concluded that the clerks must be able to learn to operate cash registers and make changes accurately. The clerks are expected to take the initiative in providing friendly assistance to customers and show up for work on time. In additions, because of the presence of controlled drugs on the premises, you want clerks who have no history of drug problems of theft.

In view of recommending a complete selection system for health source, answer the following questions:

- a. What specific selection tools would you use for selecting the clerks? Justify the cost effectiveness of the same. (07 Marks)
- b. How would you test/assess the reliability of your selection system? (07 Marks)
- c. What effect will your selection system have on both the hired and rejected candidates' attitudes towards health source? (06 Marks)

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