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10MBAHR446

Fourth Semester MBA Degree Examination, June 2012
Recruitment, Selection and Compensation Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. What is employee referral? (03 Marks)
b. Write a short note on personality assessment test. (07 Marks)
c. What do you mean by interview? Explain the various types of interviews. (10 Marks)
- 2 a. What do you mean by recruitment? (03 Marks)
b. Distinguish between recruitment and selection. (07 Marks)
c. Discuss the internal and external sources of recruitment. (10 Marks)
- 3 a. What do you mean by job analysis? (03 Marks)
b. Discuss the different types of incentive plans. (07 Marks)
c. Explain the importance of strategic compensation planning. (10 Marks)
- 4 a. What do you mean by reference check? (03 Marks)
b. Explain the nature and scope of employee benefits. (07 Marks)
c. Write a note on compensation as retention strategy. (10 Marks)
- 5 a. Mention the contents of appointment letter. (03 Marks)
b. Explain the different methods of collecting reference data. (07 Marks)
c. Explain the process of conducting interview. (10 Marks)
- 6 a. What do you mean by ESOP's? (03 Marks)
b. Discuss the steps involved in selection process. (07 Marks)
c. Differentiate between individual and group incentive plans. (10 Marks)
- 7 a. What is critical incident technique? (03 Marks)
b. Discuss the different methods of job analysis. (07 Marks)
c. Mention the precautions to be taken while attending an interview. (10 Marks)

8 **CASE STUDY:****Grass Cutter vs. Gas Cutter**

In one public sector undertaking with a chequered past, a line manager was appointed as the chief of personnel. Within a year after taking up the assignment, he had to sign a wage agreement with the workers union. The union at that time was dominated by non-technical staff. The union's charter of demands favored the interests of its dominant member groups. It asked for a significant revision in gardeners' pay but was not equally vocal in pressing for the increases in the pay scales of workers in certain technical grades.

The management conceded their demands because the union cooperated with them in keeping the burden of the pay revision well within the guidelines of the Bureau of Public enterprises (BPE).

Once the agreement was signed and communicated to employees/members by management and the union, respectively, there was commotion among the technical staff. They walked out of the union, formed a separate technical staff union and marched round the company premises holding placards, which read, "Here grass cutters get more than the gas cutters". In that engineering assembly unit, till the pay revision occurred, welding was a highly rated job. But, not any longer. Now gardeners get more than welders.

Questions:

- a. What happens if grass cutters get more than gas cutters?
- b. Evaluate the pros and cons of the approach of both the management and the union.
- c. List the lessons learnt from the case.
- d. Suggest a way out for the problem discussed in the case. (20 Marks)

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