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Fourth Semester MBA Degree Examination, June/July 2011
Recruitment, Selection and Compensation Management

Time: 3 hrs.

Max. Marks:100

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

- 1 a. What are the uses of 'Job Analysis' for a HR department? (03 Marks)
b. Explain the term "Position analysis questionnaire". How is it used to fix pay levels? (07 Marks)
c. Bring out the advantages and disadvantages of external hiring. (10 Marks)
- 2 a. What are the desirable attributes of an ideal recruitment process? (03 Marks)
b. What are the sources available for "Internal recruitment"? (07 Marks)
c. Bring out the main features of "weighted application blank". What are the demerits of such application form? (10 Marks)
- 3 a. What is the purpose of reference checking? (03 Marks)
b. What are the relevant information that could be collected from "medical examination" of a candidate? (07 Marks)
c. What are the factors that will improve the effectiveness of an interview? (10 Marks)
- 4 a. What is the main purpose of "tests" as a selection tool? (03 Marks)
b. What are the big five core personality dimensions measured in a personality assessment test. (07 Marks)
c. Bring out the factors influencing the design of compensations in an organization. (10 Marks)
- 5 a. Mention some of the criteria to be followed for effective nature of compensation. (03 Marks)
b. How a 'compensation plan' is formulated? Answer with a suitable block diagram. (07 Marks)
c. What are the basic principles to be followed in formulating a compensation structure? What are the components of such structure? (10 Marks)
- 6 a. Mention some of the objectives of wage and salary surveys. (03 Marks)
b. What are the 'compensation issues' involved in an effective compensation management? (07 Marks)
c. Bring out the major reasons for an employer offering "ESOP", a right for an employee to purchase shares of a company stock. (10 Marks)
- 7 a. Executives are paid more in an organization. – Mention at least three reasons. (03 Marks)
b. What are major objectives of an international compensation? (07 Marks)
c. Briefly explain :
i) Nature of benefits offered ii) Employees benefits as perks and fringe. (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.

8 Case Study :

Recruitment Interview

Reena has recently been transferred to her organization's personnel department at a level senior enough for her to take immediate responsibility for the recruitment of clerks for their branch office.

Since Reena has never done recruitment interviews before, she asked for advice from her colleague Arthi, an experienced member of personnel staff. She wanted guidance on the sort of questions to be asked to obtain information from the candidates.

Arthi made Reena to learn all the techniques of interviewing, by making Reena to sit with her during her interviewing candidates for recruitment.

Reena sat in on the interviews along with Arthi and she was very much impressed by the way Arthi went through in a polished and efficient manner. Reena however did not know how to prepare properly in conducting selection interviews, due to personnel department staff shortages, she was asked to conduct five interviews in a day to recruit grade one clerks.

Reena could not conduct recruitment interviews with confidence and preferred to sit with Arthi to see her conducting interviews and requested for more exposure by training in recruitment.

Arthi assured Reena to help systematically during the next day or two letting her sit along with her, by arranging training on recruitment and also providing methodical short term advice.

Questions: (If you were Arthi, answer the following)

- a. What are the problems of Reena? (05 Marks)
- b. How would you describe the advantages and disadvantages of learning the technique of recruitment by example? (05 Marks)
- c. Briefly describe how you would train Reena, properly for the job of recruitment interviewing. (05 Marks)
- d. What short term advice would you give so that Reena can prepare to perform more effectively next week? (05 Marks)

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