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Fourth Semester MBA Degree Examination, June/July 2013
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 job analysis? (03 Marks)
 b. Explain the F-JAS method. (07 Marks)
 c. Write short notes on JEM and critical incident technique. (10 Marks)
- 2 a. Elucidate the difference between selection and recruitment. (03 Marks)
 b. Explain the various sources of internal and external recruitment. (07 Marks)
 c. Following positions are vacant in a private IT giant:
 i) Corporate HR vice president.
 ii) Chief security officer.
 iii) System administrator.
 Design a job ad for each of these positions. (10 Marks)
- 3 a. What is weighted application blank? (03 Marks)
 b. Elucidate different types of ability tests. (07 Marks)
 c. Explain the different stages of an interview process. (10 Marks)
- 4 a. Why medical examination is necessary before issuing appointment letter? Give reasons for your answer. (03 Marks)
 b. What types of information are gathered through reference checks of a candidate? (07 Marks)
 c. Explain the contents of an appointment order. (10 Marks)
- 5 a. Define compensation. (03 Marks)
 b. What are different types of compensation? Explain. (07 Marks)
 c. Discuss the issues confronted while designing the compensation system. (10 Marks)
- 6 a. What is job evaluation? (03 Marks)
 b. Compensation can be used as an employee retention strategy. Discuss. (07 Marks)
 c. What factors are taken into consideration before preparing the salary matrix? Explain. (10 Marks)
- 7 a. What are the objectives of designing employee incentive plans? (03 Marks)
 b. What are the strategic organizational goals for implementing employees benefit programmes explain? (07 Marks)
 c. Describe various classifications of employee benefits. (10 Marks)

8

CASE STUDY**Star Performer Turned Prankster**

Anand was referred by another employee Gagan Sharma, the CEO of Vison. Anand and Gagan are childhood friends. Being an internal referral, the company called Anand immediately for an interview. Anand came with impressive credentials. He was a BE and MBA from the US and worked in a few leading MNCs in Delhi for over 14 years.

After a series of interviews with the parent company in the US, Anand was found to be an impressive candidate and Vizon found him to be an exact fit for what they were looking for. Vizon decided to make Anand an offer. The offer was generous in that they gave him a 50% hike over and above what he was currently getting plus a joining bonus and relocation expenses. Vizon wanted Anand to join immediately as they had to transition a few projects into India and wanted Anand to handle the transition of these projects. However, Anand had to give two months notice to his current employer. Vizon agreed to pay off Anand's notice period so that he could join immediately.

Anand joined Vizon within 10 days and was sent immediately to the US on training for one month. In the interim, Anand's family shifted to Bangalore from Delhi. Vizon arranged for accommodation for the family, got his children into Bangalore's best schools and made sure they were well looked after.

Anand excelled in his training and came back to India with a number of unique ideas. Over the next three months, he traveled to the US and Europe to transition four major processes for Vizon into Bangalore. Anand earned a reputation to being an achiever and someone who could get things done. On the completion of six months Anand was confirmed and was given another 15% hike as confirmation bonus. The CEO of Vizon India was highly pleased with Anand's performance and called the senior management team and their wives to his house for dinner and on the occasion felicitated Anand. Anand's wife found new friends among the senior manager's wives at Vizon. Anand's kids loved their new school and formed close friends with other children in the apartment complex and also had a few Vizon children among their group of friends. Things could not be better for Anand and his family.

Over a six months that Anand was with Vizon, the HR department did the routine reference and document check that is required for senior management through a third party company called Adar screen's. Adar is globally renowned for their knowledge and thoroughness in background checks and is used by leading corporations across the globe to set credentials of executives.

During this check, Adar found that the information with regard to Anand's MBA was false and that Anand was not enrolled in the MBA college he claimed to have studied in the US. Adar came and presented this information to the head of HR at Vizon, he in turn took them to meet the CEO of Vizon.

The CEO initially doubted the veracity of Adar's information but when presented with evidence, realized that it was indeed true. It was apparent that Anand had lied about his educational qualifications.

The CEO was now in dilemma. Four of Vizon's largest clients had Anand as the key accounts manager, in addition he had given Anand a position of prominence within the company and on many an occasion made it known that Anand was his blue eyed boy. On a previous occasion, Vizon had discharged a junior employee who provided false information in his application blank. However, that was used more as an excuse as the employee was not performing well and Vizon was looking for a way to get rid of him peacefully.

However Anand's case he was a top performer and liked by the rest of the team.

Questions:

- a. What do you think that went wrong in the hiring process and what changes would you make to ensure that this would not arise again? (05 Marks)
- b. Gagan Sharma introduced Anand to Vizon and has known Anand for a long time. What action should he face? (05 Marks)
- c. What action should CEO of Vizon take against Anand? (05 Marks)
- d. According to you what are the things that should be considered while recruiting employees. (05 Marks)

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