

# CBCS SCHEME

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16/17MBAHR302

## Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Recruitment and Selection

Time: 3 hrs.

Max. Marks:80

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

- 1 a. Define Job Analysis. (02 Marks)  
b. Explain Position Analysis questionnaire (PAQ). (06 Marks)  
c. Explain F-JAS and Repertory Grid. (08 Marks)
- 2 a. Define Recruitment. (02 Marks)  
b. Differentiate between Job Description and Job Specification. (06 Marks)  
c. Describe critical incident technique of job analysis with merits and demerits. (08 Marks)
- 3 a. Define apprentice. (02 Marks)  
b. Describe the source of internal hiring. (06 Marks)  
c. Explain different types of hiring. (08 Marks)
- 4 a. Outline the advantages of employee referrals. (02 Marks)  
b. Discuss the advantages and disadvantages of internal hiring. (06 Marks)  
c. Describe the sources of external hiring. (08 Marks)
- 5 a. What are the different types of ability tests? (02 Marks)  
b. Describe Weighted Application Blank with advantages and disadvantages. (06 Marks)  
c. Bring out the differences between CV and Resume. Prepare a CV for the post of Marketing Manager in a reputed organization. (08 Marks)
- 6 a. What is the purpose of reference check? (02 Marks)  
b. Explain the contents of an appointment letter. (06 Marks)  
c. Describe the different types of tests in selection. (08 Marks)
- 7 a. Write a note on medical examination of a candidate. (02 Marks)  
b. Chanakya Gurukula, a leading Educational Institution is in search of teachers for pre-university courses, with a minimum of 5 years of teaching experience. Design a recruitment advertisement for a leading newspaper. (06 Marks)  
c. Explain the process of interview. (08 Marks)

**8 CASE STUDY: (Compulsory)**

XYZ Limited is a public sector undertaking with staff strength of around 1200 including 300 officers. As per the recruitment policy of the company, most employees join as trainees and after successful completion of training, are absorbed at the lowest intake level. Thus, in the case of workers, most start as Technician/Operator trainees and officers as Management Trainees. The company expects the higher posts to be filled by promotions and therefore, as far as possible, direct recruitment to higher positions is avoided. Only when there is an urgent requirement of a person to fill a higher post and no candidates from within the organization are eligible, is an open advertisement released.



In 1982, the company urgently needed one junior engineer (instrumentation) to take charge of one of its plants. At that time, the company has four Junior Engineer (JEs) in position who had joined as management trainees in 1980 and had been regularized in 1981. Immediately, above them was an Assistant Engineer, who in turn reported to the project manager. The company released an advertisement for the post of JE, seeking application form those with a least two years experience in the field. One Mr. Ramesh Chaudhari, who had 4 years experience in a private concern applied and was selected. He found the terms of appointment lucrative and joined the company in May 1982. As four JEs were already working in the company, Choudhari became Junior most JE as per the promotion policy of the company; the 4 JEs would become eligible for promotion to the post of 'Assistant Engineer' in 1985 (on completion of 4 years service) and Choudhari in 1986.

In July 1983, the Assistant Engineer left his job and hence, the company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicant should have a minimum of 5 years experience. Choudhari met the specification since he had 4 years previous experience plus one year in XYZ Ltd. Therefore, he applied for the post through proper channel. The company decided to call the eligible candidates for interview. Accordingly, Choudhari was also called along with the external candidates. He performed exceedingly well in the interview and was found suitable for the post. The General Manager (GM), who was Chairman of the Selection Committee, congratulated Choudhari and told him that he has been selected.

However, the GM changes his mind subsequently and asked the personnel officer not to issue the appointment letter to Choudhari. He gave the following reasons for reverting his decision:

- i) Mr. Choudhari would get a higher post after completion of just over one year's service in the organization as against the normal recruitment of 4 years.
- ii) When Mr. Choudhari joined, he was junior to all the 4 JEs by about 1 year. If he was offered the higher post, he would suddenly become their boss. This would demoralize the JEs in fact they had already decided to seek jobs elsewhere if Choudhari become Assistant Engineer.

GM chose to disappoint Choudhari.

**Questions:**

- a. Are there any drawbacks in the recruitment/promotion policies of the company? Elaborate. (06 Marks)
- b. If Choudhari had been external candidate, would he have got job? As an internal candidate, did he deserve to be treated in different fashion? (06 Marks)
- c. Did Management make mistake in calling Choudhari for interview? (04 Marks)

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