



# CBCS SCHEME

18MBAHR301

## Third Semester MBA Degree Examination, Aug./Sept. 2020 Recruitment & Selection

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any FOUR full questions from Q1 to Q7.  
2. Question No.8 is compulsory.**

- 1 a. What is job analysis? (03 Marks)  
b. Distinguish between job description and job specification. (07 Marks)  
c. Explain the methods of Job analysis. (10 Marks)
- 2 a. What is HR Planning? (03 Marks)  
b. Explain the steps in HR Planning process. (07 Marks)  
c. What are the steps involved in the interview process? (10 Marks)
- 3 a. What are the sources of External Hiring? (03 Marks)  
b. Discuss the difference between Biodata CV and Resume. (07 Marks)  
c. Discuss the advantages and disadvantages of internal recruitment in term of cost, time, Quality and suitability. (10 Marks)
- 4 a. What is the purpose reference checking? (03 Marks)  
b. Discuss weighted application blanks, state its advantages and disadvantages. (07 Marks)  
c. What is behavioral interview? What are the various advantages and disadvantages of conducting behavioral interview? (10 Marks)
- 5 a. Define Pinning down. (03 Marks)  
b. Discuss Job advertisement, drafting, size and content. (07 Marks)  
c. Describe the factors of Fleishman Job analysis survey, its advantages and disadvantages. (10 Marks)
- 6 a. Define ability test. (03 Marks)  
b. What are the advantages and disadvantages of various test in an selection process? (07 Marks)  
c. Describe the content of appointment letter. (10 Marks)
- 7 a. What is Personality assessment test? (03 Marks)  
b. In the Hiring process, Write about, Need analysis, Cost analysis and Job analysis. (07 Marks)  
c. What are the ingredient of a successful candidate? (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 [Compulsory]**

Hindustan Tyres Ltd. (HTL) was a medium sized tyre company, manufacturing tyres of various types and grades. It had 6000 workers and 400 executives on its rolls.

The manufacturing division was headed by Ramesh, Shankar who was the chief Engineering reporting to Ramesh directly. The division had 400 workers, 20 executive and 40 supervisors.

Ahuja joined the manufacturing division four years back as a skilled worker. He technically sound, hardworking and performed his duties sincerely. He was promoted as a supervisor recently. On Monday, Ahuja was taking rounds in the department. It was routine inspection and he spotted Rohan doing nothing, Ahuja advised Roahn to concentrate on the job given to him instead of wasting his time. Rohan shout back saying "you mind your business. I am the senior most in this department, Do not think you have become big after your recent promotion". Other worker witnessed. The exchange of words with interest and finally burst into laughter when Ahuja tried to retort. Encouraged by the favorable response from his teammates, Roahn retaliated by using un parliamentary words. In frustration, Ahuja had to report the matter to the chief Engineering Shanker. Shanker took a serious note of the situation and issued a stern warning to Rohan, ignoring the fact that Rohan was quite notorious for such incident in the past as well.

Ahuja was able to get along with others in the departments, despite occasional flare ups over matters relating to disciple and production target, after a two years stint, Ahuja was in the midst of crises again. A worker named Roberts came to duty in a druken state and was celebrating his birthday with other collogues, disrupting work. Robert was physically forced to go to his work spot by Ahuja. Due to which Robert got wild and resorted to physical abuse and slapped Ahuja in front of other. Not content with this, Robert reported the matter to the union, alleging verbal as well as physical abuse from the supervisor, Ahuja.

Three day afterwards Ahuja got the shock of his life when he came to know about this from another supervisor. After the ugly incident Ahuja had to rush back to his house for admitting his son in the local hospital for viral fever since Robert was drunk. Ahuja never thought of reporting the matter to his boss.

The union presented a highly fabricated case to the chief of manufacturing Ramesh and demanded immediate disciplinary action against Ahuja, Ramesh instructed Shanker to demote Ahuja immediately so that he would mend his violent ways of dealing with worker. Shanker advised restraint since this would send wrong signals to other supervisor and would demoralize them thoroughly, Shankar however, fearing a revolt from the union, had to demote Ahuja.

Unable to swallow the insult to his ego, Ahuja resigned immediately, thereafter, citing personal reason. Shanker was quite unhappy with the turn of event and sought advice from the personnel manager, Khurana.

Khurana was quick to respond "incidents of this nature should help us realize the importance of picking up people with good interpersonal skills as supervisor rather than technical skills. After all, they need to extract work from others, without losing their cool even under provocative situation, you see, we cannot put union in a spot even when they are on the wrong side.

Shanker "I know people were after Ahuja, since he is sincere and hard working. He was a race horse other were not, with a little bit of fact Ahuja could have managed the situation well".

Ramesh "It is sad to lose people like him. But Shankar, worker are illiterates and respond negatively. When you talk tough languages. A supervisor should use his brain rather than hands while dealing with people. This fellow rubbed shoulders with union people on the wrong side. Previously too, other supervisor seems to be ok, Be careful in your selection from now on.

**Questions :**

- a. What is the main problem in the case? (10 Marks)
- b. What would you do, if you were in place Shankar? (10 Marks)

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