



**NAVRACHANA  
UNIVERSITY**  
a UGC recognized University

**School:** School of Business and Law  
**Program:** MBA  
**Year:** 2nd **Semester:** 3rd  
**Examination:** End Semester Examination  
**Examination year:** December - 2021

**Course Code:** HR216 **Course Name:** HR Planning, Recruitment and Selection  
**Date:** 02/12/2021 **Total Marks:** 40  
**Time:** 8:30 am to 10:30 am **Total Pages:** 2

**Instructions:**

- Write each answer on a new page.
- Use of a calculator is not permitted.
- Draw all relevant waveforms in answer sheet only.
- \* COs=Course Outcome mapping. # BTL=Bloom's Taxonomy Level mapping

Q. No.	Details	Marks	COs*	BTL#
Q.1	A) Define the following terms: i. HR Accounting ii. Acquisition Cost iii. Job Enlargement iv. Polygraph Test v. Disjunctive Induction	5	CO1, CO2, CO5	BT1, BT2
	B) Write a Short note on: I) Factor Comparison method of Job evaluation II) A Recent Trends in Human Resource Planning	5	CO2,CO3	BT1, BT2
Q.2	A) How would you explain the fact that structured interviews, regardless of content, are generally more valid than unstructured interviews for predicting job performance?	4	CO3, CO6,	BT1, BT2, BT3,
	B) Read below short case and write the answers of questions: Goodearth Financial Services Goodearth Financial Services Limited, has grown considerably during the last 5 years. Mr. Jashpal Bhatti started the company with two employees and business for 6,00,000 in gross sales. The company now employs 200 people and is expected to have business for 6,00,00,000 this year. During the early years, it was always clear what was expected from each employee. Everyone knew how to do everything and was often called upon to do exactly that. This is no longer true and it is apparent to Mr. Jashpal Bhatti that each employee must be given a clear set of general guidelines as to what duties the employee must perform. A number of new players are now in financial services who are the arch competitors for Mr Bhatti's company. The service-mix for Goodearth also has significantly changed to keep pace with the changing customers' expectation. The company, therefore, had to change its operation strategy. In addition, it is becoming increasingly difficult to hire employees without having a clear understanding of exactly what the individual will be doing. Applicants seem reluctant to join the firm without some information about their probable job profile and it is difficult to know exactly what skills, the prospective applicants should have without knowing in some detail what they will be doing. Mr. Jashpal Bhatti decided to write job descriptions and job specifications for his employees. It is his belief that such documents will clear any misunderstandings among employees regarding responsibilities, help to organize better the work that must be done, inform prospective employees about their probable job duties, orient new employees and help to make better selection decisions. You have been retained by Mr Bhatti to determine whose responsibility	6	CO4, CO5, CO7	BT2, BT4, BT6

	<p>it will be to gather the data and write the descriptions and specifications, how the data will be gathered (observation, questionnaire or interview) and how detailed descriptions and specifications should be. Mr Bhatti is currently considering these job analysis issues but has a number of questions about how each will affect the final results.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1. What recommendations would you make to him regarding the most appropriate individuals and methods to be used for data collection?</li> <li>2. What approach to the design of jobs should be considered by you and why?</li> <li>3. Keeping in mind the recent trends in financial services companies, design the job of different hierarchical levels for at least four operational areas with supporting background information, like; job analysis, job description, etc.</li> </ol>			
Q.3	<p><b>A)</b> What would be the process of forecasting the manpower in a financial institution? Discuss what key recruiting issues should be looked into by HR executives at a mid-sized bank with locations in several cities. Give examples and be specific.</p>	6	CO3,CO4	BT2, BT3,
	<p><b>B)</b> 'Although systematic in nature, a job description is still at best a subjective result of a job analysis.' Why or why not? Discuss with examples.</p>	4	CO2,CO5	BT2, BT5
Q.4	<p><b>A)</b> Read below short case and write the answers of questions:  <b>"You call this Selection Interview!"</b>  Suresh Kumar was production manager for Singer Industries Limited, a Noida based electrical appliances company near Delhi. Suresh had to approve the hiring of new supervisors in the plant. The HR manager performed the initial screening. On Friday afternoon, Suresh got a call from Anil Dhavan, Singer's HR Director. 'Suresh' Anil said, "I have just talked to a young engineering graduate from a regional engineering college who may be just who you're looking for to fill that supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but at a lower salary level. He wants to come over to Noida where his parents live." Suresh replied, "Well, Anilji, I would take care of the boy". Anil continued, "He is here right now in my office, I am sending him to you, if you are free." Suresh hesitated a moment before replying, "Great Sir, I am certainly busy today but I can't afford to displease you either. Sir, please send him immediately."  A moment later, Ranga Rao, the new applicant arrived at Suresh's office and introduced himself. "Come on in Rao", said Suresh. "I'll be right with you after I make a few urgent phone calls." Fifteen minutes later, Suresh finished the calls and began interviewing Rao. Suresh was quite impressed. The merit certificates, the best suggestion award from previous multinational firm and Rao's quick responses revealed the candidate's potential. Meanwhile, Suresh's door opened and a supervisor yelled, "we have a small problem on line number 5 and need your help." "Sure", Suresh replied, "Excuse me a minute, Rao." Fifteen minutes later, Suresh returned and the dialogue continued for another few minutes before a series of phone calls again interrupted him. The same pattern of interruption continued for the next forty minutes. Rao looked at the watch embarrassedly and said, "I am sorry, Suresh, I have to go now. I have to catch the train to Pune at 9 P.M." "Sure thing, Rao," Suresh said as the phone rang again. "Call me after a week."  <b>Questions</b></p> <ol style="list-style-type: none"> <li>1. What specific policies might a company follow to avoid interviews like this one?</li> <li>2. Explain why Suresh and not Anil should make the selection decision.</li> <li>3. Is it a good policy to pick up candidates through 'employee referral method'? Why? or Why not? Explain keeping the case in the background.</li> </ol>	6	CO3, CO6	BT2, BT3
	<p><b>B)</b> What is testing in selection? What types of tests do you adopt for selecting mechanical engineers in a large tool making industry? Why?</p>	4	CO3, CO6	BT2, BT3

\*\*\*\*\*End of Question Paper\*\*\*\*\*