



# MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust®, Mangalore)  
Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi  
Accredited by NAAC with A+ Grade & ISO 9001:2015 Certified Institution

## Model Question Paper

### Third Semester MBA Degree Examination

### Recruitment and Selection

**Time: 3 Hours**

**Max. Marks: 100**

**Note: 1. Answer any FOUR full questions from Q1 to Q7.**

**2. Question No. 8 is compulsory.**

**3. M: Marks, L: RBT (Revised Bloom's Taxonomy) level, C: Course outcomes.**

			M	L	C
Q1	a.	Explain two distinct characteristics of Millennial employees that organizations should consider when designing their recruitment and selection strategies.	03	L2	CO1
	b.	Fast Forward Logistics is rapidly expanding its e-commerce; it is facing significant operational challenges in their warehouse, marked by increased errors and delays in order fulfillment. They suspect the 'Warehouse Order Picker' role is a major contributor. Identify the job to examine, and propose a specific job method that would be most effective in gathering relevant information	07	L3	CO2
	c.	Tech Innovations Ltd, a mid-sized manufacturing company, has been facing issues with employee dissatisfaction regarding salaries and promotions. The HR team decides to implement a Job Evaluation process to ensure fair compensation and career growth opportunities. Make use of distinct methods of job evaluation that Tech Innovations could utilize to establish a relative and fair compensation.	10	L3	CO3
Q2	a.	Illustrate two common errors that organizations make during the recruitment process that can lead to hiring unsuitable candidates.	03	L2	CO1
	b.	A well-established local library, 'The Community Archive,' is seeking to hire a 'Digital Archivist' to manage their growing online collection. Recommend a comprehensive strategy The Community Archive should implement, from initial job design to final social media promotion, to effectively recruit a qualified candidate.	07	L3	CO2
	c.	A rapidly scaling software development company, 'Code Crafters Inc.,' is seeking to hire a 'Lead Software Architect' to spearhead their next major product release. They recognize the critical importance of a well-designed interview process to accurately assess both the technical expertise and leadership potential of candidates. Develop a complete interview strategy for CodeCrafters Inc., detailing the entire process from the initial candidate contact to the final decision.	10	L3	CO3
Q3	a.	Explain different methods of internal recruitment.	03	L2	CO1
	b.	Millennials, as a dominant segment of the current workforce, have significantly impacted organizational recruitment strategies. Identify how their values, expectations, and technological fluency are reshaping the recruitment landscape. Provide specific examples to illustrate your points.	07	L3	CO3
	c.	GreenTech Solutions requires a Project Manager for a vital solar farm	10	L3	CO2

		development. To ensure the selection of the most suitable candidate, develop a competency model, leveraging both surface and hidden competencies as defined by the competency iceberg model. The model that is developed will be used to create a competency-based job description and interview process, ultimately guiding the selection of the optimal manager.			
	a.	Explain three key strategic issues that organizations face in the recruitment process.	03	L2	CO1
Q4	b.	NET Corp., a leading IT firm, is looking to hire Software Engineers and wants to ensure that candidates possess the necessary knowledge, skills, and abilities (KSAs) required for the job. The company is considering different types of tests to assess candidates objectively during the selection process. Identify and recommend the most suitable types of selection tests for evaluating candidates' KSAs at NET Corp.	07	L3	CO4
	c.	"Innovate Leadership Solutions" specializes in developing future leaders for high-growth tech companies. Mr. Ronith your client, CEO of "Tech Forward," wants to assess potential senior project managers. He emphasizes the need to evaluate not only technical skills but also leadership potential, problem-solving, and adaptability. Develop the overall Behavioral Event Interview (BEI) process and its core principles.	10	L3	CO5
	a.	Outline briefly the three methods a company can employ for external recruitment to attract potential employees from outside the organization.	03	L2	CO1
Q5	b.	Landt Pvt. Ltd., a fast-growing retail company, is planning to hire a Marketing Manager and wants to create an attractive job advertisement. The company is considering both paper print mode (newspapers & flyers) and social media promotions to reach potential candidates effectively. Construct a compelling job advertisement that includes key job details, company branding, and an effective call to action.	07	L3	CO2
	c.	A multinational company is experiencing challenges with team conflicts and ineffective leadership styles, affecting overall productivity and collaboration. The HR department, led by Mr. Naveen, has decided to implement personality assessment tools such as the Birkman Method, MBTI®, and FIRO-B to enhance team dynamics and leadership development. Identify the strengths and limitations of the Birkman Method, MBTI®, and FIRO-B in the context of improving team collaboration and leadership effectiveness.	10	L3	CO4
	a.	Explain the recruitment metrics in recruitment and selection.	03	L2	CO1
Q6	b.	MorningStar Ltd. wants to improve its hiring process by using non-interviewing methods to assess candidates more objectively and reliably. As an HR Consultant, Identify different non-interviewing assessment methods along with strengths and weakness of the assessments.	07	L3	CO4
	c.	Planet Corporation has observed that new hires struggle to adapt quickly to their roles, impacting productivity and engagement. As an HR manager, Mr. Mohan is responsible for designing a structured onboarding process to ensure a smooth transition from job candidate to employee. Identify the key strategies he should implement for effective integration and measure their success.	10	L3	CO5
	a.	Explain the concept of resource planning and its significance in organizational efficiency.	03	L2	CO1
Q7	b.	Mr Ravi, a recent MBA graduate, is struggling to secure a job despite multiple applications. As a career advisor, guide him through the different steps of job search strategy. Choose how each step can enhance his chances of success.	07	L3	CO2

	c.	Bondon Pvt. Ltd., a growing technology firm, is facing challenges in ensuring fair compensation and career progression for its employees. The HR manager has been asked to implement a job evaluation process to establish a structured pay scale and define job roles effectively.as a consultant, Choose an appropriate job evaluation method for the company.	10	L3	CO3
Q8		<p style="text-align: center;"><b><u>CASE STUDY (Compulsory)</u></b></p> <p>Planet Pvt, Ltd. is a growing e-commerce company that specializes in home appliances. The company has been experiencing a rise in employee turnover, particularly in the Customer Service Department. Employees were frequently leaving within six months of joining, and customer complaints about poor service were increasing. Upon conducting exit interviews, the HR team discovered that most employees felt unclear about their job roles, overwhelmed by unrealistic expectations, and frustrated due to a lack of proper training. The HR Manager, Priya, realized that the root cause of these problems was the absence of a well-defined job description and job specification. Employees were unsure about their responsibilities, and managers had different expectations from their team members. To resolve this issue, Priya decided to conduct a Job Analysis to clearly define the roles and responsibilities of Customer Service Executives and align them with the company's objectives.</p> <p><b>Questions:</b></p> <p>a. Identify the importance of job analysis in organizational effectiveness.</p> <p>b. Develop a framework to explain the differences between job description and job specification with reference to the case study.</p> <p>c. Choose additional job analysis methods that Priya could have used apart from interviews and performance data analysis.</p>			
			10	L3	CO2
			05	L3	CO2
			05	L3	CO2

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