# RECRUITMENT AND SELECTION
# 23MBPE651

# (COURSE HANDBOOK)

MBA

COURSE HEAD: Asst. Prof Susanna Zeena Dsilva

# 1. GENERAL INFORMATION

Welcome to Recruitment and Selection!

This course focuses on the critical aspects of resource planning and recruitment in today's dynamic business environment. It provides a foundational understanding of the concept of work within organizations, with a specific focus on the characteristics and expectations of Millennial employees. You will explore key recruitment strategies, analyse the hiring process, and learn to identify and address common recruitment challenges.

As the course advances it delves into the core of job analysis, a crucial step in effective recruitment. You will learn how to conduct thorough job analyses, develop comprehensive job descriptions, and design motivating job roles. It also emphasizes the importance of competency-based recruitment and explores various job search and recruitment channels, including traditional and social media approaches.

Building upon job analysis and design, the further modules explores job evaluation methods, crucial for establishing fair and equitable compensation. You will learn about different job evaluation techniques and their application in determining appropriate compensation packages. The course also delves into the intricacies of selection and interview strategies, with a particular focus on engaging and selecting Millennial talent.

Finally, the course focuses on the assessment of candidates and the final stages of the hiring process. You will learn about various assessment methods, including personality tests, skills assessments, and background checks. They will also explore best practices for making job offers, onboarding new employees, and ensuring a smooth transition into the organization.

By the end of the course students will have the knowledge and skills necessary to effectively plan and execute the entire recruitment process, from identifying and defining job requirements to selecting and onboarding the best talent for their organizations.

We look forward to an engaging and productive semester together!

## 1.1.Course Objectives

- **Impart Knowledge:** Strategically forecasting and allocating human resources to meet organizational goals and objectives. This includes activities like workforce planning, succession planning, and skills gap analysis..
- **Solve workforce problems:** To create a job description outlining the duties and responsibilities, and to design the job to optimize efficiency and employee satisfaction.
- **Empower organizational problems:** Students will learn how to brainstorm, evaluate, and choose the best solutions to address the identified problems.
- **Exploration of Diverse Approaches:** Familiarize students with a variety of Recruitment and Selection approaches and techniques, including modern and innovative methods.

**1.2.Course Outcomes**

**CO1:** Summarize various principles and practices of recruitment and selection.
       interactions.
**CO2:** Apply Knowledge of various recruitment frameworks and approaches to
       solve business problems.
**CO3:** Utilize personality tests for candidate assessment to build a competent workforce.
**CO4:** Apply job analysis and job evaluation process to retain a talented workforce.
**CO5:** Apply unique recruitment strategies for effective hiring.


**1.3.Set Text and Suggested Sources**

 All the below mentioned books are available in the 1st Floor Library.

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| Key Text Books:<br><br>  1. Rohtak "How to Recruit, Incentives and Retain Millennials." Sage Publications, 2021<br>  2. Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", 1$^{st}$ Edition, Sage Publication, 2019.. |

**Reference Books:**
1. Amitabha Sengupta "Human Resource Management." 1$^{st}$ Edition, Sage
   Publication, 2018.
2. R. C. Sharma Human "Resource Management." 1$^{st}$ Edition, Sage Publication,
   2019.


## 2. THE COURSE


**2.1.Course Description**

| RECRUITMENT AND SELECTION | | | |
|---|---|---|---|
| Semester | III | CIE Marks | 50 |
| Course Code | 23MBPE651 | SEE Marks | 50 |
| Teaching Hours/Week (L:T:P) | 3:0:0 | Exam Hrs | 03 |
| Total Hours | 42 | Credits | 04 |

Recruitment and selection is a course designed to provide students to identify essential job roles and qualifications in order to select the right candidate in today's dynamic world. The course is delivered over 13 weeks comprising of 3 lectures a week during semester 1. This introductory course helps management students to explore various forms of workforce planning and assessment along with in-depth information on Recruitment, its process and how to select the right candidate for the right job.. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ultimately helps students to excel in managerial roles and thrive in the competitive professional work culture.

### 2.2. Initiating Contact with Staff and Other Students

Students are encouraged to use class hours for inquiries and are welcome to visit the faculty office for additional support. Given the large class size, emailing is also an effective communication option.

### 2.3. Resources

Resources include dynamic tools such as digital libraries, e-learning platforms, and research databases, which provide students with anytime, anywhere access to academic materials and interactive courses through a variety of resources available on the college website, including the VTU Consortium, open-access repositories, and government portals (e.g., NPTEL, NDLI).

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

**External Resources**

Students are encouraged to explore professional bodies and organizations that provide a wealth of resources, certifications, and networking opportunities to enhance their knowledge and career prospects. Organizations such as the Human Resource Association of India **(HRAI),** Society for Human Resource Management **(SHRM),** and National HRD Network **(NHRDN)** offer access to industry insights, webinars, and conferences on the latest trends in HR and management. These platforms provide opportunities to engage with industry leaders, attend workshops, and earn globally recognized certifications, which can add significant value to students' professional profiles. Engaging with these resources can help students stay updated on industry best practices and bridge the gap between academic learning and real-world applications.

### 2.4. Staff

Course Convenor: Ms Susanna Zeena D'Silva
Cabin: 3rd floor, PG Block
Email: susanna@mite.ac.in

### 2.5. Topics and Reading materials for each module

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**Module 1**                                        *No. of Hours: 10*

o **Topic: Resource Planning and Recruitment Analytics**
  o Concept of Work, Organization's Work and Jobs; Millennial at the work place; Key Characteristics of Millennial; Types of Millennial; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External

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- o **Activities:**
    - o Group discussions are given, Students are required to discuss on the topic provided in the module. Eg: "Millennial Mindset"

- o **Essential Reading**
    - o Rohtak "How to Recruit, Incentives and Retain Millennials." Sage Publications, 2021 (Chapter-1)
- o **Additional Reading:**
    - o R. C. Sharma Human "Resource Management." 1ˢᵗ Edition, Sage Publication, 2019. (Chapter 1)

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**Module 2**

*No. of Hours: 08*

**Topic: Job Analysis, Job Description and Job Design**
- o Job Analysis: Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data;
- o Job Description: Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Job Design: Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
- o **Activities:**
    - o Students will be given a job role based on that they need to create "Job Analysis & Recruitment Campaign"
- o **Essential Reading**
    - o Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", 1st Edition, Sage Publication(Chapter 2,3)
- o **Additional Reading:**
    - o Amitabha Sengupta "Human Resource Management." 1st Edition, Sage Publication, 2018. (Chapter 4.)

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*No. of Hours: 10*

**Module 3**

- o **Topic: Job Evaluation, Selection and Interview Strategy**

    - o **Job Evaluation**: The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data.
    - o **Selection and Interview Strategy:** Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; The overall BEI Process; Assessment Centre's; Simulations.

- o **Activities:**
  - o Each group are assigned with specific job role Role A -Recruitment Managers Role B Candidates (interview participants) Role C Observers ( feedback providers) .
- o **Essential Reading:**
  - o Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", 1st Edition, Sage Publication, 2019. (Chapter 4).

- o **Additional Reading:**
  - o R. C. Sharma Human "Resource Management." 1st Edition, Sage Publication, 2019. (Chapter 2,5).
  - o Amitabha Sengupta "Human Resource Management." 1st Edition, Sage Publication, 2018.(Chapter 4)

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**Module 4:**                                                     *No. of Hours: 10*

**Topic: Personality Testing and Assessment**
- o Testing in Occupational Selection; Test related to Assessment of knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment. Various Non-Interviewing Methods; Graphology; Skills Assessment; Administration of Tests and Assessments.
- o **Activities:**
  - o Students are given case studies involving the use of personality assessments in selection. They have to analyse the effectiveness of the assessment process and identify any potential issues.
- o **Essential Reading**:
  - o Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", 1st Edition, Sage Publication. (Chapter 8).

- o **Additional Reading:**
  - o R. C. Sharma Human "Resource Management." 1st Edition, Sage Publication,( Chapter 14)

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**Module 5**                                                     *No. of Hours: 08*

**Topic: Making the Hire; Assessment of Candidate and Job Fit**
- o Unique Recruitment strategies, Biodata and Application Forms, Implications of Using Social Media content in Hiring Decisions, Background Checks, Reference Checks, Pre-employment Testing, Making a Job Offer, Transitioning from Job Candidate to Employee, Induction, Placement.
- o **Activity**
  - o Students will work in group on resumes of candidates and analyze them, debate their merits, and collectively decide on the best fit for a job role.

- o **Essential Reading:**
  - o Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", 1st Edition, Sage Publication, . (Chapter,3,7,9)
- o **Additional Reading:**
  - o R. C. Sharma Human "Resource Management." 1st Edition, Sage Publication, 2019. (Chapter 6).

## 3. ASSESSMENT

The assessment for the Recruitment and selection module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

**Continuous Internal Evaluation (CIE)** comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. . Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for the Job role - Job Analysis and Recruitment Campaign) (10 marks are allotted for Case study on personality assessment in selection.)

**Semester End Examination (SEE)** constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

## Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

| 1. Job role- Job Analysis and Recruitment Campaign | | | | | (10 Marks) |
|---|---|---|---|---|---|
| **Criteria** | **10-09 Marks (Excellent)** | **08-07 Marks (Proficient)** | **06-05 Marks (Adequate)** | **04-03 Marks (Basic)** | **02-01 Mark (Unsatisfactory)** |
| **Creativity and Delivery** | Highly creative, impactful delivery | Creative, minor delivery gaps | Basic delivery, limited creativity | Minimal effort | No meaningful participation |
| **Subject Understanding** | Deep understanding, well-integrated | Good understanding | Basic understanding | Weak understanding | No effort to understand |

| 2. Case study on personality assessment in selection. | | | | (10marks) |
|---|---|---|---|---|---|
| **Criteria** | **10-09 Marks (Excellent)** | **08-07 Marks (Proficient)** | **06-05 Marks (Adequate)** | **04-03 Marks (Basic)** | **02-01 Mark (Unsatisfactory)** |
| **Creativity and Delivery** | Highly creative, impactful delivery | Creative, minor delivery gaps | Basic delivery, limited creativity | Minimal effort | No meaningful participation |
| **Subject Understanding** | Deep understanding, well-integrated | Good understanding | Basic understanding | Weak understanding | No effort to understand |