

IJSN

08MBAHR446

Fourth Semester MBA Degree Examination, May/June 2010

Recruitment, Selection and Compensation Management

Time: 3 hrs.

Max. Marks:100

Note:1. Answer any FOUR full questions, from Q.No. 1 to 7.

2. Question No. 8 is compulsory.

- 1** a. Define job analysis. (03 Marks)
b. Explain position analysis questionnaire (PAQ). (07 Marks)
c. Explain the Fleishman Job Analysis Survey (F – JAS) and critical incident technique (CIT). (10 Marks)

2 a. What are the different types of hiring in an organization? (03 Marks)
b. Explain various sources of recruitment. (07 Marks)
c. Prepare a job advertisement in a public sector undertaking for the positions of General Manager – HR, Chief Security Officer, Doctor and an Executive Assistant to Managing Director. (10 Marks)

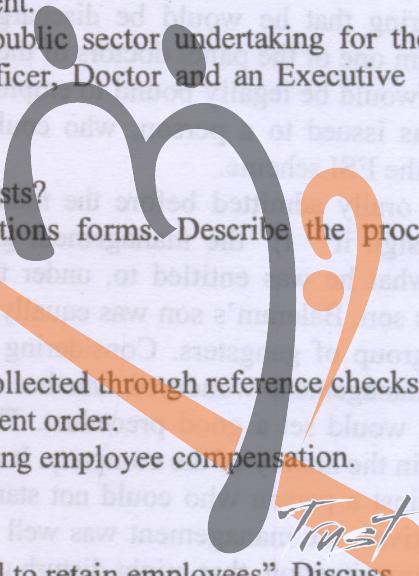
3 a. What are different types of ability tests? (03 Marks)
b. Explain different types of applications forms. Describe the process of developing the weighted application blank (WAB). (07 Marks)
c. Explain the process of a interview. (10 Marks)

4 a. What are types of information are collected through reference checks? (03 Marks)
b. Explain the contents of an appointment order. (07 Marks)
c. Discuss the various factors influencing employee compensation. (10 Marks)

5 a. Define compensation. (03 Marks)
b. “Compensation can be used as a tool to retain employees”. Discuss. (07 Marks)
c. Explain the objectives of compensation planning. (10 Marks)

6 a. What is job evaluation? (03 Marks)
b. Discuss the steps in designing the compensation structure. (07 Marks)
c. Explain various classifications of incentive plans. (10 Marks)

7 a. What do you understand by benefits needs analysis? (03 Marks)
b. Explain the balance sheet approach of international compensation. (07 Marks)
c. Describe various classifications of employee benefits. (10 Marks)



8 CASE STUDY :

Baleram was to celebrate his 60th birthday in a few days. As per the rules of the company, the age of retirement of all employees was fixed at 60 years. Accordingly, a notice was served on Baleram, terminating his services on superannuation. Four days later, Baleram produced a birth certificate, duly endorsed by municipal authorities, certifying that his age was 57 years. The company was obliged to withdraw the notice served on him and to continue his employment for three more years.

Baleram worked in the processing section of the company's mills. In his youth, he had a good physique and a dominating personality. He was a group leader in the communist party and was always a terror to his workers and the supervisory staff. His performance on the job was not bad. However, for the last five years, he had become sick and weak and he could not even walk straight. During the eight hour shift period, he used to sleep quietly in one corner, with the knowledge of everyone, including the factory manager, who did not take action against him, because he was to retire in a few years. Baleram was also absent on many occasions, on medical grounds. Fearing that he would be discharged on medical grounds, he produced a fitness certificate from one of the panel doctors of the Employee's State Insurance Scheme, so that, the management would be legally bound to employ him. The management wondered how a fitness certificate was issued to a person, who could not stand even for half an hour, by a doctor approved by the ESI scheme.

Baleram orally admitted before the management that he could not work at all. He had offered to resign if i) the management gave him 25 month's salary as compensation, in addition to what he was entitled to, under the retirement rules ; or ii) the management appointed his son. Baleram's son was equally active in party affairs and was believed to be the leader of a group of gangsters. Considering the other alternative of paying him 25 month's wages, the management wondered whether such a course of action, apart from its financial implications, would set a good precedent. The management knew that such a situation never arose before in the history of the company. It also considered why disciplinary action should not be taken against a person who could not stand even for a few minutes. While considering all these alternatives, the management was well aware of the union's strength and the desirability of avoiding any situation, that might disturb union management relations. The management was certain that some action should be taken in the matter.

Discuss the pros and cons of each of the following alternative courses of action :

- Take no action. Continue Baleram in employment till he retires.
- Appoint his son in his place.
- Pay him 25 month's salary as compensation and get rid of him.
- Take disciplinary action against Baleram for his inefficiency and irregularity and discharge him.

(20 Marks)
