

RECRUITMENT SELECTION AND HIRING

Credits	2.0
Faculty Name	Dr. Andrew Dutta
Program	MBA (HRM), Class 2018-20
Academic Year and Term	2018-19, Term-II

Course Objectives

Recruitment and selection continues to be one of the core functions of human resource management domain. In the last decade, this essential function has provided sustained competitive advantage to many companies in the Forbes Global 2000 Companies, among which there are 57 Indian firms. With quick decline in the difference between line and staff managers due to the practice of human resource function as a strategic input, more responsibility has come over to HR managers to understand the line requirements of a department. Similarly, departmental managers are now increasingly being encouraged by enlightened leadership to get actively involved in staff functions, the most important ones being recruitment & selection and learning & development through a competency-based approach.

This course would therefore, enable the students to learn application skills through the participation in the design, operation and evaluation of recruiting and selection systems in the organizational context of India.

Course Description

The core HR function of recruitment and selection provide every organization with its most critical resource—people. According to the estimates of Hewitt Associate, a company loses about 3 times the cost of recruitment and selection on a candidate ‘wrongly selected’ (Wrong selection is generally taken as a candidate leaving an organization within 6 months of joining). So, HR professionals have a direct responsibility on the bottom line performance of the company by reducing mismanaged staffing costs.

This course will provide exposure to the students to develop learnt skills in conducting detailed job analysis, write job descriptions, specifications and job postings, identify KSA attributes of a job and match it with a candidate understand and conduct various interview techniques, assessing a candidate based on Competency Frameworks of an organization, deploy screening devices and rollout selection plans consistent with organizational goals.

Learning Outcomes

The course is designed to enable the students achieve the ability to demonstrate the following:

1. Appraise the procedures of recruitment and selection of employees in their organizations in the backdrop of Indian industrial practices
2. Design and develop appropriate plans to identify, attract and link-up with applicant pool
3. Conduct processes of candidate screening and short listing
4. Ability to conduct different interview techniques

5. Design final selection processes

Course Delivery Method	This course being primarily a skill building course, the teaching methods will comprise of brief class lectures, collaborative classroom work, structured activities, skill builders, role plays and industry practice discussions. In short, the classes will be structured around a 'workshop mode' keeping in mind the need of students aspiring to become skilled professionals in the field of HR.
Course Material	Recommended Text: <i>Strategic Staffing by Phillips and Gully. Pearson Education India, 2010.</i> The instructor also would be providing assorted reading materials taken from professional publications in order to keep Indian industry relevance as prime importance.
Session Plan	<i>Session 1: Introduction, Understanding Legal compliance in India</i> <i>Session 2: Job Analysis</i> <i>Session 3: Doing Job Analysis-1</i> <i>Session 4: Doing Job Analysis-2</i> <i>Session 5: Identifying Sources, making sourcing plans</i> <i>Session 6: Understanding External Recruitment</i> <i>Session 7: Understanding Internal Recruitment</i> <i>Session 8: Techniques of Candidate Assessment—1. Techniques of Candidate Assessment—2.</i> <i>Session 9: Techniques of Candidate Assessment – 3. Understanding Fundamentals of Competency</i> <i>Session 10: Competency Framework, Models and Behavioral Indicators</i> <i>Session 11: Basics of Assessment Center based evaluations and techniques. Conducting Selections based on AC - 1</i> <i>Session 12: Conducting Selections based on AC-2. Validity and Reliability of Selections</i> <i>Session 13: Reference Checking. Writing Job Offers</i> <i>Session 14: Managing On-boarding. Wrap- up.</i>
Course Evaluation	1. Mid Term: 30 marks: The MT Test will comprise of short questions of 5 marks each. These will be for testing conceptual clarity of the students. Question will cover materials from the first 10 sessions. 2. End Term: 40 marks: The test will cover all 20 sessions. There will be 4 questions of 10 marks each, which will test the students' application skill of the learnt concepts in the class. 3. Group Case Assignments: 30 marks: The students would be provided a case study by the faculty and case questions during the course. The solutions to the case questions would have to be

provided by the groups in soft copy format to their respective CRs within 5 pm of the stipulated deadline. There is no page limit or word limit for the submission. The assignment has to be submitted on or before **21st December 2018** in MS Word format, soft copy to the CR.

NO NETWORK POLICY:

All students are requested not to operate any network enabled devices such as cell phones, etabs, ipads or any other electronic network enabled devices inside the classroom during the HRM sessions. In case you are compelled to carry it in person, you may keep it in the switched off mode. Anyone found to operate such devices during the session timings shall get penalized with a 5 marks deduction from the total evaluation scores for every incident of violation noted by the facilitator. No discussion or negotiation will be entertained at all with respect to this.

ACADEMIC DISHONESTY:

Please note that students involved in academic dishonesty will be dealt with as per the Manual of Policies. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.