

PGDM 2018-20
Acquisition, Retention & Engagement
DM- 421
Trimester –IV, End-Term Examination: September 2019

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study with of 2 questions	2*10	20
			50

SECTION A

(10 marks * 3 questions) = 30 Marks

A1a (CILO 1) What do you mean by Competency Based Interview Techniques? Develop 3 interview questions which could be used for assessing the following skills for recruiting Management trainees for an IT company:

- | | |
|-----------------------------|----------------------------|
| a) Leadership & Teamwork | b) Creativity & Innovation |
| c) Ability to handle stress | d) Negotiation |

OR

A1b (CILO 1) Discuss the accuracy of the employee interview? What are the various means by which this can be enhanced? Also elaborate the statement, "Competency based selection methods can be crucial for ensuring 'person job fit'".

A2a (CILO 2) Considering that there are millions of resumes posted on the web what steps should recruiters follow to screen out unqualified candidates in a fair and non-discriminatory manner?

OR

A2b (CILO 2) You are working as the HR Manager in Hindustan Paper Corporation, (a mid-size PSU) located in Assam. The mill, asks you to appoint management trainees for its production and HR departments. What sources of recruitment will you explore? Also design the selection process of the trainees.

A3a (CILO 3) Does Employee Engagement translate to 'Employee Retention'? Critically analyze the statement and supplement with suitable examples..

OR

A3b (CILO 3) Discuss what key engagement challenges are likely to be there for managers in small PSU banks in India in the face of the government initiative to merge smaller PSU banks. Give suitable examples.

SECTION B – CASE STUDY
(10 marks * 2 questions = 20 Marks)
(CILO 2)

Marie Pendergrass has been a data processing supervisor for two years. She is in the process of selecting a candidate for a programmer trainee position she has created. Her plan is to develop the trainee into a systems analysis within two years. Since this is a fast track, she needs a candidate whose aptitude and motivation is high. Fourteen candidates applied for the job in the employment section of the personnel department. Six were women, eight were men. An employment specialist screened the candidates for Mary, using a carefully prepared interview format that included questions to determine job-related skills. Six candidates, three women and three men, were referred to Marie. Marie then conducted structured, in-depth interviews and further narrowed the selection to one woman and two men. Her boss, a company vice-president, agrees wither judgment after hearing Marie's description of the candidates. However, Marie's boss feels particularly unsure of the abilities of the female candidate. From the selection interview, past job experience, and education, there is no clear indication of the candidate's ability to perform the job. The vice-president is insistent that Marie screen the candidate with a programmer aptitude test devised by a computer manufacturing firm. The test had been given four years ago, and some of the most successful current analysis had scored high on it. Marie went to the personnel department and asked them to administer the test to the "questionable" candidate. The personnel manager informed her that the company policy had been to do no testing of any kind during the last two years. Marie explained that the request had come from a vice-president and asked that she be given a decision on her request by Friday.

- 1) Identify and evaluate the stages of the selection process reflected in the case.
- 2) If you were Marie, what would you do?