

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

**Third Year / First Semester Examination in Specialization in
Human Resource Management 2005/06 (July / August 2007)**

HRM 3133 Human Resource Planning and Staffing

Answer all questions

Time: 03 Hours

01. Case Study

GETTING BETTER APPLICANTS

If you were to ask Thomas and Geetha what the main problem was in running their business, their answer would be quick and short: hiring good people. They were simply surprised at how hard it was to attract and hire good candidates.

After much debate, they decided to post openings for seven positions: two salespeople, an office manager, a web designer, two content management people, and a web surfer. Their first approach was to design and place a large display advertisement in two local newspapers. The display advertisement listed all the possible available; Thomas and Geetha assumed that by placing a large advertisement with the name of the company importantly displayed and a bold boarder around the advertisement, it would draw attention and therefore generate applicants. The job description and the job specification are not included in the advertisement. For two consecutive weekends, the advertisement cost the fledgling company close to Rs 1,000. It produced a handful of applicants. After speaking with them by phone, Thomas and Geetha rejected three outright; two said they weren't interested; and two scheduled interviews but never showed up.

The owners therefore decided to change their approach. They used different recruiting methods for each position. In the paper, they placed advertisements for the salespeople under "Sales" and for the office manager under "Administrative". They advertised for a web designer in a web. And for the content managers and web surfer, they placed neatly typed help wanted advertisements in the a career placement offices of the technical college and a

community college about 10 minutes away from their offices. They also used this job posting approach to find independent contractors they could use to deliver courses physically to users' homes or offices.

The results were disappointing. Over a typical weekend, literally dozens of want advertisements for experienced salespeople appear, as well as almost as many for office managers. The advertisement for salespeople generated about three calls, one of whom Thomas and Geetha felt might be a viable candidate, although the person wanted a much higher salary than they had planned to pay. One possible candidate emerged for the office manager position.

They fared a little better with the Web designer advertisement which produced four possible applicants.

i) What are the problems that you found in the recruitment process of Thomas and Geetha and explain the causes of it.

(09 Marks)

ii) Provide a detailed list of recommendations to increase the acceptable job applicants.

(10 Marks)

iii) "Hiring good people" is a problem to every organization. Do you agree with this statement. Explain.

(09 Marks)

(Total 28 Marks)

02. "An interview is a procedure designed to obtain information from a person through oral responses to oral inquiries"

i) Illustrate the basic ways in which you can classify selection interview.

(06 Marks)

ii) Explain the steps in planning for an interview.

(08 marks)

iii) Briefly discuss how an interviewer can improve his or her interviewing skills in order to serve as an effective interviewer.

(04 Marks)

(Total 18 Marks)

03. "Job Analysis is the process that systematically collects, evaluates and organizes information about jobs.

i) Briefly explain the details that are revealed from a complete job analysis. (06 Marks)

ii) List out the methods of job analysis and explain two of them suitable to the executive position. (08 Marks)

iii) "Well designed advertisements attract the applicants to apply for the job". List out the factors which need to be included in the job advertisement. (04 Marks)

(Total 18 Marks)

04. "Selecting the right employee is important for the organization's effective performance"

i) How the effective selection practices impact on competitive advantage. (04 Marks)

ii) Explain the tests that an organization used to measure the personality and interests of the employees. (06 Marks)

iii) A company requires all applicants for employment to give names of three former employers as references. The company then contacts only one of them to verify the facts supplied by the applicant. Recently, some doubts have been expressed about the soundness of this procedure.

Some people say that if heavy reliance is to be placed on references as a basis for acceptance or rejection then all three should be contacted because it is just possible that the two left out references may produce quite different evidence.

According to a few others, the entire procedure of contacting references should be discarded; first, because the replies given by these references are not reliable and second, because the HR department can and does place a wide range of interpretations on these replies.

The HR manager is in a dilemma. He is particularly worried because of a recent experiment.

If you are a HR expert what would be your recommendations to handle this situation.

(08 Marks)

(Total 18 Marks)

05. "Human Resource Planning process provides insight into the best policies and initiatives needed to improve the overall Human Resource system"

i) Why do some companies avoid Human Resource Planning? What are the likely consequences when Human Resource Planning is omitted.

(05 Marks)

ii) Briefly explain four demand forecasting techniques in Human Resource Planning.

(08 Marks)

iii) What are the factors that an organization need to consider in drafting a Human Resource Plan.

(05 Marks)

(Total 18 Marks)