



Q5. What is the significance of employee selection? What are the costs of a bad quality selection? What is the difference between Panel interview and group Interview? When is each the most appropriate method to use. Explain giving examples (10 marks)

Q6. (a) What is the objective of Labour relations? What are the different laws related to Industrial relations? Explain any two of your choice. (5 marks)

(b) What disciplinary process is required to be followed in an Industrial environment? (5 marks)

Q7. What are the different elements of a Compensation programme? Explain each of those components. You have been appointed the HR manager for a new start up. What are the different steps you will take for designing the Compensation of your newly found organization. (10 marks)

Q8. (a) The BARS (Behaviourally Anchored Rating Scale) is a combination of Rating Scale and Critical Incident method of appraisal. Explain this with illustration. (5 marks)

(b) A coffee café has to routinely train its people on brewing coffee. Do you think an apprenticeship would be the best way for a person to learn brewing coffee? What are the advantages and disadvantages of using this method? (5 marks)

Q9. Case study

It was an important day for Abhay Mittal, a management graduate seeking an employment opportunity in the competitive business environment. He received an interview call from one of the nation's leading private sector banks for the post of Relationship Manager (RM). His selection as an RM would be just the right break for Mittal in terms of the exposure and experience he would get in this customer-oriented business environment. The responsibility of an RM includes providing important customers with complete and integrated investment advice. The select customers were those who made huge investments in the various products of the bank. The RM must also seek to attract prospective customers who had the potential to make heavy investments with the bank.

Mittal was excited as he had been waiting for a call from this bank for quite some time. He then prepared for his interview – by reading the company's performance and history, making a quick SWOT analysis of the bank, and getting his documents ready for the interview. He also organized a mock interview with his friend who was an HR Manager in a consultancy firm. Having brushed up the fundamentals in his areas of interest and study, Mittal was all set for the interview the following day.

However, the interview proved to be a nightmare. It started an hour behind schedule and Mittal was kept waiting with no intimation of the changed schedule. The reception could not provide him any relevant information. Mittal, however, kept his cool and waited patiently for his turn. Finally, after an hour, he was called in. He firmly knocked on the door before entering the interview hall. The hall was huge with the panel of members seated in a corner. The panel consisted of seven members, none of whom, according to Mittal seemed friendly and approachable. He was made to sit on a chair that seemed likely to break with the slightest jerk. He however, managed to sit, leaning forward slightly and tried to listen to the panel.

A long silence followed. Mittal then hesitatingly ventured to initiate the conversation. "Here are the certificates in proof of my academic qualifications," he said. This was followed by a quick response from the person sitting to his left. "It is not a bundle of certificates we are interested in, young man. They are no proof of how capable you are to handle the stress you would experience in case of your selection." Mittal was taken aback for a moment. However, he gave a gentle smile and said that he was ready for the interview.

Mittal encountered a barrage of questions, most of which seemed irrelevant to the job of an RM. Although he could answer most of the questions, he was never allowed to answer them completely. He was constantly interrupted by the panel members while trying to answer the questions posed by each one of them. Most of the questions were sarcastic and cynical in nature. Mittal was given ambiguous instructions and asked to solve a situational case. He was then put through imaginative situations that required him to make tough decisions. Mittal could feel the tension creeping into him. Although he handled the questions well, he felt he could have done better if the panel had been more approachable. There was complete silence for some time.

The panel members inquired if Mittal had any questions to ask. By then, Mittal was exhausted and longed to leave the room. He kept his calm and said that there was nothing that he would like to ask, even though he had prepared a short list of questions the previous evening.

The members assured him that they would get back to him soon. Mittal thanked the panel and left the room in disgust.

1. What kind of interview do you think Abhay Mittal had to face? Describe the basic features of such an interview.
2. Discuss the various other kinds of interviews that could be used by organizations to make their selection process effective. Also discuss the advantages and disadvantages of each of these methods of selection.

(10 marks)