IMI

INTERNATIONAL MANAGEMENT INSTITUTE

Recruitment and Selection

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Course Description

Recruiting and Selecting suitable talent forms the cornerstone of any organisation. Together these two processes form the building bricks of talent attraction and acquisition upon which any successful company develops and functions. The course aims to present the fundamental aspects and issues faced by managers in handling and conducting these processes. It shall introduce to the future manager to past and contemporary practices of attracting and seeking out talent for emergent manpower requirements. The focus shall be on acquiring knowledge about standards and methods which shape the process of recruitment and selection. Contemporary evolution of methods especially the digitalisation brought forth by technology shall also be addressed.

Course Objectives:

The course hinges on the main objective of making students aware of the processes of recruitment and selection ; their importance in the scheme of things in an organization and what are the specific techniques that are used to conduct the exercise. The course is designed around the following major learning goals:

Learning Goals:

- Introduction to talent acquisition in terms of recruitments, selection and onboarding in organizations.

- Knowledge about current techniques used for recruiting manpower – traditional and digital methodologies.

- Critical insight into what technique is best suited to which hiring scenario.

Specific Skill Development:

- Conducting job analysis and writing job descriptions.

- Interview biases and pitfalls that a manager may face during the selection process.

Learning Outcomes:

At the end of the course the following learning's are expected to be transferred and internalised.

- Knowledge of the need for human capital forecasting and its importance in the larger organisational matrix.

- Ability to conduct job analysis using different methods and critically identify minimum requisite parameters and standards of operation.

- Familiarity with and awareness of contemporary methodologies of talent search and acquisition, their applicability, scope and pitfalls to be wary of.

Method of instruction:

The pedagogy shall be a mix of hands-on experiential simulations, video-based insights as well as lectures and case analyses. Cutting edge research insights shall be disseminated through the readings which are a mandatory requirement for classroom discussions.

Evaluation Criteria

Assurance of learning shall be evaluated and gauged through continuous class participation as well as group and individual assignments. The course assesses learning through testing at two junctures of a mid term examination as well as end term assessment schedule. These shall be evaluated according to the following scheme of marks breakup:

Quiz	10
Group Presentation	15
Mid term Assessment	20
Individual Assignment	15
End Term	40
Total	**100**

Session Plan

Sessions	Topic	Reading
1-2	Introduction to Manpower Planning & Forecasting Human Capital Needs; Recruitment vs Selection; The Staffing Trajectory.	**Critical Reading** [1] : - *Employment trends in Polarised Workforce : MIT Technology Review Article, June 2013.*
3-4	Defining Work and Jobs – Job Analysis; Techniques of Job Analysis; Modern Day Job Analysis ; Writing Job Descriptions. Paradigm Shift to Competency Based Jobs.	**Activity Based** - -Creating Job specifications from job descriptions for varying industry -Psycho –profiling of job descriptions across Sectors
5 -7	The Recruitment Process : Strategic Issues in recruiting; Internal v/s external recruiting; Evaluation & benchmarking recruitment Sources of Recruiting; ; Role of the Digital Revolution in Contemporary Industry.	**HBR Case**[2]: *Monster.com*
8-10	Selection: Overview of Contemporary Methods : Psychometric Testing, Behavioral Assessments; Selection Interviews; Reliability & Validity in Selection Tests; Decision making in Selection.	**Additional Reading**: - - Gatewood, R. (2008) Human Resource Selection.
11-13	The Selection Interview: Types of Selection Interviews ; Strengths of the Method ; Pitfalls & Biases in the Interview Process ; Reliability and Validity of the Interview Method .	**Activity Based:** – Simulation of Selection Interviews -Mock Interview Scenario Videos.
14 -15	Psychological vs Behavioral Testing : Ability vs Personality Testing Commonly used Tools for Psychological Testing , Assessment Centres as Selection Devices ; Scope of Testing & Limitations of the	-Psychological Testing Tools in Current

	Testing Method.	Industry
16 -17	Pre-employment Requisites: Background & Reference check; Procedural Formalities. Legal Issues in Selection .	**Case**[3] : *The HDFC Story – Recruiting Prima Donnas vs Non Star Performers.*
17-18	Onboarding: Employee Orientation & Induction ; Project Based Staffing –The new Paradigm.	**Critical Article**[4]: --'*Reinventing Employee Onboarding'*. MIT Sloan Management Review. Spring 2013.
19-20	*Group Presentations*	

Reference book(s)

1. Dale, M. (1995) Successful Recruitment and Selection: A practical guide for Managers. Kogan Page Limited.

2. Searle, R. H. (2003) Selection & Recruitment: A critical text. The Open University Press. Oxford.

3. Das, R. P. (1992) Handbook for Managerial Recruitment and Selection . Kanishka Publishing House.

4. Gatewood, R. (2008) Human Resource Selection. Cengage Learning India Pvt Ltd.

5. Phillips, J. & Gully, S. M. (2012) Strategic Staffing. Prentice Hall Ltd.

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