

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Recruitment and Selection**  
**CREDIT: Full (three credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: V**  
**YEAR: 2014-2016**  
**BATCH: II**

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**Course Introduction:**

In today's competitive environment, an organization's ability to execute its business strategy and maintain competitive edge depends upon the quality of its employees. 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 managers the 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.

**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 the specific techniques that are used to conduct the exercise.

**Learning Goals:**

The course is designed around the following major learning goals:

- Introduction of talent acquisition in terms of recruitments, selection and onboarding in organizations.
- Knowledge about current techniques used for recruiting manpower.
- Critical insight into what technique is best suited to which hiring scenario.

**Learning Outcomes:**

At the end of the course the following learnings are expected to be transferred and internalized:

- 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.

### **Course Pedagogy:**

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.

### **Course Readings:**

#### **Text book**

1. Phillips, J. M. & Gully, S. M. (2015). *Strategic Staffing*. New Delhi: Pearson.

#### **Reference book(s)**

1. Searle, R. H. (2003). *Selection & Recruitment: A critical text*. Palgrave Macmillan.
2. Das, R. P. (1992). *Handbook for Managerial Recruitment and Selection*. Kanishka Publishing House.
3. Dessler, G. & Varkkey, B. (2012). *Human Resource Management, 12/e*. New Delhi: Pearson
4. Gatewood, R. D., Field, H. S. & Barrick, M (2008). *Human Resource Selection: Cengage Learning*
5. Gareth, R. (2008). *Recruitment and Selection: Jaico Books*.
6. Billsberry, J. (2007): *Experiencing Recruitment and Selection: John Wiley & Sons*
7. Berry, L. M. (2003). *Employee Selection: Cengage learning*

### **Course Evaluation criteria**

<b>Component</b>	<b>Weight</b>
Quiz	20%
Class Participation	10%
Assignments	10%
Presentation	10%
Mid-term	20%
End-term	30%
<b>Total</b>	<b>100%</b>

## Session Plan

Session No.	Topic	Reading
1-2	<p><b>Strategic Recruitment</b> Strategic Recruitment, Components of Strategic Recruitment, Goals of Strategic Recruitment, Business strategy and Recruitment strategy</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 1</li> </ul> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>➤ Integrating McDonald’s Business, Human Resource, and Staffing Strategies.</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Fernández-AráOz, Claudio (2014). 21<sup>st</sup> Century Talent Spotting. <i>Harvard Business Review</i>, June, 46-56.</li> </ul>
3-4	<p><b>Job Analysis and Competency Modeling</b> Need for Job Analysis, Common Job Analysis Methods , Conducting Job Analysis, Competency Modeling, Job Design</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 4</li> <li>➤ Berry, Ch. 3</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Simons, Robert (2005). Designing High Performance Jobs. <i>Harvard Business Review</i>, July/August, 54-62.</li> </ul>
5-6	<p><b>Workforce Planning</b> Workforce Planning Process, Forecasting the Firm’s Labour Demand, Forecasting the Firm’s Labour Supply, Resolving the Supply Demand Gap, Staffing Planning</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 5</li> </ul> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>➤ Moradabad Brass Industries</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Cappelli, P. (2008). Talent management for the 21<sup>st</sup> century, <i>Harvard Business Review</i>, March, 74 – 81.</li> </ul>
7-10	<p><b>Recruitment</b> Factors affecting recruitment: External and internal, Strategic Issues in recruiting; Internal v/s external recruiting; Sources of recruitment, Recruiter Effectiveness, Developing Recruiters, Recruiting Metrics, Developing applicant attraction strategies.</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 6, 7</li> <li>➤ Berry, Ch. 5</li> </ul> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>➤ Recruitment of a star by Boris Groysberg; Steve Balog; Jennifer Haimson, <i>Harvard Business School</i>. Product Number: 407036-PDF-ENG</li> <li>➤ Finding people who are</li> </ul>

		<p>passionate about what they do. In Dessler &amp; Varkkey, 195.</p> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Fernández-Aráoz, Claudio; Groysberg, Boris; Nohria, Nitin (2009). The Definitive Guide to Recruiting in Good Times and Bad, <i>Harvard Business Review</i>, May, 74 – 84.</li> </ul>
11-14	<p><b>Selection Methods</b>  Basics of Measurement, Characteristics of Useful Measures, Tests of Ability and Knowledge, Tests of Personality, Commonly used Tools for Psychological Testing</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 9, 10</li> <li>➤ Berry, Ch. 7, 8, 9</li> </ul> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>➤ Blinds To Go: Staffing a Retail Expansion by Fernando Olivera; Ann C. Frost; Ken Mark, <i>Ivey Publishing</i>. Product Number: 901C20-PDF-ENG</li> <li>➤ Development of a Multinational Personnel Selection System by Diana Krause; Reiner Piske, <i>Ivey Publishing</i>. Product Number: 907C41-PDF-ENG</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Chamorro-Premuzic, Tomas (2015). Ace the Assessment. <i>Harvard Business Review</i>, July/August, 118-121.</li> </ul>
15-16	<p><b>The Selection Interview</b>  Types of Selection Interviews, Strengths of the Method, Pitfalls &amp; Biases in the Interview Process, Reliability and Validity of the Interview Method</p>	<ul style="list-style-type: none"> <li>➤ Berry, Ch. 11</li> <li>➤ Dessler &amp; Varkkey, Ch 7</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Soll, Jack B.; Milkman, Katherine L.; Payne, John W. (2015). Outsmart Your own Biases. <i>Harvard Business Review</i>, May, 64-71.</li> </ul>

17-18	<p><b>Assessment Centres</b>  Assessment Centers, Structuring an Assessment Center , Assessment Center Effectiveness</p>	<ul style="list-style-type: none"> <li>➤ Berry, Ch. 13</li> </ul>
19-20	<p><b>Managing Workforce Flow</b>  Orientation and socializing new employees,  Managing the flow of the workforce, Involuntary employee separations</p>	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 12</li> </ul> <p><b>Article:</b></p> <ul style="list-style-type: none"> <li>➤ Cable, Daniel M.; Gino, Francesca; Staats, Bradley R. (2013). Reinventing Employee Onboarding. <i>MIT Sloan Management Review</i>. Spring, 23-28</li> </ul>