



**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**

**Post Graduate Diploma in Management (PGDM)**

**OB618: Recruitment and Selection**

**CREDIT: Full (three credits)**

**SESSION DURATION: 60 Minutes**

**TERM: V**

**ACADEMIC YEAR: 2019-2020**

**BATCH: PGDM 2018-20**

**FACULTY:** Dr. Bindu Chhabra

**Telephone:** (0674)3042151

**E-Mail:** bindu@imibh.edu.in

**Office hours:** 9.30 AM – 5.30 PM

**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 Outcomes (LOs):**

After studying the course, the student should be able to:

- LO1. Understand why recruitment and selection is critical to an organization's performance and how different staffing strategies support different business strategies
- LO2. Explain the importance of job analysis and various methods of conducting it
- LO3. Describe the workforce planning process and develop action plan to address gaps between labor demand and supply

- LO4. Describe the purpose of sourcing and recruitment in the staffing process
- LO5. Identify various internal and external assessment goals and methods
- LO6. Describe different job offer strategies
- LO7. Discuss employee retention strategies and various ways of downsizing a company's workforce

### 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:

1. Phillips, J. M. & Gully, S. M. (2015). *Strategic Staffing*. New Delhi: Pearson.
2. Searle, R. H. (2003). *Selection & Recruitment: A critical text*. Palgrave Macmillan.
3. Das, R. P. (1992). *Handbook for Managerial Recruitment and Selection*. Kanishka Publishing House.
4. Dessler, G. & Varkkey, B. (2012). *Human Resource Management, 12/e*. New Delhi: Pearson
5. Gatewood, R. D., Field, H. S. & Barrick, M (2008). *Human Resource Selection*: Cengage Learning
6. Gareth, R. (2008). *Recruitment and Selection*: Jaico Books.
7. Billsberry, J. (2007): *Experiencing Recruitment and Selection*: John Wiley & Sons
8. Berry, L. M. (2003). *Employee Selection*: Cengage learning

### Course Evaluation criteria

Component	Weight	LO Mapping
Quiz	20%	All LOs
Class Participation	10%	All LOs
Assignments	10%	LO3 and LO5
Presentation	10%	LO6 and LO7
Mid-term	20%	LO 1, 2, 3 and 4
End-term	30%	LO 5, 6, 7
<b>Total</b>	<b>100%</b>	

### Plagiarism

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

## Session Plan

Session No.	Topic	Learning Outcomes	Reading
1-3	<b>Strategic Recruitment</b> Strategic Recruitment, Components of Strategic Recruitment, Goals of Strategic Recruitment, Business strategy and Recruitment strategy	LO1	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 1 and Ch 2</li> </ul> <b>Case:</b> <ul style="list-style-type: none"> <li>➤ Integrating McDonald's Business, Human Resource, and Staffing Strategies.</li> </ul> <b>Article:</b> <ul style="list-style-type: none"> <li>➤ Cappelli, Peter. (2019). Your Approach <b>to</b> Hiring <b>Is</b> All Wrong. <i>Harvard Business Review</i>, May/June, 48-58.</li> </ul>
4-6	<b>Strategic Job Analysis and Competency Modeling</b> Need for Job Analysis, Common Job Analysis Methods, Conducting Job Analysis, Competency Modeling, Job Design	LO2	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 4</li> <li>➤ Berry, Ch. 3</li> </ul>
7-9	<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	LO3	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 5</li> </ul> <b>Case:</b> <ul style="list-style-type: none"> <li>➤ Sweet Tooth Inc.</li> </ul> <b>Exercise:</b> <ul style="list-style-type: none"> <li>➤ Badger Care</li> </ul> <b>Article:</b> <ul style="list-style-type: none"> <li>➤ Sucher, S. J.; Gupta, S. (2018). Layoffs that Don't Break your Company. <i>Harvard Business Review</i>, May/June, 122-129.</li> </ul>
10-15	<b>Sourcing and Recruitment</b> Sources of Recruitment, creating a sourcing Plan, How Applicants React to Recruitment, Recruitment Effectiveness, Recruiting Metrics, Developing Applicant Attraction Strategies.	LO4	<ul style="list-style-type: none"> <li>➤ Phillips &amp; Gully, Ch 6, 7</li> <li>➤ Berry, Ch. 5</li> </ul> <b>Case:</b> <ul style="list-style-type: none"> <li>➤ Recruitment of a star. By Boris Groysberg; Steve Balog; Jennifer Haimson, <i>Harvard Business School</i>.</li> <li>➤ Somany Ceramics: Recruitment Challenges. By Amitabh Deo Kodwani, Mukesh Kumar, Sanjeev Prashar, Ivey Publishing.</li> </ul> <b>Article:</b> <ul style="list-style-type: none"> <li>➤ Fernández-Aráoz, Claudio; Groysberg, Boris; Nohria, Nitin (2009). The Definitive Guide to Recruiting in Good</li> </ul>

			Times and Bad, <i>Harvard Business Review</i> , May, 74 – 84.
16-24	<b>Selection Methods</b> Basics of Measurement: Reliability, Validity; Standardization and Objectivity, Assessing External Candidates: The Firm’s External Assessment Goals, External Assessment Methods, Assessment Plans. Assessing Internal Candidates: The Firm’s Internal Assessment Goals, Internal Assessment Methods, Managing Succession	LO5	➤ Phillips & Gully, Ch 9, 10 ➤ Berry, Ch. 7, 8, 9 <b>Case:</b> ➤ Blinds to Go: Staffing a Retail Expansion by Fernando Olivera; Ann C. Frost; Ken Mark, <i>Ivey Publishing</i> . Product Number: 901C20-PDF-ENG <b>Article:</b> ➤ Chamorro-Premuzic, Tomas (2015). Ace the Assessment. <i>Harvard  Business Review</i> , July/August, 118- 121. ➤ Conger, J. A.; Fulmer, R. M. (2003). Developing Your Leadership Pipeline. <i>Harvard Business Review</i> , December, 76 -84.
25-27	<b>Choosing and Hiring Candidates</b> Combining Candidates’ Scores, Job Offer Strategies, Employment Contract, Negotiating with New Hires, Closing the Deal	LO6	➤ Phillips & Gully, Ch 11 <b>Article</b> ➤ Malhotra, D (2014). 15 Rules for Negotiating a Job Offer. <i>Harvard Business Review</i> , April, 117- 120. <b>Case</b> ➤ Name Your Price: Compensation Negotiation at Whole Health Management (A, B, C) <i>Harvard Business  School</i> #908064, 908065, #908066
28-30	<b>Managing Workforce Flow</b> Orientation and socializing new employees, Managing the flow of the workforce, Involuntary employee separations	LO7	➤ Phillips & Gully, Ch 12 <b>Article:</b> ➤ Byford, M; Watkins, M.D.; Triantogiannis, Lena (2017). Onboarding Isn’t Enough. <i>Harvard  Business Review</i> , May-June, 78 - 86.