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**SUBJECT:** HRM

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**Q.1: a) Write briefly about different Job redesigning techniques along with its advantages.**

A: : Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction.

**JOB REDESIGNING PROCESS:**

* **Revising the Job Content:** Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job.
* **Analyzing Job-related Information:** Once the job analyst is through with recollecting and revising the job content, analyzing the discrepancies is the next step. It is done to determine the hindrances in performing job-related tasks and duties and investigate why an employee is not able to deliver the expected output.
* **Altering the Job Elements:** The next step is to amend the job elements. It may include cut back on extra responsibilities or addition of more functions and a higher degree of accountability. The basic aim of altering the job content is to design a job in such a manner that encourages employees to work harder and perform better.
* **Reformation of Job Description and Specification:** After altering the job elements, a job analyst needs to reform the job description and specification in order to make sure that the worker placed at a particular place is able to deliver what is expected of him.
* **Reshuffling the Job-related Tasks and Duties:** Next is to reallocation of new or altered tasks and functions to employees. It may be done by rotating, enriching, enlarging and engineering the job. The idea is to motivate the performers while increasing their satisfaction level.

**ADVANTAGES OF JOB REDESIGNING:**



1. **Enhances the Quality of Work-Life:**

Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better

1. **Increases Organization’s and Employees’ Productivity**:

Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

1. **Brings the Sense of Belongingness in Employees:**

 Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

1. **Creates a Right Person-Job Fit:**

Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals.

**Q.2: Write about Internal sources of recruitment along with its pros and cons.?**

A: **INTERNAL SOURCES OF RECRUITMENT:**

Internal sources of recruitment consist of employees who are already on the payroll of a firm. It also includes former employees who have returned to work for the organization. Recruitment from internal sources is done to fill up vacancies through promotion, re-hiring and transferring employees within the company.

* **PROS OF INTERNAL SOURCES OF RECRUITEMENT:**

Hiring internal candidates can be more efficient than recruiting externally, because it can:

1. **REDUCE TIME TO HIRE:**

Reduce time to hire

When recruiting externally, hiring teams find candidates (either through sourcing or job posting), evaluate them and, if all goes well, persuade them to join their company. All of which takes time. Conversely, internal candidates are already part of your workplace, so the time you need to find and engage those candidates is much less. It’s also easier to assess internal candidates because:

* They’re prescreened for culture fit.
* Their track record is easily accessible.
* They may not always need full interviews with managers (for example, if they are moving within their department, the department head already knows the candidate.)

All these reduce the time spent on each hiring stage and your overall time to hire.

1. **SHORTEN ONBOARDING TIMES:**

Everyone needs some time to adjust to a new role, but internal hires are quicker to onboard than external hires. This is because they:

* + Know how your company operates and most of your policies and practices.
	+ May be familiar with people in their new team, especially in smaller businesses.
	+ May already know the content and context of their new roles if they move within the same team or to a similar one (for example, a sales associate becoming a category manager).
1. **COST LESS:**

Research has shown that external hiring may cost 1.7 times more than internal hiring. This is because when hiring from within, you usually don’t need to:

* Post ads on job boards. It’s easy to inform internal candidates about job openings through email or your company’s internal newsletter. You could also place printed job ads on a bulletin board, if all your employees work in one place.
* Subscribe to resume databases. Instead of sourcing passive candidates on resume databases, ask managers about their team members or look into your HRIS to find coworkers who might fit in your open roles.
* Pay for backgrounds checks. You may already have conducted background checks on internal candidates when you first hired them. And, you know if they’re in good standing based on their manager’s input or employee records.
1. **STRENGTHEN EMPLOYEE ENGAGEMENT:**
* Promoting from within sends a message that you value your employees and want to invest in them. Giving employees more opportunities to advance their careers, or even letting them move to other same-level positions that may interest them, is good for morale: employees who change roles develop professionally and others know they may have similar opportunities in the future. This helps to build a culture of trust that enhances employee engagement and retention.

**CONS OF INTERNAL SOURCES OF RECRUITMENT:**

Despite all the merits of internal recruitment, there are some things to keep in mind. Hiring from within can:

1. **Create resentment among employees and managers:**

Employees who were considered for a role could feel resentful if a colleague or external candidate is eventually hired. Also, managers are often uncomfortable losing good team members and may even go so far as to hinder the transfer or promotion process.

1. **Leave a gap in your existing workforce:**

When you promote someone to fill an open position, their old position becomes vacant. This means that a series of moves and promotions may ensue that could disrupt your business’ operations. Ultimately you may need to turn to external recruitment in addition to your internal hire.

1. **Limit your pool of applicants:**

While your company may have a lot of qualified candidates for specific positions, this isn’t necessarily true for every open role. For example, if a role is fairly new to your business, your employees will have other specialties and may not be able to fill this skills gap. Relying solely on internal hiring means you could miss the chance to hire people with new skills and ideas.

1. **Result in inflexible culture:**

Doing most of your hiring from inside your business may result in a stagnant culture. This is because employees can get too comfortable with the ‘way things are done’ and struggle to spot inefficiencies and experiment with new ways of working. An inflexible culture will be more problematic in leadership positions where employees may need to advocate for change and improvements instead of relying on established, inefficient practices. External hires are essential in shaking up culture and offering a fresh perspective on existing problems.

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**Q.3: Write briefly about different types of Interviews.**

A: **DIFFERENT TYPES OF INTERVIEWS:**

1. **The traditional interview:**

This is the scenario you’ll face most often: You sit down with a solo interviewer and answer a series of questions designed to help her figure out if you’re a great candidate for the job.

1. **The phone interview:**

A call is typically a first-round screening to see if you’re a fit to come in for a full interview, so nailing it is key. You’ll want to prepare just as you would for an in-person interview, with some key adjustments for the phone format.

1. **The skype interview:**

Skype video interviews take the phone-screening interview to the next level, and they’re becoming a regular part of the job application process for many companies. From choosing the right on-screen look to making sure your entire tech systems are a go, you’ll want to be 100% ready for your TV debut.

1. **The Case Interview:**

The case interview is a more specialized format in which you’re given a business problem (“How can Big Coal Co. double its growth?”) or a puzzle (“How many tennis balls fit in a 747?”) to solve. While case interviews were once exclusively the domain of aspiring consultants, they’re now popping up everywhere from tech companies to NGOs.

1. **The puzzle interview:**

Google and other highly competitive companies have been known to ask “puzzle” questions, like, “How many people are using Facebook in San Francisco at 2:30 PM on a Friday?” Seems random, but your interviewer wants to determine how quickly you can think on your feet, how you’ll approach a difficult situation, and how you can make progress in the face of a challenge.

1. **The lunch interview:**

It usually means they want to learn a little more about you and how you act outside of the office.

1. **The group interview:**

A group interview is a screening process where you interview multiple candidates at the same time. The point of a group interview is to see how candidates choose to stand out from each other, how well candidates function in a group of people they do not know and if candidates show the teamwork attributes that you need.

1. **The working interview:**

A working interview is an opportunity to have an applicant proves their job skills to you. Having them perform the duties of the job alongside their supervisor and future co-workers is also an opportunity to ensure that they are a good fit for the organization.

1. **The panel interview:**

Panel interview refers to a type of interview which includes one applicant and several interviewers, often representatives of different departments within a company like the hiring manager and a member of the human resource recruitment team.

1. **The formal interview:**

A formal interview is a one-on-one meeting between a prospective job candidate and employer, after which the prospective employer decides whether or not the candidate is right for the position. Formal interviews can be conducted in any trade or business. A candidate for a formal interview should dress appropriately.

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**Q.4: Discuss External sources of recruitment along with its pros and cons.**

A: **EXTERNAL SOURCES OF RECRUITMENT:**

The External Sources of Recruitment mean hiring people from outside the organization. In other words, seeking applicants from those who are external to the organization. For certain job vacancies, it is mandatory for every organization to provide details about it to the employment exchange.

**PROS OF EXTERNAL SOURCES OF RECRUITMENT:**

In an external recruitment process, the company posts a job and invites different candidates suitable for the job outside the company.

In this decision of hiring a candidate outside the company, the employer takes up the responsibility of finding a candidate who is capable of handling the duty and responsibility of the job posted.

Following mentioned are a few advantages of the recruitment process:

1. **Increased chances:**

In this increased chance, the company receives a variety and number of candidates who owns knowledge and ability to handle that job. If the company enters a selection procedure with external recruitment then there are increased chances of finding a suitable candidate for the job. This increased chance provides better availability of skilled and qualified employees for the company by using the external recruitment method.

1. **Fresher skill and input:**

When a company goes with an external recruitment method, there is a quite better possibility of finding and identifying a fresher candidate who is capable of delivering new skills and inputs for the betterment of the company. Therefore, hiring a candidate with external recruitment makes things clear and better for the company who is in desperate need of fresher skills and inputs for the overall growth of the company.

1. **Qualified candidates:**

With external recruitment advertising, the company can find a variety of qualified candidates for the post offered. And eventually, this process helps to identify the best candidates in a lot of skilled candidates.

1. **Better competition:**

In the external recruitment process, there will be a chance of facing better competition in terms of hiring new talent. Most of the time some of the company looks for candidates who are capable of handling a certain skilled job and some of them search those candidates who are better with their risk-taking ability. This is how the company meets those two types of characteristics of candidates in the same interview process.

1. **Generation of creative ideas:**

Most probably when the company is in need of those candidates who can provide creative ideas for the growth of the company, then the company needs to go with an external recruitment process for the overall development of the company. Therefore, once the company understands the working nature of external recruitment then there is a possibility that the company might select a candidate with new and better creative ideas.

1. **Lesser internal politics:**

In the external recruitment process, there is a very less possibility that the candidate might face internal politics of existing candidates. And these lesser internal politics avoids a number of internal issues and requests of the existing employees of the company. Once the candidate is selected, then the company can be aware of all the political and internal disputes of the company as well.

Therefore, it is a process with a high potential candidate who is capable of handling any type of situation in the company.

1. **Better growth:**

By using an external recruitment process, the company can expect growth not just for the candidate, but actually, the company can expect it for itself also.

When a company selects a candidate with high potential, then there is a higher possibility of the overall growth of the company. The employees within the organization also broaden their capacity and may try to match with the new talent. Therefore, external recruitment holds on to the objective where it handles the selection procedure sorting by finding a skilled and qualified candidate for the position offered.

1. **Competitive spirit:**

When employees are recruited through external recruitment, there whirls a competitive spirit in the organization amongst the employees. They present themselves to be competitive with full enthusiasm to work and match with the new employees. A healthy competition takes place between the internal and external employees and employees become efficient and trained.

1. **Being fair:**

External recruitment paves way for a fair means of recruitment. Since the competition is open and wide, there is more opportunity for candidates where they can apply for vacant positions in organizations.

The recruitment is done in a fair manner equally for all candidates where internal politics is avoided.

1. **Ideas from other industries:**

Another smart factor that can be observed from candidates recruited from external recruitment is that they offer unique and new ways that are followed in the competitor or other companies they worked for.

The organization can gain insight into various other aspects of other industries by means of external recruitment.

**CONS OF EXTERNAL SOURCES OF RECRUITMENT:**

1. **A limited understanding of the company:**

When a candidate is selected from an external recruitment process, there is a possibility that the candidate might have less chance of understanding the environment of the company. And this lesser understanding can make a big difference in the future activities of the company.

Therefore, there is some sort of issues with an external process which needs to be rectified for a better understanding of the company environment.

1. **Higher risk:**

There is a possibility that the candidate selected for the post is not worthy of the position offered and he/she can take advantage of their position in the company.

This type of risk is very much common in an external recruitment process as most of the candidates applied for the job are total strangers to the company. And that is why it is considered one of the higher risk processes of recruitment.

1. **Time consuming:**

The main disadvantages of external recruitment are that it is time-consuming as most of the companies post an advertisement for their company recruitment drive. Then there is a quite possible chance of receiving a higher number of applicants for the post and the recruiter need to be very careful with their decision of selecting the best candidate for each round selection process. These different rounds of selection take a bit longer than the internal recruitment process as it involves a number of processes.

1. **Higher costs:**

As most part of the external recruitment process mainly deals with complete new candidates then the company needs to come up with a pay scale for that candidate who should value his/her skill and ability.

This can turn things a bit costly for the company as they are in need of new ideas and to get such new and creative ideas from the potential candidate. The company needs to provide him/her with the best possible deal to refuse.

With all these aspects, the company needs to provide intense training for the candidates. Screening a large number of candidates consumes more money.

1. **Internal dispute with existing candidates:**

When a company considers a fresh candidate for the higher post than the existing candidates, then there is a higher possibility that the company existing employees might show some sort of internal dispute among the officials of the company.

This kind of internal dispute can lead things to a completely different level. And eventually, the company can fall on their back with such differences of opinions.

1. **Agencies are not trusted:**

By recruiting candidates through external recruitment, recruitment agencies play a role where they do not have adequate knowledge about the culture of the organization and their intrinsic qualities. They also do not care much about the key requirements of the post.

1. **Invites unsuitable applicants:**

External advertising methods are something that happens in large scale through print media and hence a large number of applicants who are not fit for the job post are drawn in. There are a number of unsuitable candidates who line up for low-level job positions.

1. **Legal risks:**

There are chances for legal issues when external recruitment is carried on. When hiring intact teams, top hiring talents are recruited with noncompeting recruitment which may lead to legal issues.

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