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### Question # 1

**Write briefly about different Job redesigning techniques along with its advantages.**

### Job Redesign :

**Job redesign** is an effort where job responsibilities and tasks are reviewed, and possibly re-allocated among staff, to improve output. Redesigning jobs can lead to improvements in both productivity and in job satisfaction.

Let's take Fajr, a customer service representative at a large call center. He performs the same tasks during the day, just answering customer phone calls asking for assistance with billing issues. If a job redesign effort was done at his call center, his position might change in several different ways. he might increase or decrease the number of calls He takes each day; he might receive training so that he can move to a more specialized group, such as tech support or sales, for part or all of his positions; or he might have a change in his role, such as to a supervisory or training position.

In a good job redesign effort, fajr's personal goals and his skills will be taken into account when determining his changed position. Better use of his abilities and movement toward his personal goals will make him more satisfied with his position, and he'll also be able to accomplish more during the work day.

### Steps in the process :

First, we need to know what is being done today as compared to the job description, and we need to know difficulties in completing work.

Second, determine skills of the employees and their level of fit with their current positions.

third, re-allocate tasks so that employees have a better fit between their skills, interests, and position requirements.

Then provide training as needed to get employees ready for their new responsibilities. Next, implement the program by providing a new job description to each employee and having them focus on the tasks in good position.

### Different Techniques in Job Redesign .

#### Techniques :

#### 1. Job rotation

#### 2. Job enlargement

#### 3. Job enrichment

**1. Job rotation**

It is one of the methods of job design which is an answer to the problem of boredom. Job rotation implies the shifting of an employee from one job to another without any change in the job. With job rotation, a given employee performs different jobs but, more or less, jobs of the same nature.

Example : an administrative employee might spend part of the week looking after the reception area of a business, dealing with customers and enquiries.

The advantages of job rotation are; it relaxes the employee from the boredom of doing a single task. The organization also benefit as the worker become competent in several jobs rather than only one. Periodic job changing can also improve inter-department co-operation.

The limitations are; the basic nature of the job remains unchanged. Also frequent shifting of employees may cause interruption in the work routine of the organization.

#### 2. Job enlargement

It is the process of increasing the scope of a job by adding more tasks to it. tasks are combined. Job enlargement involves expanding the number of tasks or duties assigned to a given job.

Advantages for Job enlargement reduces boredom. It helps to increase interest in work and efficiency. But there is no time increase of the job. Enlarged jobs require longer training period as there are more task to be learned.

Example : corporate communications team in a large multinational. One of the problems this company ran into was that the adaption of tools remained low. After looking into this, they found that corporate communication did not always align with the purpose of the tool and its functionality. After further research, it was discovered that the communication team was not always fully informed.

This was resolved by enlarging the jobs of the communications team.

**3. Job enrichment**

It involves designing a job in such a way that it provides the workers greater autonomy for planning and controlling his own performance.

The advantages here are that, Job enrichment benefits employees and organization in terms of increased motivation, performance, job satisfaction, job involvement and reduced absentees.

Further an enriched job shall meet certain psychological needs of job holders (Identity achievement) etc. Job enrichment is motivating and satisfying as it adds status to one’s job. Empowerment, a by-product of job enrichment, gives the employees a sense of ownership and control over their job.

The limitations are, if the employee is lazy or does not give due attention to his/her job, job enrichment will not have the desired outcomes.

Example : A task team, task force, or task group is a unit established to work on a single defined task or activity. Originally introduced by the United States Navy, it is now used in business settings as well. Similar to the quality circle, a group of employees works together to come up with improvements related to a specific business activity, often overseen by a manager.

### Question # 2

**Write about Internal sources of recruitment along with its pros and cons.**

### Internal Recruitment

This means that recruitment is done within organization and employees are given opportunities.

Recruitment is the process of attracting the potential candidates and motivating them to apply for the jobs or selecting skilled and right candidates from the pool of applicants and appointing them for right jobs.

For example if haroon is assistant coordinator and he proves himself and is given chance for high position and later on after completing his education he is given the lecturer position.

Internal sources of recruitment involve motivating the employees of the organization to apply for the openings within the organization. Job openings are informed to the employees of the same organization by giving internal advertisements, word of mouth or communication through the hierarchy.

### ****1.Transfers****

The employees of the organization are transferred to the similar jobs of other departments. For example Maths teacher from Engineering department is shifted to BBA department within IQRA.

### ****2.Promotions****

Promotions involve vacancies of the organization are filled by promoting the skilled employees to the suitable jobs. For example VC is promoted to Pro chancellor position within IQRA.

### ****3.Demotions****

Depending on the performance of the employees of the organizations, sometimes managers have to take decisions regarding lowering the positions of few employees of the organization.

### ****4.Employees of the organization****

Employees of the organization communicate or inform about the vacant positions of the organization to their friends and relatives. For example Ayzaz can inform his class friends for suitable job position in his company.

### ****5.Retired employees****

If the organizations do not find the right persons to fulfill the key managerial positions then they call back the retired employees for achieving the objectives. For example if organization don’t find any good maths teacher they call back Sir Dr Islam noor.

#### ****Advantages of internal sources recruitment.****

* When the existed employees are given a chance to get the higher positions of the organization then the employee loyalty increases towards the organization.
* Internal sources of recruitment highly reduce efforts and cost.
* It helps in reducing the employee turnover.
* It helps in maximizing job security and job satisfaction .
* Transfers from one department to another department helps in eliminating boredom and monotony in employees.
* Existed employees of the organization are well known about the organization culture.
* It highly motivates the employees and helps in maximizing the job satisfaction. Example haroon is assistant coordinator, if he proves himself, and is given higher position. He is going to be very motivated and his job satisfaction will be increased.

#### ****Disadvantages of internal sources of recruitment****

* Internal sources of recruitment reduce the scope of finding skilled and more efficient people.
* The introduction of new methods and strategies may not always possible with this approach.
* Losing more efficient persons from the external environment becomes a competitive advantage to the competitors.
* This approach is not suitable for all the organizations

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### Question # 3

**Write briefly about different types of Interviews.**

**The term** Interview **is derived from the French word** entre voir **meaning to glimpse or to see each other.**

**Means to gather information by questioning a person or persons.**

**Or private meetings between people where questions are asked and answers.**

**Job interviews are mostly face to face or paper work.**

**Interviews has 2 purposes to find candidate whether he has right attitude and fits the requirement and company’s culture and to find find the best person to fill the vacancy .**

### Type of Interviews

Classification according to structure

## Direct Interview or structured Interview

The questions and acceptable responses are specified in advance.

Responses are rated for appropriateness of content.

And these interviews are preplanned to high degree of precision.

Pros and Cons : More reliable as all candidates are asked same set of questions.

## Indirect Interview or Unstructured Interview

Is not directed by questions or comments as to what the person should be asked.

No format is followed.

The candidate is allowed to express his any interest. His expectations or background.

These interviews look for nature of strength , weakness and traits of character.

Pros and cons : Helps in assessing the clarity of thoughts of the candidate.

## Semi Structured Interview

Specific topic areas.

General set of questions.

The interview flow like a conversation in which all topics are covered.

Classification according to Purpose

## Stress Interview

This type of interview is very rare in present Job scenario. It was very common job interview as for selecting sales person mostly.

Being asked more than one question at a time. Being asked further questions without being allowed adequate time to respond.

Asking questions rapidly, interrupting his answers and give remarks.

Feelings are provoked.

This type of interview is mostly to see how the candidate handles himself under stress.

## Appraisal Interview

Kind of discussion following the performance appraisal.

In which the supervisor or employee discuss the employee’s rating and possible actions to be taken.

## Exit Interview

When an employee leaves the company for any reason. An exit interview is conducted.   
Aims at eliciting about the job or matters. Helps employee in having a better insight of what is right or wrong about company.

Classification according to Administering Interview

## One-to-One Interview

Single interviewer who takes the interview one on one.

May be structured or unstructured.

Easier to handle and more informal. Best way to handle is to relate them as form of conversation.

## Serial Interview

This type of interview is when a person is interviewed by several persons (interviewers)

Each one rates the applicant on standard evaluation form and these ratings are compared before taking decision. Each interviewer rates from his point of view.

## Group Interview

This type of interview is to see how the applicant interacts with others and how does he influence the interviewers with his knowledge or reasons.

A topic for discussion is given mostly to interview group.

The selected candidates are then taken to informal one to one interview.

## Panel Interview

A panel interview compromises of more than two members interviewing a person for hiring.

It is the common interview at senior level.

Best way is to read the personality of the interviewer to connect with them

The candidate should remain eye contact with the interviewer asking the questions but also keep eye contact with other interviewers.

Classification according to Interviews content

## Situational Interview

Here the interview is basically to focus the candidate ability to project what his behavior in a certain situation will be. Interview can be both structured or situational with predetermined questions requiring the candidate to project what his behavior will be.

## Job Related Interview

Here the interviewer tries to deduce what the applicant’s on-the-job performance based on his answers about his past behaviors.

Job related questions are asked to draw conclusions about the candidate’s ability to handle the job to be filled.

## Behavior Interview

Here a situation is described and candidates are asked how they have behaved in the past in such a situation. While situational interviews ask candidates how they would react to situation in future.

The behavior interviews seek candidates to describe how did they react to situations in the past.

## Psychological Interview

Are conducted by psychologist

In which questions are intended to assess personal traits

## Phone Interviews

This type of interview is mostly based on phone call and it very effective in eliminating any bias that may arise from the manner of candidate.

## Promotional Interviews

Are for employees who are due for promotion

## Problem Interview

Of an employee whos work is unsatisfactory to find out reasons and solutions

## Walk in interview

Are those interviews in which valid candidates who are called can come.

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### Question # 4

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

**External sources of recruitment**

## ****External sources of recruitment****

External sources of recruitment involve motivating the skilled and more efficient candidates external to the organization to apply for the vacant positions in the organization. Job openings are informed to the external environment by using various methods such as advertisements, campus recruitment, employment exchanges, walk in interviews, organizational websites, job fairs, and job portals.

External sources of recruitment lie outside the organisation. These outnumber internal sources.

**1: Advertisement**

Advertisement is perhaps the most widely used method for generating many applications. This is because its reach is very high.

**Professional Associations:** Very often, recruitment for certain professional and technical positions is made through professional associations also called ‘ headhunters’.

**Campus Recruitment:**

This is another source of recruitment. Though campus recruitment is a common phenomenon particularly in the American organisations, it has made its mark rather recently Of late, some organisations such as Citi Bank, Motorola, Reliance etc.

**The following are the main advantages:**

**Open Process:**

1. Being a more open process, it is likely to attract large number of applicants/ applications. This, in turn, widens its options of selection.

**2. Availability of Talented Candidates:**

With large pool of applicants, it becomes possible for the organisation to have talented candidates from outside. Thus, it introduces new blood in the organisation.

**3. Opportunity to select the best candidates:**

With large pool of applicants, the selection process becomes more competitive. This increases prospects for selecting the best candidates.

**4. Provides healthy competition:**

As the external members are supposed to be more trained and efficient. With such a background, they work with positive attitude and greater vigour. This helps create healthy competition and conducive work environment in the organisation.

However, the external sources of recruitment suffer from certain disadvantages too:

**These are:**

**1. Expensive and Time Consuming:**

**2. Unfamiliarity with the Organisation:**

**3. Discourages the Existing Employees:**

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