

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN Course Code **M B A H R 3 1 1**

Third Semester MBA Degree Examinations, February 2026

TALENT ACQUISITION**Duration: 3 hrs****Max. Marks: 100**

- Note:** 1. Answer any **FOUR** full questions from Question No. 1 to 7.
 2. Question No. 8 is compulsory
 3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1	a. Why is identifying the job to examine considered the first step in job analysis?	03	(3:3:3)
	b. Analyse the factors affecting recruitment with respect to manufacturing industry.	07	(4:1:1)
	c. Critically analyse the role of interviewer skills in ensuring fair and effective assessment.	10	(4:4:5)
2.	a. Explain the role of KSAOs in the context of job evaluation.	03	(3:3:3)
	b. Apply the competency iceberg model to explain visible and hidden traits that affect employee performance.	07	(3:3:3)
	c. Explain FIRO-B theory and its relevance in team and leadership assessment.	10	(4:4:4)
3.	a. Why Behavioral Event Interview (BEI) is preferred over a traditional interview?	03	(3:2:2)
	b. Critically discuss 'What make Bad Recruitment'.	07	(4:1:1)
	c. Analyse the job evaluation process and explain how it supports fair compensation.	10	(5:3:3)
4.	a. Why are honesty and integrity tests used during the interview process?	03	(3:4:5)
	b. Critically examine personality assessment tools such as MBTI, and Birkman in employee selection.	07	(3:2:2)
	c. Analyse recruitment strategy -an external approach with examples.	10	(5:4:5)
5	a. What is the role of skills assessment in recruitment and selection?	03	(3:1:1)
	b. Evaluate the effectiveness of various testing and assessment tools used in occupational selection.	07	(5:4:5)
	c. How does job design impact motivation and productivity? Support your answer with suitable examples.	10	(4:3:3)
6.	a. Elucidate the importance of employee induction in an organization.	03	(3:1:1)
	b. Discuss the role of Millennial - shaping the recruitment landscape in the organizations.	07	(4:2:2)
	c. How are generation Y candidates different in expectations, and what strategies should organizations adopt to attract them?	10	(3:1:1)
7.	a. Why Hay group is significant in job evaluation.	03	(3:3:3)

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

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| b. | Examine the contribution of social media in modern recruitment strategies. | 07 | (5:4:5) |
| c. | Discuss the significance of induction and placement in employee retention. | 10 | (4:4:5) |

8.

Case Study

Talent Acquisition and Job Redesign at Vardhan Technologies Pvt. Ltd.

Vardhan Technologies Pvt. Ltd. is a fast-growing IT-enabled services company employing nearly 450 professionals across operations, HR, sales, and technology roles. Over the past year, the organization has faced challenges such as high early attrition, role ambiguity among new recruits, declining employee motivation, and difficulty in attracting high-quality talent for customer-facing and analytical roles.

An internal HR audit revealed that job roles were loosely defined, job descriptions were outdated, and recruitment decisions were largely based on educational qualifications rather than competencies. Employees reported lack of clarity in responsibilities and limited scope for skill utilization, leading to reduced engagement and performance issues.

To address these concerns, the HR department decided to revamp its talent acquisition and job design practices. The process began with identifying critical roles and conducting systematic job analysis using multiple information sources such as interviews with role incumbents, supervisors, and observation. Based on the collected job-related data, revised job descriptions were prepared with clearly defined duties, responsibilities, reporting relationships, and performance expectations.

The organization also introduced competency-based recruitment by identifying core, functional, and behavioural competencies using the Competency Iceberg Model. Greater emphasis was placed on behavioural attributes such as adaptability, customer orientation, and problem-solving skills in addition to technical competencies.

To enhance employer branding and attract suitable candidates, Vardhan Technologies leveraged social media platforms such as LinkedIn and professional job portals. Motivational job specifications highlighting career growth, learning opportunities, and flexible job design were communicated to prospective candidates. The HR team also focused on functional and behavioural specifications to ensure better job–person fit and long-term retention.

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| a. | Analyze how systematic job analysis and competency-based recruitment can help Vardhan Technologies Pvt. Ltd. reduce role ambiguity, early attrition, and performance issues among employees | 10 | (4:2:2) |
| b. | Propose suitable measures for Vardhan Technologies Pvt. Ltd. to improve recruitment effectiveness and employee motivation through job design, employer branding, and use of social media | 10 | (5:2:2) |

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