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BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.) (071) /
BSC IN BUSINESS ADMINISTRATION (755)
EXAMINATION: MAY - 2026
SEMESTER - IV

Sub.: Recruitment and Selection
(BBA 23-414HRM/BBA24-414HRM/BSBA24-414HRM)

Date : 19/05/2026 **Total Marks : 60** **Time: 2.00 pm to 4.30 pm**

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. A company wants to hire a new employee from outside the organization using job portals and campus recruitment. Which type of recruitment is this?
 a) Internal Recruitment b) External Recruitment
 b) Temporary Recruitment d) Transfer Recruitment
2. A recruitment advertisement clearly mentions written test followed by a personal interview for selecting candidates. What does this information describe?
 a) Job location b) Mode of selection
 c) Job specification d) Employee Benefits
3. A manager chooses internal recruitment because it saves recruitment expenses and employees already know the organization's work culture. Which advantage of internal recruitment is highlighted here?
 a) Higher training cost b) Less knowledge of the organization
 c) Saving time and cost d) Risk of employee turnover
4. Which document is essential before recruitment
 a) Performance appraisal b) Job description
 c) Exit interview d) Promotion letter
5. Before hiring a new employee, the HR manager studies the duties, responsibilities, and skills required for the job. Which process is the HR manager performing?
 a) Cost analysis b) Job analysis
 c) Need Analysis d) Performance evaluation

Q. 2. State True / False (05)

1. External recruitment involves hiring candidates from outside the organization through sources such as job portals or advertisements.
 a) True b) False
2. External hiring is always cheaper
 a) True b) False
3. Interactive application options are commonly found in job portal advertisements
 a) True b) False
4. Job description clarity is important factor to compare advertisement.
 a) True b) False
5. Interviews are not reliable.
 a) True b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Job analysis
2. Nature of hiring
3. Features and effectiveness of job portal advertisements
4. Enlist five questions in formal interview of your choice
5. Documentation for recruitment

Q. 4. Answer in detail (Any Two) (20)

1. Explain the advantages and disadvantages of internal recruitment in hiring decision.
2. What is a personal interview? Explain its role in the employee selection process.
3. Explain the steps involved in the hiring process in an organization.
4. Discuss the objectives and importance of interviews in the employee selection process.

Q. 5. Case study (15)

NovaTech Solutions is a mid-sized IT services company based in Pune, specializing in software development and digital transformation services for domestic and international clients. Over the past year, the company has experienced rapid growth, securing multiple new projects in areas such as artificial intelligence and cloud computing.

The Situation: Due to this expansion, NovaTech identified an urgent need to hire a Senior Project Manager to lead a newly acquired international client project. The role requires at least 8–10 years of experience, strong leadership skills, and expertise in managing cross-functional teams.

Initially, the HR department explored internal recruitment by reviewing current employees for promotion. However, most internal candidates lacked exposure to international client handling and advanced project management tools. As a result, the management decided to proceed with external recruitment.

The External Hiring Process:

NovaTech adopted multiple external recruitment sources:

- Job postings on online job portals
- Engagement with a professional recruitment agency
- LinkedIn-based talent search
- Employee referral program

Within three weeks, the company received over 250 applications. After initial screening, 20 candidates were shortlisted for further evaluation.

Selection Stages:

1. **Telephonic Screening:** Conducted to assess communication skills and basic qualifications.
2. **Technical Interview:** Focused on project management tools, methodologies (Agile, Scrum), and problem-solving abilities.
3. **Panel Interview:** Conducted by senior management to evaluate leadership skills and cultural fit.
4. **HR Interview:** Discussed salary expectations, availability, and long-term career goals.

After multiple rounds, NovaTech selected an experienced candidate, Mr. Arjun Mehta, who had previously worked with a multinational corporation.

Challenges Faced:

- The hiring process was time-consuming, delaying the project start.
- High recruitment costs, including agency fees and advertising expenses.
- Difficulty in assessing cultural fit of external candidates.
- Newly hired employee required time to adapt to the company culture and internal systems.

Outcome:

Despite initial challenges, Mr. Mehta successfully onboarded within two months and played a crucial role in delivering the project on time. His prior experience brought in new ideas, improved project execution strategies, and enhanced team performance.

Questions:

1. What advantages of external recruitment are reflected in this situation?
2. Discuss the challenges faced by the company during external hiring.
3. Suggest measures NovaTech could adopt to improve its external recruitment process in the future.