**RATHNAVEL SUBRAMANIAM COLLEGE OF ARTS AND SCIENCE, (AUTONOMOUS), SULUR, COIMBATORE – 641 402 POST GRADUATE AND RESEARCH SCHOOL OF COMMERCE**

**M. Com (CA)**

**SUBJECT: EDC - HRM**

**DATE: 23rd SEPTEMBER 2022**

**UNIT – II: TOPIC: Selection**

**SEVENTH WEEK: Quiz, Activities (Individual, Group) and Assignments**

**QUIZ – Posted in Google Classroom**

**INDIVIDUAL ACTIVITIES**

You work for a medium-sized software solutions company that faces intense competition from local as well as global competitors. Change seems to be the only permanent feature in your work spot and each employee's responsibilities shift from project to project. Suppose you have been asked to fill up the job openings at your company. How would you identify the best people to work in such an environment?

**GROUP ACTIVITIES**

RaGold India Ltd.(RIL) is one of the fast growing manufacturers of electronic goods in Hyderabad (Andhra Pradesh). Because of the recent downsizing in most state level public sector undertaking in Andhra Pradesh, each job opening in the State attracts five times more applications than it did just a few years ago. An engineering position (thanks to over 350 Engineering Colleges in the State) is likely to generate as many as 800 applicants. One would think that under the circumstances, finding employees would be easy, but the widespread layoffs made during the downsizing, and the need for the people to seek new career paths, have created a glut of less-than-qualified applicants.

1. What selection tools can RIL use to get the most qualified employees from its vast pool of job seekers?
2. In general, which selection do you think are the best predictors of Job performance?

**ASSIGNMENT**

**The Hotel Pari’s Case – The New Employee Testing Program**

The Hotel Paris’s competitive strategy is “To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability.” HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy and boost performance, by eliciting the required employee behaviors and competencies.

As she considered what to do next, Lisa Cruz, the Hotel Paris’s HR director, knew that employee selection had to play a role. The Hotel Paris currently had an informal screening process in which local hotel managers obtained application forms, interviewed applicants, and checked their references. However, a pilot project using an employment test for service people at the Chicago hotel had produced startling results. Lisa found consistent, significant relationships between test performance and a range of employee competencies and behaviors such as speed of check-in/out, employee turnover, and percentage of calls answered with the required greeting. She knew that such employee capabilities and behaviors translated into the improved guest service performance the Hotel Paris needed to execute its strategy. She therefore had to decide what selection procedures would be best.

Lisa’s team, working with an industrial psychologist, designs a test battery that they believe will produce the sorts of high-morale, patient, people-oriented employees they are looking for. It includes a preliminary, computerized test in which applicants for the positions of front-desk clerk, door person, assistant manager, and security guard must deal with an apparently irate guest; a work sample in which front-desk clerk candidates spend 10 minutes processing an incoming “guest”; a personality test aimed at weeding out applicants who lack emotional stability; the Wonderlic test of mental ability; and the Phase II Profile for assessing candidate honesty. Their subsequent validity analysis shows that scores on the test batteries predict scores on the hotel’s employee capabilities and behavior metrics. A second analysis confirmed that, as the percentage of employees hired after testing rose, so too did the hotel’s employee capabilities and behaviors scores, for instance (see the strategy map), in terms of speed of check-in/out, and the percent of guests receiving the Hotel Paris required greeting. Lisa and the CFO also found other measurable improvements apparently resulting from the new testing process. For example, it took less time to fill an open position, and cost per hire diminished, so the HR department became more efficient. The new testing program thus did not only contribute to the hotel’s performance by improving employee capabilities and behaviors. It also did so by directly improving profit margins and profits.

**Questions:**

1. Provide an example of two personality test items you would suggest they use, and why it’s important using them?
2. What other tests would you suggest to Lisa, and why would you suggest them?
3. Explain what can Lisa do to validate the tests? Why this could be useful to her?