

WORKFORCE PLANNING AND RECRUITMENT ANALYTICS

Detailed MBA Notes – Module 1

And

JOB ANALYSIS, JOB DESCRIPTION AND JOB DESIGN

Detailed classroom-ready notes covering concepts, processes, examples, HR practices and examination points.

Section	Major Coverage
Module 1	Work, jobs, millennials, work structure, job redesign, recruitment, metrics, strategies, ethics, best practices and manpower planning
Module 2	Job analysis, data collection, job description, competency model, competency-based recruitment, sourcing, job search, specifications, employer branding, social media and job design

MODULE 1: WORKFORCE PLANNING AND RECRUITMENT ANALYTICS

1. Concept of Work

Work refers to purposeful physical, mental, social or creative activity performed to achieve an objective. In organisations, work converts inputs such as people, information, technology, materials and capital into products or services.

- Work may be paid or unpaid, routine or creative, individual or team-based.
- Modern work increasingly includes knowledge work, digital work, project work, remote work and hybrid work.
- HR managers study work to determine the number of employees required, skills needed, job responsibilities and appropriate work structures.
- Effective work design seeks alignment among organisational strategy, technology, employee capability and customer requirements.

Example: An HR analytics team may divide recruitment work into sourcing, screening, interviewing, selection and onboarding activities.

Key examination points: Work is broader than a job; a job is a defined collection of related duties performed by one person.

2. Organisation's Work and Jobs

Organisational work is divided and coordinated so that different employees and departments contribute to common objectives. A job is a group of related tasks, duties and responsibilities assigned to an individual.

- Task: a distinct activity, such as preparing a recruitment report.
- Duty: a broader area of responsibility containing several related tasks.
- Position: the set of duties performed by one individual in an organisation.
- Job: a collection of positions involving substantially similar duties.
- Occupation: a broader category of jobs requiring related knowledge and skills.
- Role: the expected contribution and behavioural responsibilities associated with a position.

Example: 'HR Executive' is a job; preparing interview schedules can be a task; managing candidate communication can be a duty.

3. Millennials at the Workplace

Millennials are commonly discussed as the generation that entered adulthood and the workforce during the transition to widespread digital technology. Organisations should avoid treating all millennials as identical because individual differences, occupation, culture and career stage strongly affect behaviour.

- Comfort with digital communication and technology is often associated with this cohort.
- Many value learning opportunities, career development and meaningful work.
- Flexible work arrangements can be attractive where the nature of the job permits them.
- Frequent feedback and transparent communication can support engagement.
- Collaboration, networking and access to information are important features of many contemporary workplaces.
- HR practices should be evidence-based rather than relying on generational stereotypes.

Example: A company can offer learning platforms, mentoring and flexible scheduling while evaluating whether these practices actually improve engagement and performance.

4. Key Characteristics of Millennials

Millennial characteristics discussed in HR literature include technology familiarity, preference for feedback, career mobility and interest in development. These are tendencies rather than universal characteristics.

- Technology-oriented: generally comfortable with digital tools and online communication.
- Learning-oriented: often seek continuous skill development and career progression.
- Feedback-sensitive: may prefer frequent, specific feedback instead of relying only on annual reviews.
- Collaboration-oriented: many are comfortable with teamwork and networked communication.
- Purpose-conscious: meaningful work and organisational values may influence employer attractiveness.
- Flexibility-conscious: remote, hybrid or flexible arrangements may be valued where feasible.
- Career mobility: some employees may actively seek opportunities that accelerate learning and advancement.
- Recognition: timely acknowledgement of contributions can support motivation.
- Socially connected: professional networking through digital platforms can influence job search and employer perception.

Example: A manager can combine clear goals, monthly feedback, development plans and transparent promotion criteria instead of assuming that every millennial wants the same benefits.

5. Types of Millennials

There is no universally accepted HR classification of millennials into fixed types. For teaching purposes, employees may be understood through behavioural profiles based on career orientation and workplace preferences.

- Career accelerators: strongly focused on advancement, responsibility and challenging assignments.
- Purpose-driven professionals: place high importance on meaningful work and organisational values.
- Flexibility seekers: prioritise autonomy, hybrid work and work-life integration where job design allows.
- Skill builders: focus on certifications, learning and employability.
- Entrepreneurial millennials: prefer innovation, autonomy and opportunities to create new solutions.
- Stability seekers: value predictable employment, supportive management and structured career paths.

Example: An employee can move between profiles as career stage and personal circumstances change.

6. Evolution of Work Structure

Work structures have evolved from highly standardised and hierarchical arrangements toward more flexible, technology-enabled and networked forms.

- Traditional structure: fixed roles, formal hierarchy and standard working hours.
- Functional structure: employees grouped by specialised functions.
- Team-based structure: work organised around cross-functional teams.
- Project structure: employees work around temporary projects and deliverables.
- Network structure: organisations coordinate with partners, contractors and external specialists.
- Remote/hybrid structure: technology enables work across locations.
- Agile structure: small teams, rapid feedback and iterative delivery are emphasised.

Example: Software firms may use cross-functional agile teams containing developers, designers, HR or business specialists.

7. Organising the Work

Organising work means determining what must be done, who will do it, how tasks will be coordinated and what resources are required.

- Division of labour and specialisation.
- Departmentalisation and reporting relationships.
- Span of control and delegation.
- Coordination across departments.
- Standard operating procedures where consistency is important.
- Use of technology and workflow systems.
- Performance standards and accountability.
- Communication channels and escalation mechanisms.

Example: Recruitment work may be organised into separate sourcing, screening, interview coordination, selection and onboarding responsibilities.

8. Strategic Job Redesign and Its Benefits

Strategic job redesign modifies tasks, responsibilities, relationships, technology or working methods so that jobs support organisational strategy and employee effectiveness.

- Job enlargement: increasing the number of tasks at a similar level.
- Job enrichment: increasing autonomy, responsibility and decision-making.
- Job rotation: moving employees across roles to broaden skills.
- Work simplification: reducing unnecessary complexity.
- Flexible job design: adapting location, schedule or methods where feasible.
- Team-based redesign: shifting responsibility from individuals to teams.
- Technology-enabled redesign: using automation and digital systems to remove repetitive work.

Example: Benefits may include improved productivity, skill development, engagement, flexibility, innovation and better alignment with business strategy.

Key examination points: Redesign should be based on workload, employee capability, technology, customer requirements and legal constraints.

9. Strategic Issues in Recruitment

Recruitment is a strategic activity because hiring decisions influence organisational capability, cost, culture and future performance.

- Workforce demand and supply.
- Critical skill shortages.
- Employer brand and candidate experience.
- Internal versus external sourcing.
- Recruitment speed and cost.
- Diversity, fairness and equal opportunity.
- Technology and applicant tracking systems.
- Quality of hire and retention.

- Compliance with employment laws and organisational policies.

Example: An organisation expanding into a new market may first forecast required skills, then decide whether to develop internal talent or recruit externally.

10. What Makes Bad Recruitment?

Bad recruitment occurs when the organisation hires people who do not adequately match the job, team or organisational requirements, or when the recruitment process is inefficient, unfair or poorly controlled.

- Unclear job requirements.
- Poorly written job descriptions.
- Over-reliance on unstructured interviews.
- Insufficient candidate sourcing.
- Bias in screening or selection.
- Slow communication and poor candidate experience.
- Unrealistic job expectations.
- Failure to verify relevant qualifications or references where appropriate.
- Excessive recruitment cost.
- Failure to monitor quality-of-hire and early turnover.

Example: Repeated early turnover in a role may indicate problems in job expectations, selection criteria, onboarding or management rather than simply a shortage of candidates.

11. Overview of the Hiring Process

A typical hiring process begins with workforce need identification and ends with onboarding and integration.

- 1. Identify vacancy and business need.
- 2. Conduct workforce/job analysis.
- 3. Prepare job description and specification.
- 4. Select recruitment sources.
- 5. Advertise and source candidates.
- 6. Screen applications.
- 7. Conduct assessments/interviews.
- 8. Verify relevant information and references.
- 9. Select candidate.
- 10. Make job offer and complete documentation.
- 11. Onboard and place the employee.
- 12. Evaluate recruitment outcomes.

Example: Recruitment analytics can be applied at each stage to identify delays, costs, drop-offs and quality issues.

12. Recruitment Metrics

Recruitment metrics convert hiring activities into measurable indicators for decision-making.

- Time to fill: time required to fill a vacancy.
- Time to hire: time from candidate entry into the process to acceptance of the offer.

- Cost per hire: recruitment-related cost divided by number of hires.
- Source of hire: proportion of hires generated by each recruitment source.
- Application-to-interview ratio: applications progressing to interview.
- Interview-to-offer ratio: interviews resulting in offers.
- Offer acceptance rate: accepted offers divided by offers made.
- Quality of hire: composite assessment using performance, retention, hiring-manager satisfaction or related measures.
- Early turnover: proportion leaving within a defined early period.
- Candidate experience: feedback on the recruitment process.

Example: Example: If recruitment costs are ₹2,00,000 and 10 employees are hired, cost per hire is ₹20,000.

Key examination points: Metrics should support decisions rather than become targets that encourage undesirable behaviour.

13. Factors Affecting Recruitment

Recruitment outcomes are influenced by internal organisational factors and external labour-market conditions.

- Organisational reputation and employer brand.
- Compensation and benefits.
- Job location and work arrangement.
- Required skills and scarcity of talent.
- Competition among employers.
- Economic conditions.
- Technology and recruitment channels.
- Organisational culture.
- Legal and regulatory environment.
- Recruitment budget and HR capability.

Example: Highly specialised roles may require wider geographic sourcing and stronger employer-brand communication.

14. Recruitment Strategy: Internal Approach

Internal recruitment fills vacancies using existing employees or internal talent pools.

- Promotion and succession planning.
- Internal job postings.
- Transfers and redeployment.
- Employee talent databases.
- Succession pipelines.
- Internal referrals and career mobility programmes.

Example: Advantages can include shorter adjustment time, lower uncertainty about employee performance and stronger career development opportunities.

Key examination points: Limitations can include a smaller candidate pool and risk of repeatedly filling roles from the same internal networks.

15. Recruitment Strategy: External Approach

External recruitment seeks candidates outside the organisation.

- Company career websites.
- Job portals.
- Professional networking platforms.
- Campus recruitment.
- Recruitment agencies.
- Employee referrals.
- Professional associations.
- Social media recruitment.
- Recruitment events and industry networks.

Example: External recruitment can introduce new skills, experiences and perspectives, but may require more time and onboarding investment.

16. Legal and Ethical Considerations in Recruitment

Recruitment should be conducted fairly, consistently, transparently and in accordance with applicable employment and data-protection requirements.

- Use job-related selection criteria.
- Avoid discriminatory screening practices.
- Protect candidate information.
- Obtain appropriate consent where required for checks.
- Maintain consistent selection procedures.
- Provide accurate job information.
- Document important selection decisions.
- Use assessments that are relevant to the job.
- Provide reasonable accessibility and accommodation where legally required.

Example: Ethical recruitment balances organisational needs with candidate dignity, privacy, fairness and transparency.

17. Organisational Best Practices

Best practices integrate workforce planning, structured recruitment, analytics, technology and employee experience.

- Maintain updated job descriptions.
- Use competency-based selection criteria.
- Build internal talent pipelines.
- Use multiple sourcing channels.
- Standardise interview questions and evaluation criteria.
- Train interviewers.
- Monitor recruitment metrics.
- Conduct regular quality-of-hire reviews.

- Strengthen employer branding.
- Continuously improve candidate communication and onboarding.

Example: A quarterly recruitment dashboard can track vacancies, time to fill, cost per hire, source effectiveness, offer acceptance and early turnover.

18. Manpower Planning – Macro Level Scenario

Manpower planning at the macro level examines labour supply and demand in the wider economy, industry or region. It helps organisations anticipate external workforce conditions.

- Population and demographic trends.
- Labour-force participation.
- Education and skill availability.
- Industry growth and contraction.
- Technological change and automation.
- Migration and mobility.
- Economic cycles.
- Government policies and labour regulations.
- Emerging occupations and skill requirements.

Example: A technology industry experiencing rapid growth may face a shortage of specialised digital skills and therefore need longer-term talent development strategies.

19. Process of Manpower Planning

Manpower planning is a systematic process of forecasting workforce requirements and developing actions to meet them.

- 1. Analyse organisational strategy and objectives.
- 2. Assess current workforce inventory.
- 3. Forecast future workforce demand.
- 4. Forecast internal and external workforce supply.
- 5. Identify manpower gaps or surpluses.
- 6. Develop action plans.
- 7. Implement recruitment, development, redeployment or restructuring.
- 8. Monitor results and revise forecasts.

Example: Workforce gap = forecast demand – available workforce, interpreted with consideration for skills, location and timing.

20. Requisites for Successful Manpower Planning

Effective manpower planning requires reliable information, strategic alignment and continuous review.

- Top-management support.
- Clear organisational strategy.
- Accurate employee records.
- Reliable demand and supply forecasts.

- Job and competency information.
- HR analytics capability.
- Coordination between HR and operating departments.
- Realistic budgets.
- Flexible workforce policies.
- Regular monitoring and scenario planning.

Example: Workforce planning should be treated as a continuous process rather than a one-time annual exercise.

MODULE 2: JOB ANALYSIS, JOB DESCRIPTION AND JOB DESIGN

21. Identify the Job to Examine

Job analysis begins by clearly identifying the job or group of jobs to be studied and defining the purpose of the analysis.

- Select jobs that are new, changing, critical, high-turnover or difficult to recruit.
- Clarify job title, department, reporting relationship and location.
- Identify whether the job is individual or part of a job family.
- Define the purpose: recruitment, redesign, evaluation, training, performance management or compliance.

Example: Before redesigning an HR Business Partner role, the organisation identifies the exact role, business unit and level involved.

22. Determine Appropriate Information Sources and Collect Job-Related Data

Job analysis requires systematic collection of information about tasks, responsibilities, KSAOs, context and performance requirements.

- Interviews with jobholders.
- Supervisor or manager interviews.
- Observation of work.
- Questionnaires and structured job-analysis forms.
- Work diaries and activity logs.
- Existing job descriptions and SOPs.
- Performance standards and workflow documents.
- Critical incidents.
- Digital work records where appropriate.

Example: Data should be collected from more than one source when feasible to reduce incomplete or biased descriptions.

Key examination points: Important information includes what is done, how it is done, why it is done, how often, under what conditions and with what level of responsibility.

23. Job Description

A job description is a written statement describing the duties, responsibilities, reporting relationships and major conditions of a job.

- Job title.
- Department and reporting relationship.
- Job purpose or summary.
- Major duties and responsibilities.
- Key performance areas.
- Working conditions.
- Location and work arrangement.
- Tools, technology or systems used.

- Authority and decision-making responsibilities.

Example: Job descriptions should describe the job accurately rather than merely listing desirable personal traits.

24. Competency and Competency Iceberg Model

Competency refers to the combination of knowledge, skills, abilities, behaviours and other characteristics that contribute to effective performance.

- Knowledge: what a person knows.
- Skill: ability to perform a task.
- Ability: capacity to perform or learn activities.
- Behaviour: observable ways of acting.
- Motives: recurring drives influencing behaviour.
- Traits: relatively stable personal characteristics.
- Self-concept: values, attitudes and professional identity.

Example: The iceberg model illustrates that visible competencies such as knowledge and skills are easier to observe, while deeper elements such as motives, traits and self-concept are less visible but can influence behaviour.

Key examination points: Recruitment should use job-relevant evidence rather than assuming that hidden characteristics can be accurately inferred without validated methods.

25. Why Competency-Based Recruitment?

Competency-based recruitment selects candidates against clearly defined competencies linked to job performance.

- Improves clarity of selection criteria.
- Links recruitment with performance requirements.
- Supports structured interviews.
- Helps compare candidates consistently.
- Can improve development and onboarding plans.
- Supports competency mapping and career pathways.

Example: Instead of asking only 'Where did you work?', an interviewer may ask for evidence of stakeholder management, problem-solving or teamwork relevant to the role.

26. Sources of Recruitment

Recruitment sources are channels through which organisations identify potential candidates.

- Internal sources: promotions, transfers, succession pools and internal job postings.
- External sources: career sites, job portals, agencies, campus recruitment and professional networks.
- Employee referrals.
- Professional communities and associations.
- Social media and digital talent communities.
- Direct sourcing and talent mapping.

Example: Source selection should reflect the skill level, urgency, geography and scarcity of the role.

27. Different Steps of Job Search

Job search is the process through which candidates identify opportunities, prepare applications and progress through selection.

- Self-assessment of skills, interests and career goals.
- Identify suitable occupations and employers.
- Prepare CV/resume and professional profile.
- Search relevant vacancies and networks.
- Tailor applications to job requirements.
- Prepare for assessments and interviews.
- Follow up professionally.
- Evaluate job offer and role fit.
- Complete joining and onboarding formalities.

Example: Candidates should match evidence in their CV and interview answers to the competencies specified in the job description.

28. Motivational Job Specification

A job specification states the human requirements needed to perform a job. A motivational specification adds information about factors that may attract candidates and support sustained motivation.

- Educational qualifications where genuinely required.
- Relevant experience.
- Technical competencies.
- Behavioural competencies.
- Problem-solving requirements.
- Communication and interpersonal requirements.
- Motivational factors such as autonomy, learning, achievement or service orientation.
- Career-development opportunities and meaningful aspects of the role.

Example: Rather than demanding an unnecessary degree, an employer should identify the actual knowledge and skills required for successful performance.

29. Creation of Functional Specification

A functional specification describes the functional requirements of a job: what the employee must accomplish and the capabilities required to do it.

- Major outputs and deliverables.
- Core tasks and responsibilities.
- Required technical knowledge.
- Systems and tools used.
- Decision-making responsibilities.
- Performance standards.
- Coordination requirements.
- Working conditions and constraints.

Example: An HR analytics role may require dashboard development, data interpretation, HR metrics knowledge and communication of findings to managers.

30. Creation of Behavioural Specification

A behavioural specification identifies observable behaviours associated with successful job performance.

- Team collaboration.
- Customer orientation.
- Communication.
- Adaptability.
- Integrity and professional conduct.
- Problem-solving.
- Leadership.
- Learning orientation.
- Accountability.
- Conflict management.

Example: Behavioural specifications should use observable indicators, such as 'actively seeks relevant stakeholder input before finalising a decision,' rather than vague labels such as 'good attitude.'

31. Employer Branding

Employer branding is the way an organisation is perceived as an employer by current employees, candidates and the wider labour market.

- Employee value proposition (EVP).
- Organisational culture.
- Career development.
- Leadership reputation.
- Compensation and benefits.
- Work environment.
- Employee stories and testimonials.
- Candidate experience.
- Digital presence and communication.

Example: A strong employer brand should reflect the actual employee experience; misleading recruitment messages can damage trust and retention.

32. Social Media in Recruitment

Social media can support employer communication, talent sourcing, employer branding and professional networking.

- Publish authentic job information.
- Showcase organisational culture and employee initiatives.
- Engage with professional communities.
- Build talent communities.
- Use social platforms for targeted sourcing where appropriate.

- Protect candidate privacy.
- Avoid making selection decisions from irrelevant or protected personal information.
- Apply consistent, job-related selection standards.

Example: Social media can expand reach, but it should complement rather than replace structured and job-relevant selection methods.

33. Job Design

Job design is the process of organising tasks, responsibilities, relationships, methods and working conditions to achieve organisational and employee objectives.

- Job simplification: reduce tasks and standardise procedures.
- Job rotation: move employees across jobs.
- Job enlargement: add tasks at a similar level.
- Job enrichment: increase autonomy and responsibility.
- Team-based design: organise work around teams.
- Flexible design: vary schedule, location or methods where feasible.
- Socio-technical design: align people, technology and work processes.

Example: Good job design seeks an appropriate balance between efficiency, employee capability, autonomy, workload and organisational goals.

Key examination points: Job design is broader than job description: the description documents the job, while job design determines how work is structured.

QUICK REVISION SUMMARY

Topic	Core idea
Work	Purposeful activity that creates value or achieves objectives.
Job	A collection of related duties and responsibilities.
Workforce planning	Forecasting workforce demand and supply and closing gaps.
Recruitment analytics	Using data to improve hiring efficiency, effectiveness and quality.
Job analysis	Systematic study of tasks, responsibilities and job requirements.
Job description	Written statement of what the job involves.
Job specification	Human requirements needed to perform the job.
Competency	Knowledge, skills, abilities and behaviours linked to performance.
Employer branding	How an organisation is perceived as an employer.
Job design	Structuring tasks, responsibilities and work methods.

Suggested examination questions

- Explain the concept of workforce planning and discuss its process.
- Explain recruitment metrics and their significance in recruitment analytics.
- Discuss internal and external recruitment strategies.
- Explain the causes and consequences of bad recruitment.
- Describe manpower planning at the macro level.
- Explain the job analysis process and methods of collecting job-related data.
- Differentiate job description and job specification.
- Explain the competency iceberg model with a suitable example.
- Discuss competency-based recruitment.
- Explain employer branding and the role of social media in recruitment.
- Discuss major approaches to job design.