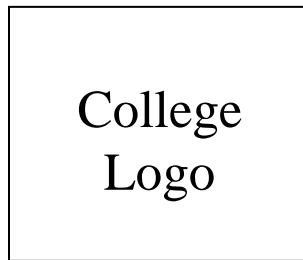


“Recruitment & Selection Process”

at

Infosys & LearningMate

**(SUMMER TRAINING REPORT SUBMITTED TOWARDS
PARTIAL FULFILLMENT OF POST GRADUATE DIPLOMA
IN MANAGEMENT)**



(Approved by AICTE, Govt. of India)

ACADEMIC SESSION

XXXX-XXXX

Under the guidance of:

Submitted By:

COLLEGE ADDRESS

CERTIFICATE FROM THE FACULTY GUIDE

This is to certify that the project work entitled “**Recruitment and Selection Process**”, is a bonafide work carried out by Ms.YOUR NAME, a candidate for the MBA (2008-2010) of COLLEGE NAME, approved by AICTE under my guidance and direction.

Signature of the Guide

YOUR SUPERVISOR NAME

ACKNOWLEDGEMENT

“Acknowledgement is an art, one can write glib stanzas without meaning a word, on the other hand one can make a simple expression of gratitude”

I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging project in **Company Name, Location**. No amount of written expression is sufficient to show my deepest sense of gratitude to them.

I am extremely thankful and pay my gratitude to our GUIDANCE NAME and my faculty guide GUIDANCE NAME COLLEGE NAME for their valuable guidance and support on completion of this project in its presently.

I am very thankful NAME (Marketing Manager) for their everlasting support and guidance on the ground of which I have acquired a new field of knowledge.

A special appreciative “Thank you” is accorded to all staff of **Company Name, Location** for their positive support.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents and member of my family, who has always supported me morally as well as economically.

At last but not least gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

Table of Contents

1. INTRODUCTION.....	6
2. RECRUITMENT.....	7
2.1 Meaning	7
1.1 Need for recruitment.....	8
2.1 Recruitment Process	9
3.1 Evaluation of Recruitment Process	12
4.1 Sources of Recruitment.....	13
5.1 60-Second Guide to Hiring the Right People.....	18
3. SELECTION.....	19
3.1 SELECTION PROCESS	20
3.2 Four Approaches to Selection:	30
3.3 PROBLEMS IN EFFECTIVE SELECTION: -	31
4. Difference between Recruitment and Selection	32
5.1 Work at Infosys:	34
5.2 Sources of Man Power Supply:.....	36
5.3 THE SELECTION PROCESS OF INFOSYS:.....	40
5.4 Approach to Selection:	43
6. Recruitment and Selection Procedure at LearningMate	44
6.1 About Learning Mate.....	44
6.2 SOURCES ON MAN POWER SUPPLY	45
6.3 THE SELECTION PROCESS OF LEARNINGMATE:	49
CONCLUSION	51
REFERENCES:.....	52

EXECUTIVE SUMMARY

Today, in every organisation personnel planning as an activity is necessary. It is an important part of an organisation. Human Resource Planning is a vital ingredient for the success of the organisation in the long run. There are certain ways that are to be followed by every organisation, which ensures that it has right number and kind of people, at the right place and right time, so that organisation can achieve its planned objective.

The objectives of Human Resource Department are Human Resource Planning, Recruitment and Selection, Training and Development, Career planning, Transfer and Promotion, Risk Management, Performance Appraisal and so on. Each objective needs special attention and proper planning and implementation.

For every organisation it is important to have a right person on a right job. Recruitment and Selection plays a vital role in this situation. Shortage of skills and the use of new technology are putting considerable pressure on how employers go about Recruiting and Selecting staff. It is recommended to carry out a strategic analysis of Recruitment and Selection procedure.

With reference to this context, this project is been prepared to put a light on Recruitment and Selection process. This project includes Meaning and Definition of Recruitment and Selection, Need and Purpose of Recruitment, Evaluation of Recruitment Process, Recruitment Tips. Sources of Recruitment through which an Organisation gets suitable application. Scientific Recruitment and Selection, which an Organisation should follow for, right manpower. Job Analysis, which gives an idea about the requirement of the job. Next is Selection process, which includes steps of Selection, Types of Test, Types of Interview, Common Interview Problems and their Solutions. Approaches to Selection, Scientific Selection Policy, Selection in India and problems.

Recruitment and Selection are simultaneous process and are incomplete without each other. They are important components of the organisation and are different from each other. Since all the aspect needs practical example and explanation this project includes Recruitment and selection Process of Infosys. And a practical case study. It also contains addresses of various and top placement consultants and the pricelist of advertisements in the magazine.

1. INTRODUCTION

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate.

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel.

Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. However, the personnel manager and his personnel department is mainly concerned with the staffing function.

Every organisation needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities.

‘Right person for the right job’ is the basic principle in recruitment and selection. Every organisation should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organisation/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential. Human resource management in an organisation will not be possible if unsuitable persons are selected and employment in a business unit.

2. RECRUITMENT

2.1 Meaning

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected.

A formal definition states, “It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and ends when their applicants are submitted. The result is a pool of applicants from which new employees are selected”. In this, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

In recruitment, information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion, etc. are used.

In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees

Definition:

According to EDWIN FLIPPO, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

1.1 Need for recruitment

The need for recruitment may be due to the following reasons / situation:

Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.

Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

Purpose and importance of Recruitment:

- Determine the present and future requirements of the organization on conjunction with its personnel-planning and job analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
- Meet the organization's legal and social obligations regarding the composition of its work force.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organizational and individual effectiveness in the short term and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.
- Recruitment is a positive function in which publicity is given to the jobs available in the organization and interested candidates are encouraged to submit applications for the purpose of selection.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decided whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal efforts will result in mediocre ones.

2.1 Recruitment Process

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages, viz,

- Planning.
- Strategy development.
- Searching.
- Screening.
- Evaluation and control.

The ideal recruitment programme is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organisation, when offered. Recruitment programmes can miss the ideal in many ways i.e. by failing to attract an adequate applicant pool, by under/over selling the organisation or by inadequate screening applicants before they enter the selection process. Thus, to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for the individuals with the appropriate qualifications and interests, what inducement to use for various types of applicants groups, how to distinguish applicants who are qualified from those who have a reasonable chance of success and how to evaluate their work.

STAGE 1: RECRUITMENT PLANNING:

The first stage in the recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into set of objectives or targets that specify the (1) Numbers and (2) Types of applicants to be contacted.

Numbers of contact:

Organization, nearly always, plan to attract more applicants than they will hire. Some of those contacted will be uninterested, unqualified or both. Each time a recruitment Programme is contemplated, one task is to estimate the number of applicants necessary to fill all vacancies with the qualified people.

Types of contacts:

It is basically concerned with the types of people to be informed about job openings. The type of people depends on the tasks and responsibilities involved and the qualifications and experience expected. These details are available through job description and job specification.

STAGE 2: STRATEGY DEVELOPMENT:

When it is estimated that what types of recruitment and how many are required then one has concentrate in (1). Make or Buy employees. (2). Technological sophistication of recruitment and selection devices. (3). Geographical distribution of labour markets comprising job seekers. (4). Sources of recruitment. (5). Sequencing the activities in the recruitment process.

‘Make’ or ‘Buy’:

Organisation must decide whether to hire le skilled employees and invest on training and education programmes, or they can hire skilled labour and professional. Essentially, this is the ‘make’ or ‘buy’ decision. Organizations, which hire skilled and professionals shall have to pay more for these employees.

Technological Sophistication:

The second decision in strategy development relates to the methods used in recruitment and selection. This decision is mainly influenced by the available technology. The advent of computers has made it possible for employers to scan national and international applicant qualification. Although impersonal, computers have given employers and ob seekers a wider scope of options in the initial screening stage.

Where to look:

In order to reduce the costs, organisations look in to labour markets most likely to offer the required job seekers. Generally, companies look in to the national market for managerial and professional employees, regional or local markets for technical employees and local markets for the clerical and blue-collar employees.

When to look:

An effective recruiting strategy must determine when to look-decide on the timings of events besides knowing where and how to look for job applicants.

STAGE 3: SEARCHNG:

Once a recruitment plan and strategy are worked out, the search process can begin. Search involves two steps

A). Source activation and

B). Selling.

A). Source Activation:

Typically, sources and search methods are activated by the issuance of an employee requisition. This means that no actual recruiting takes place until lone managers have verified that vacancy does exist or will exist.

If the organisation has planned well and done a good job of developing its sources and search methods, activation soon results in a flood of applications and/or resumes.

The application received must be screened. Those who pass have to be contacted and invited for interview. Unsuccessful applicants must be sent letter of regret.

B). Selling:

A second issue to be addressed in the searching process concerns communications. Here, organisation walks tightrope. On one hand, they want to do whatever they can to attract desirable applicants. On the other hand, they must resist the temptation of overselling their virtues.

In selling the organisation, both the message and the media deserve attention. Message refers to the employment advertisement. With regards to media, it may be stated that effectiveness of any recruiting message depends on the media. Media are several-some have low credibility, while others enjoy high credibility. Selection of medium or media needs to be done with a lot of care.

STEP 4: SCREENING:

Screening of applicants can be regarded as an integral part of the recruiting process, though many view it as the first step in the selection process. Even the definition on recruitment, we quoted in the beginning of this chapter, excludes screening from its scope. However, we have included screening in recruitment for valid reasons. The selection process will begin after the applications have been scrutinized and short-listed. Hiring of professors in a university is a typical situation. Application received in response to advertisements is screened and only eligible applicants are called for an interview. A selection committee comprising the Vice-chancellor, Registrar and subject experts conducts interview. Here, the recruitment process extends up to screening the applications. The selection process commences only later.

Purpose of screening

The purpose of screening is to remove from the recruitment process, at an early stage, those applicants who are visibly unqualified for the job. Effective screening can save a great deal of time and money. Care must be exercised, however, to assure that potentially good employees are not rejected without justification.

In screening, clear job specifications are invaluable. It is both good practice and a legal necessity that applicant's qualification is judged on the basis of their knowledge, skills, abilities and interest required to do the job.

The techniques used to screen applicants vary depending on the candidate sources and recruiting methods used. Interview and application blanks may be used to screen walk-ins. Campus recruiters and agency representatives use interviews and resumes. Reference checks are also useful in screening.

STAGE 5: EVALUATION AND CONTROL:

Evaluation and control is necessary as considerable costs are incurred in the recruitment process. The costs generally incurred are: -

- Salaries for recruiters.
- Management and professional time spent on preparing job description, job specifications, advertisements, agency liaison and so forth.
- The cost of advertisements or other recruitment methods, that is, agency fees.
- Recruitment overheads and administrative expenses.
- Costs of overtime and outsourcing while the vacancies remain unfilled.
- Cost of recruiting unsuitable candidates for the selection process.

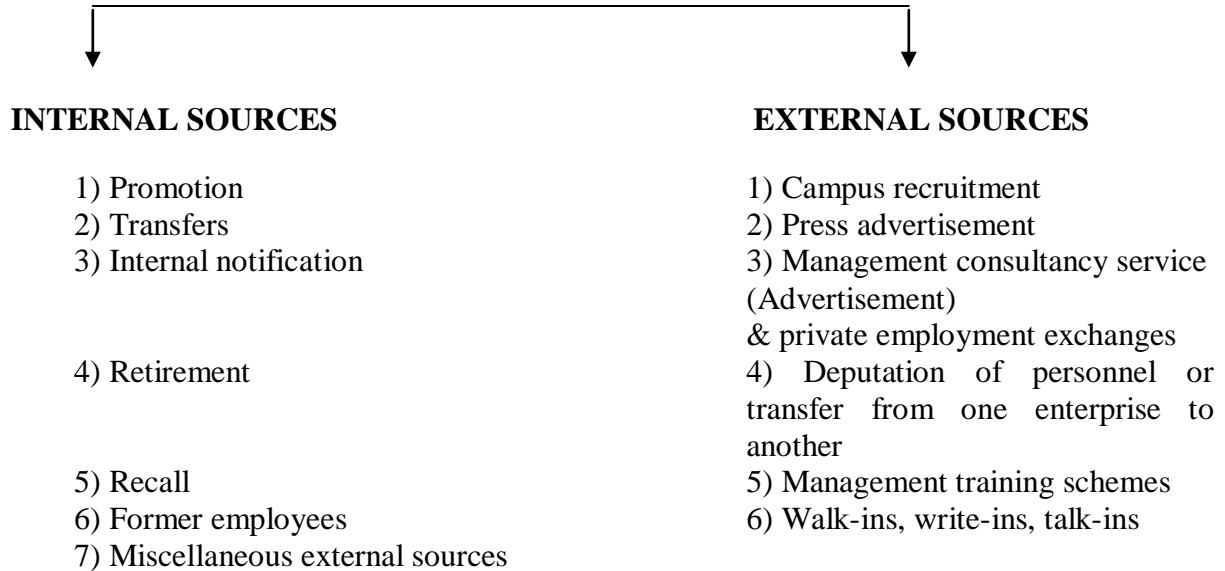
3.1 Evaluation of Recruitment Process

The recruitment has the objective of searching for and obtaining applications for job seekers in sufficient number and quality. Keeping this objective in the mind, the evaluation might include:

- Return rate of application sent out.
- Number of suitable candidates for selection.
- Retention and performance of the candidates selected.
- Cost of the recruitment process
- Time lapsed data
- Comments on image projected.

4.1 Sources of Recruitment

SOURCES OF MANAGERIAL RECRUITMENT



The sources of recruitment can be broadly categorized into internal and external sources-

Internal Recruitment – Internal recruitment seeks applicants for positions from within the company. The various internal sources include:

Promotions and Transfers –

Promotion is an effective means using job posting and personnel records. Job posting requires notifying vacant positions by posting notices, circulating publications or announcing at staff meetings and inviting employees to apply. Personnel records help discover employees who are doing jobs below their educational qualifications or skill levels. Promotions has many advantages like it is good public relations, builds morale, encourages competent individuals who are ambitious, improves the probability of good selection since information on the individual's performance is readily available, is cheaper than going outside to recruit, those chosen internally are familiar with the organization thus reducing the orientation time and energy and also acts as a training device for developing middle-level and top-level managers. However, promotions restrict the field of selection preventing fresh blood & ideas from entering the organization. It also leads to inbreeding in the organization. Transfers are also important in providing employees with a broad-based view of the organization, necessary for future promotions.

Employee referrals-

Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing them with introduction and encouraging them to apply. This is a very effective means as many qualified people can be reached at a very low cost to the company. The other advantages are that the employees would bring only those referrals that they feel would be able to fit in the organization based on their own experience. The organization can be assured of the reliability and the character of the referrals. In this way, the organization can also fulfill social obligations and create goodwill.

Former Employees-

These include retired employees who are willing to work on a part-time basis, individuals who left work and are willing to come back for higher compensations. Even retrenched employees are taken up once again. The advantage here is that the people are already known to the organization and there is no need to find out their past performance and character. Also, there is no need of an orientation programme for them, since they are familiar with the organization.

Dependents of deceased employees-

Usually, banks follow this policy. If an employee dies, his / her spouse or son or daughter is recruited in their place. This is usually an effective way to fulfill social obligation and create goodwill.

Recalls: -

When management faces a problem, which can be solved only by a manager who has proceeded on long leave, it may be decided to recall that persons after the problem is solved, his leave may be extended.

Retirements: -

At times, management may not find suitable candidates in place of the one who had retired, after meritorious service. Under the circumstances, management may decide to call retired managers with new extension.

Internal notification (advertisement): -

Sometimes, management issues an internal notification for the benefit of existing employees. Most employees know from their own experience about the requirement of the job and what sort of person the company is looking for. Often employees have friends or acquaintances who meet these requirements. Suitable persons are appointed at the vacant posts.

(II) External Recruitment – External recruitment seeks applicants for positions from sources outside the company. They have outnumbered the internal methods. The various external sources include:

Professional or Trade Associations :-

Many associations provide placement service to its members. It consists of compiling job seeker's lists and providing access to members during regional or national conventions. Also, the publications of these associations carry classified advertisements from employers interested in recruiting their members. These are particularly useful for attracting highly educated, experienced or skilled personnel. Also, the recruiters can zero on in specific job seekers, especially for hard-to-fill technical posts.

Advertisements :-

It is a popular method of seeking recruits, as many recruiters prefer advertisements because of their wide reach. Want ads describe the job benefits, identify the employer and tell those interested how to apply. Newspaper is the most common medium but for highly specialized recruits, advertisements may be placed in professional or business journals.

Advertisements must contain proper information like the job content, working conditions, location of job, compensation including fringe benefits, job specifications, growth aspects, etc. The advertisement has to sell the idea that the company and job are perfect for the candidate. Recruitment advertisements can also serve as corporate advertisements to build company' image. It also cost effective.

Employment Exchanges:-

Employment Exchanges have been set up all over the country in deference to the provision of the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. The Act applies to all industrial establishments having 25 workers or more each. The Act requires all the industrial establishments to notify the vacancies before they are filled. The major functions of the exchanges are to increase the pool of possible applicants and to do the preliminary screening. Thus, employment exchanges act as a link between the employers and the prospective employees. These offices are particularly useful to in recruiting blue-collar, white collar and technical workers.

Campus Recruitments:-

Colleges, universities, research laboratories, sports fields and institutes are fertile ground for recruiters, particularly the institutes. Campus Recruitment is going global with companies like HLL, Citibank, HCL-HP, ANZ Grindlays, L&T, Motorola and Reliance looking for global markets. Some companies recruit a given number of candidates from these institutes every year. Campus recruitment is so much sought after that each college; university department or institute will have a placement officer to handle recruitment functions. However, it is often an expensive process, even if recruiting process produces job offers and acceptances eventually. A majority leave the organization within the first five years of their employment. Yet, it is a major source of recruitment for prestigious companies.

Walk-ins, Write-ins and Talk-ins

The most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications can also provide a pool of potential employees to meet future needs. From employees' viewpoint, walk-ins are preferable as they are free from the hassles associated with other methods of recruitment. While direct applications are particularly effective in filling entry-level and unskilled vacancies, some organizations compile pools of potential employees from direct applications for skilled positions. Write-ins are those who send written enquiries. These jobseekers are asked to complete application forms for further processing. Talk-ins involves the job aspirants meeting the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

Contractors:-

They are used to recruit casual workers. The names of the workers are not entered in the company records and, to this extent; difficulties experienced in maintaining permanent workers are avoided.

Consultants:-

They are in the profession for recruiting and selecting managerial and executive personnel. They are useful as they have nationwide contacts and lend professionalism to the hiring process. They also keep prospective employer and employee anonymous. However, the cost can be a deterrent factor.

Head Hunters:-

They are useful in specialized and skilled candidate working in a particular company. An agent is sent to represent the recruiting company and offer is made to the candidate. This is a useful source when both the companies involved are in the same field, and the employee is reluctant to take the offer since he fears, that his company is testing his loyalty.

Radio, Television and Internet:-

Radio and television are used to reach certain types of job applicants such as skilled workers. Radio and television are used but sparingly, and that too, by government departments only. Companies in the private sector are hesitant to use the media because of high costs and also because they fear that such advertising will make the companies look desperate and damage their conservative image. However, there is nothing inherently desperate about using radio and television. It depends upon what is said and how it is delivered. Internet is becoming a popular option for recruitment today. There are specialized sites like naukri.com. Also, websites of companies have a separate section wherein; aspirants can submit their resumes and applications. This provides a wider reach.

Competitors:-

This method is popularly known as “poaching” or “raiding” which involves identifying the right people in rival companies, offering them better terms and luring them away. For instance, several executives of HMT left to join Titan Watch Company. There are legal and ethical issues involved in raiding rival firms for potential candidates. From the legal point of view, an employee is expected to join a new organization only after obtaining a ‘no objection certificate’ from his/ her present employer. Violating this requirement shall bind the employee to pay a few months’ salary to his/ her present employer as a punishment. However, there are many ethical issues attached to it.

Mergers and Acquisitions:-

When organizations combine, they have a pool of employees, out of whom some may not be necessary any longer. As a result, the new organization has, in effect, a pool of qualified job applicants. As a result, new jobs may be created. Both new and old jobs may be readily staffed by drawing the best-qualified applicants from this employee pool. This method facilitates the immediate implementation of an organization’s strategic plan. It enables an organization to pursue a business plan, However, the need to displace employees and to integrate a large number of them rather quickly into a new organization means that the personnel-planning and selection process becomes critical more than ever.

Evaluation of External Recruitment:

External sources of recruitment have both merits and demerits.

The merits are-

- The organization will have the benefit of new skills, new talents and new experiences, if people are hired from external sources.
- The management will be able to fulfill reservation requirements in favour of the disadvantaged sections of the society.
- Scope for resentment, heartburn and jealousy can be avoided by recruiting from outside.

The demerits are-

- Better motivation and increased morale associated with promoting own employees re lost to the organization.
- External recruitment is costly.
- If recruitment and selection processes are not properly carried out, chances of right candidates being rejected and wrong applicants being selected occur.
- High training time is associated with external recruitment.
- 98% of organizational success depends upon efficient employee selection

5.1 60-Second Guide to Hiring the Right People

0:60 Define the Duties:

To find promising employees, you must first determine what you want them to do. Carefully consider all direct and associated responsibilities and incorporate them into a written job description. Be careful with general titles such as typist or sales clerk, as they have different meanings to different people.

0:49 ...and What it Takes to do Them:

Fulfilling these responsibilities will require some level of skill and experience, even if it is an entry-level position. Be reasonable about your expectations. Setting the bar too high may limit your available talent pool; setting it too low risks a flood of applications from those unqualified for the job.

0:37 Make it Worth their While:

Likewise, you don't want to be overly generous or restrictive about compensation. State and local chambers of commerce, employment bureaus and professional associations can help you determine appropriate wages and benefits. Scanning descriptions of comparable jobs in the classified ads and other employment publications will also provide clues about prevailing wage rates.

0:38 Spread the Word:

How you advertise your job opening depends on who you want to attract. Some positions are as easy to promote as posting a "help wanted" sign in your store window or placing an ad in your local newspaper. For jobs requiring more specialized skills, consider targeted channels such as trade magazines, on-line job banks and employment agencies (though these may require a fee). And don't overlook sources such as friends, neighbors, suppliers customers and present employees.

0:25 Talk it Over:

Because you have clearly defined the role and requirements, you should have little difficulty identifying candidates for interviews. Make sure you schedule them when you have ample time to review the resume, prepare your questions and give the candidate your undivided attention. After the interview, jot down any impressions or key points while they're still fresh in your mind. This will be a valuable reference when it's time to make a decision.

0:12 Follow-up on Interviews:

You want to believe your candidates are being honest, but never assume. Contact references to make sure you're getting the facts or to clear up any uncertainties. Professional background checks are a wise investment for highly sensitive positions, or those that involve handling substantial amounts of money and valuables.

0:03 You've Found Them; Now Keep Them:

Now that you've hired ideal employees, make sure they stay with you by providing training and professional development opportunities. The small business experts at SCORE can help you craft human resource policies and incentive plans that will ensure your company remains the small business employer of choice.

3. SELECTION

Selection is defined as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.

Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

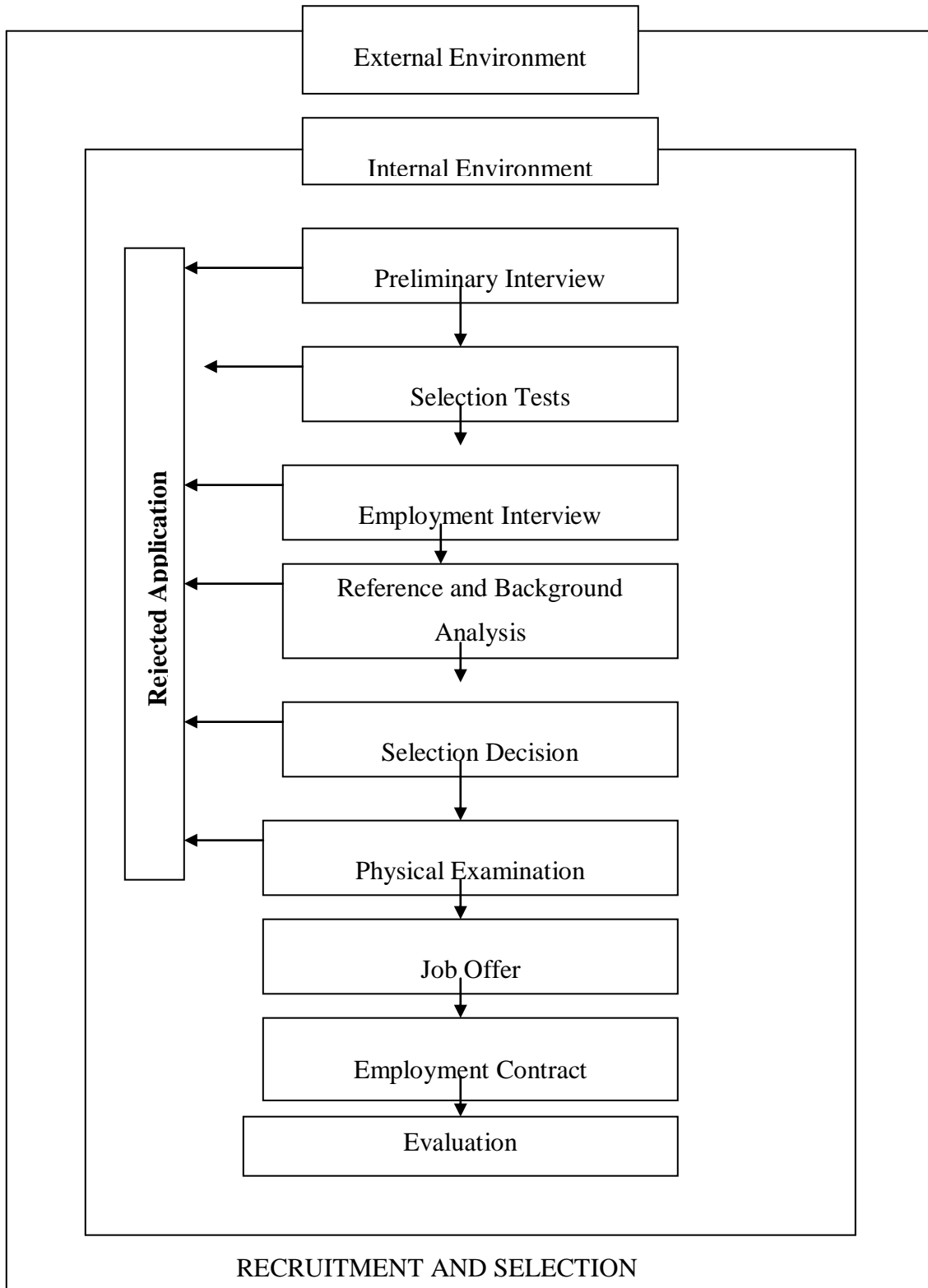
The difference between recruitment and selection:

Recruitment is identifying n encouraging prospective employees to apply for a job and Selection is selecting the right candidate from the pool of applicants.

3.1 SELECTION PROCESS

Selection is along process, commencing from the preliminary interview of the applicants and ending with the contract of employment.

The following chart gives an idea about selection process: -



Environment factor affecting selection: -

Selection is influenced by several factors. More prominent among them are supply and demand of specific skills in the labour market, unemployment rate, labour- market conditions, legal and political considerations, company's image, company's policy, human resources planning and cost of hiring. The last three constitute the internal environment and the remaining form the external environment of selection process.

STEP 1: - PRELIMINARY INTERVIEW

The applicants received from job seekers would be subject to scrutiny so as to eliminate unqualified applicants. This is usually followed by a preliminary interview the purpose of which is more or less the same as scrutiny of application, that is, eliminate of unqualified applicants. Scrutiny enables the HR specialists to eliminate unqualified jobseekers based on the information supplied in their application forms. Preliminary interview, on the other hand, helps reject misfits for reason, which did not appear in the application forms. Besides, preliminary interview, often called 'courtesy interview', is a good public relation exercise.

STEP 2: - SELECTION TEST

Job seekers who pass the screening and the preliminary interview are called for tests. Different types of tests may be administered, depending on the job and the company. Generally, tests are used to determine the applicant's ability, aptitude and personality.

The following are the type of tests taken:

1). Ability tests: -

Assist in determining how well an individual can perform tasks related to the job. An excellent illustration of this is the typing tests given to a prospective employer for secretarial job. Also called as 'ACHIEVEMENT TESTS'. It is concerned with what one has accomplished. When applicant claims to know something, an achievement test is taken to measure how well they know it. Trade tests are the most common type of achievement test given. Questions have been prepared and tested for such trades as asbestos worker, punch-press operators, electricians and machinists. There are, of course, many unstandardised achievement tests given in industries, such as typing or dictation tests for an applicant for a stenographic position.

2). Aptitude test: -

Aptitude tests measure whether an individuals has the capacity or latent ability to learn a given job if given adequate training. The use of aptitude test is advisable when an applicant has had little or no experience along the line of the job opening. Aptitudes tests help determine a person's potential to learn in a given area. An example of such test is the general management aptitude tests (GMAT), which many business students take prior to gaining admission to a graduate business school programme.

Aptitude test indicates the ability or fitness of an individual to engage successfully in any number of specialized activities. They cover such areas clerical aptitude, numerical aptitude, mechanical aptitude, motor co-ordination, finger dexterity and manual dexterity. These tests help to detect positive negative points in a person's sensory or intellectual ability. They focus attention on a particular type of talent such as learning or reasoning in respect of a particular field of work.

Forms of aptitude test:

- Mental or intelligence tests: They measure the overall intellectual ability of a person and enable to know whether the person has the mental ability to deal with certain problems
- Mechanical aptitude tests: They measure the ability of a person to learn a particular type of mechanical work. These tests helps to measure specialized technical knowledge and problem solving abilities if the candidate. They are useful in selection of mechanics, maintenance workers, etc.
- Psychomotor or skills tests: They are those, which measure a person's ability to do a specific job. Such tests are conducted in respect of semi- skilled and repetitive jobs such as packing, testing and inspection, etc.

3). Intelligence test:

This test helps to evaluate traits of intelligence. Mental ability, presence of mind (alertness), numerical ability, memory and such other aspects can be measured.

The intelligence is probably the most widely administered standardized test in industry. It is taken to judge numerical, skills, reasoning, memory and such other abilities.

4). Interest Test:

This is conducted to find out likes and dislikes of candidates towards occupations, hobbies, etc. such tests indicate which occupations are more in line with a person's interest. Such tests also enable the company to provide vocational guidance to the selected candidates and even to the existing employees.

These tests are used to measure an individual's activity preferences. These tests are particularly useful for students considering many careers or employees deciding upon career changes.

5). Personality Test:

The importance of personality to job success is undeniable. Often an individual who possesses the intelligence, aptitude and experience for certain has failed because of inability to get along with and motivate other people.

It is conducted to judge maturity, social or interpersonal skills, behavior under stress and strain, etc. this test is very much essential on case of selection of sales force, public relation staff, etc. where personality plays an important role.

Personality tests are similar to interest tests in that they, also, involve a serious problem of obtaining an honest answer.

6). Projective Test:

This test requires interpretation of problems or situations. For example, a photograph or a picture can be shown to the candidates and they are asked to give their views, and opinions about the picture

7). General knowledge Test:

Now days G.K. Tests are very common to find general awareness of the candidates in the field of sports, politics, world affairs, current affairs.

8). Perception Test:

At times perception tests can be conducted to find out beliefs, attitudes, and mental sharpness.etc.

9). Graphology Test:

It is designed to analyze the handwriting of individual. It has been said that an individual's handwriting can suggest the degree of energy, inhibition and spontaneity, as well as disclose the idiosyncrasies and elements of balance and control. For example, big letters and emphasis on capital letters indicate a tendency towards domination and competitiveness. A slant to the right, moderate pressure and good legibility show leadership potential.

10). Polygraph Test:

Polygraph is a lie detector, which is designed to ensure accuracy of the information given in the applications. Department store, banks, treasury offices and jewellery shops, that is, those highly vulnerable to theft or swindling may find polygraph tests useful.

11). Medical Test:

It reveals physical fitness of a candidate. With the development of technology, medical tests have become diversified. Medical servicing helps measure and monitor a candidate's physical resilience upon exposure to hazardous chemicals.

Choosing Tests:

The test must be chosen in the criteria of reliability, validity, objectivity and standardization. They are: -

1. Reliability: -

It refers to standardization of the procedure of administering and scoring the test results. A person who takes tests one day and makes a certain score should be able to take the same test the next day or the next week and make more or less the same score. An individual's intelligence, for example, is generally a stable characteristic. So if we administer an intelligence test, a person who scores 110 in March would score close to 110 if tested in July. Tests, which produce wide variations in results, serve little purpose in selection.

2. Validity: -

It is a test, which helps predict whether a person will be successful in a given job. A test that has been validated can be helpful in differentiating between prospective employees who will be able to perform the job well and those who will not. Naturally, no test will be 100% accurate in predicting job success. A validated test increases possibility of success

There are three ways of validating a test. They are as follows: -

- 1). Concurrent Validity: - this involves determining the factors that are characteristics of successful employees and then using these factors as the yardsticks.
- 2). Predictive Validity: - it involves using a selection test during the selection process and then identifying the successful candidates. The characteristics of both successful and less successful candidates are then identified.
- 3). Synthetic Validity: - it involves taking parts of several similar jobs rather than one complete job to validate the selection test.

3. Objectivity: -

When two or more people can interpret the result of the same test and derive the same conclusion(s), the test is said to be objective. Otherwise, the test evaluators' subjective opinions may render the test useless.

4. Standardization: -

A test that is standardized is administered under standard condition to a large group of person who are representatives of the individuals for whom it is intended. The purpose of standardization is to obtain norms or standard, so that a specific test score can be meaningful when compared to other score in the group.

STEP 3: - INTERVIEW:

The next step in the selection process is an interview. Interview is formal, in-depth conversation conducted to evaluate the applicant's acceptability. It is considered to be excellent selection device. It is face-to-face exchange of view, ideas and opinion between the candidates and interviewers. Basically, interview is nothing but an oral examination of candidates. Interview can be adapted to unskilled, skilled, managerial and profession employees.

Types of interview: -

Interviews can be of different types. There interviews employed by the companies.

Following are the various types of interview: -

Informal Interview:

An informal interview is an oral interview and may take place anywhere. The employee or the manager or the personnel manager may ask a few almost inconsequential questions like name, place of birth, names of relatives etc. either in their respective offices or anywhere outside the plant of company. It is not planned and nobody prepares for it. This is used widely when the labour market is tight and when you need workers badly.

Formal Interview:

Formal interviews may be held in the employment office by the employment office in a more formal atmosphere, with the help of well structured questions, the time and place of the interview will be stipulated by the employment office.

Non-directive Interview:

Non-directive interview or unstructured interview is designed to let the interviewee speak his mind freely. The interviewer has no formal or directive questions, but his all attention is to the candidate. He encourages the candidate to talk by a little prodding whenever he is silent e.g. "Mr. Ray, please tell us about yourself after your graduated from high school".

Depth Interview:

It is designed to intensely examine the candidate's background and thinking and to go into considerable detail on particular subjects of an important nature and of special interest to the candidates. For example, if the candidate says that he is interested in tennis, a series of questions may be asked to test the depth of understanding and interest of the candidate. These probing questions must be asked with tact and through exhaustive analysis; it is possible to get a good picture of the candidate.

Stress Interview:

It is designed to test the candidate and his conduct and behavior by him under conditions of stress and strain. The interviewer may start with “Mr. Joseph, we do not think your qualifications and experience are adequate for this position,” and watch the reaction of the candidates. A good candidates will not yield, on the contrary he may substantiate why he is qualified to handle the job.

This type of interview is borrowed from the Military organisation and this is very useful to test behaviour of individuals when they are faced with disagreeable and trying situations.

Group Interview:

It is designed to save busy executive’s time and to see how the candidates may be brought together in the employment office and they may be interviewed.

Panel Interview:

A panel or interviewing board or selection committee may interview the candidate, usually in the case of supervisory and managerial positions. This type of interview pools the collective judgment and wisdom of the panel in the assessment of the candidate and also in questioning the faculties of the candidate.



Sequential Interview:

The sequential interview takes the one-to-one a step further and involves a series of interview, usually utilizing the strength and knowledgebase of each interviewer, so that each interviewer can ask questions in relation to his or her subject area of each candidate, as the candidate moves from room to room.

Structures Interview:

In a structured interview, the interviewer uses preset standardized questions, which are put to all the interviewees. This interview is also called as 'Guided' or 'Patterned' interview. It is useful for valid results, especially when dealing with the large number of applicants.

Unstructured Interview:

It is also known as 'Unpatterned' interview, the interview is largely unplanned and the interviewee does most of the talking. Unguided interview is advantageous in as much as it leads to a friendly conversation between the interviewer and the interviewee and in the process, the later reveals more of his or her desire and problems. But the Unpatterned interview lacks uniformity and worse, this approach may overlook key areas of the applicant's skills or background. It is useful when the interviewer tries to probe personal details of the candidate it analyse why they are not right for the job.

STEP 4: -REFERENCE CHECK:-

Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and perhaps, gaining additional background information on an applicant. Although listed on the application form, references are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process. When the labour market is very tight, organisations sometimes hire applicants before checking references.

Previous employers, known as public figures, university professors, neighbours or friends can act as references. Previous employers are preferable because they are already aware of the applicant's performance. But, the problem with this reference is the tendency on the part of the previous employers to over-rate the applicant's performance just to get rid of the person.

Organisations normally seek letters of reference or telephone references. The latter is advantageous because of its accuracy and low cost. The telephone reference also has the advantage of soliciting immediate, relatively candid comments and attitude can sometimes be inferred from hesitations and inflections in speech.

STEP 5: SELECTION DECISION:-

After obtaining information through the preceding steps, selection decision- the most critical of all the steps- must be made. The other stages in the selection process have been used to narrow the number of the candidates. The final decision has to be made the pool of individuals who pass the tests, interviews and reference checks.

The view of the line manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee. The HR manager plays a crucial role in the final selection.

STEP 6: - PHYSICAL EXAMINATION: -

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is, often, contingent upon the candidate being declared fit after the physical examination. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records. There are several objectives behind a physical test. Obviously, one reason for a physical test is to detect if the individual carries any infectious disease. Secondly, the test assists in determining whether an applicant is physically fit to perform the work. Thirdly, the physical examination information can be used to determine if there are certain physical capabilities, which differentiate successful and less successful employees. Fourth, medical check-up protects applicants with health defects from undertaking work that could be detrimental to them or might otherwise endanger the employer's property. Finally, such an examination will protect the employer from workers compensation claims that are not valid because the injuries or illness were present when the employee was hired.

STEP 7: - JOB OFFER: -

The next step in the selection process is job offer to those applicants who have crossed all the previous hurdles. Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting. This is particularly necessary when he or she is already in employment, in which case the appointee is required to obtain a relieving certificate from the previous employer. Again, a new job may require movement to another city, which means considerable preparation, and movement of property.

The company may also want the individual to delay the date of reporting on duty. If the new employee's first job upon joining the company is to go on company until perhaps a week before such training begins. Naturally, this practice cannot be abused, especially if the individual is unemployed and does not have sufficient finances.

Decency demands that the rejected applicants be informed about their non-selection. Their applications may be preserved for future use, if any. It needs no emphasis that the applications of selected candidates must also be preserved for the future references.

STEP 8: -CONTRACT OF EMPLOYMENT: -

There is also a need for preparing a contract of employment. The basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the typical headings:

- Job title
- Duties, including a phrase such as “The employee will perform such duties and will be responsible to such a person, as the company may from time to time direct”.
- Date when continuous employment starts and the basis for calculating service.
- Rate of pay, allowance, overtime and shift rates, method of payments.
- Hours of work including lunch break and overtime and shift arrangements.
- Holiday arrangements:
- Paid holidays per year.
- Public holidays.
- Length of notice due to and from employee.
- Grievances procedure (or reference to it).
 - Disciplinary procedure (or any reference to it).
 - Work rules (or any reference to them).
 - Arrangements for terminating employment.
 - Arrangements for union membership (if applicable).
- Special terms relating to rights to patents and designs, confidential information and restraints on trade after termination of employment.
- Employer’s right to vary terms of the contract subject to proper notification being given.

The drawback with the contracts is that it is almost to enforce them. A determined employee is bound to leave the organisation, contract or no contract. The employee is prepared to pay the penalty for breaching the agreement or the new employer will provide compensations. It is the reason that several companies have scrapped the contracts altogether.

STEP 9: -CONCLUDING THE SELECTION PROCESS: -

Contrary to popular perception, the selection process will not end with executing the employment contract. There is another step – amore sensitive one reassuring those candidates who have not selected, not because of any serious deficiencies in their personality, but because their profile did not match the requirement of the organisation. They must be told that those who were selected were done purely on relative merit.

STEP 10: -EVALUATION OF SELECTION PROGRAMME: -

The broad test of the effectiveness of the selection process is the quality of the personnel hired. An organisation must have competent and committed personnel. The selection process, if properly done, will ensure availability of such employees. How to evaluate the effectiveness of a selection programme? A periodic audit is the answer.

3.2 Four Approaches to Selection:

1). Ethnocentric Selection:

In this approach, staffing decisions are made at the organization's headquarters. Subsidiaries have limited autonomy, and the employees from the headquarters at home and abroad fill key jobs. Nationals from the parent country dominate the organisations at home and abroad.

2). Polycentric Selection:

In polycentric selection, each subsidiary is treated as a distinct national entity with local control key financial targets and investment decisions. Local citizens manage subsidiaries, but the key jobs remain with staff from the parent country. This is the approach, which is largely practiced in our country

3). Regiocentric Selection: -

Here, control within the group and the movements of staff are managed on a regional basis, reflecting the particular disposition of business and operations within the group. Regional managers have greater discretion in decision. Movement of staff is largely restricted to specific geographical regions and promotions to the jobs continue to be dominated by managers from the parents company.

4). Geocentric Staffing: -

In this case, business strategy is integrated thoroughly on global basis. Staff development and promotion are based on ability, not nationality. The broad and other parts of the top management structure are thoroughly international in composition. Needless to say, such organisations are uncommon.

3.3 PROBLEMS IN EFFECTIVE SELECTION: -

The main objective of selection is to hire people having competence and commitment. This objective is often defeated because of certain barriers. The impediments, which check effectiveness of selection, are perception, fairness, validity, reliability and pressure.

- Perception: -Our inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate.
- Selection demands an individual or a group of people to assess and compare the respective competencies of others, with the aim of choosing the right persons for the jobs. But our views are highly personalized.
- Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race or gender. But the low numbers of women and other less privileged sections of the society in middle and senior management positions and open discrimination on the basis of age in job advertisements and in the selection process would suggest that all the efforts to minimize inequity have not been effective.
- Validity, as explained earlier, is a test that helps predict job performance of an incumbent. A test that has been validated can differentiate between the employees who perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success.
- Reliability: -A reliable method is one, which will produce consistent results when repeated in similar situations. Like validated test, a reliable test may fail to predict job performance with precision.
- Pressure: - Pressure is brought on the selectors by politicians, bureaucrats, relatives, friends and peers to select particular candidates. Candidates selected because of compulsions are obviously not the right ones. Appointments to public sectors undertakings generally take place under such pressures.

4. Difference between Recruitment and Selection

- 1 Recruitment is the process of searching for prospective candidates and motivating them to apply for job in the organization. Whereas, selection is a process of choosing most suitable candidates out of those, who are interested and also qualified for job.
- 2 In the recruitment process, vacancies available are finalized, publicity is given to them and applications are collected from interested candidates. In the selection process, available applications are scrutinized. Tests, interview and medical examination are conducted in order to select most suitable candidates.
- 3 In recruitment the purpose is to attract maximum numbers of suitable and interested candidates through applications. In selection process the purpose is that the best candidate out of those qualified and interested in the appointment.
- 4 Recruitment is prior to selection. It creates proper base for actual selection. Selection is next to recruitment. It is out of candidates' available/interested.
- 5 Recruitment is the positive function in which interested candidates are encouraged to submit application. Selection is a negative function in which unsuitable candidates are eliminated and the best one is selected.
- 6 Recruitment is the short process. In recruitment publicity is given to vacancies and applications are collected from different sources Selection is a lengthy process. It involves scrutiny of applications, giving tests, arranging interviews and medical examination.
- 7 In recruitment services of expert is not required Whereas in selection, services of expert is required
- 8 Recruitment is not costly. Expenditure is required mainly for advertising the posts. Selection is a costly activity, as expenditure is needed for testing candidates and conduct of interviews.

Infosys®

POWERED BY INTELLECT
DRIVEN BY VALUES



5 Recruitment and Selection at INFOSYS

5.1 Work at Infosys:

A feeling of energy and vitality, of freshness, of a place where people work in a campus like facility and culture, are unafraid to voice new ideas, of a place where there is minimal hierarchy.

Robust people management practices enable Infosys to create this environment for its employees. This is what distinguishes Infosys among other technology companies, enabling Infosys to excel and innovate in what they do for their clients and in what they stand for as a company.

- **Continuous learning:**

The spirit of learnability among Infosys people and an organizational commitment to continuous personal and professional development keeps Infosys at the forefront in a fast-changing industry. Their framework for continuous learning at Infosys is built around a number of focused programs for their employees. These range from major initiatives such as the Infosys Leadership Institute to various ongoing management development and personal improvement programs. They complement a host of technology advancement and ongoing training options.

Apart from formal programs - a typical example of an informal employee-driven program is the Infosys Toastmasters Club, formed in 2000. The mission of this club is to provide a mutually supportive and positive learning environment to develop communication and leadership skills to foster self-confidence and personal growth. The club has been recognized by Toastmasters International and joins the roster of other recognized Corporate Clubs around the world (including those of Microsoft, Boeing, Citicorp and Sun Microsystems)

- **Fun and culture:**

Life at Infosys is full of events - where employees can pursue their interests in areas as varied as arts, culture, or sports. The objective is to ensure that employees are not confined to their desks. Employees express their various skills and interests through forums that include an "Art Gallery" on campus dedicated to displaying the works of Infosys, daily quiz competitions, and regular music meetings that keep the place abuzz with creativity.

Inculcom is the base organization that hosts cultural programs for Infosys. Each event emphasizes a specific area like music, dance, or quiz. These programs are generally not competitive, but a competitive element is sometimes added to enhance enthusiasm and to bring out the best in our people. Under Inculcom, there are sub groups like the IQ Circle

(Quizzes), Shruthi (the classical music club), Dramatix (the drama club), and Vakchaturya (forum for self development).

- **Insync:**

The key to employee involvement in organizations is the sharing of information about business performance, plans, goals, and strategies. What happens by a shout across the corridor in a smaller organization, calls for a more systematic process in a large organization like Infosys.

“Infosys believes in an organization with less hierarchy and faster decision-making. In order to make that happen, every Infoscion needs to know how the organization works, how decision are made, and what drives Infosys. So it is important for Infosys to communicate this to everyone”

- **Careers:**

Infosys has a vision of where they want to go, and it's really exciting

With an annual compounded growth rate of around 60% in the last 5 years, and branches across the world, Infosys is forging ahead in the global market. To achieve their vision, they are always looking out for talented, learnable individuals who are ambitious, who love challenges and who have a passion to excel!

Towards this objective, Infosys participates in campus hiring programs and also conducts a number of off-campus initiatives throughout the year at various locations. Apart from college hiring, they also hire experienced professionals from the industry at various mid-level and senior positions.

- **Infosys — grooming global talent:**

Last year, over 1.3 million people applied for a job at Infosys. Only 1% of them were hired. In comparison, Harvard College took in 9% of candidates.

Infosys has always focused on inducting and educating the best and the brightest. With global hiring practices, coupled with ever-expanding university programs such as Campus Connect and development centers across the globe, Infosys is able to source and nurture talent while delivering lasting value to clients.

Infosys, which trains over 15,000 new recruits every year, is well prepared to win the battle for top-notch talent. At the heart of this education program is a fully equipped \$120 million facility in Mysore, about 90 miles from Bangalore.

5.2 Sources of Man Power Supply:

INTERNAL:

Infosys upgrades from within only for managerial positions, but only to some extent. Because upgrading from within is considered better as the employee is already familiar with the organization, reduces training cost, helps in building morale and promotes loyalty.

If no one capable for managerial position is found in its internal source, it looks out for external sources. It selects only the best employee for the organization

TYPES:

Former Employees-

They ask the retired employees who are willing to work on a part-time basis, individuals who left work and are willing to come back for higher compensations. Even retrenched employees are taken up once again.

Retirements: -

If it's not able to find suitable candidates in place of the one who had retired, after meritorious service. Under the circumstances, management decides to call retired managers with new extension.

Internal notification (advertisement): -

Most employees know from their own experience about the requirement of the job and what sort of person the company is looking for. Often employees have friends or acquaintances who meet these requirements. Suitable persons are appointed at the vacant posts.

EXTERNAL:

For the posts of technicians, engineers, floor managers etc, it looks out for external sources which include.

- **Agencies:** TAPL
- **Institutions:** Like B Schools, colleges, Management Institutes, etc.
- **Websites:** www.indiatimesjob.com

www.monster.com

www.naukri.com

Of the above three web sites given most widely used by the Infosys is the www.monster.com with the success rate of 80% followed by www.indiatimesjob.com at 60% and www.naukri.com at the success rate of 50%.

External recruitment enables the company to get the best candidate.

Infosys prefers external recruitment and mainly takes help from agencies and institutions as it's a giant company and internal recruitment proves to be inadequate as its yearly targets are very high.

CAMPUS:

Campus recruitment is so much sought after that each college; university department or institute will have a placement officer to handle recruitment functions. However, it is often an expensive process, even if recruiting process produces job offers and acceptances eventually. A majority leave the organization within the first five years of their employment. Yet, it is a major source of recruitment for prestigious companies.

Infosys is the company of choice for campus recruitment programs in most major engineering institutes such as IITs, RECs etc. and at premier management institutes such as the IIMs.

Engineering Institutes:

Campus hiring at engineering institutes typically starts in May and continues through September. Senior managers and officers from Infosys actively participate in this hiring, to bring on board the next generation of bright, young and talented leaders for the company. We encourage current students at the campuses we visit to use this opportunity to interact with the Infosys recruitment teams during the hiring process to understand the company and our people philosophy. We hire engineering graduates and post-graduates from all disciplines, and MCA students at the campuses.

Management Institutes:

Campus hiring at management institutes typically starts in December and continues through March. We hire management graduates from all disciplines, with or without prior work experience in software or other fields.

OFF CAMPUS:

It is the event for those candidates who do not get selected during campus recruitment. The process remains the same; it just aims at giving those candidates a chance that were not able to go through the process before. These candidates also go through the same two rounds, here only the scale and basis on which they are evaluated changes.

JOB FAIRS:

What is job fair?

Job fair is where several companies come under one roof for seeking eligible candidates who can join their company, after going through certain recruitment process followed by them.

Process Followed By Infosys:

Initially they advertise about the job fair in the local newspapers of all the states specifying the venue and date of the job fair.

On the specified date, Infosys banners are put up at the venue. They have around 3 to 4 counters. Initially these counters are used for registrations. Once the number of registrations is equal to the total capacity of all the counters, the registrations are stopped and the registered candidates fill the application forms at the counter.

Next a logic test of 45 minutes is conducted and an English test of 15 minutes is conducted where in one is suppose to write an essay, to check their handwriting, vocabulary and sentence framing ability.

Once the test is over, registrations for the next group start. At the same time the previous papers are evaluated and the candidates are selected for interview based on the cut-off marks.

The candidates who are selected in the interview are informed then and there by displaying the list and are given the offer.

ADVERTISEMENTS:-

It is a popular method of seeking recruits, as many recruiters prefer advertisements because of their wide reach.

Infosys advertises in:

- NEWS PAPERS:
- Times of India
- The economic times
- Indian express
- Hindustan times
- The financial express
- Employment papers
- MAGAZINES:
- Business world

- Business Today
- India Today
- capital market
- Business journals
- IT magazines
- Computer and technical journals

WEB:

- www.infosys.com
- www.indiatimesjob.com
- www.monster.com
- www.naukri.com

WALK-INS, WRITE-INS AND TALK-INS:

Walk-ins are the most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications provide a pool of potential employees to meet future needs.

Write-ins are those who send written enquiries. These jobseekers are asked to complete application forms for further processing.

Talk-ins involves the job aspirants meeting the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

CONSULTANTS:

Infosys also seeks the help of consultants who are in the profession for recruiting and selecting managerial and executive personnel. They are useful as they have nationwide contacts and lend professionalism to the hiring process. They also keep prospective employer and employee anonymous.

INDUSTRIES:

Infosys also hires experienced professionals from the industry at various mid-level and senior positions.

5.3 THE SELECTION PROCESS OF INFOSYS:

- **Initial screening of interviews:**

Initial Screening is done on the basis of applicants and applications. A preliminary interview is conducted so as to select the suitable candidate who can go through further stages of interviews.

Normally for the posts of engineers degree cutoff is decided like say 60% on an average. If the candidates do not meet the requirement they are rejected.

And for higher posts applications and applicants both play a major role in the screening process.

- **Completion of application forms:**

Application form establishes the candidate's general details like name, address, telephone number, education, job- related training, work-experience with dates, company names, and job details, professional or industrial involvement, hobbies and recreational pursuits.

The company establishes as many hypotheses about the candidate from the details provided in the application form. It then decides what areas of information it needs to explore or investigate more specifically during the interview.

Company sees to it that no judgment is passed about the candidate based only at this level. What drawn here is hypotheses and not conclusions.

Application forms are such framed that, they provide the necessary details to the organisation without affecting the sentiments and feelings of the candidate.

- **Employment tests:**

- logical test
- English test
- Vocabulary
- Reasoning
- Essay writing

- **VARIOUS TESTS:**

Mental or intelligence tests:

They measure the overall intellectual ability of a person and enable to know whether the person has the mental ability to deal with certain problems.

Mechanical aptitude tests:

They measure the ability of a person to learn a particular type of mechanical work. These tests help to measure specialized technical knowledge and problem solving abilities of the candidate. They are useful in selection of mechanics, engineers, etc.

Intelligence test:

This test helps to evaluate traits of intelligence. Mental ability, presence of mind (alertness), numerical ability, memory and such other aspects can be measured. It is taken to judge numerical, skills, reasoning, memory and such other abilities.

Personality Test:

It is conducted to judge maturity, social or interpersonal skills, behavior under stress and strain, etc. this test is very much essential on case of selection of sales force, public relation staff, etc. where personality plays an important role.

Graphology Test:

It is designed to analyse the handwriting of individual. It has been said that an individual's handwriting can suggest the degree of energy, inhibition and spontaneity, as well as disclose the idiosyncrasies and elements of balance and control. For example, big letters and emphasis on capital letters indicate a tendency towards domination and competitiveness. A slant to the right, moderate pressure and good legibility show leadership potential.

Medical Test:

It reveals physical fitness of a candidate. Medical servicing helps measure and monitor a candidate's physical resilience upon exposure business hazards.

- **Interview:**

- ***Formal Interview:*** Interviews are held in the employment office in a more formal atmosphere, with the help of well structured questions.
- ***Patterned Interview:*** A patterned interview is also a planned interview, but it is more carefully pre-planned to a high degree of accuracy, precision and exactitude. With the help of job and man specifications, a list of

questions and areas are carefully prepared which will act as the interviewer's guide.

- ***Non-directive Interview:*** Here the interviewee is allowed to speak his mind freely. The interviewer has no formal or directive questions, but his all attention is to the candidate. He encourages the candidate to talk by a little prodding whenever he is silent e.g. "Mr. Ray, please tell us about yourself after you're graduated from high school".
- ***Depth Interview:*** It is designed to intensely examine the candidate's background and thinking and to go into considerable detail on particular subjects of an important nature and of special interest to the candidates. For example, if the candidate says that he is interested in tennis, a series of questions may be asked to test the depth of understanding and interest of the candidate.
- ***Stress Interview:*** It is designed to test the candidate and his conduct and behavior by him under conditions of stress and strain. The interviewer may start with "Mr. Joseph, we do not think your qualifications and experience are adequate for this position," and watch the reaction of the candidates. A good candidates will not yield, on the contrary he may substantiate why he is qualified to handle the job.

What INFOSYS practice is that if interview is planned at 5pm, it will start candidate's interview at 6.30pm and watch the candidate's behavior and stress level.

- ***Panel Interview:*** A panel or interviewing board or selection committee interviews the candidate, usually in the case of supervisory and managerial positions.
- ***Mixed Interview:*** In practice, the interviewer while interviewing the job seekers uses a blend of structured and structured and unstructured questions. This approach is called the Mixed interview. The structured questions provide a base of interview more conventional and permit greater insights into the unique differences between applicants.

- **Second Interviews:**

Job seekers are invited back after they have passed the first initial interview. Middle or senior management generally conducts the second interview, together or separately. More in-depth questions are asked to the candidate and the employer expects a greater level of preparation on the part of the candidates.

- **Background Information:**

INFOSYS requests names, addresses, and telephone numbers of references for the purpose of verifying information and perhaps, gaining additional background information on an applicant.

References are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process.

Previous employers are preferable because they are already aware of the applicant's performance.

It normally seeks letters of reference or telephone references. The latter is advantageous because of its accuracy and low cost.

- **Physical Examination:**

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is, often, depends upon the candidate being declared fit after the physical examination. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records.

- **Final Employment decision:**

It is a final step. In this step company makes a very important decision.

After all these processes follow up is done i.e., the selected person is induced and placed at the right job. Training is provided on regular basis that is monthly, quarterly. These trainers have the experience of about 15-20 yrs. In one batch there are 60 employees who are sent to Bangalore for training.

5.4 Approach to Selection:

Ethnocentric Selection:

In this approach, staffing decisions are made at the organization's headquarters. Subsidiaries have limited autonomy, and the employees from the headquarters at home and abroad fill key jobs.

6. Recruitment and Selection Procedure at LearningMate

6.1 About Learning Mate

LearningMate Solutions Private Limited is one of the fastest growing eLearning Companies in India. LearningMate is a provider of end-to-end eLearning services and solutions designed to meet specific business needs. The range of services varies from enterprise-wide eLearning initiatives to creating custom content based on cost-effective alternatives of delivery. LearningMate has strong Management Team to handle its development center in Mumbai, US, UK, and Canada. As an eLearning and software solutions company, LearningMate partners with publishers and training companies on conceptualization, design, development and implementation of new media and technology solutions for the Higher Education & Continuing Education markets. LearningMate has competencies and intellectual property in the areas of content-development, standards-based learning technologies, learner support systems & content architectures.

LearningMate is a cross-border e-Learning services company that is focused on identifying, creating and delivering relevant, instructionally sound, engaging content to learners using internet technologies. LearningMate's clients include schools, colleges, universities, publishers, NGO's and corporations around the world. The firm has competencies and owns intellectual property in the areas of strategy consulting, content-development, assessment, content architecture and performance support. The firm's principals have a history of contributions to e-Learning initiatives around the world and they bring this experience to bear in every one of their client engagements. LearningMate's primary development facilities are in Mumbai and Bangalore, the media and technology centers of India. In addition the firm leverages a global base of associates and partners who are highly respected thinkers in learning strategy, change management, instructional design, performance support and learning technology, to create relevant, local e-Learning solutions tailored to the specific needs and geographies of its clients. LearningMate is a pre-dominantly export oriented company which services Global clients – most of which are billion dollar plus clients or in the Fortune Category.

From developing highly effective Learning Solutions to acquiring intellectual capital to client associations and tech-partners, they hold one principle high over all others: quality over quantity. Their excellent track record stands testament to this, lead in the right direction by a strong management team and encouraging clients. A 'people' company, ambition, perseverance and challenges run abuzz as they are committed to delivering the best.

6.2 SOURCES ON MAN POWER SUPPLY

INTERNAL:

LearningMate uses internal sources for recruitment but on a limited basis otherwise normally it uses external sources extensively for its recruitment purposes. Let us have a look at the internal sources in detail.

TYPES OF INTERNAL SOURCES:

- **Present employees:**

This source is normally the first choice among the internal sources and Learning Mate is no different. This source implies filling up the position from among the present employees by way of promotions and transfers.

- **Employee referrals:**

This is be a very good source of internal recruitment. Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction, and even encouraging them to apply.

- **Referral Scheme - Buddy Scheme:**

At Learning Mate employee referral is popularly known as, ‘Referral Scheme - Buddy Scheme’.

The objective of Referral Scheme is to lay guidelines for effective and smooth functioning of the employee referral program. It helps in attracting talent through referrals from employees for fulfilling the vacant/additional positions in the company.

Employees from all groups except from Human Resources and senior management are eligible to refer their friends / ex-colleagues / references / relatives for vacancies – both current and future in the organization.

Procedure:

The Human Resources group shall inform all employees through intranet / root email / notice board about the existing vacancies from time to time.

Employees need to make references only on e-mail of suitable candidates fulfilling the requirements as indicated to buddy@learningmate.com

The HR group shall process the said application for the requirements as per the recruitment policy. If the referred candidate is found suitable and selected in interviews, an offer matching with the qualification and experience will be made to the candidate.

The Buddy Referral Reward is paid to the employee 3 months after the referral joins the organization. However, in case the referral or the employee concerned is separated from the services of the organization before the completion of 3 months, no referral payment shall be made to the employee.

The employee concerned who makes the reference shall be rewarded with the following:

Category	Reward (in INR)
Between 1-3 years relevant experience	10,000/-
More than 3 years relevant experience	15,000/-
Project Manager and above positions	25,000/-

No reward shall be payable for references of candidates that have less than 1 year of relevant experience and contract recruitment.

○ **Previous applicants:**

Although not truly an internal source, those who have previously applied for jobs can be contacted by mail, a quick and inexpensive way to fill an unexpected opening. This is possible at Learning Mate through a master database that the company maintains containing the details of all the previous applicants for the various vacant posts.

EXTERNAL:

LearningMate is a small but a fast growing company with employee strength of just about 278 and a modest turnover of 140 million rupees in the year 2005-06. Its recruitment targets are also pretty low at just 150+ for the year 2007. Owing to the financial constraints and limited recruitment targets it has to select the sources carefully keeping the cost factor in mind

Barring the nominal use of the internal sources the remainder of the recruiting is done through the external sources which includes,

- Approved Recruitment Consultants and Sub – contractors
- Print Media - Advertisements
- Outstation recruitment
- Websites – subscribed and unsubscribed
- Walk-ins
- Recruitment consultants and Sub – contractors:

LearningMate normally uses these sources to develop the required pool of candidates and also to achieve specialist help in its recruitment process. Sub – contractors are normally used in case of temporary requirements due to unexpected events or some emergency situations.

- **Print Media – Advertisements:**

LearningMate advertises mostly through newspaper and not so much by way of magazines. The newspapers they normally advertise in are

- Times-Ascent
- Hindustan times
- DNA

- **Outstation recruitment:**

Outstation recruitments are conducted by LearningMate by calling the candidates to their office and taking the required tests and interviews as per a process which is explained later in the project.

The reimbursements made to them are as follows:

A. Reimbursement of Joining related Travel Fare:

For candidates recruited at all levels I class A/C train OR flight fare to be considered on case-to-case basis. The same needs to be approved by the BH.

Either Learning Mate administration does the booking OR employee can make his/her own arrangements for purchase of tickets.

B. Reimbursement of Expenses towards movement of household goods:

For candidates recruited at all levels, reimbursement of expenses towards movement of household goods to be considered on case-to-case basis. The same needs to be approved by the BH.

Employee needs to submit three quotations from three different transporters to Administration department OR employee's needs to arrange transporter on their own, based on approved amount by BH.

OR Business Head needs to approve specific relocation amount to move household goods.

On joining, employee needs to fill in the reimbursement voucher (available with Accounts Department) and enclose the tickets in original, and take approval of Department Head before submitting to Accounts.

Employees are required to submit such claims within 10 days from the date of joining to the Accounts Department in the prescribed format available with the Accounts Department.

C. Hotel / Guest House Accommodation:

All outstation employees will be considered for a maximum of 10 days Hotel / Guest accommodation. However, they are expected to make their own arrangements after mentioned duration and LearningMate Administration will provide necessary assistance on lease accommodation.

Wherever Hotel accommodation is provided, room rent only will be directly billed to the company. Extra food / laundry (which are applicable in hotel package) related bills will be borne by the employees.

○ Websites:

LearningMate uses a variety of subscribed and unsubscribed websites to create a pool of a variety of candidates for various posts. Here are the examples of few such websites

- www.mosterindia.com
- www.naukri.com
- www.jobsahead.com
- www.learningmate.com

○ Walk-ins:

This is the most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications provide a pool of potential employees to meet future needs. This also is one of the sources which LearningMate uses for its recruitment purposes.

6.3 THE SELECTION PROCESS OF LEARNINGMATE:

1. INITIAL SCREENING

After receiving the profiles of candidates through the sources as listed above, the matching profiles as per the specifications are generated by the Recruitment Cell. These profiles are then forwarded to the concerned BH / FH / SH / Requisitor for further short-listing.

2. COMPLETION OF APPLICATION FORMS:

Here the eligible candidates are made to fill in the application forms wherein the company can come to know candidates skills, background, past records, education, activities, health, personal details, languages he knows, work experience, etc.

Application forms are such framed that, they provide the necessary details to the organisation without affecting the sentiments and feelings of the candidate.

3. EMPLOYMENT TESTS:

Once the application forms are filled tests are conducted which provides further information to the organisation about the candidate and assists them in selection.

The tests are normally technical cum aptitude tests – The short-listed candidates are administered with these tests. The candidates who pass the test are then interviewed for the technical fitment. The tests are mandatory for all the candidates who have less than 3 years of total working experience.

4. INTERVIEWS:

Technical interview – Candidates who pass the test are made to appear for a technical interview in which their technical competence is evaluated for the requirement and is captured by the Technical interviewer in the Interview Feedback Form. Their skill fitment is done and suitability to the project concerned is established through the interview. It is mandatory that an interviewer at least 1 level senior than the position for which the interview is being done conducts the technical interview. Recruitment cell should ensure that the interviewer is not related to the candidate. Skill Head or concerned manager will have final authority to select candidates (up to Team Leader / Specialists level). The short listed candidates will be forwarded to HR interview as further selection process.

Business Head Interview – Business Head will evaluate / interview Project Managers and above positions. The short listed candidates will be forwarded to HR interview as further selection process.

HR interview – If short listed in technical interview, the candidate then appears for an HR interview, where his fitment to the organization culture, personality, communication

skills, verification of his credentials, salary drawn and expectations are recorded. After the interview is done, if the candidate is selected, then a salary cum designation fitment is done on the basis of comparable data of the employees in the organization.

Besides these there are also some other interview that are conducted by LearningMate. They are:

- Depth interview
- Stress interview
- Panel interview

5. REFERENCE CHECKS

The reference check for candidates (Project Manager and above) is done simultaneously with extending the offer. The Recruitment cell conducts a formal / informal reference check with the candidate's referrals, which then forms a part of the candidate's profile and assessment.

6. OFFER AND NEGOTIATION

A formal offer of employment is extended to the finally selected candidates.

7. FOLLOW-UP AND JOINING

The Recruitment Cell does a follow up with the candidate who is extended an offer to ensure candidate is joining within the stipulated time.

CONCLUSION

The human element of organization is the most crucial asset of an organization. Taking a closer perspective -it is the very quality of this asset that sets an organization apart from the others, the very element that brings the organization's vision into fruition.

Thus, one can grasp the strategic implications that the manpower of an organization has in shaping the fortunes of an organization. This is where the complementary roles of Recruitment and Selection come in. The role of these aspects in the contemporary organization is a subject on which the experts have pondered, deliberated and studied, considering the vital role that they obviously play.

The essence of recruitment can be summed up as 'the philosophy of attracting as many applicants as possible for given jobs'. The face value of this definition is what guided recruitment activities in the past. These days, however, the emphasis is on aligning the organization's objectives with that of the individual's. By making this a priority, an organization safeguards its interests and standing. After all, a satisfied workforce is a stable workforce which also ensures that an organization has credible and reliable performance. In a bid to underscore this subtle point, the project examines the various processes and nuances one of the most critical activities of an organization.

The end result of the recruitment process is essentially a pool of applicants. Next to recruitment, the logical step in the HR process is the selection of qualified and competent people. As such, this process concentrates on differentiating between applicants in order to identify – and hire- those individuals whose abilities are consistent with the organization's requirements.

The reader will do well to note that the transition between the 2 activities is not stringent. The 2 activities basically have one aim- to yield a perfect employee for the organization.

Nor are these activities typecast. Every organization tailors the processes keeping in mind the nature of the organization, its needs and constraints.

In this project, we examine this angle through the case studies of 2 companies, involved in the same sector but essentially different in their perceptions towards recruitment and selection. And both seem to have benefited from their take on the 2 processes.

In the end, this project endeavors to present a comprehensive picture of Recruitment and Selection and hopes to enable the reader to appreciate the various intricacies involved.

REFERENCES:

K Ashwathappa, (1997) Human Resource and Personnel Management, Tata McGraw-Hill 131-176

Chris Dukes, (2001) Recruiting the Right Staff

John M. Ivancevich, Human Resource Management, Tata McGraw- Hill, 2004

Steve Kneeland, (1999) Hiring People, discover an effective interviewing system; avoid hiring the wrong person, recruit outstanding performers

Stone, Harold C and Kendell, W.E Effective Personnel Selection Procedures, 1956

BIBLIOGRAPHY

NEWS PAPERS:

- TIMES OF INDIA
- THE ECONOMIC TIMES

MAGAZINES:

- BUSINESS WORLD
- BUSINESS TODAY
- INDIA TODAY

PERIODICALS AND REPORTS:

- BUSINESS INDIA, APRIL- MAY, 2006
- INDIA TODAY, MARCH, 2006

WEB:

www.google.com

www.soople.com

www.infosys.com

www.learningmate.com