Executive Summery

EXECUTIVE SUMMARY

Project Title	:	**"A STUDY OF THE CORE RECRUITMENT AND SELECTION AT RELIANCE COMMUNICATIONS, PUNE"**

Organisation   :

Organisation Address	:	Reliance Communications, Wardhaman Tower, 3rd Floor, 7 love's Square, Shankar Seth Road, Bhavani Peth, Pune-01
Project Duration	:	2 months
Academic Guide	:	Prof D.B. Bagul
Organisational Guide	:	Mr. Sadik Shaikh (HR Manager)
		Mr. Kulbhushan Awasthi (Deputy Manager)
Name of the Student	:	**TAUKIL WAKIL SHAIKH**

Introduction

INTRODUCTION

        The purpose of the study of Recruitment and Selection in Reliance communications is to experience the quantity and quality of Human Resource which is needed by the company. It is done to bridge the gap between desired manpower and actual manpower i.e. Human Resource. The Direct Sales Department of Reliance Communications recruits the Human Resource for their Sales. The Job Profile of Personnel who is selected by HR Department is Sales Executive. The Sales contain the Direct Sales.

        In order to fulfill the project requirements I personally did recruitment for the Reliance Communications under the guidance of Skilled Managers Team and also studied the selection procedure conducted by them as recruitment and selection are the inseparable part of the process, so it becomes indispensable to study them together. Completing the project in Reliance Communications made me to understand a practical face of the study. Apart from the Recruitment and Selection, we also surveyed the overall need of Reliance Communications in terms of their Human Resources, right from the Manpower planning to the final stage of separation.

        Thus, we found recruitment and selection are paramount in the whole Human Resource Management chain. The Recruitment process is one of the ways that an organisation can cope up with shortcomings in its human resource needs. Recruitment refers to organisational activities that influence the number and type of applicants who apply for a job and whether the applicants accept jobs that are offered. Selection is a term by which an organisation chooses the right candidate for the right job at the right time, at the right place. In fact, the organisation shortlists candidates as a person who best meets the selection criteria for the position available, considering current environmental conditions.

        This report is an experience based report and does not involve any survey. However, on the basis of my findings, certain recommendations and suggestions have been provided that can help to increase the efficiency of HR functions that are carried at Reliance Communication, Pune.

OBJECTIVES OF THE STUDY

- To know and understand the recruitment and related process at Reliance Communications.

- To understand actual selection methods at Reliance Communications

- To be familiar with the industrial climate, culture, value system and environment.

- To interact with managers to learn management lessons.

- To enhance knowledge, wisdom, dexterity, and skills which are needed for an effective and successful practicing HR manager.

- To set up the milestone for further career building in continuation to corporate building.

HYPOTHESIS

As the Reliance Communications is a giant telecommunication industry, so analyzing requirements of Personnel seems to be difficult. But the locks get automatically opened no sooner you enter into the organisation. I found responsive, communicative, conducive environment at Reliance Communication.

The communication field on account of globalization has got a wider market share considerable opportunities for growth, development and steel better services to the customers are open. Since inception of a number of the players has resulted in neck cutting competition; there is an absolute need of the recruitment of the right person at right time manned at right location. The investment incurred in the process of selection, recruitment, training, development, and retention of the same is noticeable as result in this complicated and crucial area an indepth approach and the study is needed.

Scope of the Study

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SCOPE OF THE STUDY

Area covered of the Reliance Communications might have reached the global boundaries, but the scope of the study and project is restricted up to the Swargate Branch of Reliance Communications even though numbers of branch offices are available throughout India. Studying Recruitment and Selection of the employees as specialized subject restricts a trainee for not entering into the different parameters as well as views of the company. The findings of the study can be referred as a reference for the entire organizational policies, parameters and practices.

Primary Data which were collected from employees was depending upon the responsiveness, attitude, aptitude, ethical values and constraints on account of internal rules, regulations, norms, perception level and understanding level, leadership, experience, expectations and generally prevailing market trends. Hence dependent assumptions were to be made through the analysis.

Many a time things could not get opened because of limited transparency and openness; as a trainee is semi outsider for an organisation.

The scope of the research is very vast; however the total time period available was very limited for the purpose of study, observations, analysis and conclusion. Second important thing is on account of ethical and moral obligations of a manager, disclosure of all pertinent and particular policies has got limitations because of his positional accountability and responsibility.

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Limitations of the Study

LIMITATIONS OF THE STUDY

As I have found, recruitment and selection process is a very vast area of study, to go in depth and gain expertise to recruit effective manpower in these sectors needs thorough knowledge of job profile in these sectors along with the knowledge of effective recruitment and selection process which needs more time and efforts which cannot be possible in the given time frame but this is all my best efforts during the said period. Though the index of the literacy is noticeably high; finding the right man according to the job specification and person specification is rather difficult.

The Study was also limited only for Reliance Communications office located at Swargate, Pune. We did not have the opportunity to go at other branches or to go at corporate office on account of limited time and constraints of Reliance Management.

SIGNIFICANCE OF THE STUDY

The principle purpose of the study is to learn practical recruitment and selection methodology and HR related activities which are carried out in an organisation. It can be the best significance that we people have been given an opportunity to enter into a corporate world.   Doing a Project in Reliance Communications is a nice experience. We people got a golden chance of acquiring knowledge as well as skills of the corporate managers.
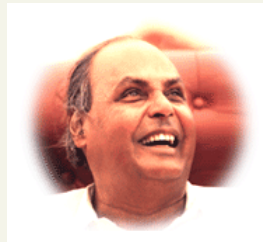
An environment of an organisation made us feel that we are definitely going to touch the height which seems to be unreachable. Various kinds of doubts have also been cleared while conducting the project in a working culture of an organisation.

Company Profile

ABOUT DHIRUBHAI AMBANI

Dhirubhai's Dream

RELIANCE
Mobile

      Dhirubhai Ambani dream of a New Way of Life for a New India. Reliance Infocomm was launched to make this dream a fact of life for every Indian.

      The son of a school teacher in remote village, Dhirubhai Ambani founded Reliance Industries Limited with courage, creativity and commitment as his principal assets. Within a span of 27 years, he shaped it into an Rs 65,000 crore (USD 13.5 billion) group. Today, the business activities of Reliance cover oil and gas, petroleum refining, petrochemicals, plastics, polyester, textiles, financial services and infrastructure.

      With amazing foresight, he sensed the incredible potential of the technological revolution keeping the globe, in the areas of Information and Communication. He conceived of Reliance Infocomm as a means to bring a technological revolution to this country and an usher a digital revolution in India.

      He encouraged the Reliance Infocomm team to look for the best technology in the world and used to reduce the cost to the customer.

      Dhirubhai Ambani envisioned an all-encompassing and affordable information and communications infrastructure to fashion a new society by building communities with shared costs and values, and empowering people by overcoming the handicaps of illiteracy. He visualized the ability of information technology to deliver new means for listening, entertaining and enriching people; and making livelihood an enjoyment, and living an excitement.

      Few men in history have made as dramatic a contribution to their country's economic fortunes as did the founder of Reliance, Sh. Dhirubhai H Ambani. Fewer still have left behind a legacy that is more enduring and timeless.

As with all great pioneers, there is more than one unique way of describing the true genius of Dhirubhai: The corporate visionary, the unmatched strategist, the proud patriot, the leader of men, the architect of India's capital markets, and the champion of shareholder interest. But the role Dhirubhai cherished most was perhaps that of India's greatest wealth creator. In one lifetime, he built, starting from the proverbial scratch, India's largest private sector enterprise.

When Dhirubhai embarked on his first business venture, he had a seed capital of barely US$ 300 (around Rs. 14,000). Over the next three and a half decades, he converted this fledgling enterprise into a Rs 60,000 crore colossus—an achievement which earned Reliance a place on the global Fortune 500 list, the first ever Indian private company to do so.

Dhirubhai is widely regarded as the father of India's capital markets. In 1977, when Reliance Textile Industries Limited first went public, the Indian stock market was a place patronised by a small club of elite investors which dabbled in a handful of stocks.

Undaunted, Dhirubhai managed to convince a large number of first-time retail investors to participate in the unfolding Reliance story and put their hard-earned money in the Reliance Textile IPO, promising them, in exchange for their trust, substantial return on their investments. It was to be the start of one of great stories of mutual respect and reciprocal gain in the Indian markets.

Under Dhirubhai's extraordinary vision and leadership, Reliance scripted one of the greatest growth stories in corporate history anywhere in the world, and went on to become India's largest private sector enterprise.

Through out this amazing journey, Dhirubhai always kept the interests of the ordinary shareholder uppermost in mind, in the process making millionaires out of many of the initial investors in the Reliance stock, and creating one of the world's largest shareholders families.

RELIANCE (Anil Dhirubhai Ambani Group)

Reliance - Anil Dhirubhai Ambani Group, an offshoot of the Reliance Group founded by Shri Dhirubhai H. Ambani (1932-2002), ranks among India's top three private sector business houses in terms of net worth. The group has business interests that range from telecommunications (Reliance Communications Ventures Ltd.) to financial services (Reliance Capital Ltd.) to the generation and distribution of power (Reliance Energy Ltd.)Reliance – ADA Group's flagship company, Reliance Communications, is India's largest private sector information and Communications Company with over 20 million subscribers. The company has established a pan-India, high-capacity, integrated (wireless and wire line), convergent (voice, data and video) digital network, to offer services spanning the entire infocomm value chain. Other major group constituents – Reliance Capital, Reliance Energy – are widely acknowledged as the market leaders in their respective areas of operation.

Chairman's Profile

ANIL DHIRUBHAI AMBANI

Mr. Anil D. Ambani, 46, is the *Chairman* of *Reliance Communications Ltd*., *Reliance Capital Ltd. and Chairman* & *Managing Director of Reliance Energy Ltd*. Till recently he also held the position of the *Vice Chairman and Managing Director of Reliance Industries Limited.*

The Reliance group is India's largest business house, founded by late *Shri Dhirubhai H. Ambani (1932-2002).* Mr. Anil D. Ambani is a Bachelor of Science from the University of Bombay and an MBA from *the Wharton School, University of Pennsylvania, and USA*.

He joined Reliance in 1983 as Co-Chief Executive Officer. He has to his credit many financial innovations in the Indian capital markets and has pioneered India's first forays into the overseas capital markets with international public offerings of global depository receipts, convertibles and bonds. He has directed Reliance in its efforts to raise, since 1991, around US$2 billion from overseas financial markets; with the 100-year Yankee bond issue in January 1997 being the high point of his endeavors. He has steered the Reliance Group to its current status as India's leading textiles, petroleum, petrochemicals, and power and telecom player. He is a Member of the Wharton Board of Overseers, The Wharton School, and USA.

PERSONAL PROFILE (ANIL DHIRUBHAI AMBANI)

Birthplace : Mumbai, India

Date of Birth : June 4, 1959

Father's Name : Dhirubhai Hirachand Ambani

Mother's Name : Kokilaben Dhirubhai Ambani

EDUCATION

- Bachelor of Science, University of Bombay

- MBA from The Wharton School, University of Pennsylvania, USA

CAREER

- Joined Reliance in 1983, as *Co-Chief Executive Officer*. Have to his credit many financial innovations in the Indian capital markets.

- Pioneered India's first forays into overseas capital markets with international public offerings of global depository receipts, convertibles and bonds.

- Directed Reliance in its efforts to raise, since 1991, around US$ 2 billion from overseas financial markets; with the 100-year Yankee bond issue in January 1997 being the high point of his endeavors.

- With an investment of over *Rs 36,000 crore* (US$ 9 billion) in petroleum refining, petrochemicals, power generation, telecommunication services and a port terminal, in a three-year time frame, he has steered the Reliance Group to its current status as India's leading
- Textiles-petroleum-petrochemicals-power-infocom-telecom player.

MEMBER

- Wharton Board of Overseers, *The Wharton School*, USA.

- *Central Advisory Committee*, Central Electricity Regulatory Commission.

- Board of Governors*, Indian Institute of Management*, Ahmedabad.

- Board of Governors of *Indian Institute of Technology*, Kanpur.

FAMILY BACKGROUND

- Married to   : **Tina**, and
- Two sons   : **Jai Anmol** and **Jai Anshul**.

BUSINESS ADDRESS

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Dhirubhai Ambani Knowledge City,
Navi Mumbai - 400710, India.

- ✓ **Telephone:** +91 22 3037 5522, +91 22 3037 5534

- ✓ **Fax:** +91 22 3037 5577

- ✓ **E-mail:** ada@relianceada.com

LOOKING BACK, LOOKING FORWARD

Reliance Communications (formerly Reliance Communications Ventures) is one of India's largest providers of integrated communications services. The company has more than 20 million customers and serves individual consumers, enterprises, and carriers, providing wireless, wire lines, long distance, voice, data, and internet communications services through a number of operating subsidiaries. The company sells communications and digital entertainment products and services through its chain of Reliance Web World retail outlets. The company's Reliance Infocomm subsidiary provides wireless communications services throughout India. Reliance Communications is part of the Reliance - Anil Dhirubhai Ambani Group.

Reliance – Anil Dhirubhai Ambani Group, an offshoot of the Reliance Group founded by Shri Dhirubhai H Ambani (1932-2002), ranks among India's top three private sector business houses in terms of net worth. The group has business interests that range from telecommunications (Reliance Communications Limited) to financial services (Reliance Capital Ltd) and the generation and distribution of power (Reliance Energy Ltd).

Other major group companies Reliance Capital and Reliance Energy are widely acknowledged as the market leaders in their respective areas of operation.

MAJOR GROUP COMPANIES(Anil Dhirubhai Ambani Group)

RELIANCE Energy
Anil Dhirubhai Ambani Group

Reliance Energy Ltd.

harmony
celebrate age
Harmony

RELIANCE
Life Insurance
Anil Dhirubhai Ambani Group

Reliance Life Insurance

RELIANCE
General Insurance
Anil Dhirubhai Ambani Group

Reliance General Insurance

RELIANCE Mutual Fund
Anil Dhirubhai Ambani Group

Reliance Mutual Fund

RELIANCE
Communications
Anil Dhirubhai Ambani Group

Reliance Communications

RELIANCE
Anil Dhirubhai Ambani Group

Reliance Anil Dhirubhai Ambani Group

RELIANCE Portfolio Management
Anil Dhirubhai Ambani Group
Reliance Portfolio Management Service

INDIA'S LEADING INTEGRATED TELECOM COMPNAY

Reliance Communications is the flagship company of the Anil Dhirubhai Ambani Group (ADAG) of companies. Listed on the National Stock Exchange and the Bombay Stock Exchange, it is India's leading integrated telecommunication company with over 55 million customers.

Our business encompasses a complete range of telecom services covering mobile and fixed line telephony. It includes broadband, national and international long distance services and data services along with an exhaustive range of value-added services and applications. Our constant endeavour is to achieve customer delight by enhancing the productivity of the enterprises and individuals we serve.

Reliance Mobile (formerly Reliance India Mobile), launched on 28 December 2002, coinciding with the joyous occasion of the late Dhirubhai Ambani's 70th birthday, was among the initial initiatives of Reliance Communications. It marked the auspicious beginning of Dhirubhai's dream of ushering in a digital revolution in India. Today, we can proudly claim that we were instrumental in harnessing the true power of information and communication, by bestowing it in the hands of the common man at affordable rates.

We endeavour to further extend our efforts beyond the traditional value chain by developing and deploying complete telecom solutions for the entire spectrum of society.

BOARD OF DIRECTORS

- **Shri Anil D. Ambani - Chairman**

- **Prof. J Ramachandran**

- **Shri S.P. Talwar**

- **Shri Deepak Shourie**

- **Shri A.K.Purwar**

CORPORATE GOVERNANCE

Organisations, like individuals, depend for their survival, sustenance and growth on the support and goodwill of the communities of which they are an integral part, and must pay back this generosity in every way they can...

This ethical standpoint, derived from the vision of our founder, lies at the heart of the CSR philosophy of the Reliance – ADA Group.

While we strongly believe that our primary obligation or duty as corporate entities is to our shareholders – we are just as mindful of the fact that this imperative does not exist in isolation; it is part of a much larger compact which we have with our entire body of stakeholders: From employees, customers and vendors to business partners, eco-system, local communities, and society at large.

We evaluate and assess each critical business decision or choice from the point of view of diverse stakeholder interest, driven by the need to minimize risk and to pro-actively address long-term social, economic and environmental costs and concerns.

For us, being socially responsible is not an occasional act of charity or that one-time token financial contribution to the local school, hospital or environmental NGO. It is an ongoing year-round commitment, which is integrated into the very core of our business objectives and strategy. Because we believe that there is no contradiction between doing well and doing right. Indeed, doing right is a necessary condition for doing well.

Reliance Communications Limited

Type	Public (BSE: RCOM)
Founded	2004
Headquarters	Navi Mumbai, India
Key people	Anil Ambani, Chairman and Managing Director Satish Seth, Vice-Chairman Reliance-ADA Group S. P. Shukla, CEO - Personal Business & Director - Reliance Telecom
Industry	Telecommunications
Products	CDMA service, GSM service, Broadband Internet Service
Revenue	US $ 4 Billion
Employees	33,000
Website	Reliance Communications

CORPORATE VISION

"We will leverage our strengths to execute complex global-scale projects to facilitate leading-edge information and communication services affordable to all individual consumers and businesses in India.

We will offer unparalleled value to create customer delight and enhance business productivity.

We will also generate value for our capabilities beyond Indian borders and enable millions of India's knowledge workers to deliver their services globally."

CORPORATE MISSION

Reliance Communication will offer a complete range of telecom services, covering mobile and fixed line telephony including broadband, national and international long distance services, data services and a wide range of value added services and applications that will enhance productivity of enterprises and individuals.

Reliance's dream is to make a digital revolution in India by becoming a major catalyst in improving quality of life and changing the face of India. It aims to achieve this by putting the power of information and communication in the hands of people of India at affordable costs.

Literature Review

LITERATURE REVIEW

RECRUITMENT

Introduction

Recruitment is an important part of an organisation's human resource planning and their competitive strength. Competent human resources at the right positions in the organisation are a vital resource and can be a core competency or a strategic advantage for it. Hence recruitment has proved to be inseparable part of HR.

The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organisation to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the organisation so that the management can select the right candidate for the right job from this pool. Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates for the organisation.

In this competitive global world and increasing flexibility in the labour market, recruitment is becoming more and more important in every business. Therefore, recruitment serves as the first step in fulfilling the needs of organisations for a competitive, motivated and flexible human resource that can help achieve its objectives.

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Definitions

"Recruitment is the discovery of potential applicants for actual or anticipated organisational vacancies. It is the 'linking activity 'bringing people together those with jobs and those without jobs.

Recruitment is the process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower to meet job requirement and job satisfactions."

- By Dale Yoder

Recruitment is both negative and positive activity. It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation. It is positive as its stimulates people to apply for job selection tends to be negative as it rejects people who are not suitable.

- By Flippo

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Purpose & Importance of Recruitment

- To attract and encourage more and more candidates to apply in the organisation.

- To create a talent pool of candidates to enable the selection of best candidates for the organisation.

- To determine present and future requirements of the organisation in conjunction with its personnel planning and job analysis activities.

- To recruitment is the process which links the employers with the employees.

- To increase the pool of job candidates at minimum cost.

- To help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.

- To help reduce the probability that job applicants once recruited and selected will leave the organisation only after a short period of time.

- To meet the organisations legal and social obligations regarding the composition of its workforce.

- To begin identifying and preparing potential job applicants who will be appropriate candidates.

- To increase organisation and individual effectiveness of various recruiting techniques and sources for all types of job applicants

Recruitment Process

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organisations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

A general recruitment process is as follows:

✓ **Identifying the vacancy:**

The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. Apart from it the potential vacancies arising on account of superannuation, probable, resignations, unexpected death-fatal accidents and future growth needs to be considered. In addition to that there will be potent vacancies on account of strategic in the organizational hierarchy, lateral transfers and promotions. To cover the contingency plan it is necessary to have some prospective employees on the waiting least. These contain:

- Posts to be filled

- Number of persons

- Duties to be performed

✓ **Preparing the job description and person specification.**

✓ **Define and coincide Job specification and person specification required**

✓ **Locating and developing the sources for ensuring required number and types of employees (Advertising etc.)**

✓ **Short-listing and identifying the prospective employee with required characteristics.**

✓ **Arranging the interviews with the selected candidates (Basket in interview, written test, oral test, group discussion and personal interviews)**

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✓ **Conducting the interview and decision making.**

Cyclic Recruitment Process
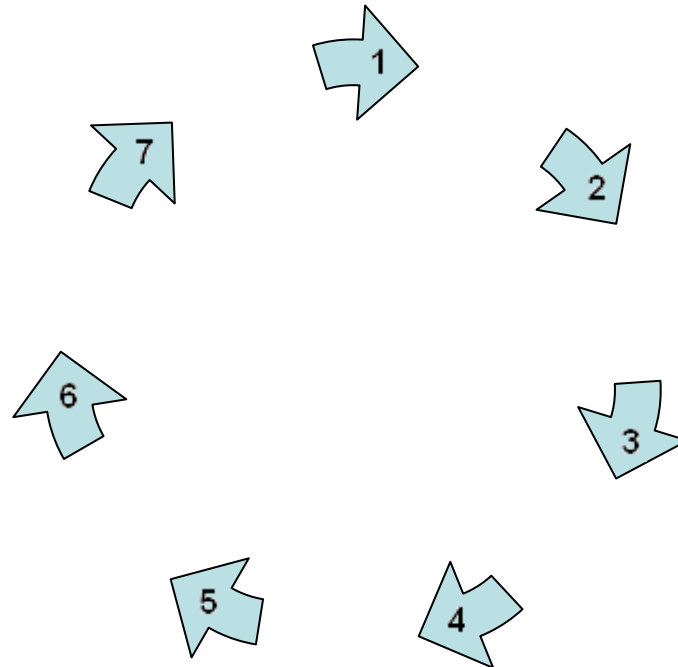
1. **Identify vacancy**

2. **Prepare job description and person specification**

3. **Advertising the vacancy**

4. **Managing the response**

5. **Short-listing**

6. **Arrange interviews**

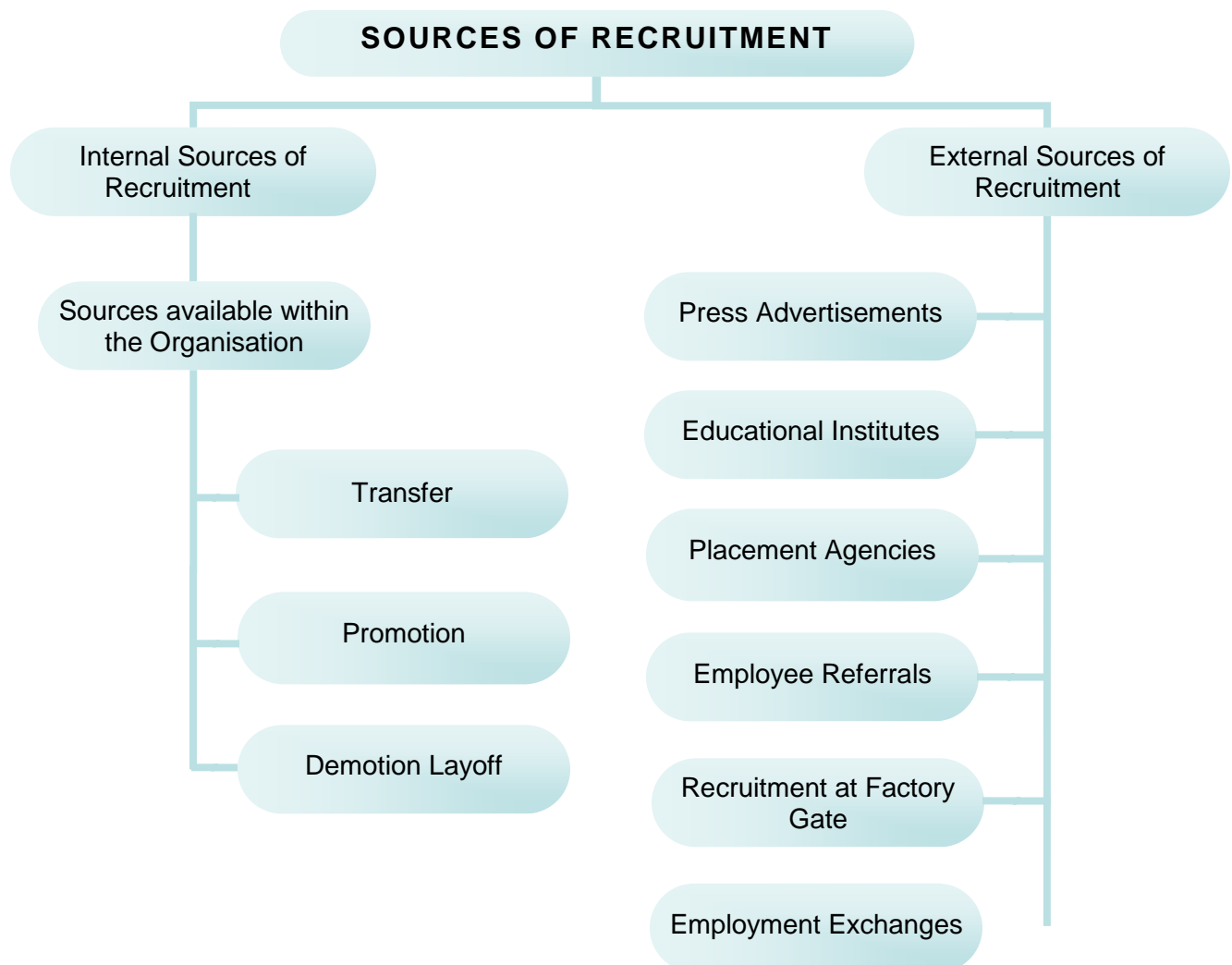7. **Conducting interview and decision making**

The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities.

Sources of Recruitment

Every organisation has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organisation itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment of candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment.

There are two sources of recruitment. They are as follows.

- Internal recruitment
- External recruitment

SOURCES OF RECRUITMENT

Internal Sources of Recruitment

External Sources of Recruitment

Sources available within the Organisation

Press Advertisements

Educational Institutes

Transfer

Placement Agencies

Promotion

Employee Referrals

Demotion Layoff

Recruitment at Factory Gate

Employment Exchanges

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INTERNAL SOURCES OF RECRUITMENT

These include personnel already on the pay roll of the organisation. Whenever any vacancy occurs, some body from the organisation is upgraded, transferred, promoted or sometimes demoted.

Advantages

It improves the morale of the employees for they are assured of the fact that they would be preferred over outsiders when vacancies occur. It ensures loyalty among employees. It is less costly than outside recruitment. It some times becomes a very effective tool of recruitment as the employee who is selected for the promotion is an older employee. He is very much aware about the working culture. No extra time as well as money is required for his further training.

Scanning also becomes easy while demotions are carried out by the organisation. A demotion is necessary when employee performance is poor and does not match with set standards.

Disadvantages

There is a possibility that internal sources may "dry up". No innovation can be made as the thinking in originally same. The blood cannot be poured while recruiting the person within the organisation.

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EXTERNAL SOURCES OF RECRUITMENT

The sources lay outside the organisation. Various Press Advertisements, Educational Institutes, Placement Agencies, Employment Exchange, Unsolicited applicants; Employee Referrals and Recruitment at Factory Gate are the different sources of recruitment considered as external sources of recruitment.

Advantages

External sources provide the requisite type of personnel for an organisation, having skill, training, and education up to the required standard. Since persons are recruited from a large market, the best selection can be made without any distinction of caste, sex, or colours.
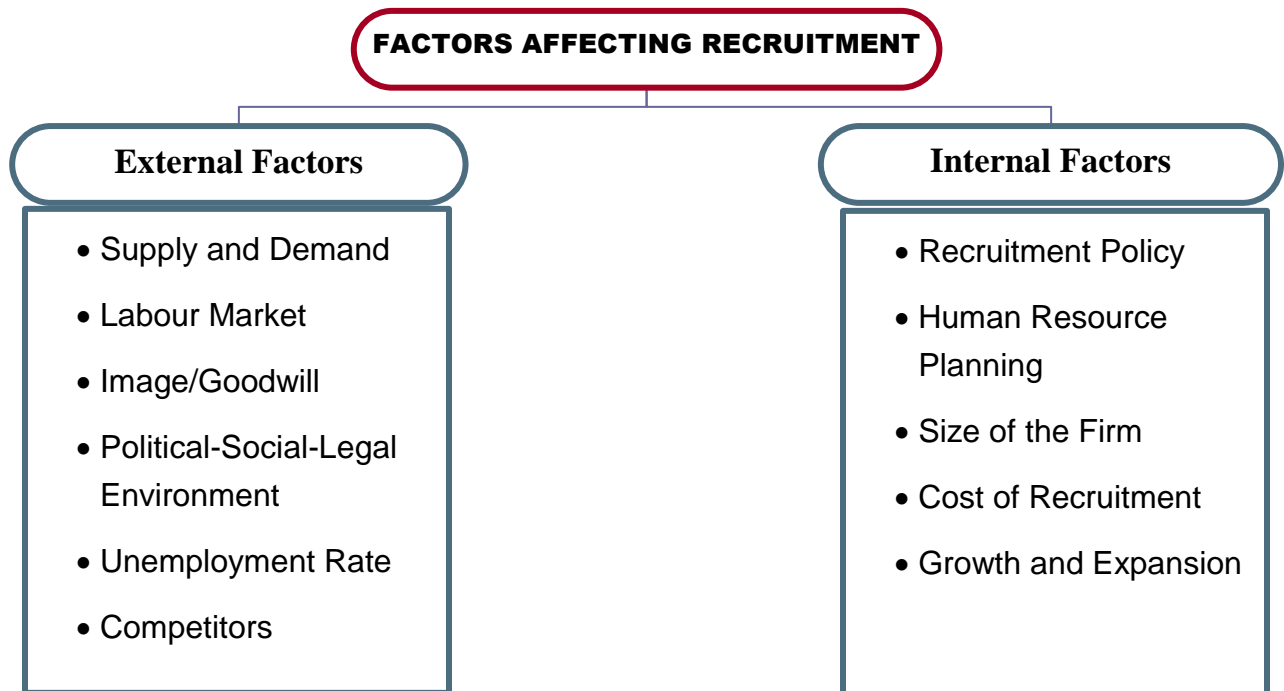
Fresh Blood can also be poured in the organisation. As a fresher carries more spirit, zeal, enthusiasm and energy, he can put his best towards the attainment of organisational goals and objectives.

Disadvantages

The external recruitment method is time consuming. It may also create some hurdles while recruiting the fresher because he is inexperienced and new for the organisation. Placing an advertisement and allowing a candidate to come for an interview is a costlier deal.

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Factors Affecting Recruitment

The recruitment function of the organisations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organisation. The external factors are those factors which cannot be controlled by the organisation. The internal and external forces affecting recruitment function of an organisation are:

FACTORS AFFECTING RECRUITMENT

External Factors

- Supply and Demand
- Labour Market
- Image/Goodwill
- Political-Social-Legal Environment
- Unemployment Rate
- Competitors

Internal Factors

- Recruitment Policy
- Human Resource Planning
- Size of the Firm
- Cost of Recruitment
- Growth and Expansion

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External Factors Affecting Recruitment

The external forces are the forces which cannot be controlled by the organisations. The major external forces are:

1. Supply And Demand

The availability of manpower both within and outside the organisation is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

2. Labour Market

Employment conditions in the community where the organisation is located will influence the recruiting efforts of the organisation. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

3. Image / Goodwill

Image of the employer can work as a potential constraint for recruitment. An organisation with positive image and goodwill as an employer finds it easier to attract and retain employees than an organisation with negative image. Image of a company is based on what organisation does and affected by industry. For example finance was taken up by fresher MBA's when many finance companies were coming up.

4. Political-Social- Legal Environment

Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in

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recruitment. This restricts management freedom to select those individuals who believe would be the best performers.

5. Unemployment Rate

One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labour which in turn leads to unemployment.

6. Competitors

The recruitment policies of the competitors also affect the recruitment function of the organisations. To face the competition, many a times the organisations have to change their recruitment policies according to the policies being followed by the competitors.

Internal Factors Affecting Recruitment

The internal forces i.e. the factors which can be controlled by the organisation are:

1. Recruitment policy

The recruitment policy of an organisation specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organisational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people.

> **Factors Affecting Recruitment Policy**

- Organizational objectives

- Personnel policies of the organisation and its competitors.

- Government policies on reservations.

- Preferred sources of recruitment.

- Need of the organisation.

- Recruitment costs and financial implications.

2. Human Resource Planning

Effective human resource planning helps in determining the gaps present in the existing manpower of the organisation. It also helps in determining the number of employees to be recruited and what qualification they must possess.

3. Size of the Firm

The size of the firm is an important factor in recruitment process. If the organisation is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

4. Cost of Recruitment

Recruitment incur cost to the employer, therefore, organisations try to employ that source of recruitment which will bear a lower cost of recruitment to the organisation for each candidate.

5. Growth and Expansion

Organisation will employ or think of employing more personnel if it is expanding it's operations.

Recruitment Policy of a Company

In today's rapidly changing business environment, a well defined recruitment policy is necessary for organisations to respond to its human resource requirements in time. Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly. Creating a suitable recruitment policy is the first step in the efficient hiring process. A clear and concise recruitment policy helps ensure a sound recruitment process.

It specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organisational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people.

Components of The Recruitment Policy

- The general recruitment policies and terms of the organisation

- Recruitment services of consultants

- Recruitment of temporary employees

- Unique recruitment situations

- The selection process

- The job descriptions

- The terms and conditions of the employment

- A recruitment policy of an organisation should be such that:

- It should focus on recruiting the best potential people.

- To ensure that every applicant and employee is treated equally with dignity and respect.

- Unbiased policy.

- To aid and encourage employees in realizing their full potential.

- Transparent, task oriented and merit based selection.

- Weightage during selection given to factors that suit organisation needs.

- Optimization of manpower at the time of selection process.

- Defining the competent authority to approve each selection.

- Abides by relevant public policy and legislation on hiring and employment relationship.

- Integrates employee needs with the organisational needs.

Factors Affecting Recruitment Policy

- Organizational objectives

- Personnel policies of the organisation and its competitors.

- Government policies on reservations.

- Preferred sources of recruitment.

- Need of the organisation.

- Recruitment costs and financial implications.

Recruitment Management System

Recruitment management system is the comprehensive tool to manage the entire recruitment processes of an organisation. It is one of the technological tools facilitated by the information management systems to the HR of organisations. Just like performance management, payroll and other systems, Recruitment Management system helps to contour the recruitment processes and effectively managing the ROI on recruitment. The features, functions and major benefits of the recruitment management system are explained below:

- Structure and systematically organize the entire recruitment processes.

- Recruitment management system facilitates faster, unbiased, accurate and reliable processing of applications from various applications.

- Helps to reduce the time-per-hire and cost-per-hire.

- Recruitment management system helps to incorporate and integrate the various links like the application system on the official website of the company, the unsolicited applications, outsourcing recruitment, the final decision making to the main recruitment process.

- Recruitment management system maintains an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes.

- Recruitment management system provides a flexible, automated and interactive interface between the online application system, the recruitment department of the company and the job seeker.

- Offers toll and support to enhance productivity, solutions and optimizing the recruitment processes to ensure improved ROI.

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- Recruitment management system helps to communicate and create healthy relationships with the candidates through the entire recruitment process.

The Recruitment Management System (RMS) is an innovative information system tool which helps to save the time and costs of the recruiters and improving the recruitment processes.

Recruitment Scenario in Telecom Industry in India

Recruitment Strategies

Recruitment is of the most crucial roles of the human resource professionals. The level of performance of an organisation depends on the effectiveness of its recruitment function. Organisations have developed and follow recruitment strategies to hire the best talent for their organisation and to utilize their resources optimally. A successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organisation.

For formulating an effective and successful recruitment strategy, the strategy should cover the following elements:

1. Identifying and prioritizing jobs

Requirements keep arising at various levels in every organisation; it is almost a never-ending process. It is impossible to fill all the positions immediately. Therefore, there is a need to identify the positions requiring immediate attention and action. To maintain the quality of the recruitment activities, it is useful to prioritize the vacancies whether to focus on all vacancies equally or focusing on key jobs first.

2. Candidates to target

The recruitment process can be effective only if the organisation completely understands the requirements of the type of candidates that are required and will be beneficial for the organisation. This covers the following parameters as well:

o Performance level required: Different strategies are required for focusing on hiring high performers and average performers.

o Experience level required: the strategy should be clear as to what is the experience level required by the organisation. The candidate's experience can range from being a fresher to experienced senior professionals.

o Category of the candidate: the strategy should clearly define the target candidate. He/she can be from the same industry, different industry, unemployed, top performers of the industry etc.

3. Sources of recruitment

The strategy should define various sources (external and internal) of recruitment like which are the sources to be used and focused for the recruitment purposes for various positions. Employee referral is one of the most effective sources of recruitment.

4. Trained recruiters

The recruitment professionals conducting the interviews and the other recruitment activities should be well-trained and experienced to conduct the activities. They should also be aware of the major parameters and skills (e.g.: behavioral, technical etc.) to focus while interviewing and selecting a candidate.

5. How to evaluate the candidates

The various parameters and the ways to judge them i.e. the entire recruitment process should be planned in advance like the rounds of technical interviews, HR interviews, written tests, psychometric tests etc.

HR Challenges in Recruitment

Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organisation, diplomacy, marketing skills (so as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organisation. The HR professionals – handling the recruitment function of the organisation are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organisation.

In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. In an already saturated job market, where the practices like poaching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function- recruitment. They have to face and conquer various challenges to find the best candidates for their organisations.

The major challenges faced by the HR in recruitment are:

- **Adaptability to globalization**

    The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process.

- **Lack of motivation**

    Recruitment is considered to be a thankless job. Even if the organisation is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

- **Process analysis**

    The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and

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responsive to the immediate requirements. The recruitment process should also be cost effective.

- **Strategic prioritization**

        The emerging new systems are both an opportunity as well as a challenge to the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

SELECTION

Introduction

        Once the potential applicants are identified, the next step is to evaluate their qualifications, qualities, experiences, capabilities, etc. and make a selection. From this point of view, selection refers to the process of offering jobs to the desired applicants.

        The selection phase is complicated, lengthy and time consuming. The management has to make necessary efforts to select the people who are fit for the jobs. Selection of candidates implies a scrutiny of candidates to ascertain how far each one measures up to the demands of the job and then a comparison of what each candidate has to offer against the specification of that job and the person needed to fill it. It deals with matching the candidates with the requirements or choosing a right person for the right job.

        Selection is that stage in the staffing process in which applicants are divided into two classes i.e. (1) those who will be offered employment, and (2) those who will not be. As more candidates generally are rejected than hired, the selection process is called a rejection process. For this reason, selection process is very often described as a negative process.

        Selection is the process in which the qualified personnel can be chosen from the applicants who have offered their services to the origination for the employment.

Definition

In General "Selection is the process of allowing a right candidate for the right job, at the right time, at the right place to attain various goal and objectives of the organisation for the work."

According to Dale Yoder, "selection is the process in which candidates for employment are divided into two classes those whom are to be offered employment and those who are not."

Hence selection of employees is decision-making process where the management decides certain norms and principles to adhere to standards on the basis of which discriminations between qualified and unqualified candidates.

Purpose & Importance of Selection

▪ It assists in finding the right person for the right job

▪ It focuses on knowledge, skills, aptitude and compatibility of the employees so that a person shares potential in order to attain the goals and objectives of an organization.

• It ensures efficacy, effectiveness, productivity, work environment, conducive culture, proactive-practical-positive-pragmatic approach of the employees, not only assists in higher quality and quantitatively production but also it helps in harnessing harmonious relationship. As a result the confronting, conflicting, confusing, events do not emerge. The result yielded is co-ordination and synchronization of the predetermined activities to achieve the prescheduled goal with optimum utilization of the resources.

▪ It provides a competitive aid in neck cutting competition in terms of providing a skilled manpower in their fields.
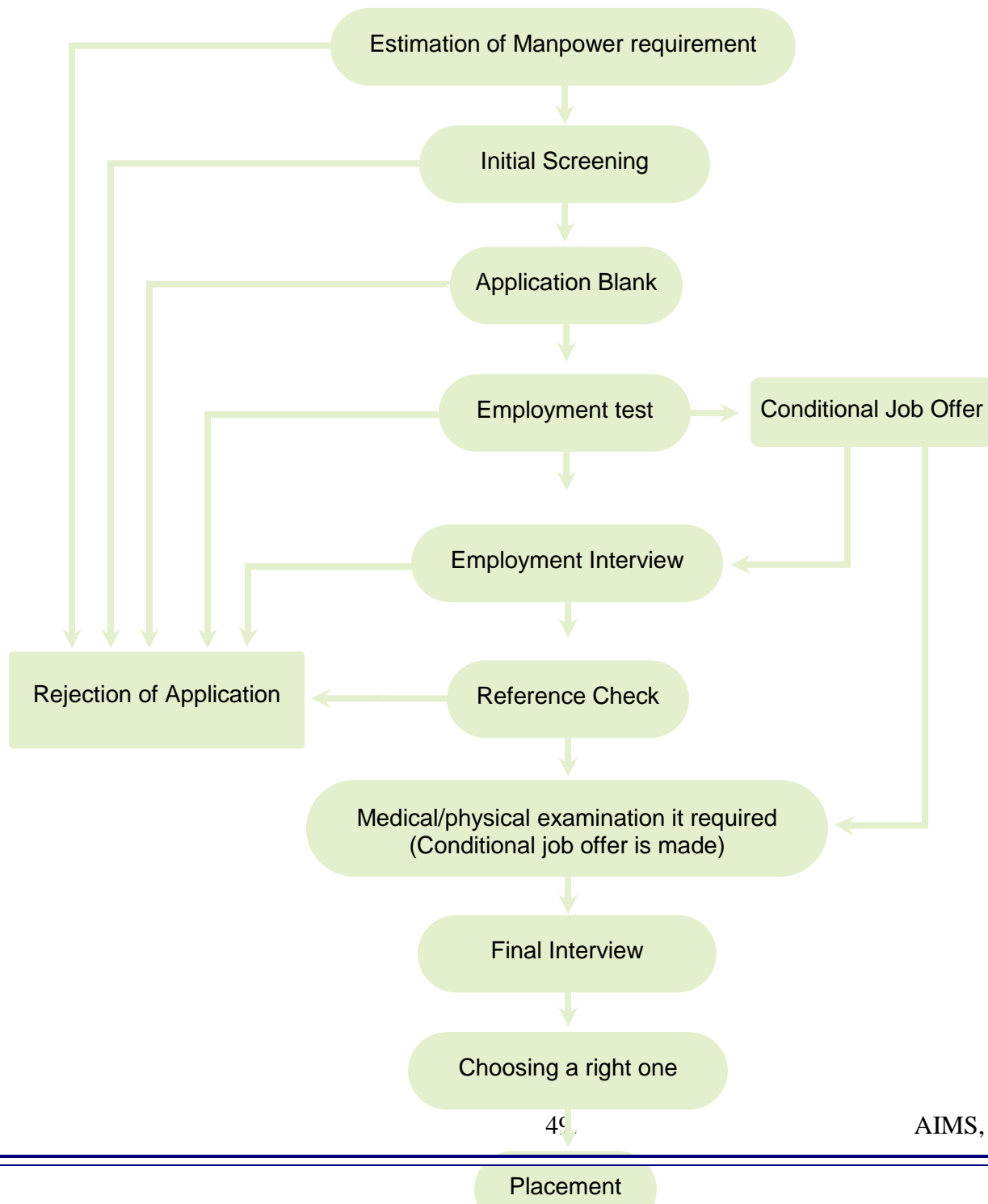
Selection Process

Different organisations follow different selection procedures methods and systems because there is difference in the size, complexity of the operations, technological developments, administrative practices and type of the leadership. All the posts to be filled up do not need the same elaborate selection procedure because the job specification and person specification, position in the hierarchy of the organisation and demand and supply rule for every position is distinct. The investment incurred for selection procedure has got a direct resemblance to the position for which the selection is contemplated. In other words the cost benefits analysis and the perception of the importance and inevitability changes from person to person who is the ultimate decision making authority. A general procedure has been followed by organisation as follows:

1. **Estimation of manpower requirement**

2. **Initial screening interview**

3. **Application Blank or Application form**

4. **Employment Test**

5. **Employment Interview**

6. **Reference Check**

7. **Medical Examination**

8. **Final Interview**

9. **Choosing a right one**

10. **Placement**

11. Induction

SELECTION PROCESS

Estimation of Manpower requirement

Initial Screening

Application Blank

Employment test → Conditional Job Offer

Employment Interview

Rejection of Application ← Reference Check

Medical/physical examination it required
(Conditional job offer is made)

Final Interview

Choosing a right one

Placement

The various steps in the selection of desirable in the employment of the organisation should be finalized by the company. Selection procedure starts only after the application from the prospective employees are received by the concern. These applications are scrutinized out at each step and those who are found fit for the job are selected finally. More or less above mentioned steps are to be followed by the organisations, an elaboration has been given below.

1. Initial screening interview

It is the first step after receipt and scrutiny of the application forms in the selection process. The purpose of this type of interview is to eliminate the unqualified or unsuitable candidates.

It should be quite brief just to have an idea of general education, experience, training, appearance, personality, etc. of the candidate and to obtain his salary requirement. If the applicants appear to have some chance of being selected, he is given the application blank to fill in.

2. Application Blank or Application Form

An application blank or application form is the next paramount device in the selection procedure. The successful candidates in the preliminary interviews are supplied the Application Blank to get a written record of the following information.

a) Identifying Information

b) Information regarding education

c) Information regarding experience

d) Expected Salaries and Allowances

e) Information regarding community Activities.

f) Other information (reference, extra curricular etc.)

Such information helps the management in screening the undesirable applicants and in maintaining the record for the future. Form of the Application Blank may differ from organisation to organisation.

3. Employment Tests

Psychological and other tests are becoming increasingly popular, even in India, as a part of the selection procedure; however, their utility is controversial. The Personnel Department can guide and help in the selection types of tests appropriate for a particular position. There are two kinds of employment tests taken by various organisations stated below.

a) Trade Test

Technical jobs require this type of test for selection of stenographer in an office: a test can be taken to check his speed, accuracy, etc. The purpose of this test is to assess the capabilities of the type of job which is being offered to them.

b) Psychological Test

As the individuals differ from one another by degree, psychologists have devised certain tests to assist the management in evaluating the performance . Some of the tests that are invariably used in industries are.

    i.   Aptitude Test
    ii. Intelligence Test
    iii. Interest Test
    iv. Knowledge Test
    v.   Project Test
    vi. Personality Test
    vii. Judgmental Test
    viii. Dexterity Test

Psychological tests should be considered simply as a step and not replacement for the other phases of selection process.

4. Employment Interviews

Perhaps this is the most important and difficult part of the selection process. The purpose of the interview is to determine the suitability of the applicant for the job and the job for the applicant. Interview must be conducted in friendly

atmosphere and the candidate must be made to feel at ease. Generally the question should be asked on the basis of the job specification. Unwarranted questions should be avoided. A verification of the information furnished by the candidate in application blank may be made or additional information may be sought for the future record. The candidate should be given a chance to ask questions to satisfy him regarding the history of the concern, future prospects, salary offered and nature of the job.

5. Reference Check

Employments generally provide a column in the Application Blank for reference. If the applicant crosses all the above parameters, an investigation may be made on the reference supplied by the applicants regarding his past employment, education, character, personnel reputation, etc.

6. Medical Examination

In almost all the companies' vein in India, Medical Examination is a part of selection for all suitable applicants. It is conducted after the final decision has been made to select the candidate. This is very important because a person of poor health may generally be absent or may spread it amongst the workers. A thorough physical examination is also essential to ensure that the candidate is also able to handle the job efficiently.

If a candidate successfully overcomes all the parameters or tests given above, he would be declared selected. An appointment letter will later be given to him mentioning the post for which he is selected, etc.

7. Final Employment Decision / Final Interview

On the basis of factual data and certain assumptions, a selector has to select a right employee for the organisation. The decision about employment is taken by the line manager of the department where the job is available. By considering the information available from the various steps as mentioned above, the line manager has to decide whether or not the candidate should be appointed for the job.

8. Placement

When the candidate accepts the offer made to him by the personnel department and reports for the work in the organisation, he is placed on the job for which he is selected. Such employee is kept on probation for certain duration and during the probation period he is kept under observation.

Steps covered in selection procedure are not rigid. They may vary from organisation or in the same organisation from job to job. The arrangement of steps may be reduced or some new steps may be added.

Limitations of Selection Process

Selection process adopted by different organisation cannot be same and also, there is diversity of selection tools such as tests, interviews, etc. There is no perfect way to select the most desirable candidates perfectly. Many times, it is experienced that even carefully selected candidates have failed to perform their duties as expected from them.

In other words, even though the candidates do reasonably well at the time of interviews, tests, etc., it does not guarantee that their performance on the jobs assigned to them will also be good. Further, even if they prove themselves efficient and right during their selection, they may leave their job for a better opportuinity. The job opportunities, attrition rates and retention index is also very vital, essential and desirable issue to be taken into consideration.

- It is a time consuming process and also a lengthy one. Sometimes it is much expensive. A good amount of time and money is required to be spent in the selection process.

- There are many limitations in testing. It is especially in respect of psychological tests. Many times, the tests are poorly designed. A test that has been validated can differentiate between employees who can perform well and those who will not.

- A distinction should be made between what a man can do and what he will do when asked to work on job. His aptitudes, attitudes may change as time changes. Hence, the candidate may or may not perform well as was expected of him at the time of interview.

- Many times, newly appointed employees find it difficult to adjust to the environment of the organisation. The existing staff does not co-operate with the newly selected employees and hence, they get frustrated and leave the organisation.

- Sometimes selectors are pressurized by the politicians, relatives, friends to select particular candidate or candidates and as a result, most undesirable, unsuitable, inefficient candidates can be selected.

- Fairness in selection requires that no candidate should be discriminated on the basis of religion, caste, region, gender, etc.

Difference between Recruitment and Selection

- ✓ Recruitment refers to the process of searching for prospective employees and stimulating them to apply for the job in the organization.
  Whereas, the selection procedure is the system of functions and devices adopted in a company to ascertain whether the candidate s specifications are matched with the job specifications and requirements or not.

- ✓ Specification of job requirements, identification of vacancies, identification of target population, etc. are the steps involved in the recruitment process.
  Selection includes screening, application of tests, conducting interviews, medical and reference checking, selection decision etc. are the steps involved in selection process.

- ✓ The main purpose of recruitment is to attract as many candidates as possible.
  Here purpose is to select the most suitable candidates from amongst the applicants.

- ✓ Recruitment is less time consuming as well as less expensive
  Selection is more lengthy, time consuming and expensive.

- ✓ Recruitment does not include the pressure and it is done without any hesitation.
  As regards selection includes pressure and burden of proper selection of the candidate.

An overview to Human Resource Management

Introduction

Human resources Management is a term with which many organizations describe the combination of traditionally administrative personnel functions with performance, Employee Relations and resource planning. The field draws upon concepts developed in Industrial/Organizational Psychology. Human resources have at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labor, one of the four factors of production. The more common usage within corporations and businesses refers to the individuals within the firm, and to the portion of the firm's organization that deals with hiring, firing, training, and other personnel issues. This article addresses both definitions.

HRM is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing Human Resource.

The objective of Human Resources Management is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.

Definition

"Human Resource Management is defined as the people who staff and manage organization. It comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in organization. It is also applicable to non-business organizations, such as education, healthcare, etc Human Resource Management is defined as the set of activities, programs, and functions that are designed to maximize both organizational as well as employee effectiveness"

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, **Torrington and Hall (1987)** define **personnel management** as being:

"a series of activities which: first enable working people and their employing organisations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled".

**While Miller (1987)** suggests that **HRM** relates to:

".......those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage".

Functions of Human Resource Management

Human resource management serves these key functions:

1. **Selection**

2. **Training and Development**

3. **Performance Evaluation and Management**

4. **Promotions**

5. **Redundancy**

6. **Industrial and Employee Relations**

7. **Record keeping of all personal data.**

8. **Compensation, pensions, bonuses etc in liaison with Payroll**

9. **Confidential advice to internal 'customers' in relation to problems at work &**

10. **Career development**

Apart from above mentioned function there numerous function carried by Human resources mentioned below in the form figure.

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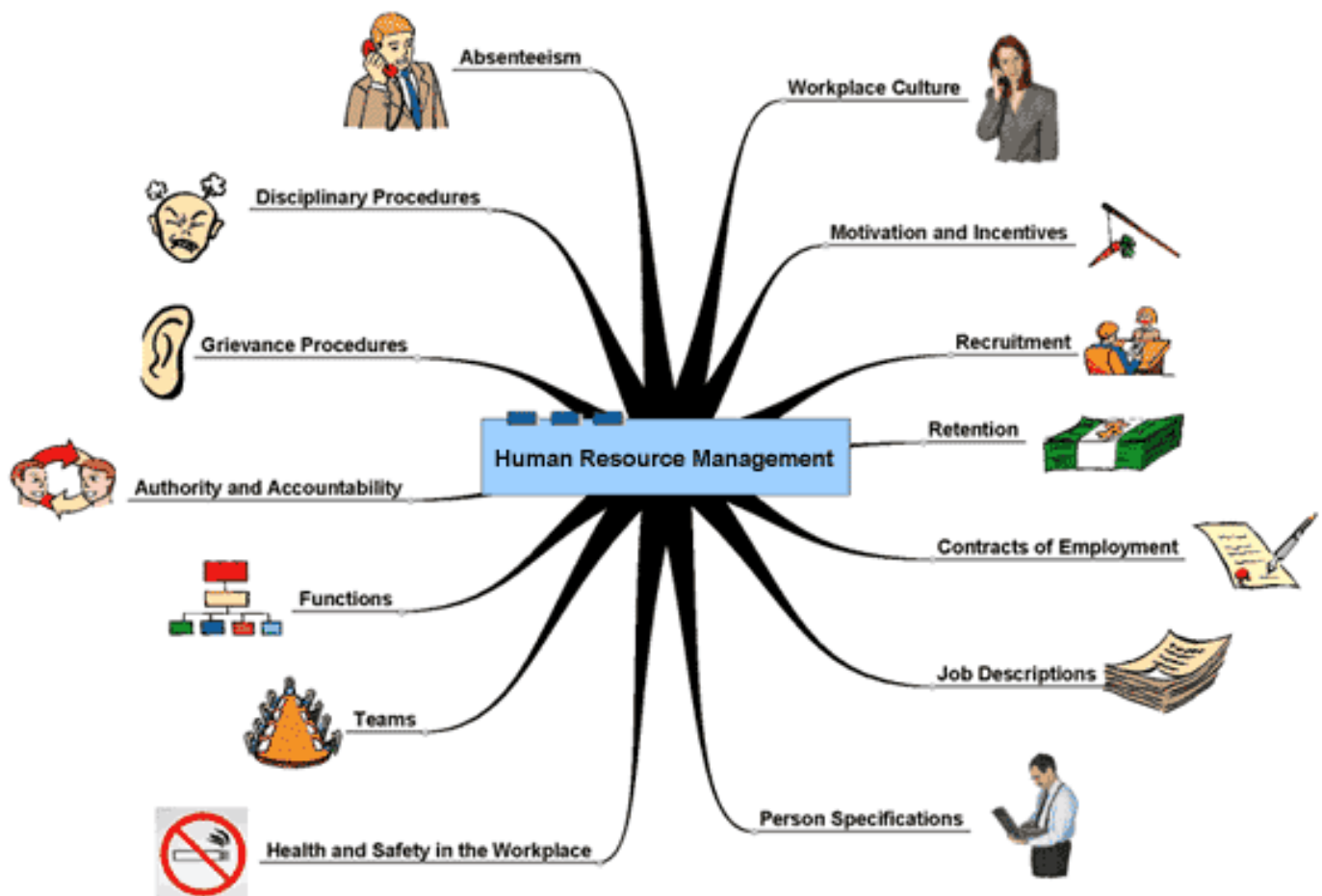
Role and Responsibility

Role and Responsibility at Reliance Communications

The project we made was in the Direct Sales Department. The Department was mainly related with direct sales only. Thus we encircled the sales executives. The major part of my work was to recruit Sales Executives and Marketing Executives for Reliance Communication. For that firstly we were to tie up Reliance Communications with various consultancies. We told them regarding our requirement. Having a team of 2 members we visited a number of consultancies and tied them with Reliance Communication. Hence we got many candidates from them. We also used our personal references to get candidates in.

Once the prospective aspiring candidates reached to the door, the first work was to attend them with curtsy and professional manners-etiquettes. Thereafter we were allotting them suitable time to come for an interview. The prescribed format tailored by the company to get the details in the resume got filled in to get the resume of the candidates. I had to scan each resume personally and with care. I would match the company's requirements with candidate's abilities and expertise. It was only after a tedious scan of 5 to 7 resumes that I would find a suitable one. The next step was to speak to the candidates. Checking the availability and willingness of the candidate was a crucial step. A lot of times, it happened that the candidates have already been placed or are not interested, especially if the resume is taken from employee referrals, where the resumes have been posted long before. Once I got the green signal from the candidates, I would then schedule the interviews for them.

Collecting CV's was quite a hectic task in it self. It was a job that could take the whole day or if one was really lucky it could be done in just one hour. And it's not just that, can again be very time taking process.

Data from various sources had to be stored differently. I had to prepare data base for the CV's which I had scanned, database for each source differently. It means that resumes that I received through employee reference had to be stored in an excel sheet, made exclusively for that purpose. Similarly a data sheet was maintained regarding consultants reference and also for resumes picked of personal reference.

Maintaining data is crucial when one is involved in an activity like recruitment. A lot of times we come across situations where certain resumes are found as very good match for may be one of our areas of work but because there is no requirement there, so the formalities of interview cannot be taken further. But there is a possibility that in the future there is requirement and it then that particular stored, it becomes simple to find such resumes at the time they are really required.

Like I mentioned before, it was my work to maintain all the records of the resumes that we were receiving from various sources. One of the sources was employee reference. Employee reference is a major source of providing for resumes.

Similarly in case with consultant reference, here maintaining of data is more crucial than employee reference. This is because the consultant gets commission for every candidate that they process to us. Hence it is very important that complete details of when the resumes was sent and if it is through the consultant that we receive the resume first has to be recorded. For example there may be a situation when certain resumes have been received from both employee reference as well as the consultant. So it is important to know who send the resume first. We also received resumes from other sources like direct source so separate data is mentioned where such resumes are stored.

We also were involved in other HR related activities like T&D, performance appraisal, Industrial Relations, Compensation, etc. Hence we had a nice opportunity to learn various things from Reliance Communication.

Learning at Reliance Communications

Teamwork

Many businesses place an emphasis on the importance of teamwork. What makes a good team? A good team consists of people with different skills, abilities and characters. A successful team is able to blend these differences together to enable the organisation to achieve its desired objectives. Considering this I learned to work in a team and with a team. Even though we had only two members team but the teams working at Reliance Communication having different objectives were quiet large.

Time Management

It is said that time is precious and volatile. Because money can be recouped after loosing but once time passes it doesn't come back. Be it an HR specialization or any other, the time is important for every one. An importance of the time is understood after working in a giant organisation like Reliance Communication.

Planning

To plan is the first function of any management procedure. No further implementation can be done without having a proper planning system in an organisation. One has to plan for even the smallest of things. What, How, Where, When, Why etc. questions are to be asked within and steps are taken accordingly.

Decision Making

Many a time decision making becomes a very typical task for various managers. Reaching a final decision often takes many days. Learning of our part mainly centers on the selection process because selection of a good employee it self gives a multiple aid to the organisation.

Pressure Handling

Stress as well as pressure are often the discussing factors in a corporate. Those will always be there in the corporate world as one is given jobs of great responsibilities. But the skill is to work under pressure and give one's hundred percent.

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Research Methodology

RESEARCH METHODOLOGY

Search for Knowledge

Research is the task of searching for and analyzing. It is purposive, systematic, repeatable and different from casual observation. A proper research methodology helps in bringing out accurate results. It is a practical way of obtaining and analyzing data proper method should be used to collect the data required for the purpose of the research.

Scope

- The scope of the study and project is limited to Reliance Communications, Pune.

- The project includes recruitment and selection of Sales Executives and Marketing Executives.

SOURCE OF DATA

Primary data

The primary data are those that are collected fresh and for the first time and thus happen to be original in character. The primary data was collected through interview conducted at Reliance Communications. The primary data sources include copies of questionnaire.

Secondary data

The secondary data are those which have already been collected by someone else and which have been passed through the statistical process. Secondary data was collected through internet and yellow pages. Secondary data are information which has previously been collected by the department under reference for an entirely different reason.

Types of Primary data

A) Observation method:

Assisting in the recruitment and selection process through net had the opportunity to observe the entire process closely by inviting candidates about their status at the interview tests for which they have appeared.

B) Interview:

First hand information was obtained by conducting interview with candidates also had an opportunity to attend the meeting with HR professional of organization. Hence we got an idea of the HR activities of various companies and the demand for HR personnel in the job market.

Types of Secondary data

A) Past record and other study material:

The previous record of Reliance Communications such as past recruitment contracts/suggestions which helped me to obtain material for the project.

B) Websites:

Information about the company was also obtained from its websites like
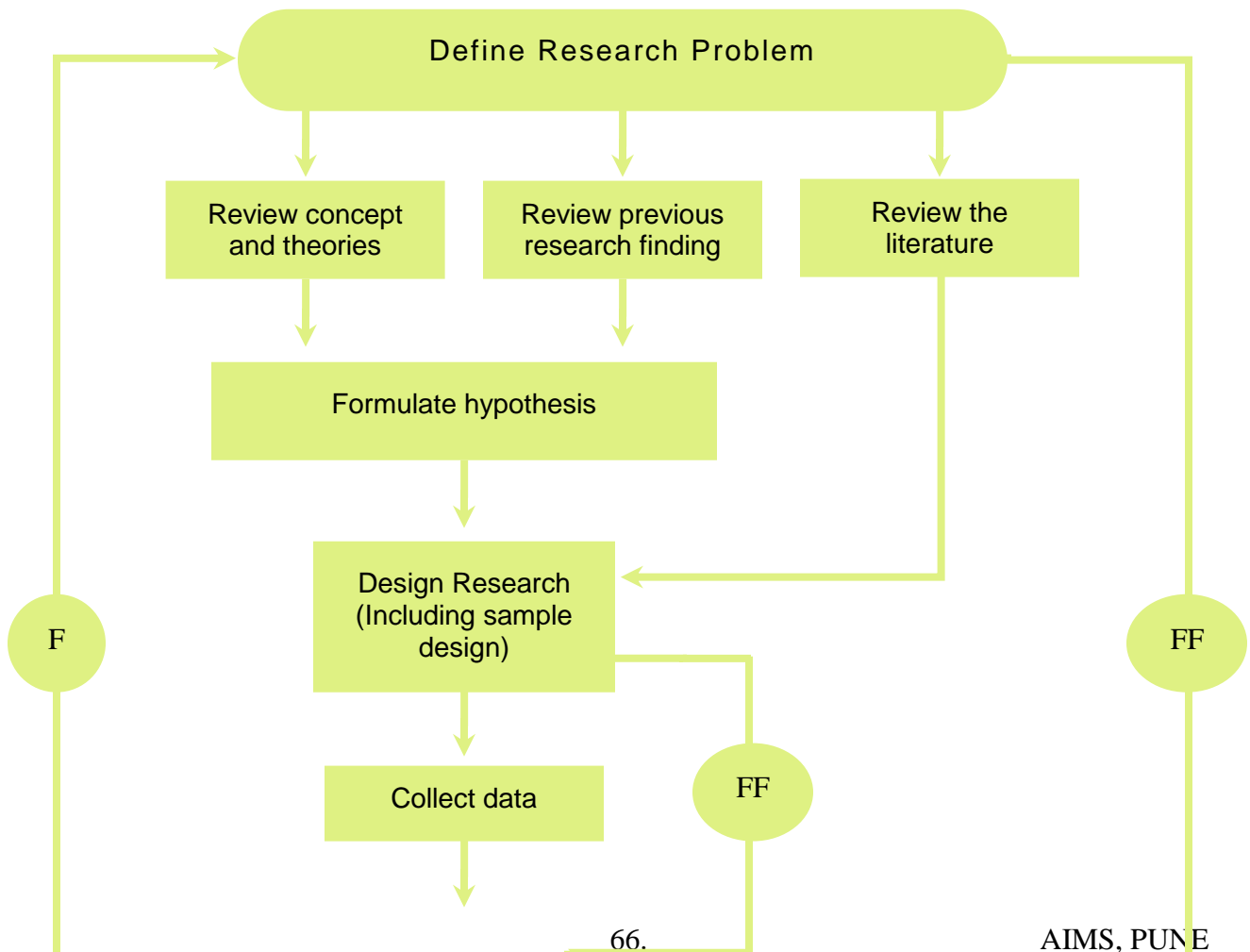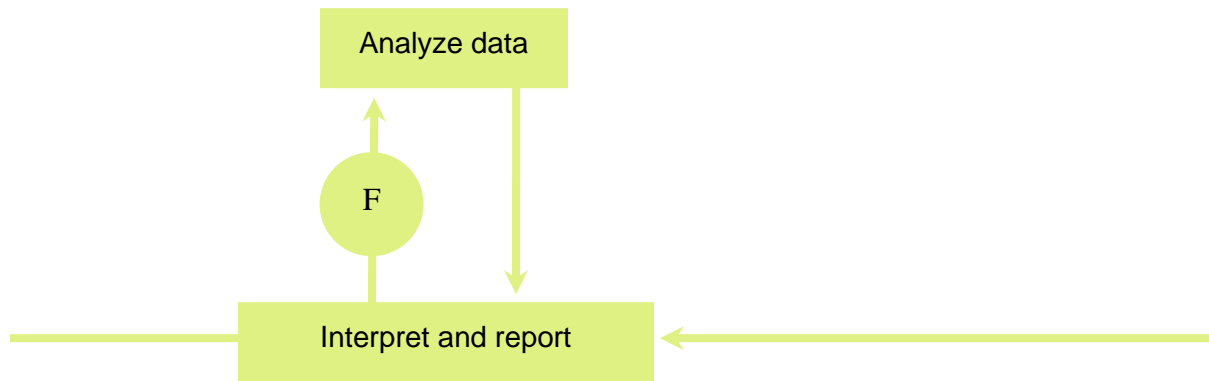
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rcom.co.in, reliancecommunications.org

Research is a multipurpose tool, which is used to help and to solve a variety of the organizational problems. The concept of research can be applied to all transitional studies, be they large or small, descriptive or analytical, major or minor, human or non human, broad or narrow in perspective, dimensions and scope.

Sample Design

Population	:	800 Persons
Sample element	:	Reliance Communications
Sample size	:	50 employees approximately
Sampling method	:	Random Sampling
Sample duration	:	2 months

STANDARD RESEARCH PROCESS

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                    ┌─────────────────────────────┐
          ┌────────►│   Define Research Problem    │◄─────────┐
          │         └──────────────┬──────────────┘          │
          │              ┌─────────┼─────────┐               │
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          │     │  Review  │ │  Review  │ │  Review  │      │
          │     │ concept  │ │ previous │ │   the    │      │
          │     │   and    │ │ research │ │literature│      │
          │     │ theories │ │ finding  │ │          │      │
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                     │   sample    │
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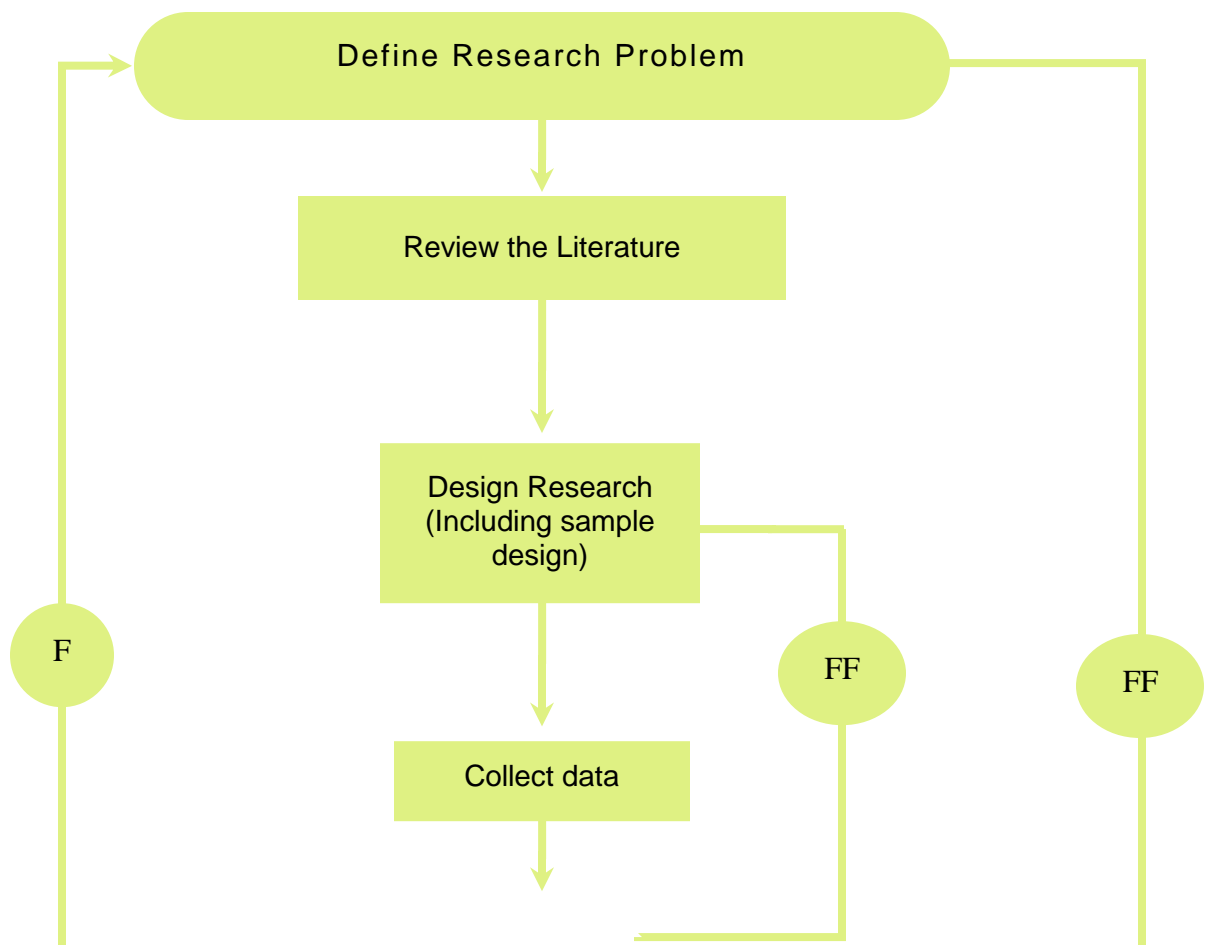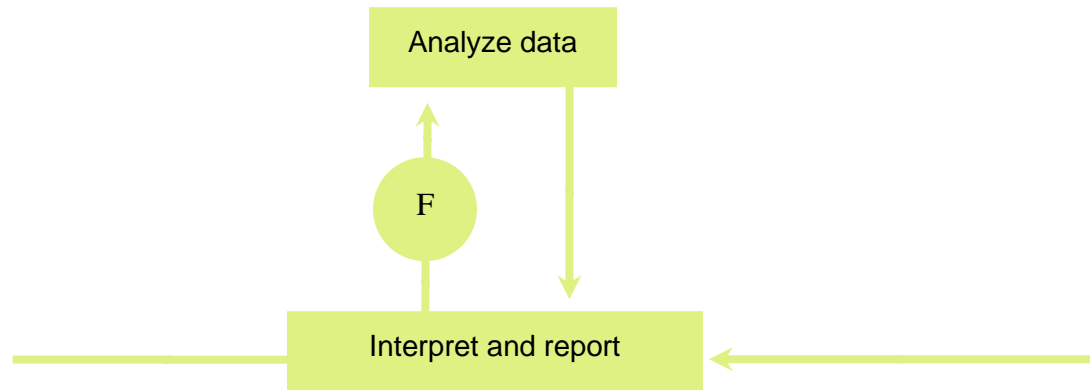
Analyze data

F

Interpret and report

F = Feed back (helps in controlling the sub-system to which it is transmitted)

FF = Feed forward (serves the function of providing criteria for evaluation)

RESEARCH PROCESS FOLLOWED

Define Research Problem

Review the Literature

Design Research
(Including sample
design)

F

FF

FF

Collect data

F = Feed back (helps in controlling the sub-system to which it is transmitted)

FF = Feed forward (serves the function of providing criteria for evaluation)

OBJECTIVES OF THE RESEARCH

- To study the process of recruitment and selection in the Reliance Communications.

- To analyze various factors involved in recruitment and selection process.

- To formulate the various steps involved in recruitment and selection process.

- To evaluate the function of recruitment process in the Reliance Communications.

- To propose new and effective means of carrying recruitment process more effectively in Reliance Communications.

- To understand different types of functions of Human Resource selection and recruitment.

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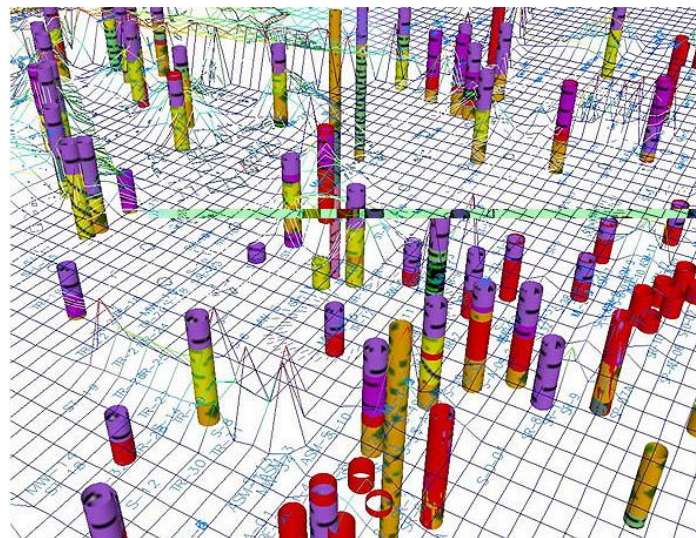
Data Analysis and Data Interpretation

DATA ANALYSIS AND DATA INTERPRETATION

This questionnaire was filled by the employees who are working with Reliance Communications. The purpose behind this questionnaire is to know the view of the employees in respect of recruitment and selection process followed in Reliance Communications.

Around fifty people from the various departments of the organization who were willing to spend a few minutes in filling up the questionnaire came up with a great interest. I must add that, I got full support from them while proceeding with the questionnaire. They were willingly coming to fill up the same. While conducting this survey, I found what organization's employees thought about recruitment and selection, and if it's too easy as compared to other organizations.

Lastly, the questionnaire which I made to analyze and interpret the data is indeed to complete a study. I surveyed many new things which were earlier unknown to me.

Table 1: Represents sources used by the candidate's for recruitment.

Sources used	Consultancies	Advertisement	Canopies	Employees References	Personal Contacts
Number of Candidates	55%	20%	8%	15%	5%

Source used by the candidates
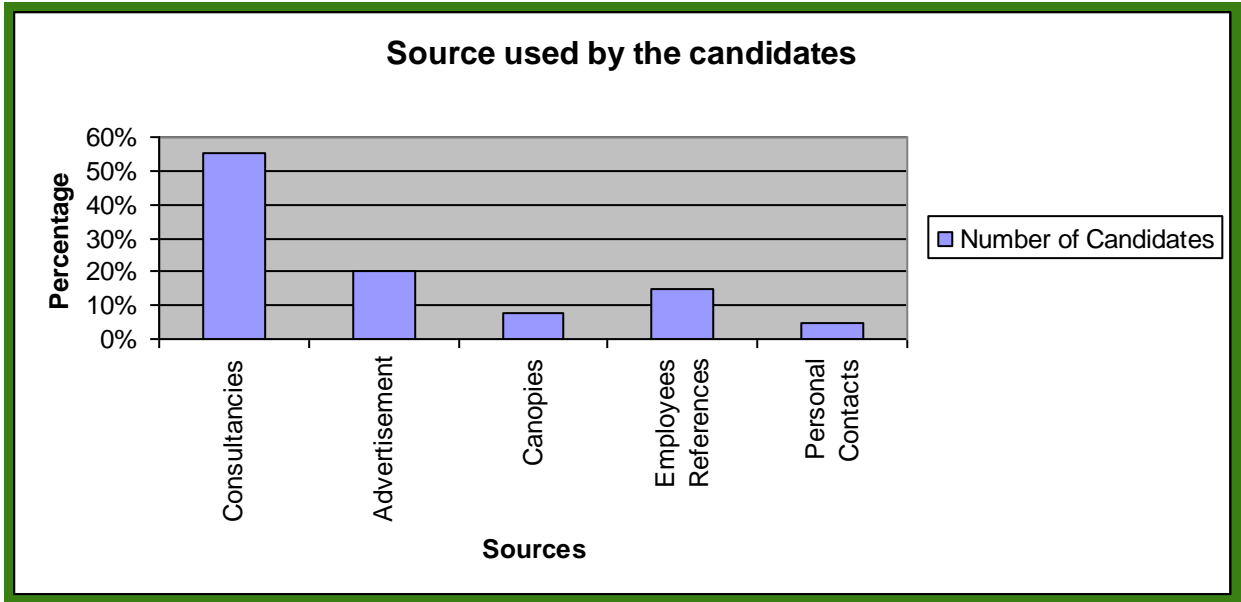
Interpretation

The numbers of employees recruited were thirty and maximum numbers of employees were recruited from consultancies and the advertisement was including the second largest part. Canopies, Employee References, Personal Contracts were also contributing some part of the process.

Table 2: Represents the status of employees passed in undergone written test.

Candidate's Result of written Test	Pass	Fail
No. of Employees	70%	30%

Candidate's Result Written Test
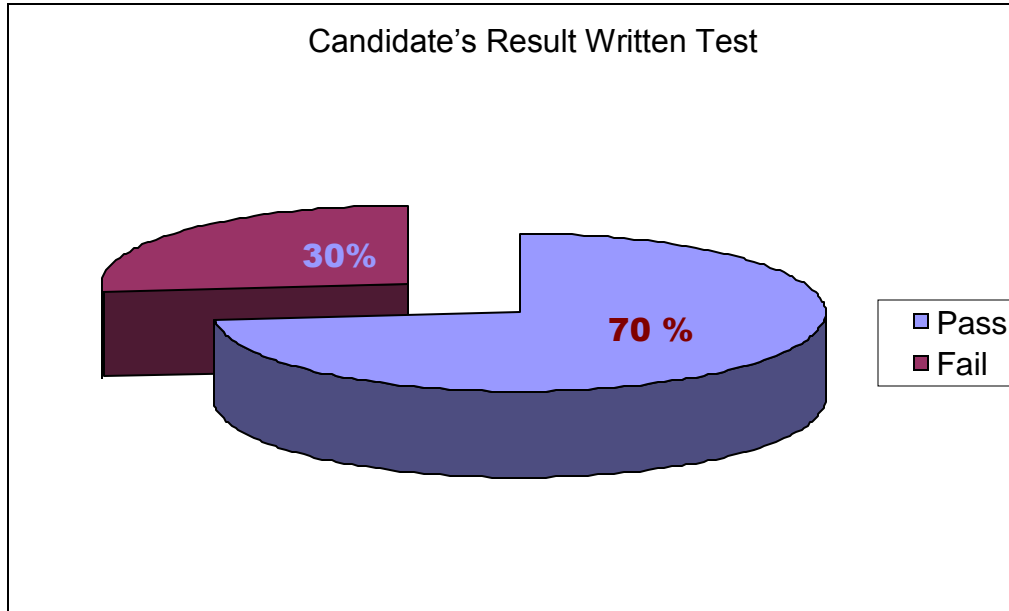
Interpretation

The numbers of Passed in a written test were 21 and remaining was failed.

Table 3: Represents total duration of recruitment process?

Duration	1-3 days	4-8 days	More than 8 days	Total Number of Candidates
Percentage	60%	30%	10%	30

Number of Candidates
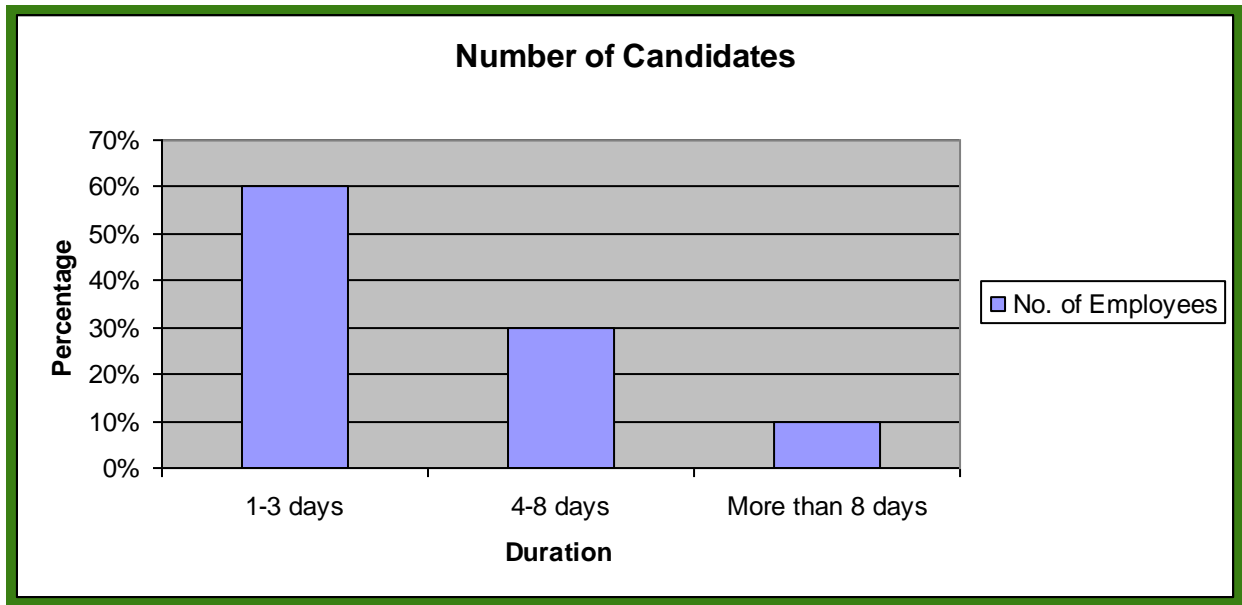
Interpretation

As mentioned earlier in the project, the selection procedure took a lot of time. So according to the survey total candidates recruited were thirty in number, eighteen of the candidates took just 1-3 days to complete the procedure, 4-8 days by nine candidates, and more than eight days by three candidates.

Table 4: Represents what was age of the candidates during recruitment?

Candidate's Age	Above 18	Above 25	Above 30	Total Number of Candidates
Number of Candidates	19	8	3	30

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Age of the Candidates
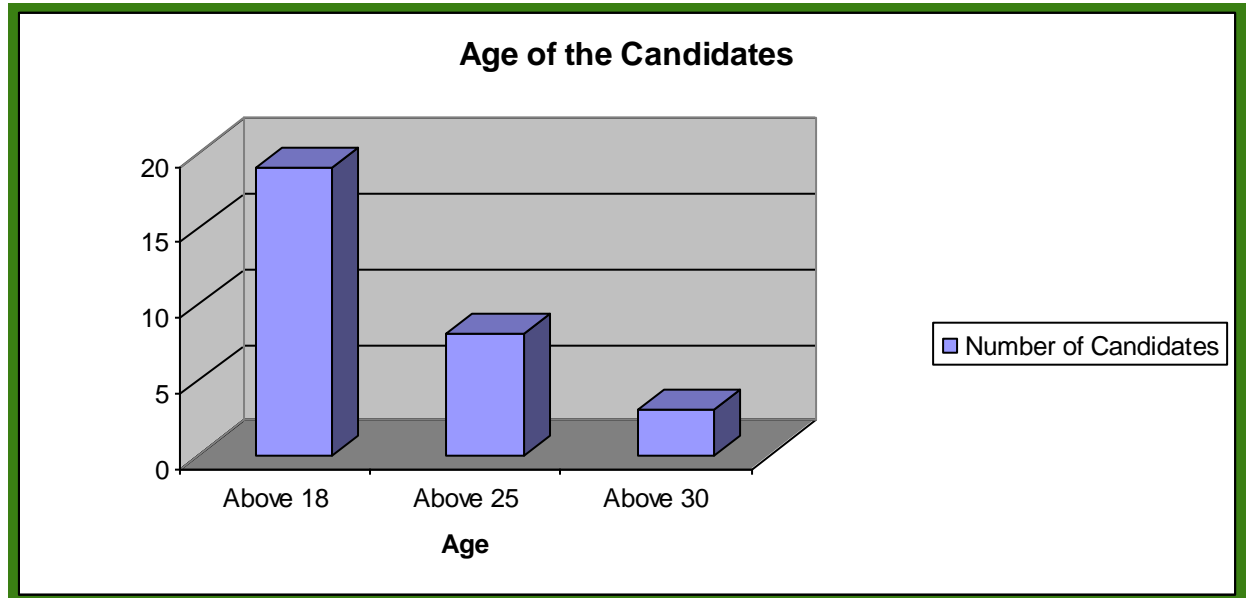
Interpretation

The numbers of candidates had come for interviews having age between 18-25 was eighteen, eight employees were in between 25-30 and 3 candidates were having age above thirty years.

Table 5: Represents what was the experience of the employees during the recruitment?

| Experience of the Cadidates	1 year	2 year	3 year and More	Total Number of Candidates
Number of Candidates	20	6	4	30

Experience of the Candidates
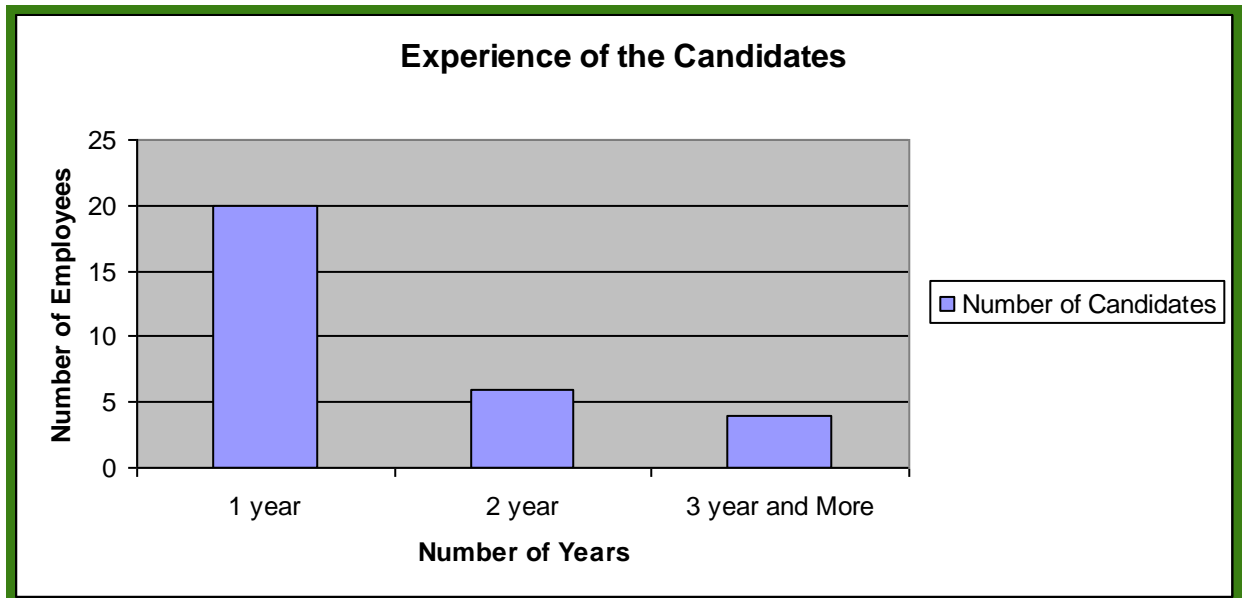
Interpretation

The major part of the candidates were possessing a year experience and remaining were possessing two and more year experience.

Table 6: Represents candidates carrying information related job profile during recruitment?

Status of Information	Yes	No
Number of Candidates	75	25

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Status of information by candidates

Legend: Yes, No
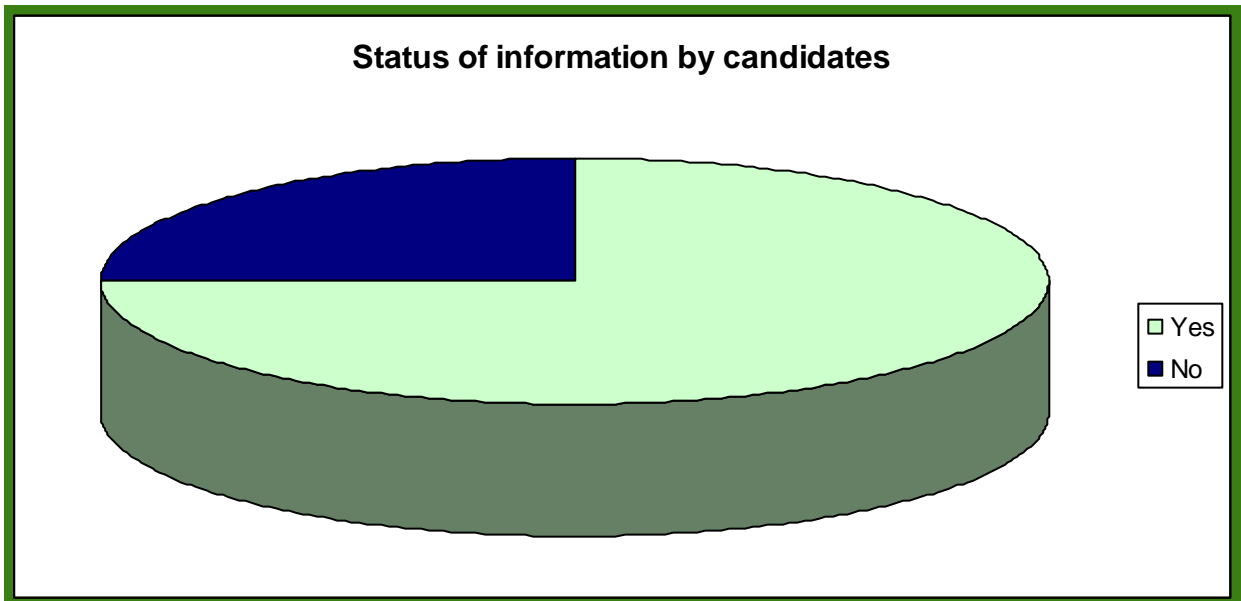
Interpretation

Required information related with job profile about the Reliance Communications were having 75 % candidates and remaining were not having the same.

Table 7: Represents salary negotiations by the employees.

Salary Negotiations	7000 and plus	10000 and plus	12000 and plus	Total Number of Candidates
Number of Candidates	20	6	4	30

Salary negotions by the candidates

Value in Rupees
- 7000 and plus
- 10000 and plus
- 12000 and plus
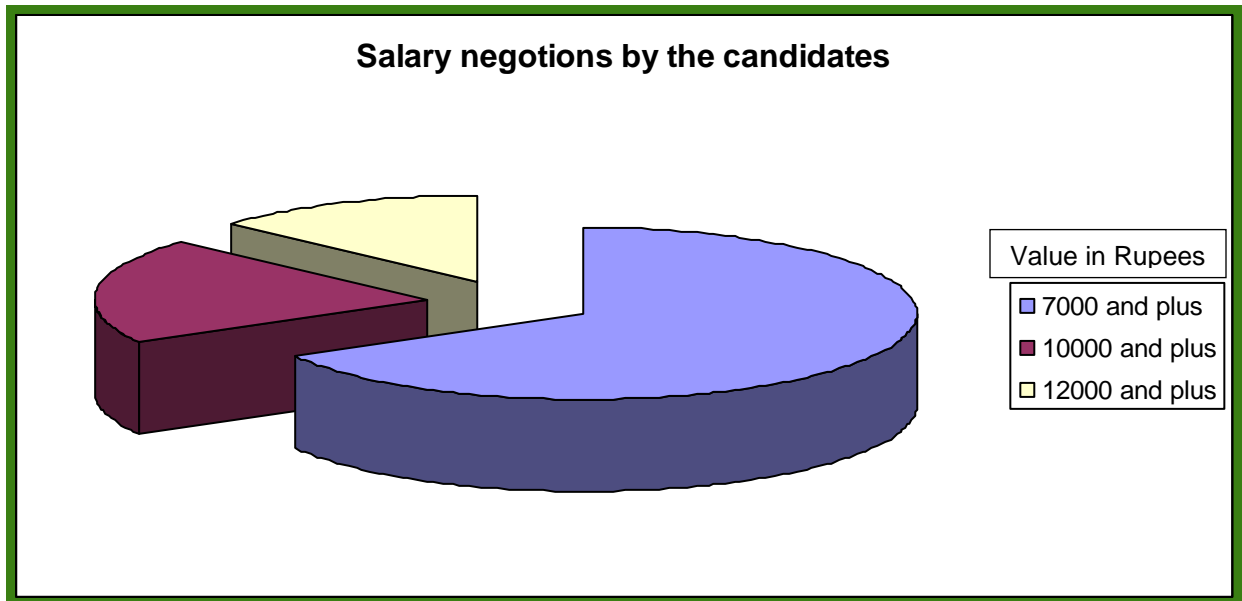
Interpretation

As mentioned in the Table no. 5 different candidates having different experience. A salary negotiations by the candidates were according there experience. Those who were having one year experience demanding Rs. 7000 and plus. The candidates having 2 year experience were demanding Rs. 10000 and plus salary and more 3 year experienced candidates were negotiating for Rs. 12000 and plus salary.

Table 8: Represents candidates carrying qualifications during recruitment.

Salary Negotiations	SSC	HSC	Graduate	Post Graduate
Number of Candidates	2	5	20	3

Qualification of the Candidates
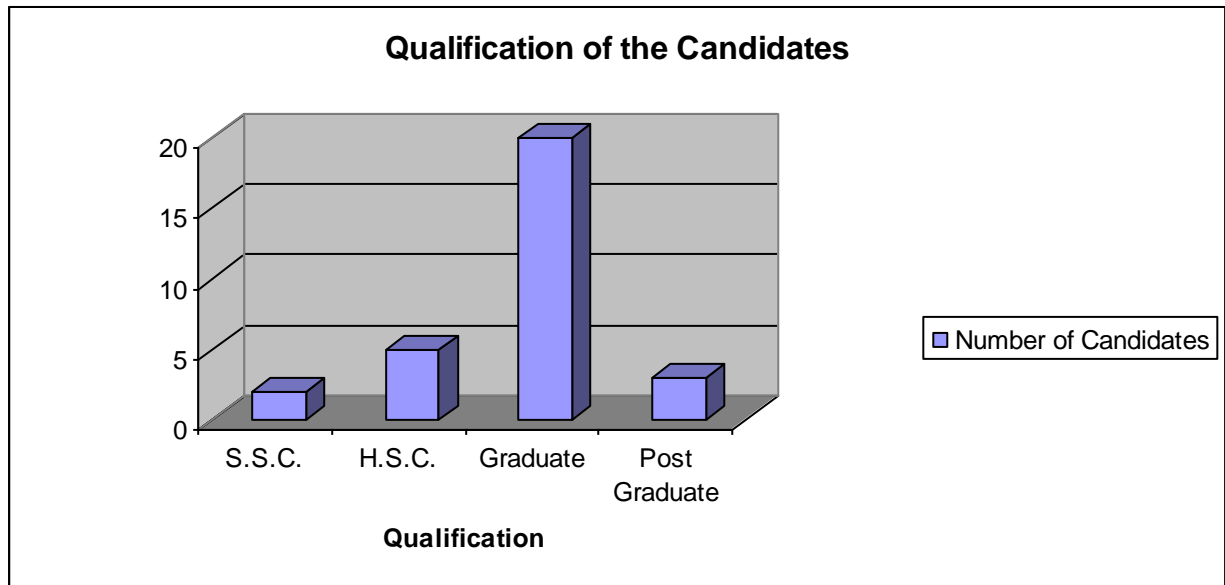
Interpretation

As table represents my main focus was on Graduate candidates only but other candidates were also having considerable experience so that I also selected them.

Industrial Analysis

SWOT ANALYSIS

Strengths   a) Considerable goodwill in the market

b) Brand image of "Reliance"

c) Products are comparatively cheaper and within the parameters of affordable and reasonable price.

d) Index of manpower turnover is low.

Weaknesses   a) Disciplined approach to maintain the dignity and respect of the customers needs to be designed.

b) Timely compensation method be employed so that the fulfillment of the need of safety and security among the employees can be ensured.

c) As there is monopolistic competition for this product disincentive climate should be turned into positive climate.

Opportunities   a) Since the Market for Product is by leaps and bounds, chances for enhancement of the market share are very bright. In tune with the same along with the HRD practices, HRM practices needs to be considered. For this purpose following steps can be taken.

b) Converting manpower as strategic business partners or change agents.

c) Improving administration a tuned with democratic approach.

d) Continuous reward system and positive appraisal system.

Threats   a) Higher bargaining of prospective employees on account of supply and demand formulae.

c) Threat of new entrants in to the market or by competitor who may attract our experience staff.

d) Threat on account of fast technological change into the products.

e) Threat on account of new strategies for marketing by competitors

PEST ANALYSIS

An organisation like Reliance communications offering products or services that are close substitutes to each other. The close substitutes are those products or services that satisfy the same basic customer needs. For example, Reliance CDMA cell phone could be replaced by TATA Indicom CDMA cell phone. The points in PEST analysis are discussed below.

Politics :
a) Stakeholders
b) Employee Legislations
c) Consumer Protection
d) Union Interference

Economics :
a) Global Leadership
b) Global Competition
c) Inflation and Deflation
d) Integration

Social :
a) Sophistication of consumers
b) Ethics and the envirnment

Technology :
a) Improving efficiency
b) Obsolete technology
c) Automation process
d) Information Technology

PEST ANLYSIS ☛

POLITICS/ LEGISLATIONS	ECONOMICS
SOCIAL	TECHNOLOGY
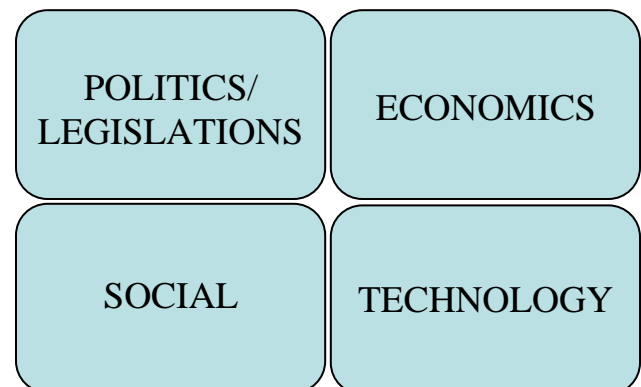
Findings

FINDINGS AND OBSERVATIONS

1.   In order to attract new employees limited sources are tapped. Provision of incentives to the existing employees who bring the prospective candidates to the organisation may be examined. The result yielded is to pronged. I) Mouth to Mouth publicity of the organisation. Ii) Known people having harmonious relationship will build the strong team spirit.

2.   To curb down the attrition rate measures for retention of the staff needs to be considered.

3.   The procedure for the selection of the requisite employees at bottom level and middle management level should be considered clearly.

4.   After the selection, apart from the induction program, training to develop the entrepreneurial and intrapreneurial abilities in the recruited employees will help.

5.   For different segments of the markets different practices are to be employed. As such there is a scope for redefining at micro level the job specification, man specification, communication ability in the vernacular language.

6.   The position of a person need not be indispensable. Therefore for the purpose creation of an alternative, initially a team of 2 members needs to be considered. So that whenever the concerned employee goes on short/long leave, absent from the duties for noticeable period or a vancancy is created on account of resignation; the work can be continued without any obstruction. Hence a force of manpower designated at "reliever" if created, the organizational goal/ marketing target can be fulfilled without aiming bottle necks/obstruction.

Suggestion

SUGGESTIONS

Many a times suggestions are given from certain improvement and for an amendment. I find myself incompatible for giving suggestion to a market leader like Reliance Communications. These suggestions are only for shortcomings which I found in the over all proceedings of Reliance Communications located at 7 loves Square, Pune, not for the any other offices of Reliance Communications located anywhere throughout the country. The first suggestion would be, disciplined approach should be maintained the dignity and respect of the customers needs to be redesigned. Timely compensation methods to be employed so that the fulfillment of the need of safety and security among the employees can be ensured. As there is monopolistic competition for this product disincentive climate should be turned into positive climate.

CONCLUSIONS

This was a great experience for me working with the Reliance Communications. I have assigned the task recruitment in which I had to recruit Sales Executives and Marketing Executives. My experience at the Reliance Communications was of two months. These two months proved a truly learning period. I dealt with various aspects of Human Resource and gained a lot of practical knowledge which will come in use whenever I start a professional career. I learned that very minute details needed just as much attention as bigger ones. As an HR is a field which requires constant interaction with various types of people. I started dealing with people with different attitudes and perception. Hence I learned that each should be handle carefully and appropriately. In these two months I developed very good interpersonal skills.

It also cleared that there is vast difference between the theoretical knowledge and the practical knowledge and the practical implication of it. I was being trained under Mr. Sadik Shaikh (HR Manager) and Kulbhushan Awasthi (Deputy Manager), the mentioned personalities take care of the HR and administration requirement of the company and they both are indeed amiable and helpful. The taste of professionalism which I have tasted in those days is still lingering into my mouth so as I consider myself ready to enter into the corporate world.

Scope of Future Research

SCOPE OF FUTURE RESEARCH

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The Reliance Communications itself is a huge organization, but the project I undertook was limited upto seven love's square's branch of Reliance Communications Pune. Hence, the study I did was quite time-being. Still there are many prospective need to be discovered and explored, as there are numerous branches of Reliance Communications throughout India there is a vast scope for further study if one wants to do so. Nowadays, with more upcoming technologies Reliance is reaching many unconquered horizons. It is expanding with a rapid pace and continuously striving to be the number 1 customer's choice and completely engraved in the minds of the customers.

Along with making profits and success the Reliance has contributed in a very big manner to the Indian economy making India self-reliant and self dependent by penetrating each and every possible manufacturing and service sector in the country. Over the years reliance has been creating it's immensely popular reputation among the customers by providing customer satisfaction and adhering according to the taste and preferences of the customers.

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ANNEXTURE

Questionnaire

- o Who all are the key persons for DST (Direct Sales Team)?

- o What are the functions of DST?

- o What is the relation in between HR department and DST?

- o How many teams are working for Direct Sales?

- o Which kinds of skills does a candidate who is selected require?

- o What would be the qualification of the sales executive?

- o How many days does a recruitment process for a candidate take?

- o When is the salary given to the employees?

- o Is salary given according to the experience? If yes then How?

- o What are the different selection criteria's for sales executives?

- o What benefits are given to the employee apart from his/her salary?

- o What types of non-monetary incentives does a company use?

- o How do employees get promoted?

- o How many years a sales executive has to pass to reach managerial level?

- o What is the job attrition rate in a company?