A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND TRAINING PROCESS AT KEN CONSULTING LIMITED, BENGALURU

A PROJECT REPORT

Submitted by

S.KARTHIKEYINI

Reg. No. 0820400017

In partial fulfilment of the requirements

for the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION
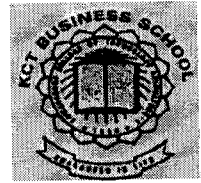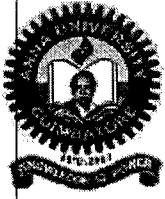
AUGUST -2009

KCT Business School

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore – 641 006

A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND TRAINING PROCESS AT KEN CONSULTING LIMITED, BENGALURU

By

S.KARTHIKEYINI

REG NO.082040017

Of

DEPARTMENT OF MANAGEMENT STUDIES

Kumaraguru College of Technology

Coimbatore

A PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT SCIENCE

In partial fulfilment of the requirements

For the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT STUDIES

KUMARAGURU COLLEGE OF TECHNOLOGY

KCT BUSINESS SCHOOL

DEPARTMENT OF MANAGEMENT STUDIES

Kumaraguru College of Technology
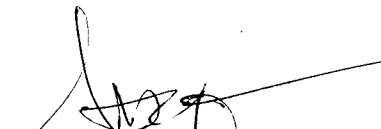
Coimbatore.

BONAFIDE CERTIFICATE

Certified that this project report entitled as "**A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND TRAINING PROCESS AT KEN CONSULTING LIMITED, BENGALURU**" is the work of Ms.S.KARTHIKEYINI (0820400017) carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award as conferred on an earlier occasion on this or any other candidate.
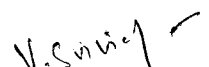
FACULTY GUIDE

(Mrs.R.HEMANALINI)

DIRECTOR

(Dr.S.V.DEVANATHAN)

Evaluated and viva-voice conducted on ....11. 09. 09..............

Examiner 1

Examiner 2

24th July 2009

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. S. Karthikeyini (I-MBA),** of Kumaraguru College of Technology has successfully completed her summer project for a period of one month starting from **June 18th, 2009 to July 18th, 2009** in our organization on the topic **"A Study on Training and Recruitment Process".**

Cordially,

for **Ken Consulting Limited**

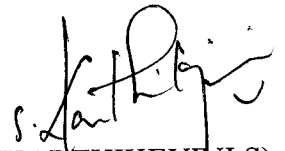V Padmanabha

Manager – Human Resources

DECLARATION

I, hereby declare that this project report entitled as ""A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND TRAINING PROCESS AT KEN CONSULTING LIMITED, BENGALURU" has undertaken for academic purpose submitted to Anna university in partial fulfilment of requirement for the award of the degree of master of business administration. The project report is the record of the original work done by me under the guidance of Mrs.R.Hemanalini ,lecturer during the academic year 2008-2009

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

PLACE: COIMBATORE

DATE: 09·09·09

(KARTHIKEYINI.S)

ACKNOWLEDGEMENT

I thank the GOD, Almighty for his blessings bestowed upon me, which gave strength, confidence and health for completing this project.

I wish to express my sincere gratitude to our beloved Co-chairman **Mr.B.K.Krishnaraj Vanavarayar,** for his motivation to do the project.

I express my sincere gratitude to our beloved correspondent **Mr.M.Balasubramaniam, M.Com, MBA(U.S.A),** the prime guiding spirit of Kumaraguru College of Technology.

I wish to express my deep sense of gratitude to our principal **Prof. M. Annamalai,** for his guidance and encouragement to complete my project work.

I wish to express my sincere thanks to **Prof. Dr.S.V.Devanathan,Ph.D,** Director, KCT Business School, for his continuous encouragement throughout my project.

I wish to express deep sense of obligation to **Mrs.R.Hemanalini,** Lecturer, KCT Business School, for her intensive guidance throughout my project.

I am greatly indebted to thank all other faculty members of KCT Business School for their kind patronage.

I thank all my friends for their help, and moral support of need.

I thank **Mr.V. Padmanabha,** Human Resource manager, KEN Consulting Limited, for his valuable guidance throughout my project.

EXECUTIVE SUMMARY

In today's rapidly changing business environment, organizations have to respond quickly to requirements of people. Many private players have entered the economy thereby increasing the level of competition. In the competitive scenario it has become a challenge for each company to adopt practices that would help the organization stand out in the market. The competitiveness of a company of an organization is measured through the quality of products and services offered to customers that are unique from others.

Human Resource in this regard has become an important function in any organization. All practices of marketing and finances can be easily emulated but the capability, the skills and talent of a person cannot be emulated. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization.

Therefore a recruitment practice in an organization must be effective and efficient in attracting the best manpower.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF CHARTS

CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 BACKGROUND OF THE STUDY:

Training helps the newly recruited employees to be productive in minimum amount of time. For the experienced workers also, it is necessary to refresh and enable them to keep up with new methods, techniques, new machines and equipment for doing the work. Thus training is not a one step process, but it is a continuous or never ending process. Every organization need to have well trained and experienced people to perform the activities that have to be done, if the current or potential job occupants can meet their requirement, training is not important. But when this is not the case, it is necessary to raise the skill level and to increase the versatility and adaptability of employees.

A programme of training becomes essential for meeting the specific problems of a particular organization arising due to the introduction of new lines of productions, changes in design of the quality of material process, individual adjustments, job and personal changes and changes in the volume of business. The ultimate purpose of organizational training programmes is to enhance overall organizational effectiveness.

1.2 LITERATURE SURVEY

1. The recruitment and training systems for the judiciary in five countries; an international exploratory study by Baas[1] . he aims to obtain an insight into the various forms of recruitment and training for the judiciary, responsibilities in recruitment and training routes, and the role of the Minister of Justice in other countries.

2.. Recruitment and training in small firms by Stephanie M. Jameson[2]. According to jameson the hospitality and tourism industries are two of the fastest growing and most dynamic sectors of the UK economy. Both industries are highly labour intensive and, because of this, the effective management of human resources is critical to their success. A defining characteristic of these Industries is the high incidence of small firms. The issue of training in the small business sector in general has been neglected by academics and management specialists and this is also the case specifically in tourism and hospitality. This article goes some way to address this gap in knowledge and examines the recruitment and training practices of small tourism and hospitality firms. The issues examined include sources of recruitment, the extent to which small tourism and hospitality firms had training plans and training budgets, participation, and evaluation of training

---

Baas[1], N.J/. Place of publication: The Hague/ Publisher(s): WODC /Year of publication: 2000/ Series: Onderzoeksnotities 2000/08

Stephanie M. Jameson[2]/Journal: Journal of European Industrial Training/Year: 2000 /Volume: 24/ Issue: 1 /Page: 43 – 49/Publisher: MCB UP Ltd

3. Training needs analysis. A literature review and reappraisal by Gould D[3], Kelly D[3], White I[3], Chidgey J[3]. They said that training needs analysis is the initial step in a cyclical process which contributes to the overall training and educational strategy of staff in an organization or a professional group. The cycle commences with a systematic consultation to identify the learning needs of the population considered, followed by course planning, delivery and evaluation. Although much has been written about training needs analysis in relation to post-registration nursing education, there is disagreement concerning its impact on the training cycle and its potential to influence service delivery. This stimulated the literature review presented below. Initial searches of nursing databases identified 266 works. Twenty three (8.6%) contained empirical findings relating to post-registration nursing education in which assessment of training needs was presented as the major aim. Most of these accounts were concerned with the training needs of nurses in more than one organisation and were classified as macro-level training needs analysis. However, seven studies were concerned with a single, specific organisation (micro-level training needs analysis). Despite their smaller scale and more limited scope, micro-level training needs initiatives demonstrated greater methodological rigour, were more likely to consider the stakeholder perspective, to generate findings which could positively influence the rest of the training cycle and showed the greatest potential for influencing service delivery and quality of patient care. The review drew attention to the similarities between the training cycle and the audit cycle and resulted in the development of a model which could be used to evaluate the effectiveness of the process and outcomes of future training needs analysis initiatives.

Gould D[3], Kelly D[3], White I[3], Chidgey J[3]St Bartholomew's School of Nursing and Midwifery, 20, St Bartholomew's Close, City University, EC1 A7QN,UK.dinahgould@aol.com

4. **Recruitment and Training Issues from Selected Lay Health Advisor Programs among African Americans: A 20-Year Perspective by Ethel J. Jackson[4], MPH Carolyn P. Parks[4], PhD.** according to them the use of lay health advisors (LHAs) to address the health disparity among African Americans is well documented and considered a culturally appropriate model of community health promotion. The recruitment and training of LHAs are important components of the model but have not been fully explored in the LHA literature. Recruitment and training of LHAs should reflect both the existing roles they have in their respective communities and those proposed by the programs to which they are recruited. This article reviews and describes the components of recruitment and training as implemented in selected LHA programs among African Americans. The article will address the role and purpose of LHAs in health promotion among African Americans, a historical perspective of recruitment and training, recruitment and training methods in selected LHAs programs for African Americans, and recommendations for the recruitment and training of LHAs for health promotion among African Americans.

5. **Good Recruitment Interviewing Skills Training Make Recruiting The Right Person Easy**

Source: Articles 4 Me And U

Summary

When you invest in new staff, you want to make the wisest decisions possible. It is in your best interest to make sure that the decision you make is made on an informed basis which has been brought about by the training you have received for recruitment interviewing skills. It is time well spent reviewing resumes and conducting informative interviews to make sure you hire the best

Ethel J. Jackson[4], MPH Carolyn P. Parks[4], PhD,Department of Health Behavior and Health Education at the University of North Carolina at Chapel Hill

people for the job. When you hire the right people to begin with, you will save yourself a substantial amount of time hiring and training replacement staff down the road. The more skillful you become at recruitment interviewing skills the easier you will make the recruitment and management process.

6. Recruitment Getting It Right More Often

Source: Article Ammo

Overview: While some people are good at recruitment, it needs a process that is known by all recruiters to obtain consistent results in an organization. It is unlikely you would let an employee operate expensive equipment without training. Not having training for recruitment is expensive, time consuming and sends the wrong message to current and potential employees.

7. Recruitment Interview Skills Training Outlines The Importance Of Defining The Role

Source: My Articles Directory

Overview: If you are new to interviewing, or have received no formal training in recruitment interview skills training you may think that the hiring process begins as you interview candidates. However, the hiring process begins long before that! There are many areas you must consider to help you be fully prepared for each interview. This preparation will enable you to be in total control of the interview and any situations that may come up.

1.3 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

➤ To analyze the effectiveness of the recruitment and training process at ken consulting

SECONDARY OBJECTIVE:

➤ To find out the barriers in training process

➤ To suggest suitable method to overcome the barrier

➤ To provide suggestions based on findings.

1.4 SCOPE OF THE STUDY

Training programming is an important area of management for it makes employees more effective and productive. It is inter-related with all the other departments in a business and is actively and intimately connected with all the technical and non-technical activities. It is an integral part of the whole management system. The study aims to learn the administration of the recruitment and training programme and training aids provide to employees, form the survey.

1.5 RESEARCH METHODOLOGY

1.5.1 TYPE OF STUDY

The analysis has been done by using descriptive statistics .descriptive analysis is the phase of statistics that seeks only to describe and analyze a given group without drawing any conclusions or inferences about a large group.

1.5.2 SAMPLING DESIGN

To suggest suitable measures for improving the effectiveness of recruitment and training, the company's total strength of fifty was taken as sample size.

1.5.3 METHOD OF DATA COLLECTION

Both primary and secondary data have been used for the study. Primary data was collected through questionnaire. Sources of secondary data were text books, websites and company reports.

1.5.4 TOOLS OF ANALYSIS

Two tools have been used for analysis. They are

1. Percentage analysis
2. Chi-square test

1.6 LIMITATIONS OF THE STUDY

➢ Access to all in each department was not possible since it was beyond the reach of the researcher due to lack of time.

➢ Methods like direct observation when the trainees were on the job and measurement of productivity was not possible.

CHAPTER II

COMPANY PROFILE

2.1 HISTORY OF THE ORGANISATION

KEN Consulting
enabling business

Ken Consulting offers corporate finance, management and IT consulting services for business enterprises. From organizing the money to managing crisis to setting up software solutions, Ken Consulting grows each client's business. Block by block. Step by step.

Moulding ideas to meet market needs, adding value in clearly perceptible ways, and delivering innovative solutions that work in the real world - the focus is always on enabling your business.

With offices in 20 locations across the country, the firm opens many doors through its interactions and relationships, building networks where none exist, building business through these networks.

MISSION

Enabling business endeavors to achieve their maximum potential. At Ken Consulting, they consistently strive to enable business through a comprehensive range of finance, management and IT solutions modeled to meet the individual needs of each client. This usually includes shaping business ideas, making these ideas work, identifying gaps, closing gaps and adding tangible value.

They enable growth by providing a range of customized services unequalled by any other company in India. Clients come to them with an idea, or funds, or basic business plans, and

they take it further by getting the funds, creating the business model, improving the plan.

They strive towards higher goals with each client's business, treating it like our own. Because without a sense of ownership, there can be no accountability. And they believe in accountability. They also believe in no boundaries for contribution, for growth and for adding value.

VALUES

They believe in enabling and enhancing growth – for them and for those whose lives they touch. They believe that Sharing is Growing. This belief is centered around their core values

FOCUS

You can't depend on your eyes when your imagination is out of focus. - Mark Twain

Their focus is the client's business. To know each client's business thoroughly, to be aware of its specific goals, needs, and problems empowers them to understand the within the larger context of local and global markets.

COMMITMENTS

Unless commitment is made, there are only promises and hopes...but no plans. - Peter Drucker

They define their commitment as a two-fold continuous process of adding value to each client's business in clearly perceptible ways; and striving for constant learning, self-improvement and growth within the organization.

ATTITUDE

Weakness of attitude becomes weakness of character. – Albert Einstein

Their attitude is characterized by Openness, relentless Self-Assessment, and Positive Thinking – all factors that contribute to vibrant and effective teamwork. The ability to look at the client's business as if it is their own forms the cornerstone of all their transactions.

PASSION

Only passions, great passions, can elevate the soul to great things. - Denis Diderot

Passion is the underlying motive in all the transactions, client relations and growth endeavors. They believe that the best ideas are futile unless guided by a passion to see them soar, a passion for excellence. They are passionate about each of their clients, and their companies. They are passionate about enabling business.

2.2 MANAGEMENT

COMPANY TEAM

The company's team is of energetic finance, management and software professionals striving towards constant growth, driven by an abiding passion for excellence. They are committed to learning from each other, growing together, and making each solution the best solution; each business the finest business.

They believe

- in ideas.
- in making them work.
- in solutions.

2.3 SERVICES OFFERED BY KEN LIMITED

KEN GALAXY

It is further strengthened by associations and partnerships with skilled professionals from various domains. This includes: Advocates, Bankers/ Financers, Chartered Accountants, Chartered Valuers, Company Secretaries, Software Professionals at the helm are four dynamic professionals with a collective experience of over 70 years in finance and management consulting and an overriding desire to focus on the dos, not the don'ts.

➢ Assurance Services

➢ Taxation Services

➢ Statutory and Procedural Compliances

➢ Systems and Internal Controls

➢ Business Process Outsourcing

➢ Other value added services

2.Assurance Services

Assurance Services incorporate review and reporting on Internal Processes, analysis, design and implementation of Internal Systems and Value Addition in specific areas. They also conduct comprehensive company reviews that study the overall functioning based on certain key aspects such as:

1.Accounting System and related controls
2.Audit Trail
3.Technical competence of its human resources
4.Utilization and effectiveness of software systems and applications

5.Application of accounting principles

6.Adherence to legal obligations, rules and procedures

3.Taxation Services

Taxation Services consist of tax planning, consultancy, procedures and representation for Direct Tax Law, and Indirect Tax Law (Excise, Customs and Service Tax).Our ESOP services consist of conceptualizing the ESOP structure; drafting the ESOP scheme, advising on tax and regulatory implications; and obtaining the necessary regulatory approvals.

4.Statutory and Procedural Compliances

We also look at Consultancy and Procedural Compliances include handling FIPB approvals; RBI and FEMA clearances; alteration of MOA and AOA; registration of charges; maintenance of statutory registers; and appeals, revisions and representation for compliance with regulatory procedures.

5.Systems and Internal Controls

Systems and Internal Controls entails a constructive study of the company's existing systems, checks and controls with a detailed look into goals and objectives, personnel involved, and targets. Wherever necessary, we design new systems for more effective functioning based on a 5-step process of Cost Benefit Analysis, Practicality and Flexibility, Constraints Identification, Logical Solutions, and Structuring.

6. Business Process Outsourcing

Adding strategic value through BPO or Business Process Outsourcing. They look at the business process and change the way it works by applying innovative thought and creative management. Because being a supplier involves more than just performing the functions of the process. It is about redefining the way it is done. What we bring to the table is vast and diverse experience, intensive domain knowledge, thorough understanding of best practices, and enhanced technology. So that you can rest easy and manage what you do best, which is handling the core business. They look after accounts, taxation, payroll and monthly returns. We also take care of other financial needs that crop up from time to time. This is a cost-effective alternative to maintaining a full-fledged in-house accounts department, and paying assorted financial consultants to perform various tasks. For large corporate who do maintain their own finance departments, we offer the option of partial outsourcing and take on the responsibility for some of their financial functions like Inventory management, payroll processing, receivables and payables management etc.

Other Services include:

- ➢ Preparing project reports

- ➢ Finance syndication

- ➢ Tax planning

- ➢ Due diligence

- ➢ Vetting of legal documents

- ➢ Investment planning

- ➢ Managing investment portfolios

2. STRATEGY

Their strategic and management advisory services aim at giving it shape, form and a very clear structure. Our management consultants have rich and varied experience in diverse industries; they are equipped to service clients' from a vast range of sectors, improving on their ideas, building on their plans so there is no room for confusion. Or inchoate thought. And growth patterns are clear. And potential realized. Making business not just possible. They jumpstart the business through strategic and management consulting services that includes

- ➤ Organizing fund
- ➤ Structuring the statutory framework
- ➤ Installing internal systems
- ➤ Drafting agreements and contracts
- ➤ Setting up a team to monitor operations
- ➤ Crisis management
- ➤ Continuous review of the business model
- ➤ Ensuring legal compliance
- ➤ Opening doors through connections and relationships

Many of our clients also come to us with an already existing business, which we help improve and expand. Whatever stage we step in at, we make sure that we add value. Significantly. The environment is increasingly becoming a factor of concern in the global corporate scenario and more and more companies are focusing on it as part of their auditory requirements. In fact, it is now mandatory for industries to conduct regular Environmental Audits. Ken Consulting has a separate division that conducts Environmental Audits for companies and projects before, during, or after project implementation.

3. INFORMATION TECHNOLOGY

Technology is for business and they recognize this at Ken Consulting. Clients need not mould business needs to fit software solutions. They make sure that their software solutions capture business needs instead. So that technology becomes, in the true sense, a value addition to the business. Some of the best technology professionals in the country work for us. They see to it that every business we work with gets the right kind of attention for its software solutions and systems, they make sure that technology really does become part of the solution, not part of the problem designing software solutions based on a detailed analysis of functionality and user profile and guided by our expertise in the realms of business and finance, is our forte.

These solutions include:

- ➢ Internal Systems
- ➢ Internal Controls
- ➢ Workflow Management
- ➢ Production Process Management

  Ken Consulting also designs customized software solutions for Business Process Outsourcing needs.

2.4 OVERVIEW OF THE TRAINING AND RECRUITMENT PROCESS AT KEN LIMITED

RECRUITMENT

"The art of choosing men is not nearly so difficult as the art of enabling those one has chosen to attain their full worth".

INTRODUCTION

The human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to recruit people with requisite skills, qualifications and experience. While doing so, they have to keep the present as well as the future requirements of the organization in mind.

Recruitment is distinct from Employment and Selection. Once the required number and kind of human resources are determined, the management has to find the places where the required human resources are/will be available and also find the means of attracting them towards the organization before selecting suitable candidates for jobs. All this process is generally known as recruitment. Some people use the term "Recruitment" for employment. These two are not one and the same. Recruitment is only one of the steps in the entire employment process. Some others use the term recruitment for selection. These are not the same either. Technically speaking, the

function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for jobs in an organization, whereas the selection is the process of finding out the most suitable candidate to the job out of the candidates attracted (i.e., recruited).Formal definition of recruitment would give clear cut idea about the function of recruitment.

DEFINITIONS

Recruitment is defined as, "a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce." Edwin B. Flippo defined recruitment as "the process of searching for prospective employees and stimulating them to apply for jobs in the organization." Recruitment is a 'linking function'-joining together those with jobs to fill and those seeking jobs. It is a 'joining process' in that it tries to bring together job seekers and employer with a view to encourage the former to apply for a job with the latter.

In order to attract people for the jobs, the organization must communicate the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out. Thus, the recruitment process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

RECRUITMENT PROCESS

Recruitment is the process by which organizations locate and attract individuals to fill job vacancies. Most organizations have a continuing need to recruit new employees to replace those who leave or are promoted in order to acquire new skills and promote organizational growth.

Recruitment follows HR planning and goes hand in hand with selection process by which organizations evaluate the suitability of candidates. With successful recruiting to create a sizeable pool of candidates, even the most accurate selection system is of little use

Recruiting begins when a vacancy occurs and the recruiter receives authorization to fill it. The next step is careful examination of the job and enumeration of skills, abilities and experience needed to perform the job successfully. Other steps follow:

➢ Creating an applicant pool using internal or external methods

➢ Evaluate candidates via selection

➢ Convince the candidate

➢ And finally make an offer

Scope: To define the process and flow of activities while recruiting, selecting and appointing personnel on the permanent rolls of an organization.

AMENDMENTS AND DEVIATIONS:

Any amendments to and deviations from this policy can only be authorized by the Head-human Resources and the Managing Director.

EXCLUSIONS:

The policy does not cover the detailed formalities involved after the candidate joins the organization.

ACTIVITY FLOW

The organization philosophy should be kept in mind while formulating the recruitment procedure. The HR department would set the recruitment norms for the organization. The process is aimed at defining the series of activities that needs to be performed during the process of recruitment, the checks and control measures to be adopted and information that has to be captured. The recruitment and training process followed in ken consulting is illustrated with a process flow diagram.

```
                            Organization Plan

                                   │
                                   ▼
                                                    ┌──────────────┐
                                                    │   monthly    │
                                                    ├──────────────┤
                                                ┌──▶│   quaterly   │
Resume Chart ◀───────── Man Power Planning ─────┼──▶├──────────────┤
                                                └──▶│  Half-yearly │
                                                    ├──────────────┤
                                                    │    annual    │
                                   │                └──────────────┘
                                   ▼
                                                          ┌────────────────────┐
Template ◀───────────── Man Power requisition             │ Employee reference │
                                                          ├────────────────────┤
                                                          │      database      │
                                   │              ┌───────┴────────────────────┘
                                   ▼          internal
                                                          ┌────────────────────┐
                              Sources ────┬──────────     │   advertisement    │
                                          │               ├────────────────────┤
                                          └─── external ──│     Job portal     │
                                                          ├────────────────────┤
                                                          │    consultancies   │
                                                          ├────────────────────┤
                                                          │ Campus recruitment │
         ┌──────────┐                                     └────────────────────┘
         │ telephone │
   ┌──────────┐      │
   │   written │◀────┤
   │          │      │
──de ◀───────┘       ├──── interviewing
cal ◀───written      │
                     │
cal ◀───┐            │
gement ◀┴─ Face to face
                                   │
                                   ▼
                            Checking reference

                                   │
                                   ▼
                              Negotiation

                                   │
                                   ▼
                        offer of appointment order

                                   │
                                   ▼
                             coordination

                                   │
                                   ▼
                          Lead time tracking

                                   │
                                   ▼
                          Joining formalities
```

INDUCTION PROCESS:

Induction as a process is the biggest process the HR should ponder over. It is the most important process simply because it sometimes leaves employees with a not-so-great feeling about the organization. The induction process should be looked upon as a process to integrate a new-comer into the organization in the quickest possible manner and get him/her comfortable so that s/he starts working at optimum levels quickly. **Induction Training** is vital for new hires. A well conducted induction ensures new hires are retained, and then settled in speedily and comfortably in a constructive role. Induction training is about the basics that seasoned employees take for granted: shift timings; holiday routine; casual/sick leave policy; location of the cafeteria; dress code; etc. etc. New employees also need to understand the organization's goals, values and philosophy; personnel practices, and of course the job they're required to do. This is also a time to establish clear foundations and expectations in terms of ethics, integrity, corporate social responsibility, and all the other converging theories in this area that are the bedrock of all responsible modern enterprises. Professionally organized and delivered induction training is your new employees' first proper impression of you and your enterprise; this makes it an ideal occasion to reinforce their decision to come and work for you.

TRAINING PROCESS:

Every organization needs to have well trained and experienced people to perform the activities that have to be done. Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on their current job and prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance, but also which bring about the growth of the

personality; help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotions and hold greater responsibility.

Training a person for a bigger and higher job is development. And this may well include not only imparting specific skills and knowledge but also inculcating certain personality and mental attitudes. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

TECHNICAL AND SOFT-SKILL TRAINING:

Broadly speaking about training there are two kinds of skills: one set used to perform basic duties at work, and another set of skills used to approach work. The former can be categorized as technical skills and the latter as soft skills. To elaborate more on soft skills, these are the ones that define one's approach towards work, life, problems, etc. Soft skills are people skills. The best part about mastering them is that the application of these skills is not limited to one's profession, but their scope reaches all aspects of life. Technical skills may teach one how to meet the expectations of the job, but soft skills teach one to succeed, and to exceed expectations. It's nearly impossible for a tester to survive in the profession without sound technical skills. Technical skills, and only technical skills make a tester a complete professional. Both technical and soft skills complement each other and the balance between these two is what makes an employee a complete professional.

2.5 SWOT Analysis of KEN CONSULTING'S Recruitment Process

Strengths	**Weaknesses**
Rigorous Pre-Hiring assessment tests to understand aptitude and personality of candidates.	Too many lengthy formalities.
	The training part is not much concentrated.
Proper reference checks to ensure that only bonafide candidates are appointed.	Internal politics and unwanted interference
Opportunities	**Threats**
Campus recruitments have huge potential for fulfilling manpower requirements cost effectively.	Same channel partners are handling all consultancies. This leads to same pool of candidates being circulated to all partners.
Tie up with recruitment agencies on supplying fixed number of footfalls week on week.	Increasing spill over as a candidate has more than one offer at the time of making a job shift.
Develop exclusive contract with channel partners to meet the manpower requirements.	
Reduce turnaround time of making an offer.	

CHAPTER 3

DATA ANALYSIS AND INTREPERTATION

Table: 1   GOODNESS OF THE RECRUITMENT PROCESS

S.no	GOODNESS OF RECRUITMENT	No.of.Respondents	Percentage
1	Strongly agree	37	74%
2	Agree	10	20%
3	Disagree	3	6%
4	strongly disagree	Nil	-

From table 1, it is clear that 74% of employees at Ken Consulting has strongly agreed that the Recruitment process followed in their organization is good and requires no change, whereas 20% of employees has agreed that the process is good and 6% of employees feel that they must change the current process. The reason for their dissatisfaction is they feel that the process involves too many formalities and hence time consuming.

Chart No:1   GOODNESS OF THE RECRUITMENT PROCESS
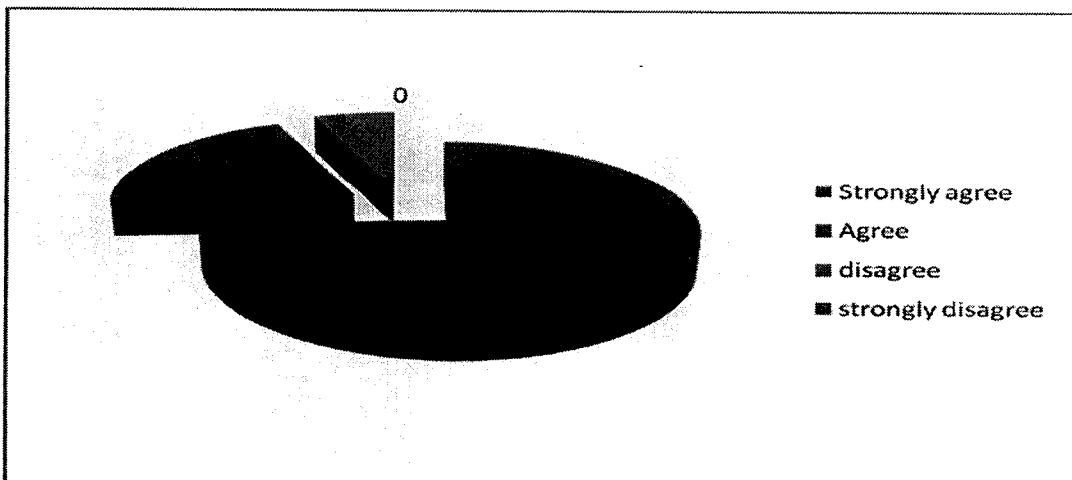
Table: 2   THE SOURCE OF RECRUITMENT

S.no	SOURCE OF RECRUITMENT	No.of.respondents	Percentage
1	Internal sources	15	30%
2	External sources	11	22%
3	Both	24	48%

From table 2, it is inferred that 30% of the employees considers Internal source of recruitment is the best for recruitment process and 22% of the employees feel external source seems to be better than the internal source and 48% of employees prefers both the sources. As the company is a consultancy company, relying upon a single source would not be of much use. Hence both the sources are preferred more.

Chart NO: 2   THE SOURCE OF RECRUITMENT

■ Internal sources
■ External sources
■ Both
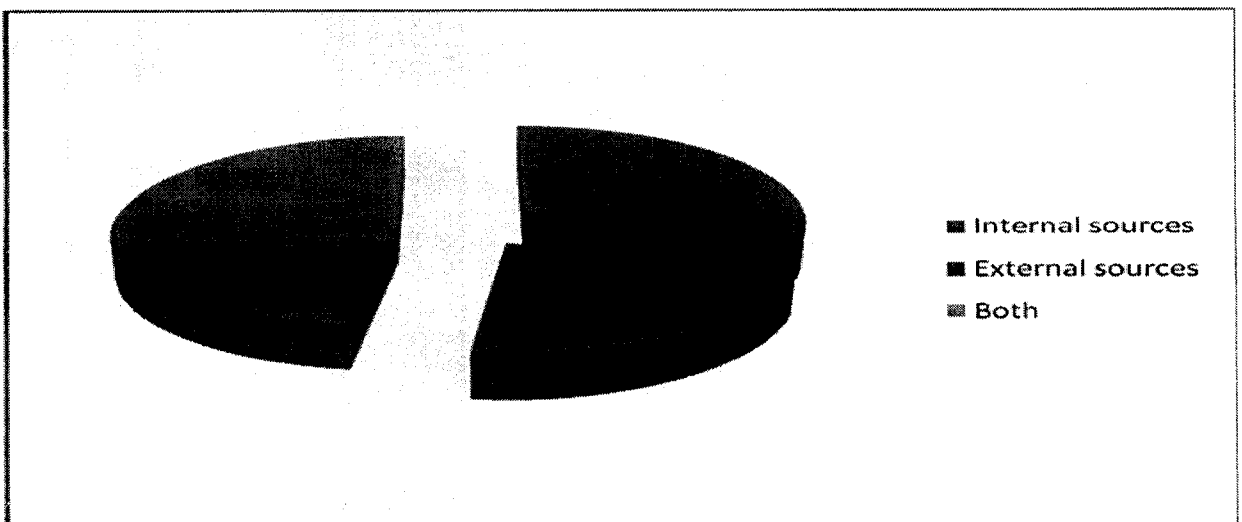
Table: 3   THE DECIDING AUTHORITY FOR MANPOWER

S.no	DECISION MAKING AUTHORITY	No.of.respondents	Percentage
1	M.D/Chairman	16	32%
2	Manager HR/ Functional heads	34	68%
3	Divisional Manager	Nil	-

From table 3, it is understood that 32% of employees say that the M.D or the Chairman is the decision making authority for the manpower requirement and 62% of the employees say that the HR Manager and the Functional unit heads are the decision making authority. This difference of opinion is because the manpower sourcing for large company clients are decided by the top management and the others are taken care by the HR manager.

Chart No : 3   THE DECIDING AUTHORITY FOR MANPOWER
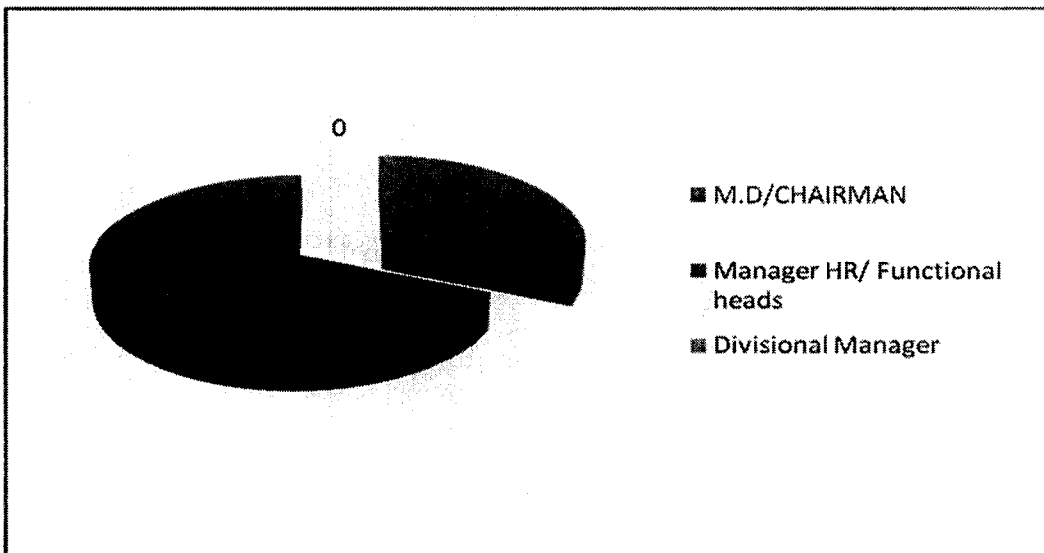
Table:4   CHALLENGES IN MANPOWER

S.no	CHALLENGES FACED	No.of.respondents	Percentage
1	Attrition	2	4%
2	Recruitment	36	72%
3	Replacement	7	14%
4	Absenteeism	5	10%

From table 4, it is inferred that the main challenge faced in managing the manpower is Recruitment. 72% of the population feels it is recruitment and 4% of the sample feels that it is Attrition, 14% says that it is Replacement and 10% feels that it is Absenteeism. Recruitment is found difficult because the competition is too tough they find it difficult to satisfy the needs of the customers by finding the right person for the right job.

Chart No: 4   CHALLENGES IN MANPOWER

4%

■ Attrition
■ Recruitment
■ Replacement
■ Absenteeism
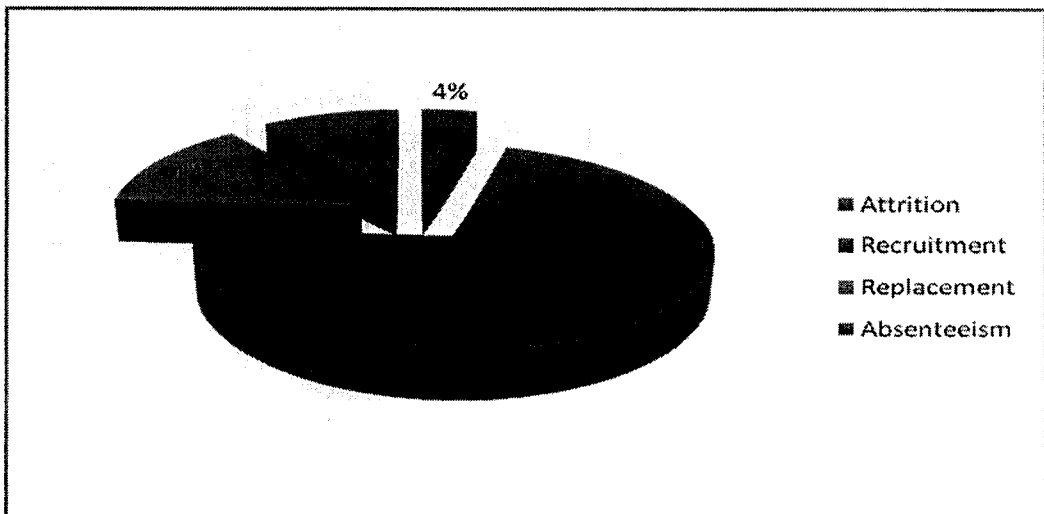
Table: 5   NO. OF INTERVIEW ROUNDS

S.no	INTERVIEW ROUNDS	No. of rounds	percentage
1	H.R. Interview	3	60%
2	Technical interview	2	40%

From table 5, we can know that the number of rounds for H.R interview is 3 and the number of rounds for technical interview is 2. Thus it is understood that the human resource is given more importance. As it is a consultancy company it has more to do with human resource than technical skills.

Chart NO: 5   NO. OF INTERVIEW ROUNDS

- H.R. Interview
- Technical interview
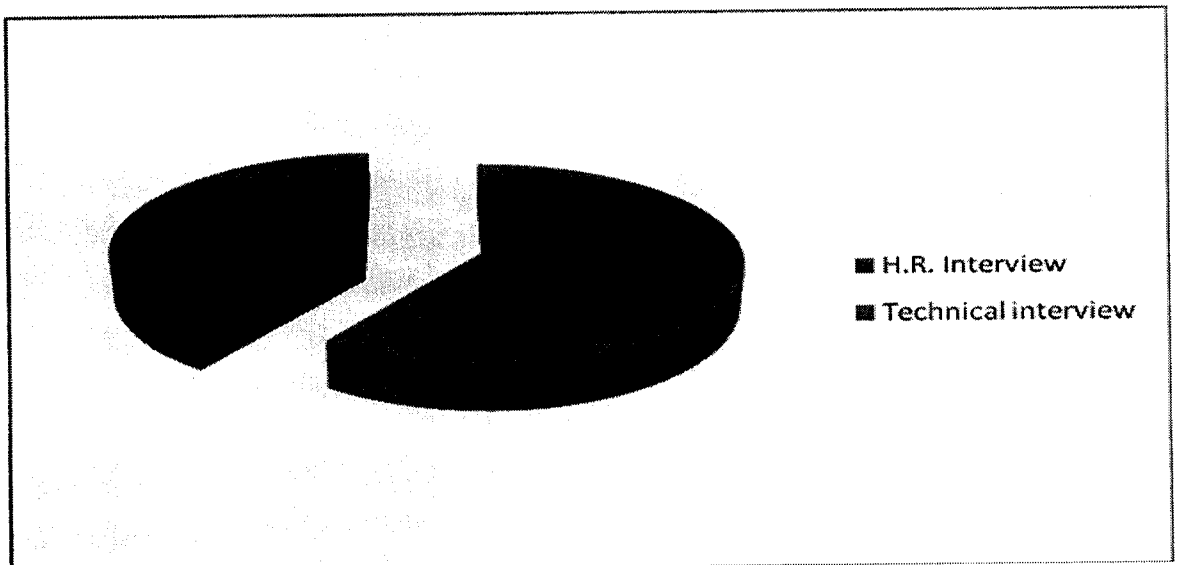
Table: 6   AVERAGE NO. OF RECRUITS PER MONTH

S.no	AVERAGE RECRUITS	No.of.respondents	Percentage
1	Less than 10	23	46%
2	10 to 15	27	54%
3	15 to 20	nil	-
4	20 to 30	nil	-

From table 6, it is understood that 46% of the sample says that the number of recruits are less than 10 per month and for 54% it is more than10 but less than 15 per month. The percentage of intake is low because, as of now due to recession there is not much of recruitment by the organization.

Chart No: 6   AVERAGE NO. OF RECRUITS PER MONTH
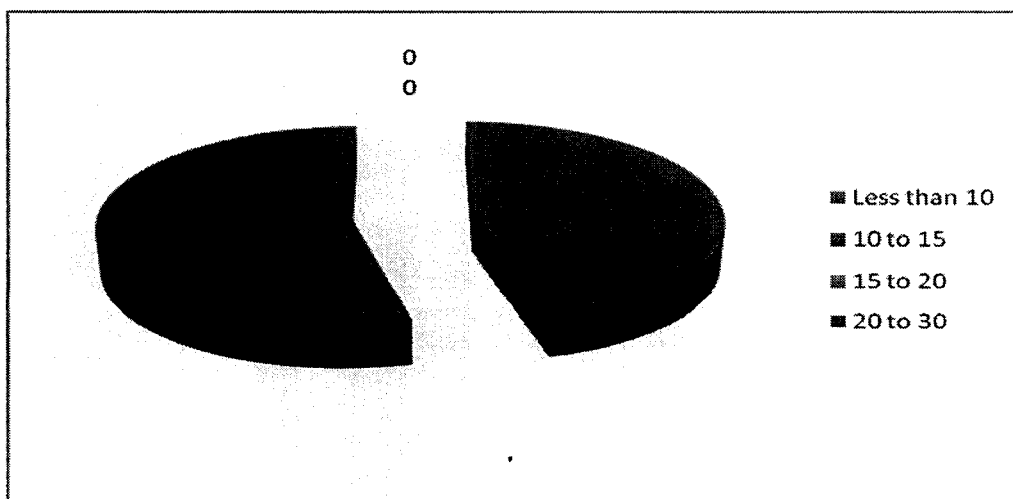
Table:7   FREQUENTLY USED JOBSITES

S.no	JOBSITES	No.of.respondents	Percentage
1	Monsterindia.com	34	68%
2	Naukri.com	16	32%
3	Timesjobs.com	Nil	-
4	Careerindia.com	Nil	-

From table 7, It is clear that the main job site preferred by the company is Monsterindia.com and Naukri.com. 68% of the sample prefers Monsterindia.com and 32% of them prefers Naukri.com. These sites are most preferred because the resumes available in these sites are updated very often when compared to the other sites.

Chart No: 7   FREQUENTLY USED JOBSITES
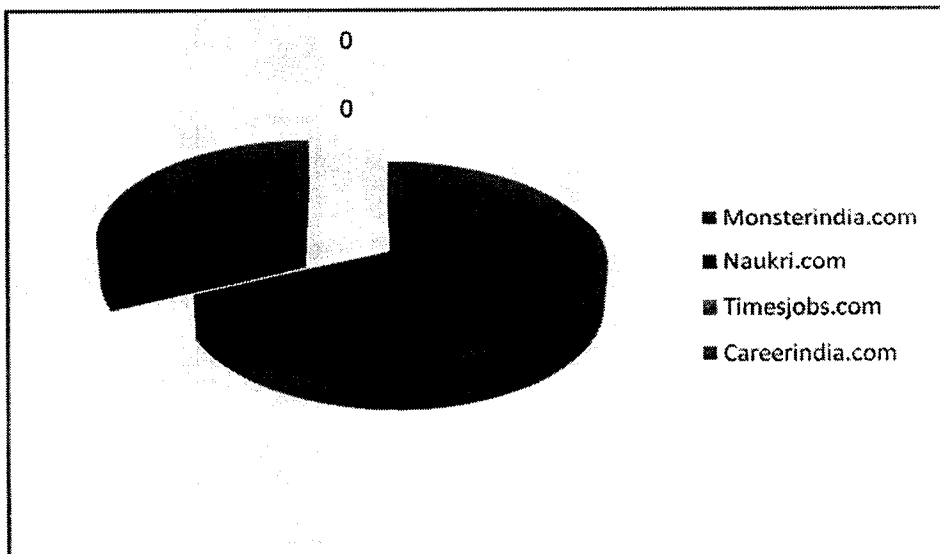
Table : 8   RESPONSE FOR CANDIDATE'S FEEDBACK

S.no	CANDIDATE'S FEEDBACK	No.of.respondents	Percentage
1	Yes	50	100%
2	No	Nil	-

Table 8 clearly states that the company do get the feedback from the customers. All the employees have the same answer for this and the percentage is therefore 100. This is because the company feels that getting a feedback from the customers will help them improve their performance in a better way.

Chart No : 8   RESPONSE FOR CANDIDATE'S FEEDBACK
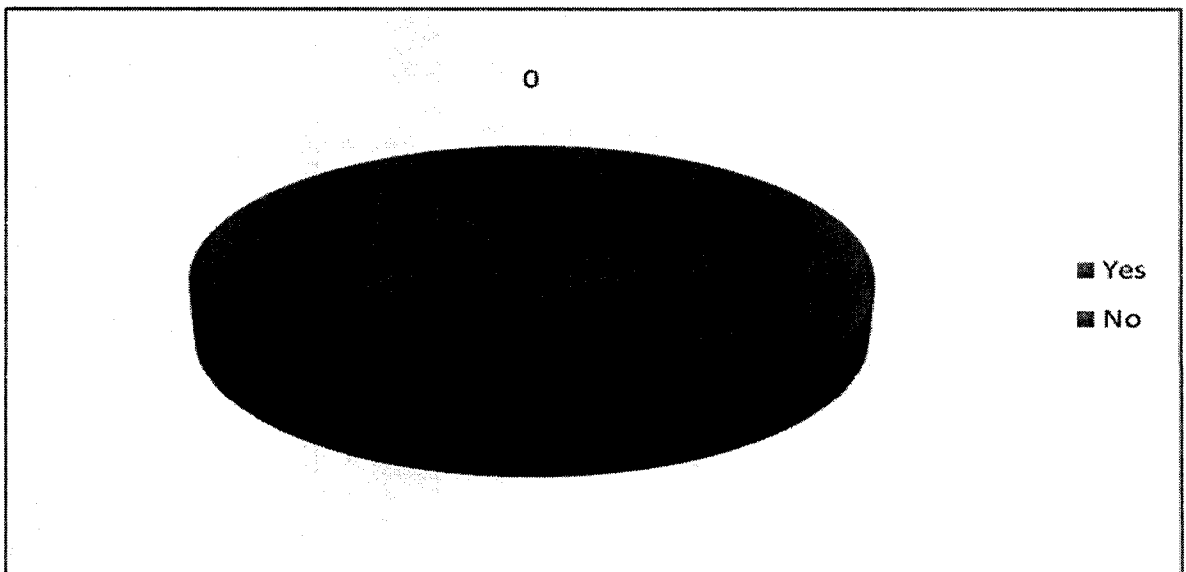
Table : 9   RESPONSE FOR CHANGE IN RECRUITMENT PROCESS

S.no	CHANGE IN RECRUITMENT PROCESS	No.of.respondents	Percentage
1	Yes	15	30%
2	No	35	70%

From table 9, it is clear that the current recruitment process followed by the company does not need any big change. Only 30% of the employees feel that it requires slight change. Most of the people are satisfied with the recruitment process and the rest are not satisfied and they feel that the process has to be changed by cutting short the formalities.

Chart No: 9   RESPONSE FOR CHANGE IN RECRUITMENT PROCESS
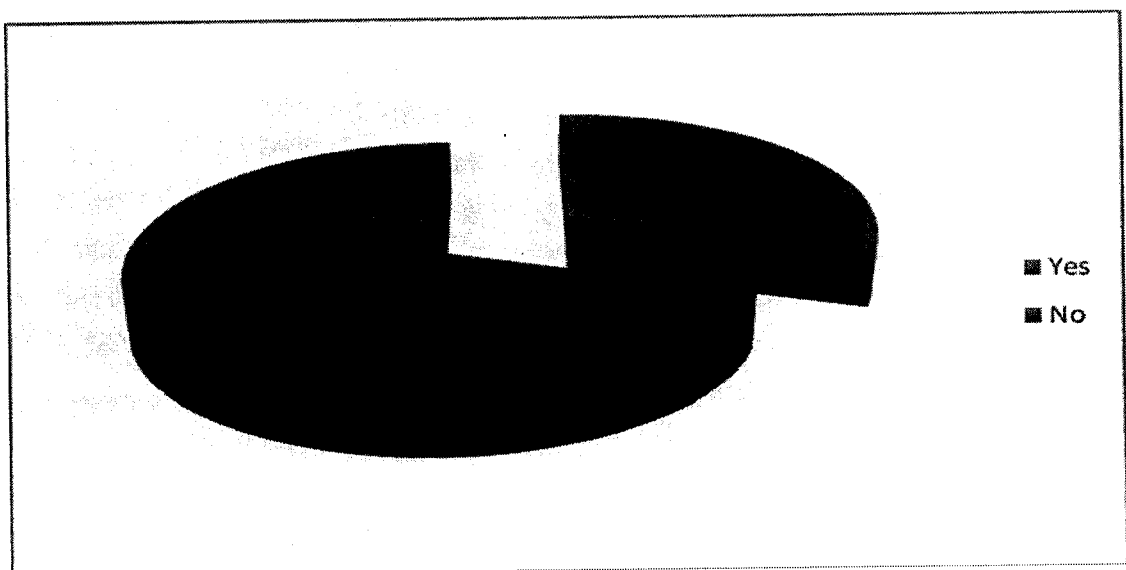
Table: 10   NO. OF TRAINING PROGRAMMES PER YEAR

S.no	NO. OF TRAINING PROGRAMMES	No.of.respondents	Percentage
1	Less than 10	29	58%
2	10 to 20	14	28%
3	20 to 40	7	14%
4	More than 40	Nil	-

From table 10, it is well known that 58% of the sample has said that they attended less than 10 training programmes, and 28% of the sample says that they have attended more than 10 but less than 20 programmes and the remaining 14% had attended more than 20 training programmes and less than 40 programmes. The main reason for the less number or training given is the time constraint and most of the employees feel that these kinds of programmes are waste of time.

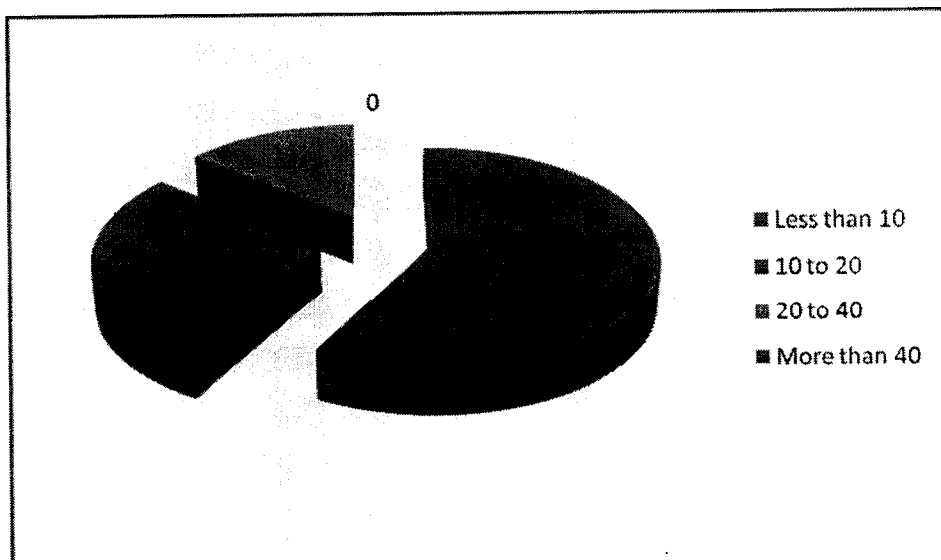Chart No: 10   NO. OF TRAINING PROGRAMMES PER YEAR

Table: 11   PEOPLE WHO ARE TRAINED MORE

S.no	PEOPLE TO BE TRAINED	No.of.respondents	Percentage
1	senior staff	3	6%
2	junior staff	12	24%
3	new employees	20	40%
4	based on requirement	15	30%

From table 11, it is clear that 40% of the employees say that the new joinees are to be trained more, 24% say it is junior staff, 30% says that is based on the requirement and the remaining 6% says that it is Senior staff who are to be trained more. The reason obviously is that the new entrants will not be aware of the situation that is prevailing in the company. So they are given the first preference in training process.

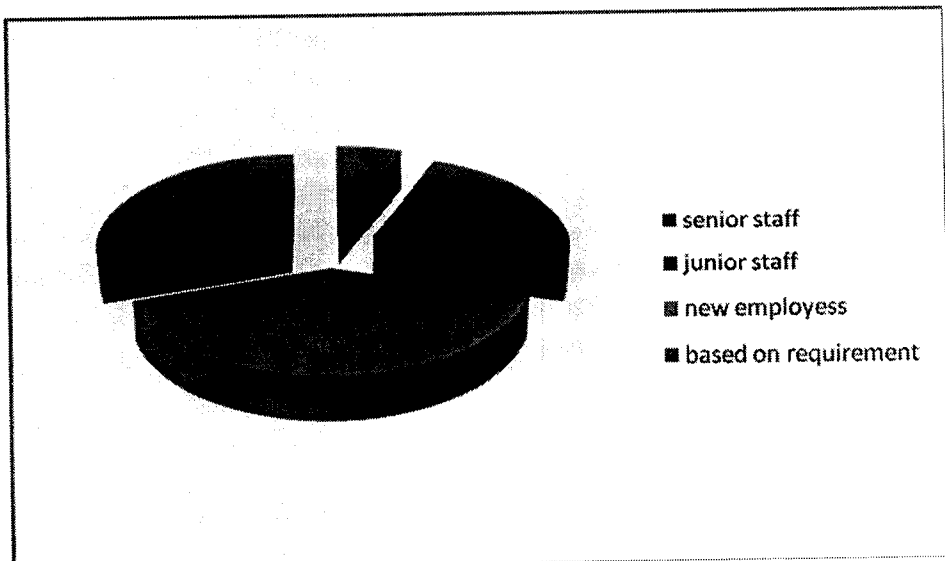Chart No: 11   PEOPLE WHO ARE TRAINED MORE

- senior staff
- junior staff
- new employess
- based on requirement

Table : 12   IMPORTANT BARRIERS TO TRAINING

S.no	BARRIERS TO TRAINING	No.of.respondents	Percentage
1	Time	35	70%
2	Money	8	16%
3	Lack of interest by staff	7	14%
4	Lack of skilled trainers	Nil	-

From table 12, it is known that 70% of the employees consider time as the main barrier to training and 16% consider money and the remaining 14% feels that the staffs to train are lacking interest. As it is a developing organization, they are striving hard to become the market leaders and making themselves popular among business circle. As a result of which they do not spend much time in training.

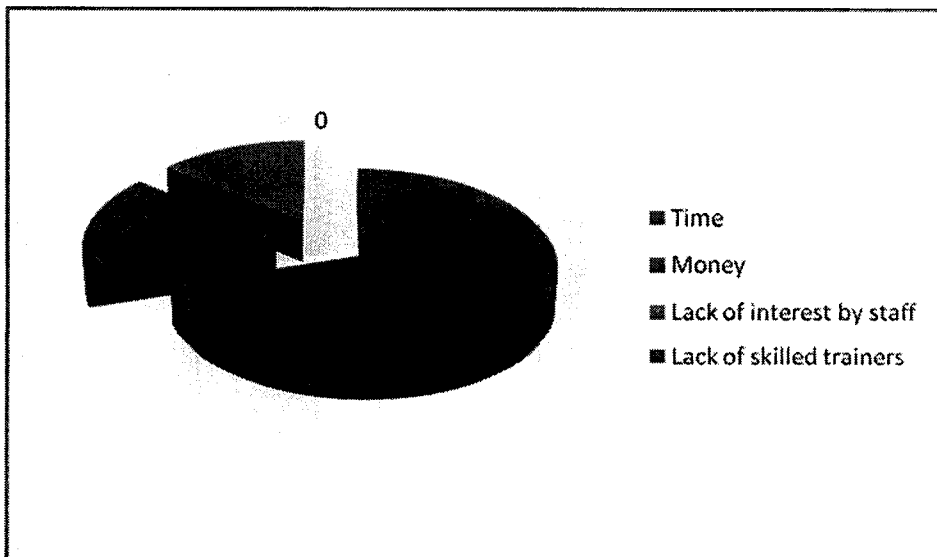Chart No: 12   IMPORTANT BARRIERS TO TRAINING

Table : 13   IMPLEMENTAION OF TRAINED PROCESS

S.no	IMPLEMENTATION OF TRAINED PROCESS	No.of.respondents	Percentage
1	One month	28	56%
2	one - two months	17	34%
3	two - four months	5	10%
4	more than four months	Nil	-

Table 13 says that 56% of the sample tells that it takes one month for the training process to get implemented, and 34% of employees says that it takes one to two months and the remaining 10% says that it gets implemented within two to four months. It takes time to implement the trained process because some process requires change in the whole organization structure. This cannot be done as such, as the process is quite lengthy and requires consultation from the top management.

Chart No: 13   IMPLEMENTAION OF TRAINED PROCESS

- One month
- one - two months
- two - four months
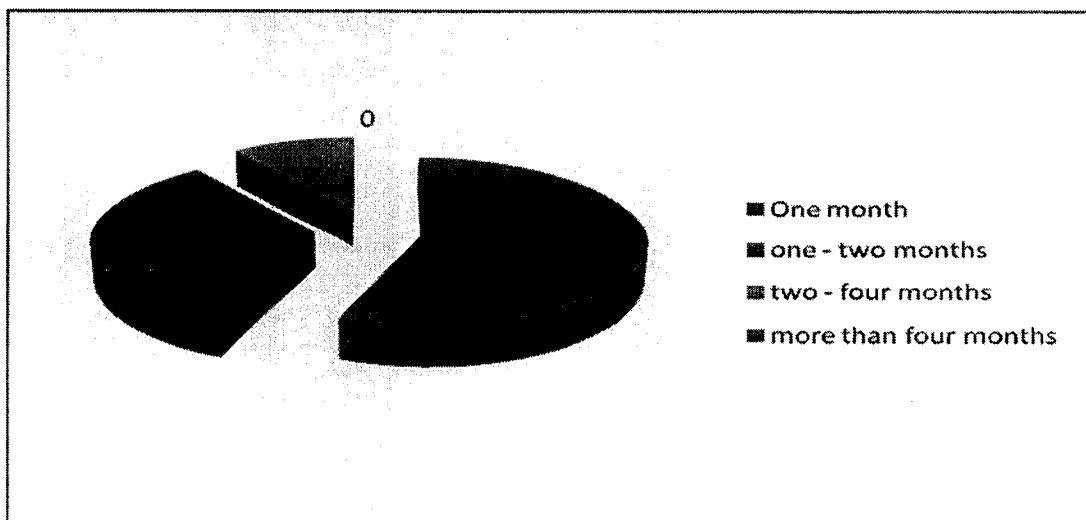- more than four months

Table : 14   AMBIENCE OF THE WORKPLACE

S.No	WORKPLACE	No. of respondents	percentage
1	Excellent	8	16%
2	Good	13	26%
3	Average	22	44%
4	Bad	5	10%
5	Worst	2	4%

From table 14, it is clear that 44% of the people feels that the infrastructure of the workplace is only upto average level, whereas 26% of the sample feels that it is good and 16% of the sample feels that it is excellent, 10% feels that it has to be improved in all aspects and the remaining 2% feels that the workplace for training is worst. This is because the organization might have felt that it is not necessary to spend much on this.

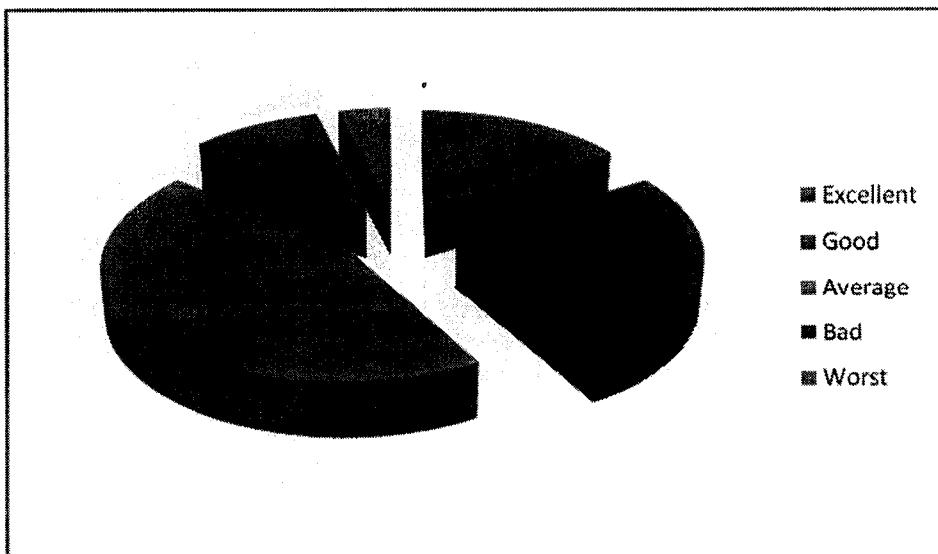Chart No: 14   AMBIENCE OF THE WORKPLACE

Table : 15   SKILLS EXPECTED FROM A TRAINER

S.no	SKILLS OF A TRAINER	No.of respondents	Percentage
1	Technical skill	21	42%
2	Soft skills	Nil	-
3	Generalist	29	58%

Table 15 states that, regarding the skill of a trainer, 58% of the sample feels that generalist give better performance and the remaining 42% feel that technical skill is more important. This is because the most of the employees will be aware of the soft skills. Applying what they studied would be difficult for them to put into practice. Therefore the employees feel that a trainer should posses more technical skills.

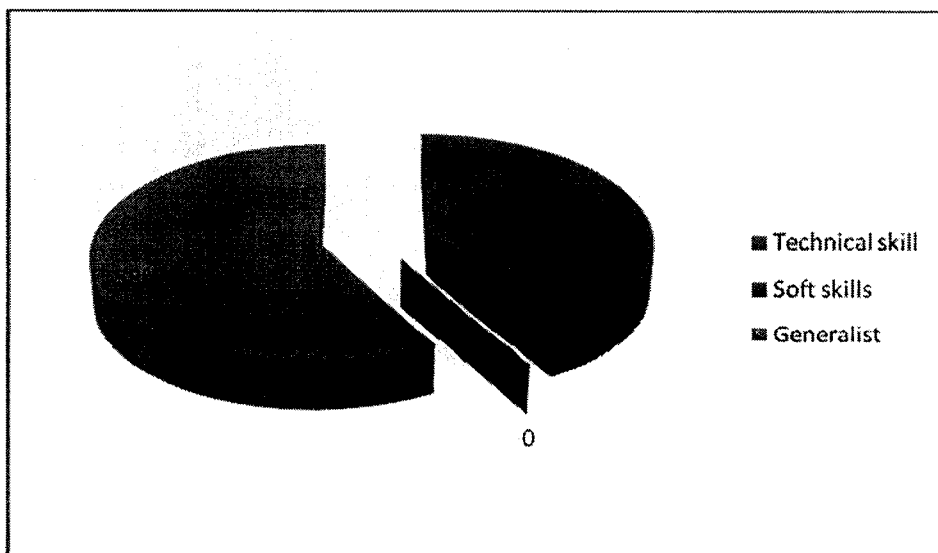Chart No: 15   SKILLS EXPECTED FROM A TRAINER

Table : 16   REASON FOR SHORTAGE OF SKILLED MANPOWER

S.no	SHORTAGE OF SKILLED MANPOWER	No. of respondents	Percentage
1	Lack of planning	10	20%
2	Lack of support from senior staff	3	6%
3	Lack of proper guidance	5	10%
4	Lack of quality education	32	64%

Table 16 deals with the shortage of skilled manpower. 64% of the employees says that it is mainly due to lack of quality education, 20% says that it is due to lack of planning, 10% says it is due to lack of proper guidance and the remaining 6% says that it is due to lack of support from senior staff. The general opinion of them is that nowadays the quality of the education imparted is low and that the people who are coming for the interview lack practical knowledge.

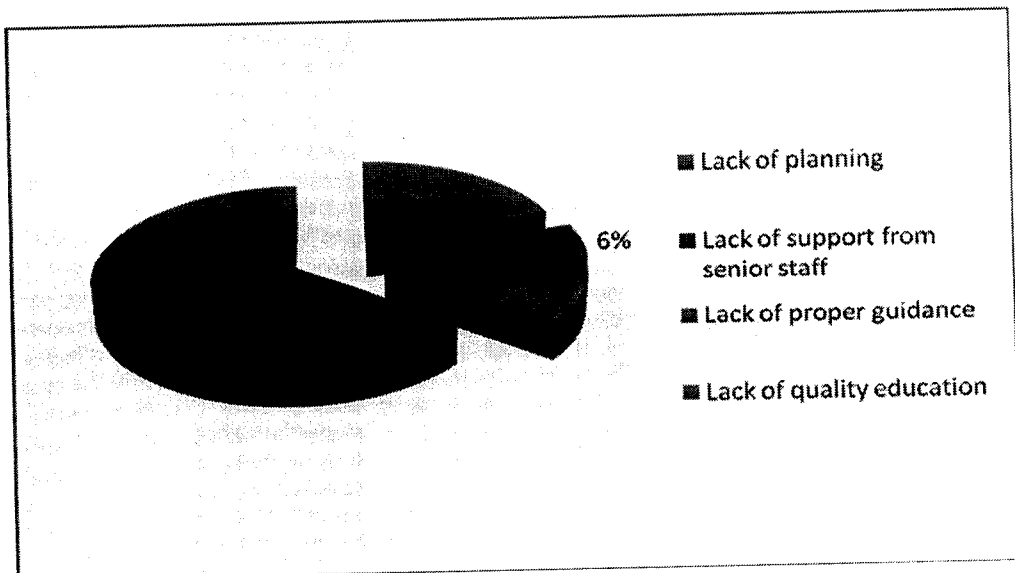Chart No: 16   REASON FOR SHORTAGE OF SKILLED MANPOWER

Table : 17   IMPROVEMENTS TO BE MADE IN THE TRAINING SESSION

S.no	IMPROVEMENTS TO BE MADE	No. of respondents	Percentage
1	Re-design the job	1	2%
2	Remove interference	24	48%
3	Re-organize the work place	23	46%
4	Standardize the training	2	4%

From table 17, it is clear that for the betterment of the organization, 48% feels that interference has to be removed, 46% feels that the workplace has to be re-organized, 4% feels that the training process should be more standard and the remaining 2% feels that the job has to be re-designed. Only if the unwanted interference and internal politics are removed the organization can be improved.

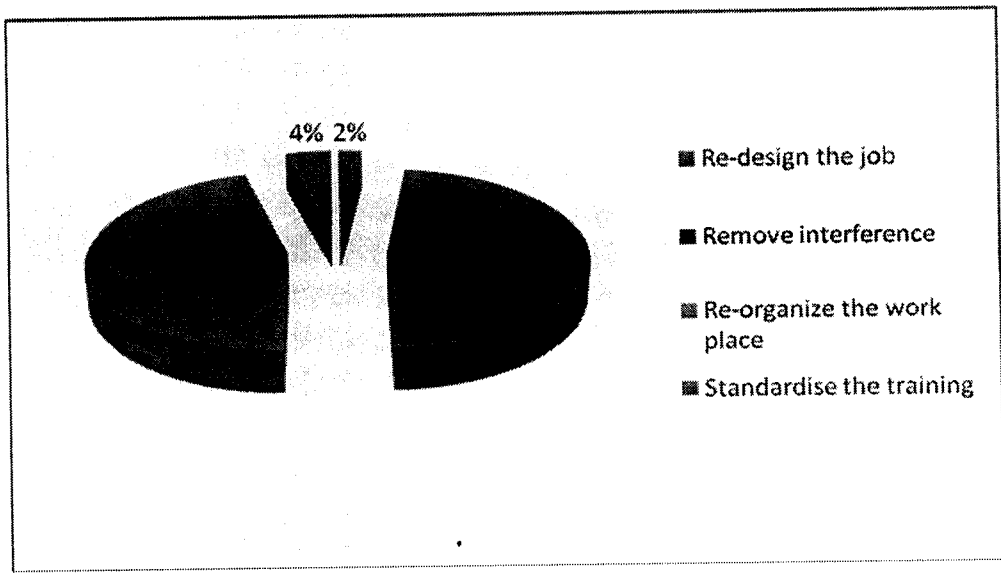Chart NO: 17   IMPROVEMENTS TO BE MADE IN THE TRAINING SESSION

Table: 18   STANDARD OF THE INDUCTION POLICY

S.no	STANDARD OF INDUCTION POLICY	No. of respondents	Percentage
1	Yes	36	72%
2	No	14	28%

From table 18, it is clear that the induction programme given in the company is up to the standard. 72% of the sample population feels that it is good and the remaining 28% says that it has to be improved. This may be because the perception of people differs from one another. Few people who have come from other organizations when they compare their induction policy with their previous organizations feel that it is not upto the mark.

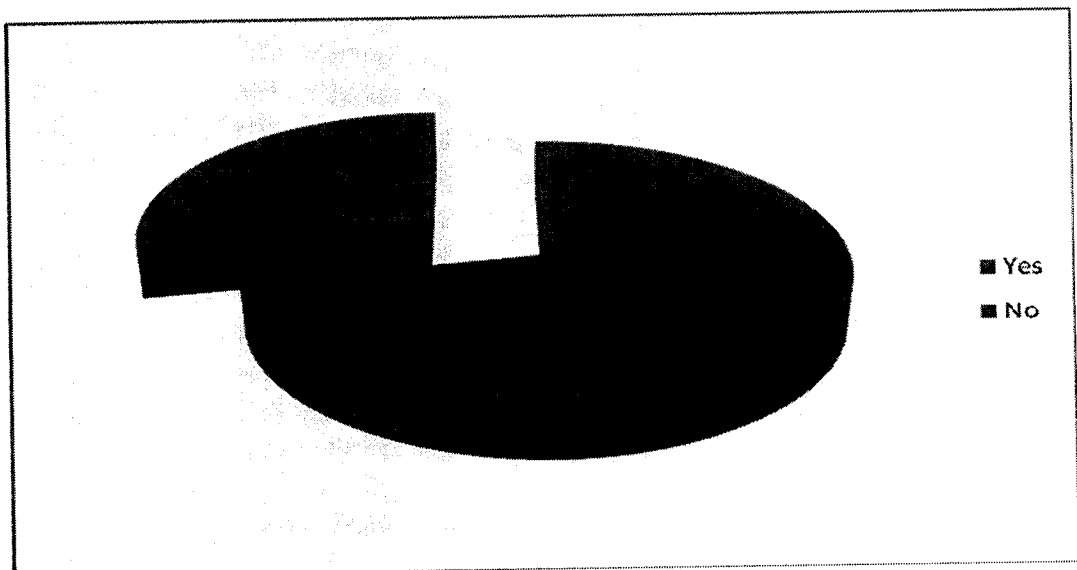Chart No:18   STANDARD OF THE INDUCTION POLICY

Yes
No

Table : 19   TIME SPAN OF INDUCTION PROGRAMME

S.no	DURATION OF INDUCTION PROGRAMME	No. of respondents	Percentage
1	Less than one week	24	48%
2	One week	26	52%
3	One month	Nil	-

From table 19, it is clear that the induction programme in most of the cases runs for one week. 52% of the sample population says that it runs for one week and 48% says that it is less than one week. This difference is because the induction programme is mainly dependent on the type of job. Jobs with more responsibilities require more training and few others does not require much training. Hence there is difference in time span of induction programme.

Chart No: 19   TIME SPAN OF INDUCTION PROGRAMME

0

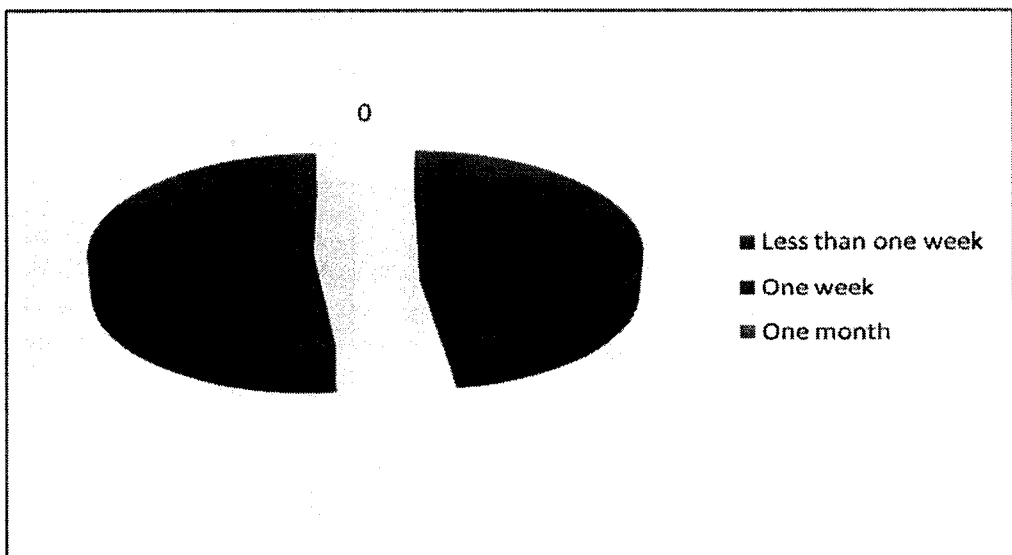■ Less than one week
■ One week
■ One month

Table: 20   RESPONSE FOR CONTRACT FROM NEW EMPLOYEES

S.no	CONTRACT FOR NEW JOINEES	No. of respondents	Percentage
1	Always	37	74%
2	Sometimes	13	26%
3	Never	Nil	-

Table 20 clearly states that they do enter into bonds with the new employees in most of the cases. 74% of them have replied positive and the remaining 26% have replied negative. Entering into contract with the new entrants is very common and is followed by most of the organizations. This is mainly practiced to bring down the attrition rate in their organization.

Chart N0: 20   RESPONSE FOR CONTRACT FROM NEW EMPLOYEES
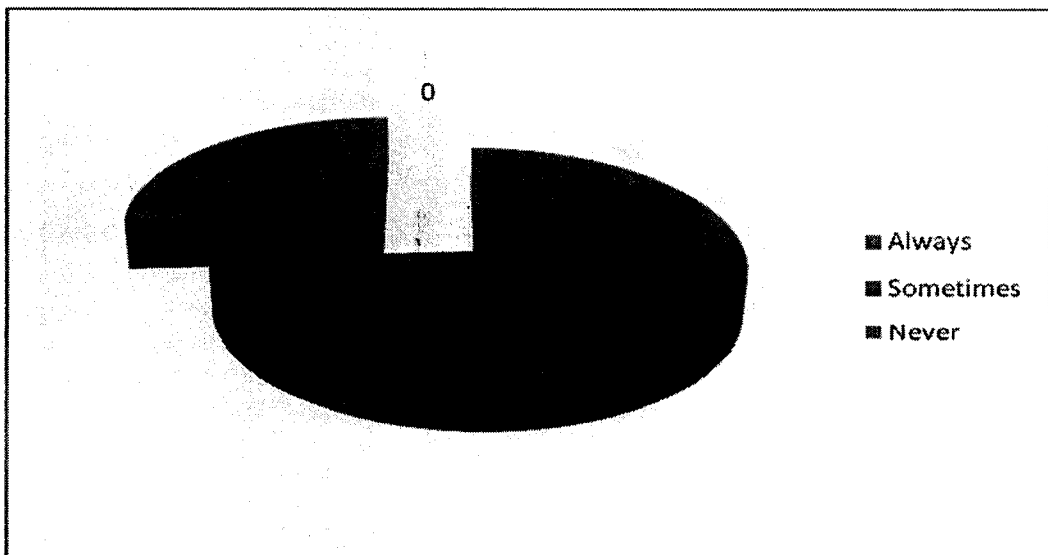
CHI-SQUARE ANALYSIS

Ho:INFLUENCE OF THE NO. OF TRAINING PROGRAMMES OVER THE EMPLOYEES TO BE TRAINED						
		Senior Staff	Junior Staff	New employees	Based on requirement	Total
frequency	Less than 10	3	7	12	7	29
	10 – 20	0	3	4	7	14
	20 – 40	0	2	4	1	7
Total		3	12	20	15	50

CHI-SQUARE ANALYSIS:

CALCULATED VALUE = 6.03243

DEGREE OF FREEDOM = 6

TABLE VALUE = 12.592

LEVEL OF SIGNIFICANCE = 5%

INTERPRETATION:

It is found from the above table that the chi-square value is lesser than the table value. Hence null hypothesis is accepted. So, we conclude that the no of training programmes and employees to be trained are independent and does not have any influence over each other. The no. of overall training per year has to be increased and not the training to individual people.

CHAPTER 4

CONCLUSION

4.1 FINDINGS:

1. The recruitment policy at KEN is too lengthy with many formalities. This can be cut short to avoid the white space in their process.

2. As the company is a consultancy company, relying upon a single source would not be of much use. Hence, here both internal and external sources are preferred more.

3. Manpower sourcing for large company clients are decided by the top management and the others are taken care by the HR manager.

4. But the main challenge in manpower planning is recruitment. This is because, the competition is too tough and they find it difficult to satisfy the needs of the customers by finding the right person for the right job.

5. In interviews, they focus mainly upon Human resource interviews rather than technical interviews. Consultancy company has more to do with HR.

6. The percentage of intake by the organization is low and this is mainly due to recession and there is not much of recruitment as of now.

7. The most preferred job portals are Monsterindia.com and Naukri.com. Because the resumes available in these sites are updated very often when compared to other sites.

8. They do get feedbacks from the candidate. The management feels that getting feedback from them will help them improve their performance in a better way.

9. The lengthy formalities has to be shortened in the recruitment process as it is more time consuming.

10. The number of training programs given are less and the main reason for this is time constraint and most of the employees feel that these kinds of programmes are waste of time.

11. More training is given to the new entrants as they are not aware of the situations prevailing in the company. So they are given the first preference in the training process.

12. As it is a developing organization, they are striving hard to become the market leaders and making themselves popular among business circle. As a result of which they do not spend much time in training.

13. It takes time to implement the trained process because some process requires change in the whole organization structure. This cannot be done as such as the process is quite lengthy and requires consultation form the top management.

14. Few employees are not satisfied with the ambience of the training place. The organization did not concentrate much on this area.

15. Trainers with general skills are given more preference. Because most of the employees will be aware of the soft skills. Applying what they studied is difficult for them to put into practice. Therefore employees feel that a trainer should posses more technical skills.

16. The main reason for shortage of skilled manpower is lack of quality education. The general opinion of them is that nowadays the quality of the education imparted is low and people who are coming for interviews lack practical knowledge.

17. There are few issues like unwanted interference and internal politics. Only if these are removed, the organization can be improved.

18. The induction programme has to be made more effective. Few people who have come from other organizations when they compare the induction programme with their previous working place feels that it is not upto the mark.

19. The induction training differs, depending upon the job. Jobs with more. Jobs with more responsibilities require more training while few others does not require. Hence there is a difference in the time span of training period.

20. The organization enters into bond with new entrants. Entering into bond with new entrants is commonly practiced in almost all organizations. This is done to bring down the attrition rate.

4.2 SUGGESTIONS:

1. More awareness should be created for training which induces the employees to attend the program.

2. Instead of relying upon only one internal source, they can use other sources too.

3. Instead of having both telephonic and direct interviews, only direct interviews can be held to reduce time consumption.

4. Allocate more funds for training process and concentrate more on improving the ambience of the work place.

5. Number of training programs per year has to be increased inorder to increase the efficiency of the employees.

6. The company can refer to other forms of internal recruitments like employee referrals rather than using only job portals.

4.2 LEARNINGS

Every endeavor undertaken to accomplish challenging goals, can only be successful under the experienced and encouraging guidance. As learning never stops, my learning has come from a lot of exposure, on the job training and close interaction with the company. In brief my learning and achievements can be summarized as under:

➤ Understanding of person and profile fit.

➤ Convince people about the job profile and to sell the job to the prospective candidate;

➤ Following up with the candidates during the entire selection process;

➤ Learned to convince candidates about the offer rolled out and making them accept the offer through effective communication;

➤ Learning about salary fitments.

➤ Communicating with the corporate

➤ Prioritize issues according to their importance;

➤ Field work exposure to tap candidates that further strengthened the learning.

CONCLUSION

It is important for an organization to continuously develop and bring out innovations in all it activities. It is only when organization is recognized for its quality that it can build a stability with its customers. Thus an organization must be able to stand out in the crowd. The first step in this direction is to ensure competitive people come in the organization. Therefore recruitment in this regard becomes an important function. The organization must constantly improvise in its recruitment process so that it is able to attract best in the industry in order to serve the best. Thus the organization must look out for methods that can enable it to adopt best recruitment practices.

QUESTIONNAIRE

1. Do you agree that the recruitment process at KEN Consulting is good?

a) Strongly agree   b) Agree   c) Neutral

d) Disagree   e) Strongly disagree

2. Which source do you think is best for recruitment at KEN Consulting?

a) External Source

b) Internal Source

c) Both

3. Who is the decision making authority in Man Power Planning?

a) M.D/Chairman   b) Manager HR/ Functional heads

c) Divisional manager

4. Please mention the challenges you face in managing your man power ?

a) Attrition   b) Recruitment

c) Replacement   d) Absenteeism

5. In the recruitment process how many rounds of interviews are being conducted for the candidates?

a) For Technical Interviews: _____ Rounds

b) For HR Interviews: _____ Rounds

6. On an Average how many new recruits do you have in a month?

a) Less than 10   b) 10 - 15

b) 15 – 20   d) 20 – 30

7. Suggest some of the screening methods that can be used for effective recruitment:

-

-

-

-

8. What are the jobsites from which you source resumes?

a) Monsterindia.com   b) Naukri.com

d)Timesjobs.com   d)Careerindia.com

9. Do you take candidate feedback on recruitment process?

a) Yes   b) No

10. Would you like to make any change in the current recruitment process?

a) Yes   b) No

11. How many training programmes will you attend in a year?

a) Less than 10　　　　　　b) 10 – 20

c) 20 – 40　　　　　　　　d) More than 40

12. To whom is the training given more in your organization?

a) Senior Staff　　　b) Junior Staff

c) New employees　　d) Based on requirement

13. What according to you are the most important barriers to training in your organization?

a) Time　　　　　　　　　　b) Money

c) Lack of interest by the staff　　d) Lack of skilled trainers

14. How long will it take to implement the trained process?

a) one month　　　　b) one – two months

d) two – four months　d) More than four months

15. How well the workplace of training is physically organized?

a) Excellent　　b) Good　　c) Average　d) Bad　　e) Worst

16. What are the skills that a trainer should posess?

a) Only technical skill　　　　b) Soft skills are more important than technical skills

c) Generalist make better personnel managers than specialist

17. Reason for shortage of skilled manpower are:

a) Lack of planning   b) Lack of support from senior staff

c) Lack of proper guidance   c) Lack of quality education

18. What are the conditions that have to be improved during the training sessions?

a) Re-design the job   b) Remove interference

c) Re-organize the work place   c) Standardize the training materials

19. Do you think that KEN Consulting follows a standard induction policy?

a) Yes   b) No

20. In case your answer is 'NO' what change would you like to bring inorder to standardize the process?

_____

_____

_____

_____

_____

21. The duration of an induction programme is?

a) Less than one week

b) One Week

c) One month

22. Do you ask the new joinees to enter into any contract?

a) Always   b) Sometimes   c) Never

23. Do you like to make any other comment on the overall training and recruitment process of KEN Consulting limited?

-

-

-

-

-

IBILIOGRAPHY

BOOKS REFERRED:

1. S.S. Khanha – Organizational Behaviour, S. chand & Co. Ltd, 2004.

2. P. Subba Rao – Essential of HRM and IR Himalaya Publishing house, 1999.

3. L.M. Prasad – HRM,S. Chand & Co, New Delhi, 2000.

4. Shashi Kapur – Practising personal managers handbook, Infinity books, 1999.

5. C.R. Kothari, Research Methodology, New Age International Pvt Ltd Publishers, Hyderabad.

6. B.S. Bhatia, G.S. Bhatia – HRD, Deep & Deep Publications, New Delhi, 1999.

INTERNET SOURCES:

1. www.ihrm.org

2. www.hr.com

3. www.citehr.com