Summer Training Project Report on

“Evaluation of Recruitment and Selection process”

In



Submitted in partial fulfilment for the degree of Master of Business Administration (2010-2012) affiliated to

Punjab Technical University,

Jalandhar.

 

Submitted to Submitted by

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Certificate by guide

To whom it may concern

This is to certify that the summer training project entitled “ Evaluation of Recruitment and Selection process” for the award of the degree of Master of Business Administration(**MBA**) from Punjab Institute of Management and Technology(**PIMT**) Mandi Gobindgarh (Approved by **A.I.C.T.E New Delhi**, affiliated **to Punjab Technical University, Jalandhar**),is a record of summer training project carried out by **Aijaz Ahmad Khan, MBA 3rd sem., Roll no. 104982249494**, under my supervision and guidance, no part of this project has been submitted to any other Degree/Diploma and this report may be taken for evaluation.

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Declaration

I hereby declare that the summer training project report “Evaluation of Recruitment and Selection process” submitted in partial fulfilment of the award for the degree of Master of Business Administration (**MBA**) to **Punjab Institute of Management & Technology, Mandi Gobindgarh (PIMT)** (Approved by **A.I.C.T.E, New Delhi**, affiliated to **Punjab Technical University, Jalandhar**), is one of my original work and not submitted to any other Degree/Diploma, fellowship or other similar title.

 **Aijaz Ahmad Khan**

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 Aijaz Ahmad Khan

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Introduction

Recruitment is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualification, to apply for jobs within an organization. The process of searching prospective employees with multidimensional skills and experience that suits organization strategies in fundamental to the growth of the organization, this demands more comprehensive strategic perspective recruitment. Organizations require the services of large number of personnel, these personnel occupies the various positions created to the process of organization. Each position of the organization has certain specific contributions to achieve the organizational objectives. The recruitment process of the organizational has to be strong enough to attract and select the potential candidates with right job specification. The recruitment process begins with human resource planning and concludes with the selection of required number of candidates, both HR staff and operating managers have responsibilities in the process.

Company profile:

**Bharti Airtel Limited**, commonly known as **Airtel**, is an Indian telecommunications company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G or 3G services depending upon the country of operation. Airtel is the fifth largest telecom operator in the world with about 230.8 million subscribers across 19 countries at the end of June 2011. It is the largest cellular service provider in India, with over 169.18 million subscribers as of June 2011.Airtel is the 3rd largest in-country mobile operator by subscriber base, behind China Mobile and China Unicom.

Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the **Airtel** brand and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve this Cisco Gold Certification. To earn Gold Certification, Bharti Airtel had to meet rigorous standards for networking competency, service, support and customer satisfaction set forth by Cisco. The company also provides land-line telephone services and broadband Internet access (DSL) in over 96 cities in India. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore.

It is known for being the first mobile phone company in the world to outsource everything except marketing and sales and finance. Its network (base stations, microwave links, etc.) are maintained by Ericsson, Nokia Siemens Network and Huawei, business support by IBM and transmission towers by another company (Bharti Infratel Ltd. in India). Ericsson agreed for the first time, to be paid by the minute for installation and maintenance of their equipment rather than being paid up front. This enabled the company to provide pan-India phone call rates of Rs. 1/minute (U$0.02/minute). Call rates have come down much further. During the last financial year [2009-10], Bharti has roped in a strategic partner Alcatel-Lucent to manage the network infrastructure for the Tele media Business.

Incorporation and History:

Bharti Airtel Limited (Bharti Airtel or ‘the Company’) (formerly Bharti Tele-Ventures Limited - BTVL) was incorporated on July 7, 1995 under the laws of India for promoting investments in telecommunication services. Bharti Airtel together with its subsidiaries is here in after referred to as ‘the Group’. The Group is a leading telecommunication service provider in India. The Groups principal shareholders include Bharti Telecom Limited, Singapore Telecommunication International Pvt. Limited and Vodafone International Holdings B. v .The shares of the Company are listed on the National Stock Exchange (NSE) and the Mumbai Stock Exchange (BSE), India. With effect from April 24, 2006, the name of the Company has been changed from Bharti Tele-Ventures Limited (BTVL) to Bharti Airtel Limited (Bharti Airtel).

Vision:

By 2015 Airtel will be the most loved brand, enriching the lives of millions.

 **“Enriching** lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company.**"**

Board of directors**:**

|  |  |
| --- | --- |
| Sunil Bharti Mittal Rajan Bharti MittalAkhil Gupta Rakesh Bharti Mittal  Chua Sock Koong Pulak Chandan Prasad Bashir Abdulla Currimjee  Donald Cameron  Professor V.S Raju O’Sullivan Kurt Hellstrom  N. Kumar   Ajay Lal Francis HengArun Bharat Ram  | Chairman and Managing DirectorDirectorJoint Managing DirectorDirectorDirectorDirectorDirectorDirectorDirectorDirectorDirectorDirectorDirectorDirector Director |

Partners**:**

|  |  |  |
| --- | --- | --- |
| Network Equipment | Mobile Services  | Nokia, Ericsson |
| Tele media Services | Siemens, Corning, Nortel |
| Information Technology | IBM |
| Call Centre Operations | IBM Daksh, Hinduja TMT, Teletech& Mphasis |
| Equity Partner {Strategic} | Singtel |

Description of business

The current businesses of the Group include:

* mobile services
* broadband and telephone services
* digital T.V, and
* enterprise services carriers,

Industry overview and licensing structure:

The key regulations governing the Group’s businesses are detailed below:

**Mobile services**

In 1994, the telecommunications sector was partially deregulated for Cellular Mobile Telephony Services (‘CMTS’).

The licenses were issued by the Department of Telecommunications (‘DoT’) to the Group upon payment of fixed amounts as annual license fees and were valid for an initial period of 10 years. In addition, the Group was required to pay a fixed amount for wireless and spectrum charges to the Wireless Planning Commission (‘WPC’) ± a section of the DoT. This regime is collectively referred to herein as the , “old license fee regime “.

Bharti Airtel Limited (formerly Bharti Tele-Ventures Limited) **Notes to Consolidated Financial Statements** (Amounts in thousands, except per share data and as stated otherwise) In September 2001, the DoT fixed the license fees payable by the mobile service providers at 12% of adjusted gross revenues (‘AGR’) as defined in the regulation, in category A circles, 10% in category B circles and 8%in category C circles. AGR has been defined as the total income including service revenues, finance income, and non-operating income, reduced by access and interconnection costs, service tax and/or sales tax, if applicable. The rates for  payment of license fees have since been further revised and currently a licensee is required to pay 10%, 8% and 6% of its AGR for A, B and C categories of circles, respectively

**Broadband and telephone Services**

In September 1994, the GoI announced guidelines for private sector entry into the fixed-line telecommunication services, which provided for the granting of licenses for the provision of fixed line services to one new licensee in each of the telecommunication circles. Within each circle, the new licensees would compete with Mahanagar Telephone Nigam Limited (‘MTNL’) (in Delhi and Mumbai) and Bharat Sanchar Nigam Limited (BSNL) (in all other circles). The licenses would be valid for a period of 15 years. The Group obtained the licenses from the DoT to provide fixed line services in Madhya Pradesh, Delhi, Haryana,

Karnataka and Tamil Nadu circles. These licences were granted by the DoT on anon-exclusive basis. The revenue share percentages have been fixed by the GoI at 10%, 8% and 6% of the AGR for A, B and C categories of circles, respectively.

**Amendment to NTP 99: Introduction of a Unified Licensing Regime**

In November 2003, the DoT decided to issue licenses for Unified Access (Basic and Cellular) Services. The services under UASL license cover collection, transmission and delivery of voice/non-voice messages in designated service areas and include provision of all type of access services utilizing any type of network equipment. Considering the option available to migrate to the new UASL regime, the Group migrated its CMTS licenses in Chennai, Delhi,

Kolkata, Mumbai, Gujarat, Haryana, Himachal Pradesh,

Kerala, Madhya Pradesh, Maharashtra, Tamil Nadu, Uttar Pradesh (West), Andhra Pradesh,

Karnataka and Punjab to UASL after obtaining the necessary approvals from the DoT with effect from April 27, 2004.Further, the Group surrendered its Basic Service Licenses in Delhi, Haryana, Karnataka and Tami Nadu effective October 1, 2004 and in Madhya Pradesh with effect from December 12, 2004. The Group continues to provide basic services in these circles on the basis of the UASL that it had received for these circles resulting from the conversion of the mobility licenses. The service area, roll out obligations, bank guarantees and revenue share payable as license fees by a UASL licensee are the same as specified for a fourth cellular operator.

**Digital T.V**

Airtel also provides the service of digital T.V to its customers. Its satellite service, launched on 2008, transmits digital satellite television and audio to households in India. It uses MPEG-4 digital compression with DVB-S2 technology, transmitting using INSAT 4CR 74°E and SES 7 108.2°E. Airtel Digital TV service was launched on, 8 October 2008.

Its primary competitors are cable television and other DTH service providers—Reliance Big TV,DD Direct+, Dish TV, Tata Sky, Sun Direct, and Videocon D2H.

**National and International Long Distance**

On November 29, 2001, the Group entered into a license agreement with the DoT, on a non-exclusive basis, to install, operate and maintain national long distance services (‘NLD’) within India. The license is valid for a period of 20years extendable for a period of 10 years. The Group commenced data services in December 2001 and voice services in January 2002. In addition to the entry fees, the annual license fees were in the form of a revenue share at 10% of its AGR plus a prescribed contribution towards a Universal Service Obligation Fund (‘USO’) with a maximum fee at 15% of its AGR. The rate for payment of license fee has been revised from 15% to 6% with effect from January 1, 2006.In March 2002, the Group was awarded a license to provide International Long Distance (‘ILD’) services. The license is valid for a period of 20 years. The Group commenced ILD operations in July 2002. The rate for payment of revenue share license fee has been revised from 15% to 6% with effect from January 1, 2006.- 10 - Bharti Airtel Limited (formerly Bharti Tele-Ventures Limited)**Notes to Consolidated Financial Statements**(Amounts in thousands, except per share data and as stated otherwise)

**Interconnection between Operators**

The Group has entered into interconnect agreements with BSNL and other private sector operators for terminating outgoing calls from its network. The interconnection agreements with BSNL require the Group to make payments based on the number of points of connectivity with BSNL’s network and permit sharing of revenue generated by outgoing calls. The Group’s interconnection agreements with other private sector operators are based on mutually agreeable terms and conditions.

Interconnection between operators is now governed by the Interconnect Usage Charges (‘IUC’) Regulation, released by the Telecom Regulatory Authority of India (‘TRAI’ which defines charges payable on the principle of origination, carriage and termination. The IUC Regulation has been revised by the TRAI from time to time.

 Organistion chart:

MD AND CEO

Board of Directors

General Manager

Marketing Manager

Finance Manager

Project Manager

(M,F,HR)

Team Leader

Project trainee

Literature review

**Introduction**

People are integral part of an organisation today. No organisation can run without its human resource. In today’s highly complex and competitive situation, choice of right person at the right place at the right time has far implications for an organisation’s functioning. An employee well selected and well placed would not only contribute to the efficient running of the organisation but also offer significant potential for future replacement. Thus hiring is an important function. The process of hiring begins with human resource planning which helps to determine the number and type of people an organisation needs. Job analysis and job design enables to specify the task and duties of jobs and qualifications expected from prospective job. HRP, job analysis and job design helps to identify the kind of people required in an organisation and hence hiring. It should be noted that hiring is an ongoing process and not confined to formative stages of an organisation. Employees leave the organisation in search of greener pastures, some retire and some die in the saddle. More importantly an enterprise grows, diversifies, take over the other units until all necessitating hiring of new men and women. In fact the hiring function stops only when the organisation ceases to exist.

**Recruitment:**

According to Flippo, “Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” It is the activity which links the employer and the job seekers.

According to Yoder, “Recruitment is 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 number to facilitate effective selection of an efficient working force”.

“Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organisation can draw when it needs additional employees”.

Thus we can say that:

* Recruitment is the activity that links employer and job seekers.
* It is a process of finding and attracting capable applicants for employment. It begins when new recruits are sought and ends when their applications are submitted. The result is a pool of application forms which new employees are selected.
* It is the process to discover sources of manpower to meet the requirements of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.
* Recruitment of candidates is the function preceding the selection, which 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. The main objective of the recruitment process is to expedite the selection process.

**In sourcing:**

Companies recruit the candidates and, employ them, train and develop them and utilize the human resources of these candidates. This strategy is called In-sourcing. Companies formulate and implement this strategy when the corporate strategy is stable.

**Out sourcing:**

Some service companies depend for their human resources on such external organization whose core business is to provide human resources. This strategy is called Out-sourcing. Out-sourcing strategy is more suitable for both the fast growing and diversifying companies.

* To search for talent globally and not just within the company.
* To design entry pay that competes on quality but not on quantum.

* To anticipate and final people for positions that do not exists yet.

Selection:

Selection process is a decision making process. This step consists a number of activities. A candidate who fails to qualify for a particular step is not eligible for appearing for the subsequent step. Employee selection is the process of putting right men on the right job. It is a procedure of matching organisational requirements with the skills and qualifications of people. Effective selection can be done only where there is effective matching. By selecting best candidate for the required job, the organisation will get quality performance of employees. Moreover, organisation will face less absenteeism and employee turnover problems. By selecting right candidate for the required job, organisation will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

**Recruitment and selection in Bharti Airtel:**

Recruitment:

Recruitment techniques are the means or media by which the management contacts prospective employees or provides necessary information or exchange of ideas order to stimulate them to apply for jobs.

**1. Direct method:**

Under direct recruitment scouting, employees contacts, and waiting lists are used. in scouting, representatives of the organisation are sent to educational and training institutions. these travelling recruiters exchange information with students, clarify their doubts, simulate them to apply for jobs conduct campus interviews and short list candidates for further screening.

**2. Indirect method:**

Advertisement in news paper, journals, on the radio and television are used to publicise vacancies. A well thought out and clear advertisement enables candidates to assess their suitability so that only those possessing the requisite qualification will apply.

**3. Third party method:**

Various agencies can be used to recruit personnel. Public employment exchanges, management consulting firms, professional societies, temporary help societies, trade unions, labour contractors are the main agencies.

**4. Internet recruitment:**

Various job sites are now available on the internet. The organisation can create profile on such sites so that various resumes of applicants can be viewed and matched with the requirements of the job and as much as applicants can be called because almost 25% of net users in India search for jobs through internet.

**Procedure followed when a vacancy arises:**

PROJECT

MANAGER

***The vacancy is informed***

GENERAL MANAGER

MANAGING DIRECTOR

**Starts the recruitment**

HR MANAGER

RECRUITMENT

**The M.D. gives**

**Permission for Recruitment**

Recruitment and selection in Bharti Airtel:

**Steps in recruitment process in Bharti Airtel:**

***Step 1:***

Whenever there is a vacancy in the company first it will be known by the project manager. The project manager informs about the vacancy to the general manager.

***Step 2:***

 Once the general manager comes to know about vacancy in the company he will inform it to the chairman to get the approval of recruitment.

***Step 3:***

 After getting the recruitment approval the process will be carried by the HR manager. Moreover the recruitment of the company internally, that is the existing employee will be given first priority.

**Sources of recruitment:**

**RECRUITMENT**

INTERNAL SOURCES

EXTERNAL SOURCES

CONSULTANTS

RETIRED EMPLOYEES

PRESENT EMPLOYEES

INTERNET

JOB CENTERS

NEWS PAPER

**Internal sources:**

1. **Present permanent employees**

The company considers the candidates from their sources for telecom industry because,

* Availability of most suitable candidates

* The policy of the organization to motivate the present employees.

**2) Retired employees**

Generally the organization takes the candidates for the employment from the retired employees due to obligation. Sometimes the company re-employee the retired employee’s as a token of their loyalty to the organization.

**External sources:**

**1. Job centres:**

This is a network covering most cities acting as agent for potential employers. They are the private employee exchange; job centres help the candidates in knowing more about the company throughout the country.

**2*.*Outplacement consultants**

These are the consultants just like the employment exchange. In this job consultants can register their name and when there is a sent for interview. Actively seeking to place and may provide training required. Available when recruitment needed.

**3*.* Newspaper*:***

Whenever there is recruitment in the company it will be advertised in the newspaper. Since only the newspaper is the source of reaching the information to all the people.

**4*.* Internet:**

Internet is the modern mode of recruitment. If a company wants to place or fill a vacancy within a short period of time through the external source then internet is the best source.

**Reasons for selecting the sources:**

**1. Referrals:**

* Referrals are the existing employees working in the same organization. Bharti Airtel select referrals as their source since it are an economical way of recruiting.

* This is also a fastest means of recruitment.

* In case of emergency to place an employee in particular position can be done easily through referrals. Since referrals they bring candidates for the job from outside.

**2. Newspapers:**

* Newspaper is a media through which information can be spread all over the country.

* Job seekers are able to get information about the vacancies through newspapers.

* Newspapers are cost effective.

* Coverage is high.

**3. Internet:**

* Internet is a modem source used for recruiting the candidates.

* The time consumed in giving the information and making it to reach the people is less.

Internet is selected as a source of recruitment for the following reasons also.

* It is a fastest means of source.

* Coverage is high

**4. Consultants:**

* Consultants are a source through which more number of candidates can be recruited and selected.

* Consultants help organization at the when there is a emergency.

* It is also selected for the following reasons.

* Cost effective.

* Time taken is less.

* It is easy source since it will have the candidates all the time which will help during emergency period.

**Factors that are considered while recruiting in Bharti Airtel:**

* Determining which characteristics that differentiate people are most important to performance.

* Measuring those characteristics.

* Deciding who should make the selection process.

* Time effective and economical.

**Factors affecting recruitment:**

|  |  |
| --- | --- |
| **Internal** | **External** |
| Recruitment policy | Supply and demand |
| HR planning | Labour market |
| Size of the firm | Socio, political and legal factors |
| Growth and expansion | Competitors |

**Internal factors:**

**Recruitment policy**:

The recruitment policy of an organisation specifies the objective of the recruitment and provides a frame work for the implementation of recruitment strategy. It may involve organisational system to be developed for implementing recruitment strategies and procedures by filling up vacancies with best qualified people. The recruitment policies of an organisation are affected by the following factors

* Organisational objectives.
* Personnel policies of the organisation
* Govt. policies on reservation
* Preferred source 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 qualifications they may 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:**

Recruitment incur cost to the employer, therefore, organisation 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 its operations.

**External factors:**

 **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 programmes.

**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 the manpower at the time of recruitment, even informal attempts at the time of recruiting like notice board display of the requisition or announcements in the meeting etc will attract more than enough applicants.

**3. Socio, political and legal factors:**

Various govt. regulations prohibiting discrimination in hiring and employment have direct impact on recruiting practices. E.g. if Govt. introduces legislations for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. it becomes an obligation for the employer. Also trade unions play an important role in recruitment. This restricts management freedom to select those individuals who it believes would be best performers.

**4. Competitors:**

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

**Selection process:**

**General criteria that are followed during the process of selection in Bharti Airtel:**

**1. Internal selection:**

The candidates who are being selected internally need not undergo the selection process. Since the company already knows the employees ability.

Only if the existing employee is good technical ability he will be selected and the selection will be done to fill the vacancy.

Moreover if there is a vacancy in the company first they will try to fill it internally. The team leaders who works under the project managers will be given priority, since he know what t he works is, how to deal the clients, etc.

**Criteria’s that are followed for internal selection in Bharti Airtel:**

* The revenues the existing employee made.

* His efficiency.
* The employee’s technical ability.

* Work experience of the employee.
* Doing the selection internally is cost effective.
* Time is not wasted.

**2. External selection process:**

The selection process in company refers to the person come through external source of recruitment has to undergo the below selection process; this selection process has a series of hurdles which the applicants has to go through.

**TECHNICAL TEST**

**TECHNICAL INTERVIEW**

**PANEL INERVIEW**

**DIRECT INERVIEW**

**MEDICAL EXAM**

**REJECTED**

**Tests:**

**1. Technical test and Interview**:

The test refers here is technical test. Bharti Airtel conduct test for the qualified candidates after they are screened on the basis of the application blanks so as measure the candidate’s ability in technical side.

Also the short listed candidates are supposed to go through the technical interview in which the technical knowledge of the candidate is checked. The candidates who crack this interview have to go through the panel interview.

**2. Panel interview**

This is an interview where the panel members will interview the candidate, here the real capacity of the applicant will be revealed. A series of questions will be asked as quickly as possible and the applicant has to satisfy the panel members through his answers.

**3. Direct interview:**

This is the final round of the entire selection process. In this round the personal details of the candidates, his expectation towards the company will be known and according to the applicants attitude towards the job the applicant will be selected.

**Objective of the interview:**

* To know the information about the candidates.
* To provide the candidates with the facts of the job and the organization.

* To judge the suitability of candidates to the job.

* To see the inner self and feelings of the candidates.

**4. Medical:**

After the final interview the applicants who have crossed the above stages are sent to physical examination either to the company physician or to a medical officer approved for the purpose. Such examination serves the following purposes:

* It determines whether the candidate is physically fit to perform the job. Those who are unfit are rejected.
* It reveals existing disabilities and provides a record of the employee’s health at the time of selection. This record will help in settling company’s liability under the Workmen Compensation Act for claim for an injury.
* It prevents the employment of people suffering from contagious disease.
* It identifies candidates who are otherwise suitable but require specific jobs due to physical handicaps and allergies.

**Types of interviews that are adopted during selection process in Bharti Airtel:**

**Members involved in external selection process:**

|  |  |
| --- | --- |
| **Selection process** | **Members** |
| Tests | Technical Engineers |
| Technical interview | HR manager and Senior Technical Persons |
| Panel interview  | HR managers, HR persons, Project Manager |
| Direct interview  | Project Manager |

For the test, and technical interview the questions will be designed of Bharti Airtel. The selection process will be done externally by the company only when there are no suitable candidates in the company, for example, when the team leaders lack in technical ability, experience, performance or the company looks for external selection.

**Budget allocated for recruitment and selection process in Bharti Airtel:**

The budget for the recruitment and selection process for company will be allotted every year. Around 25% of the profit is been allotted for the recruitment and selection process as a whole in a year for the company (Bharti Tele ventures Pvt.,(Ltd) including Bharti Airtel. Since candidates will be recruited every year for other designations also.

Objectives of the study

* The objective of the study is to analyse and evaluate selection process for BHARTI AIRTEL.
* To know the perception of employees regarding recruitment and selection process.

Research methodology

* **Research Design:**

 Descriptive.

* **Source of data collection:**
* **Primary data:**

Questionnaire and interview.

* **Secondary data:**

Books and journals

* **Sample unit:**

Executives of HR departments.

* **Sample size:**

 20.

* **Sampling technique:**

Convenient sampling.

**Data analysis and interpretation**

Q1. Which of the sources of recruitment are used in Bharti Airtel?

1. Internal
2. External
3. Both.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Options** | **Internal** | **External** | **Both** | **Total** |
| **Responses** | 2 | 7 | 11 | 20 |
| **Percentage** | 10 | 35 | 55 | 100% |

 **Interpretation:**

 It was found that about 55% of the recruitment and selection is done both by internal and external sources, while as external sources are used more than the internal sources.

Q2. Does the external recruitment bring in the desirable employees in the organisation?

1. Yes
2. No

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Yes** | **No** | **Total** |
| **Responses** | 18 | 2 | 20 |
| **Percentage** | 80 | 20 | 100% |

**Interpretation:**

It was found that 80% of the employees think that external sources of recruitment brings desirable employees into the organisation while, other 20% are of the opinion that sometimes internal sources provide best employees for a particular position.

Q3. Which of the following external sources are used for recruitment in Bharti Airtel?

1. Advertisement
2. Internet
3. Campus recruitment
4. Consultancies.
5. All of the above

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Options** | **Advertisement** | **Internet** | **Campus drives** | **Consultancy** | **All of the above** | **Total** |
| **Responses** | 5 | 3 | 2 | 8 | 2 | 20 |
| **percentage** | 25 | 15 | 10 | 40 | 10 | 100% |

**Interpretation:**

 It was found that 40% of the employees are recruited through the consultancies and 20% of the employees are selected by the advertisement followed by internet with 15% and campus selections with 10%.

Q4. Does your company follow different recruitment process for different grades of employment?

1. Yes
2. No

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Yes** | **No** | **Total** |
| **Responses** | 20 | 0 | 20 |
| **Percentage** | 100 | 0 | 100% |

**Interpretation:**

It was found that from that different recruitment process is adopted for different grades of employment.

 Q5. Which form of recruitment is used in Bharti Airtel?

1. Centralised
2. Decentralised

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Centralised** | **Decentralised** | **Total** |
| **Responses** | 2 | 18 | 20 |
| **Percentage** | 10 | 90 | 100% |

**Interpretation:**

It was found that recruitment is decentralised. However, for higher positions of employment the recruitment is centralised.

Q6. Are you satisfied with the recruitment process?

1. Yes
2. No.

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Yes** | **No** | **Total** |
| **Responses** | 16 | 4 | 20 |
| **Percentage** | 80 | 20 | 100% |

**Interpretation:**

It was found that 90% of employees are satisfied with the recruitment process adopted by Bharti Airtel. However, some of the respondents thought there should be some changes in the existing recruitment process of the organisation.

Q7. Which form of selection is used in Bharti Airtel?

1. Centralised
2. Decentralised

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Centralised** | **Decentralised** | **Total** |
| **Responses** | 2 | 18 | 20 |
| **Percentage** | 10 | 90 | 100 |

**Interpretation:**

It was found that the selection process is decentralised. However, in some cases it is centralised because for top management selection is done at Head Office

Q8. Which of the following methods does Bharti Airtel uses during selection?

1. Written
2. Group discussion
3. Personal interview
4. Group discussion and personal interview
5. All of the above.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Options** | **Written** | **GD** | **PI** | **GD & PI** | **All** | **Total** |
| **Responses** | 1 | 3 | 6 | 8 | 2 | 20 |
| **Percentage** | 5 | 15 | 30 | 40 | 10 | 100% |

**Interpretation:**

It was found that 40% of selection is done by Group Discussion & Personal Interview. However, Personal Interview is mostly used method of selection followed by group discussion.

Q9. Do you think innovative techniques like stress test, psychometric test and personality test should be used for selection?

1. Yes
2. No

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Yes** | **No** | **Total** |
| **Responses** | 4 | 16 | 20 |
| **Percentage** | 20 | 80 | 100% |

**Interpretation:**

 It was found that 20% of the respondents were of the opinion that stress test, psychometric test and personality tests should be used for the selection, while the others were satisfied with the existing recruitment and selection process.

Q10. What are the bases for selection?

1. Merit
2. Experience
3. Both.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Options** | **Merit** | **Experience** | **Both** | **Total** |
| **Responses** | 2 | 6 | 12 | 20 |
| **Percentage** | 10 | 30 | 60 | 100% |

**Interpretation:**

It was found that both experience and merit is considered during the selection process. However, experienced people are given more consideration rather than meritorious fresher’s.

Q11. Are you satisfied with the selection process?

1. Yes
2. No

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Yes** | **No** | **Total** |
| **Responses** | 16 | 4 | 20 |
| **Percentage** | 80 | 20 | 100% |

 **Interpretation:**

It was found that about 80 % of the employees are satisfied with the selection process. However, the remaining are of the opinion that there should be some change in the recruitment and selection process of the organisation.

**Findings**

After the data analysis and interpretation the findings are:

* Both internal as well as external sources of recruitment used.
* Consultancies (40%) and advertisement (25%) are the two main external sources of recruitment.
* The recruitment and selection process is decentralised.
* About 80% of the employees are satisfied with recruitment and selection process.

**Recommendations**

From the findings I can suggest Bharti Airtel, Noida Branch following things for the more effectiveness of recruitment and selection process:

* More emphasis should be given on internet and advertisement so that more and more candidates apply for the jobs and it will be easy to find the right employee among them.
* Company should try to use the internal recruitment process first because it incurs less cost and acts as a motivational factor to the employees.
* Also company should adopt latest techniques like stress test, psychometric test and personality test to find the right candidate suitable for the job.

**Conclusion**

Recruitment as being one of the major topics is required by most of the organization. Hence the study helped in understanding the various aspects of recruitment and selection process. In the BHARTI AIRTEL the sources of recruitment is effective, the internal selection of the organization also in an economical means which also reduce costs, only after looking the efficiency of the existing employee towards the company and his sincerity that employee will be selected, in BHARTI AIRTEL the effective selection process is adopted in the last 5 years. It can be retained as such. Also the employees of Bharti Airtel are satisfied with the recruitment and selection process. Also they are well aware about the various sources and methods of recruitment and selection.

**Limitations of the study**

* The employees were busy with their daily schedule and it was very much difficult for them to give time.
* Personal biasness of various employees may have supplied wrong data.
* Time and money was also an important constraint.

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**Annexure1.**

**Questionnaire:**

**Comparative assessment of recruitment and selection process in Bharti Airtel, Noida.**

This questionnaire survey is purely for academic purpose. Any information collected through this survey is confidential and would not be shared with anyone other than the people involved in this.

**Name: ........................................................................................................................**

**Designation: ................................... Qualification: .................................................**

**Department: ........................................................... Age: .......................................**

Answer the following questions: *(kindly give your unbiased response).*

Q1. Which of these sources of recruitment are used in Bharti Airtel?

1. Internal
2. External
3. Both.

Q2.Does external recruitment brings out the desirable employees in to the organisation?

1. Yes
2. No

 Q3. Which of the following external sources of recruitment are used in Bharti Airtel?

1. Advertisement
2. Internet
3. Campus drives
4. Consultancies
5. All of the above.

Q4. Does your company follow different recruitment process for different grades of employees?

1. Yes
2. No.

Q5.Which form of recruitment is used in Bharti Airtel?

1. Centralised
2. Decentralised

Q6. Are you satisfied with the recruitment process?

1. Yes
2. No.

Q7.Which form of selection is used in Bharti Airtel?

1. Centralised
2. decentralised

Q8.Which of the following methods does your company uses during selection process?

1. Written or aptitude test
2. Group discussion
3. Personal interview
4. Group discussion and personal interview
5. All of the above.

Q9.Do you think innovative techniques like stress test, psychometric test and personality test should be used for selection?

1. Yes
2. No

Q10.What is the basis for selection?

1. Merit
2. Experience
3. Both.

Q11. Are you satisfied with the selection process?

1. Yes
2. No.