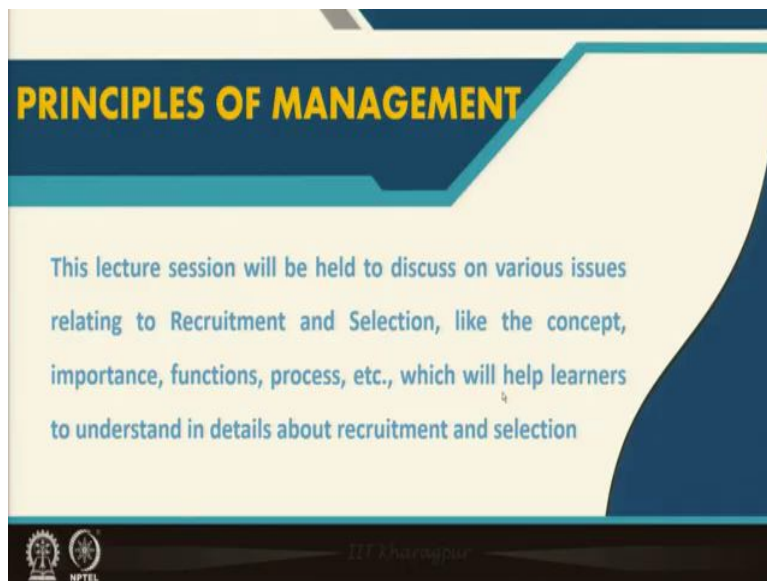


Principles of Management
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module – 07
Lecture – 32
Recruitment and Selection

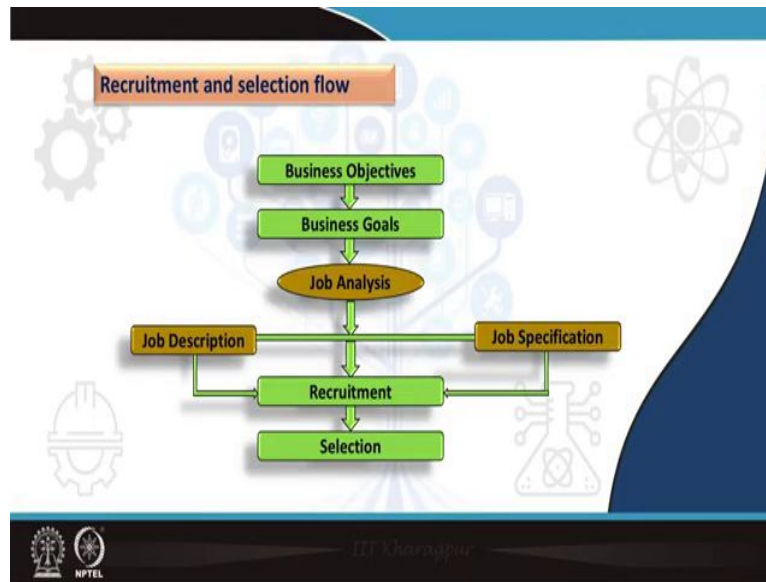
Welcome to the second lecture session of the week 7, in today's session we are going to know about Recruitment and Selection.

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So, we will discuss here today the various issues which are related to recruitment and selection, like the concept, importance, functions, processes, etcetera, which will help the learners to understand in details about the recruitment and selection processes.

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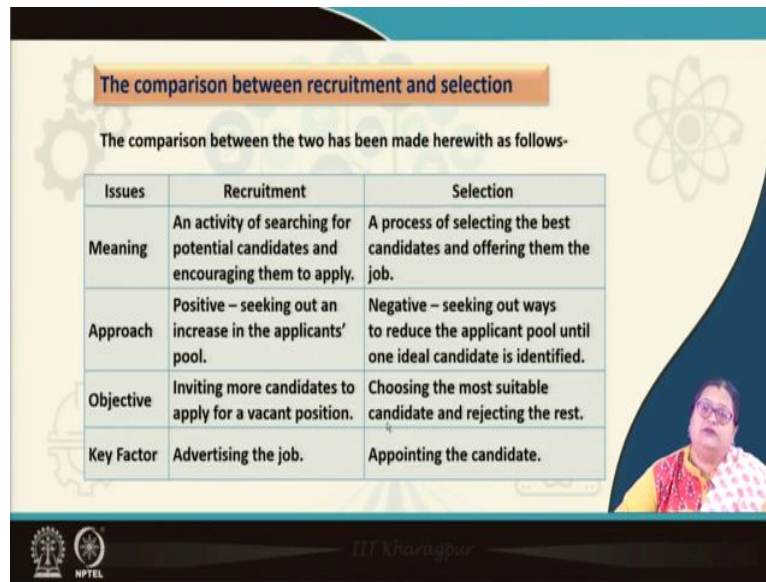


So, what is the flow of the recruitment and selection as in strategic HRM process that we have discussed in the if you have followed the earlier lecture like we have discussed like, whatever HR functions that we do it needs to be connected with the business objectives and the business goals.

What you have seen is the business objectives are connected with the business goals and these business goals the all the HR functions need to be connected with the business goals. So, what we see over here, the business objectives will lead to business goals and that will define what is the nature of the job, that is we will do a job analysis and that job analysis has two parts which is the job description like what is the job and job specification what kind of employees that we require for that job and after we have done that then only we can proceed for recruitment and then selection.

So, recruitment comes first and then followed by its selection process.

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The comparison between recruitment and selection

The comparison between the two has been made herewith as follows-

Issues	Recruitment	Selection
Meaning	An activity of searching for potential candidates and encouraging them to apply.	A process of selecting the best candidates and offering them the job.
Approach	Positive – seeking out an increase in the applicants' pool.	Negative – seeking out ways to reduce the applicant pool until one ideal candidate is identified.
Objective	Inviting more candidates to apply for a vacant position.	Choosing the most suitable candidate and rejecting the rest.
Key Factor	Advertising the job.	Appointing the candidate.

Now, what is the comparison between a recruitment and selection? Sometimes we utter these two terms together, but there is a specific difference between the objectives and the processes of these two terms. So, let us see; what are the difference between these two terms. So, what is the meaning? Recruitment is an activity of searching for potential candidates and encouraging them to apply.

Selection is the process of selecting the best candidate and offering them the job. In approach it is recruitment is a positive approach it is seeking out an increase in the applicant's pool. By nature, selection is a negative process or an approach with seeking out ways to reduce the applicant's pool until one ideal candidate is fine is identified.

Objective of a recruitment is inviting more candidates to apply for a vacant position, objective of selection is choosing the most suitable candidate and rejecting the rest. What is the key factor for recruitment? Is advertising the job and in selection it is appointing the candidate.

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The comparison between recruitment and selection

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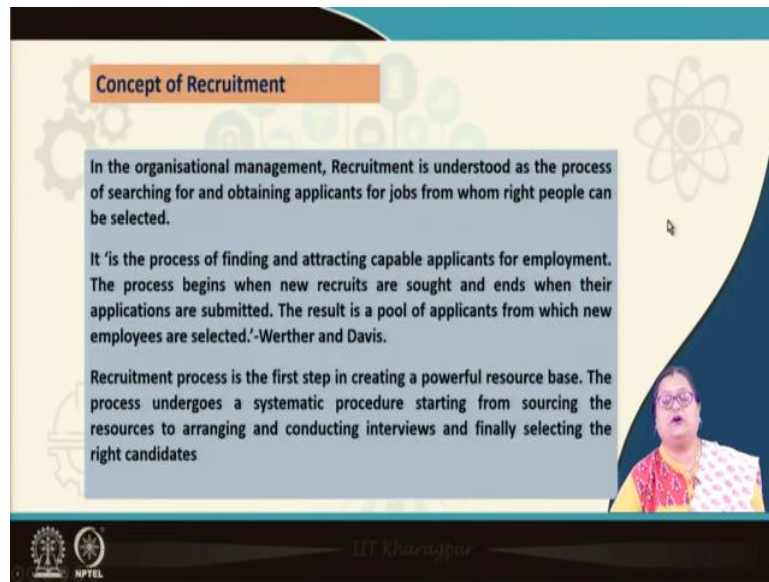
Issues	Recruitment	Selection
Sequence	First.	Second.
Process	Vacancies are notified by the organization through various sources, then an application form is made available to candidates.	The organization makes an applicant go through various levels to deem whether they're an appropriate fit.
Specifications	The recruitment policy specifies the objectives of recruitment, providing rules and regulations for the recruitment program.	The selection policy consists of a series of methods/steps/stages by which the evaluation of the candidate will be done.

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So, in recruitment what we find the issues are in sequence recruitment comes first followed by selection. What is the process in recruitment? The vacancies are notified first through various sources then the application form is made available to candidates. In selection process the applicant is made to go through various levels to find out whether they are appropriately fitting into any of these positions.

The specifications the recruitments policy specifies the objective of the recruitment providing rules and regulations for the recruitment program. So, but the selection process policy consists of a series of methods, steps, stages by which the evaluation of the candidate is to be done.

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Concept of Recruitment

In the organisational management, Recruitment is understood as the process of searching for and obtaining applicants for jobs from whom right people can be selected.

It 'is the process of finding and attracting capable applicants for employment. The 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.'-Werther and Davis.

Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates

Dr. Khushi

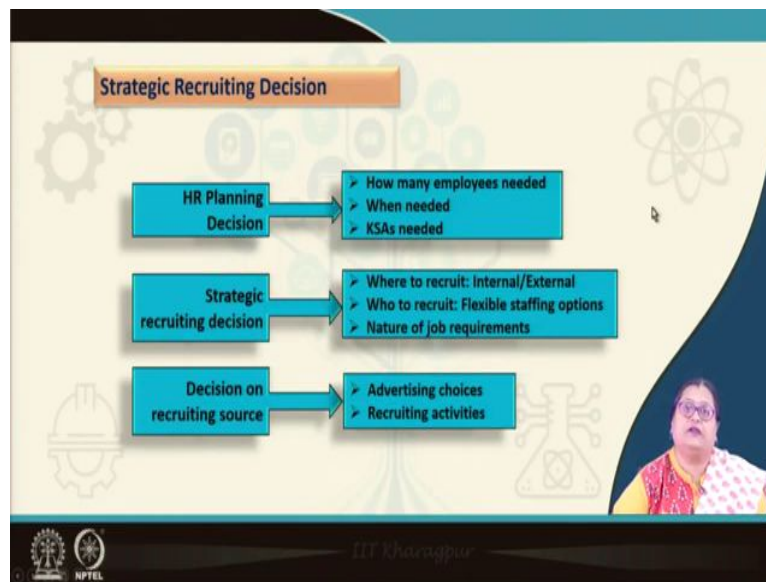
NPTEL

Now, what is the concept of recruitment? Recruitment as you have seen is a very important part of the staffing process and it comes immediately after the human resource planning step of the staffing process. So, it is the process of searching for and obtaining applicants for job from whom right people can be selected.

So, it is the first is finding out the right people attracting capable applicants for employment. So, it begins with when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are to be selected.

So, it is the first step in creating a powerful resource base. So, it undergoes a systematic procedure starting from the sourcing for the resources to arranging and conducting interviews and finally, selecting the right candidates.

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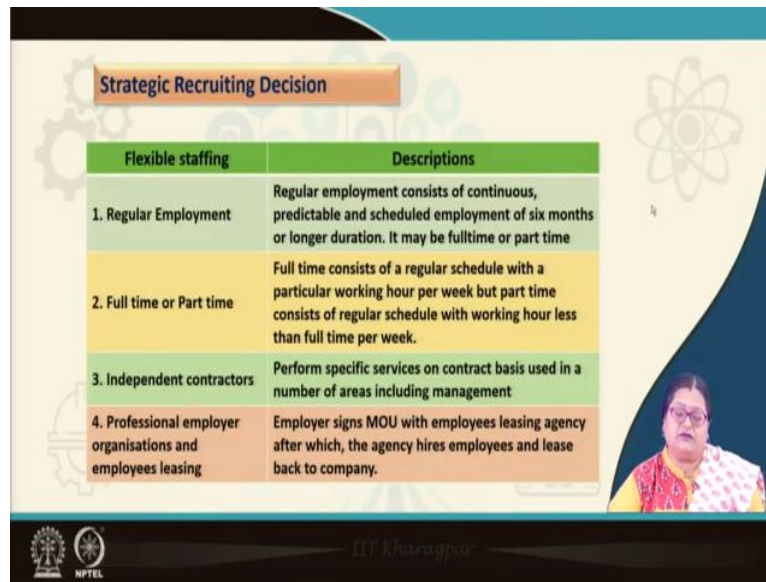


So, what we see strategic recruiting recruitment is also a decision selection is also a decision. So, whatever HR functions we are going to discuss over here, we will try to see; what is the decision that is occurring for that function.

So, when you talking of strategic recruiting decision first is the HR planning decision, like how many people are required for my organization, when it is needed, what are the cases needed. When you talk of strategy recruiting decision like this like; where to recruit from either internal source or external source, whom to recruit to and then what are the nature of job requirements. And decision is how do we go for it. So, what are the advertisements given, what are the recruiting activities to be followed?

So, at a planning decision then strategic level decision like whether you will go for internal sources whether you will go for external sources and then what are the like how to go for the advertisements and how to go for other recruiting activities.

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The slide is titled "Strategic Recruiting Decision" and features a table with four rows. The first row is a header with "Flexible staffing" and "Descriptions". The second row is "1. Regular Employment" with a description of continuous, predictable employment. The third row is "2. Full time or Part time" with descriptions for both full and part-time schedules. The fourth row is "3. Independent contractors" with a description of contract-based services. The fifth row is "4. Professional employer organisations and employees leasing" with a description of MOU arrangements. A video inset in the bottom right shows a woman speaking. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom.

Flexible staffing	Descriptions
1. Regular Employment	Regular employment consists of continuous, predictable and scheduled employment of six months or longer duration. It may be fulltime or part time
2. Full time or Part time	Full time consists of a regular schedule with a particular working hour per week but part time consists of regular schedule with working hour less than full time per week.
3. Independent contractors	Perform specific services on contract basis used in a number of areas including management
4. Professional employer organisations and employees leasing	Employer signs MOU with employees leasing agency after which, the agency hires employees and lease back to company.

So, what we have to see when we are talking of recruitment, first we have to understand like the how it is related to the staffing process is the nature of the employment has changed, the nature of people employment relationships of the organization has changed and we get different kinds of employees within the organization and that is what we call flexible staffing.

What we have is regular one nature of employment is regular employment, what we have over there is regular employment contents of continuous predictable and scheduled employment of six months or longer duration it may be full time or part time. So, when we talk of full time or part time full time consists of a regular schedule with a particular working hour per week, but part time consists of regular schedule with working hour less than full time employees per week.

Then, we have independent contractors who are giving employees. So, perform specific services on contract basis and used in a number of areas including management. Then we have professional employer organizations and employee is who were leasing. So, employers what they do they sign MOU with employee leasing agency after which the agency hires employees and leases back to the company.

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The slide is titled "Strategic Recruiting Decision" and includes a table with the following content:

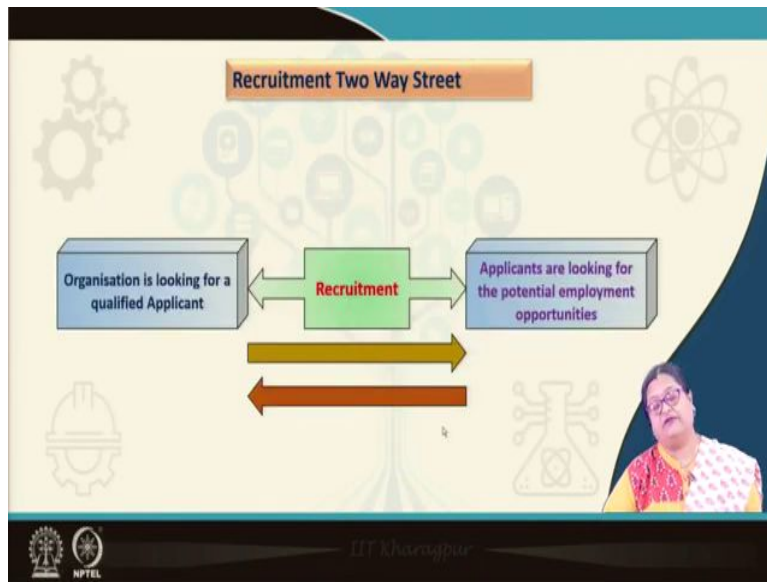
Flexible staffing	Descriptions
5. Temporary workers	This is based on 'try before you buy' approach. Employee can hire their own temporary employee or hire from agency supplying temporary employees for which wages paid per day or per week basis.
6. Seasonal employees	Seasonal employees are hired to work on a part time basis by company that need extra help during a particular season like crop harvesting, Christmas, etc.

The slide also features a video inset of a woman speaking in the bottom right corner, and logos for IIT Kharagpur and NPTEL at the bottom left.

More such kind of workers are like temporary workers. So, this is where you talk or try before you buy approach employees can hire their own temporary employee or hire from agencies supplying temporary employees for which wages like are paid per day or per week basis.

Seasonal employees, seasonal employees are hired to work on a part time basis by a company that need extra help during a particular season like crop harvesting, Christmas etcetera. So, what we find in recruitment we have to and before we jump into our recruitment process, we have to understand what kind of employee we require and where to get from.

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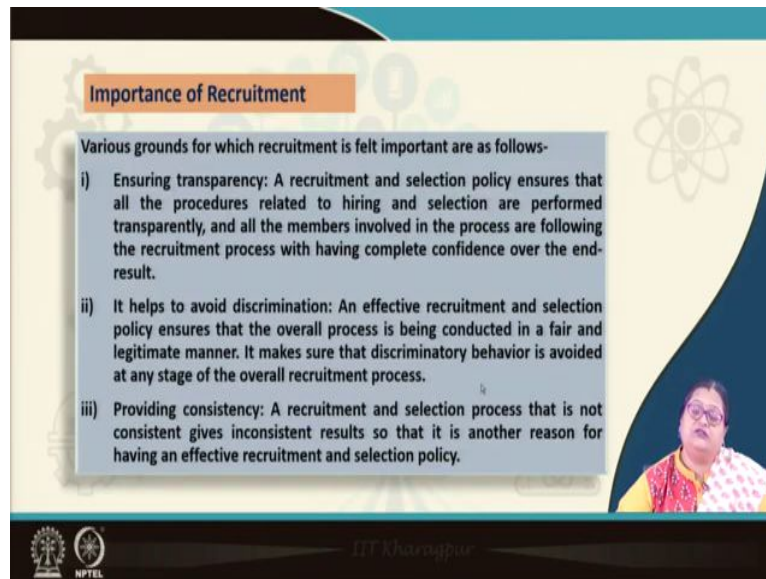
So, what we understand recruitment is a two way process where organization is looking for a qualified applicant and applicants are also looking for potential job employment opportunities and recruitment is acting as a liaison as a bridge as a connection between these two like once when organization is looking for a particular applicant and the employee was also looking for a prospective employment opportunities.

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What are the two goals of recruitment are; at first is attracting qualified applicants, second is also the applicant is looking for employment opportunities and recruitment process has to like create the bridge between these two things.

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Importance of Recruitment

Various grounds for which recruitment is felt important are as follows-

- i) **Ensuring transparency:** A recruitment and selection policy ensures that all the procedures related to hiring and selection are performed transparently, and all the members involved in the process are following the recruitment process with having complete confidence over the end-result.
- ii) **It helps to avoid discrimination:** An effective recruitment and selection policy ensures that the overall process is being conducted in a fair and legitimate manner. It makes sure that discriminatory behavior is avoided at any stage of the overall recruitment process.
- iii) **Providing consistency:** A recruitment and selection process that is not consistent gives inconsistent results so that it is another reason for having an effective recruitment and selection policy.

The slide features a decorative background with a blue and yellow color scheme, a gear icon, and a small inset image of a woman in the bottom right corner. Logos for IIT Madras and NPTEL are visible at the bottom left.

So, when you talking of recruitment the what is the importance of recruitment is like ensuring transparency. This is very important from the ethical point of view whatever processes steps are followed for hiring and selection are done transparently and all the members involved in the process are following the recruitment process with having complete confidence over the end result.

So, it helps to avoid discrimination if there is a well settled recruitment policy and selection practices like the it is ensured and it is ensured that the overall process is conducted in a fair and legitimate manner. So, we can understand like expect like there is less of discriminatory behavior was avoided at any stage in the overall recruitment process.

So, there is a consistency. So, if we have to see like the it is giving the process that is followed is consistent so that like it should not result in inconsistent results like today you follow one process, tomorrow you follow another process that should not be done it should be a very consistent process which is followed. So, that whatever path you have followed gives you a consistent result and gives helps you to select the right candidate.

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The slide is titled "Importance of recruitment" in an orange box. Below the title, it says "Continued.....". There are three bullet points: iv) Lending credibility to organisation, v) Specifies an appropriate job description, and vi) Ensures legitimacy. A small video inset in the bottom right corner shows a woman with glasses speaking. The slide also features logos for IIT Kharagpur and NPTEL at the bottom.

Importance of recruitment

Continued.....

- iv) Lending credibility to organisation: Another reason for having a set of recruitment and selection policy is to show that an organization is credible enough for applying. Today, there are several job vacancies that are not genuine and many candidates get trapped into the hands of fake companies.
- v) Specifies an appropriate job description: Having a good recruitment and selection policy is essential because it assists the organization in writing an accurate job description.
- vi) Ensures legitimacy: In every step of the recruitment process for making a pool of suitable candidates by attracting them to applying, almost every organisation follow the legal provisions of labour rules to protect the interest of the organisation as well as of the candidates.

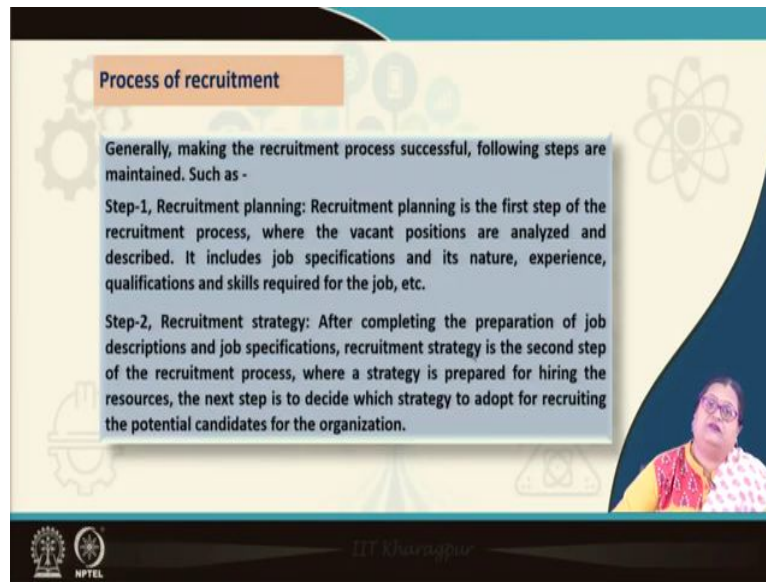
So, what you want to understand is having a recruitment and selection process means that the organization is a credible one and people because there is a stable recruitment and selection process the organizations earned its credibility life at people its credible enough to apply towards it to it. So, the employee also can make a well-informed decision from the recruitment and selection process like he has this organization follows a in depth process, there is a transparency in the process the vacancies are like known and so yes, we can apply for it.

So, having a good recruitment and selection process is important so, because it helps also in writing a proper job description. So, when you are writing a proper job description you are describing about the what are your nature of the work whom do you need as a part of the employee.

So, this having a and where to get from what are the expected job roles. So, it is a both way like having a proper job analysis, helps you to do; a proper recruitment and the feedback that you get from the recruitment process and selection process also helps to improve your job analysis.

So, ensures legitimacy this is our other importance of recruitment. So, every step of the recruitment process so, if you have to make a pool of candidates. So, you have to look into the laws and you have to ensure like the interest of the organization and also that of the candidate is maintained.

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Process of recruitment

Generally, making the recruitment process successful, following steps are maintained. Such as -

Step-1, Recruitment planning: Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

Step-2, Recruitment strategy: After completing the preparation of job descriptions and job specifications, recruitment strategy is the second step of the recruitment process, where a strategy is prepared for hiring the resources, the next step is to decide which strategy to adopt for recruiting the potential candidates for the organization.

The slide features a light yellow background with faint icons of gears and a molecular structure. A video inset in the bottom right corner shows a woman with glasses and a colorful patterned top. At the bottom left, there are logos for IIT Kharagpur and NPTEL. The name 'Dr. Khurshida' is visible at the bottom center.

So, what are the processes of recruitment is first step in of course, there is a recruitment planning which is the first step where the vacant positions are analyzed and described. It includes job specification and its nature, experience, qualification and skills required for the job it.

Second step is a recruitment strategy. So, after completing the preparation of the after completing the preparation of the job description and job specification recruitment strategy is the second step. So, where a strategy is prepared for hiring employees from which sources and to decide which strategy to; adopt for recruiting the potential candidates for the organization.

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Process of recruitment

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Step-3, Searching the right candidates: Searching is the process of recruitment where the resources are sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching of candidates will be initialized.

Step-4, Screening and short listing: Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process to separate operating divisions within an organisation.

Step-5, Evaluation and Control: Evaluation and control is the last stage in the process of recruitment. In this process, the effectiveness and the validity of the process and methods are assessed. Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.

Dr. Charu Gupta

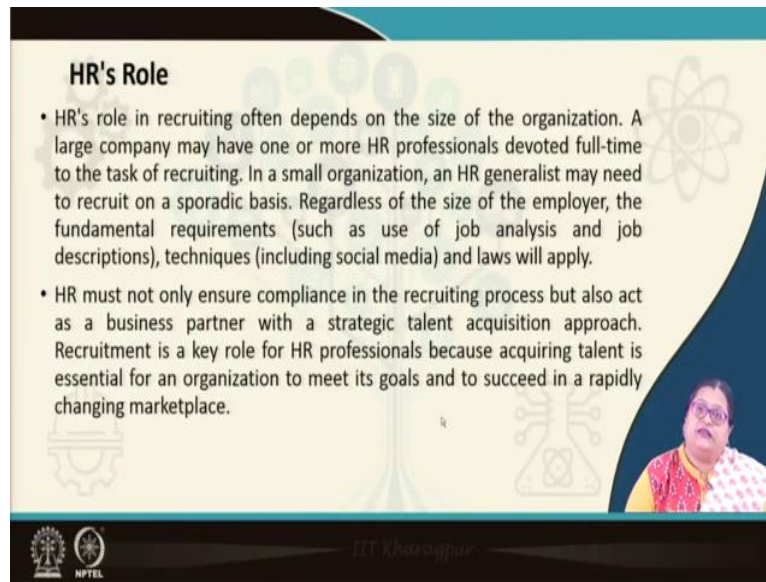
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Step 3 is the searching for the right candidates so, like where to source from depending upon the requirement of the job.

So, fourth is screening and short listing after those things after the searching is done and people have applied. So, what happens like then it comes to screening and short-listing process and then channelizing it to the departments for the within the organization where selection is to be done.

And evaluation and control evaluation and is the last stage of the process of recruitment which is the effectiveness and validity of the process and methods are to be assessed, because recruitment is a costly process, we are very costly not only in terms of money, but also in terms of the time investment, the amount of energy that you devote to it. So, it is very important that the performance of the recruitment process is thoroughly evaluated.

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HR's Role

- HR's role in recruiting often depends on the size of the organization. A large company may have one or more HR professionals devoted full-time to the task of recruiting. In a small organization, an HR generalist may need to recruit on a sporadic basis. Regardless of the size of the employer, the fundamental requirements (such as use of job analysis and job descriptions), techniques (including social media) and laws will apply.
- HR must not only ensure compliance in the recruiting process but also act as a business partner with a strategic talent acquisition approach. Recruitment is a key role for HR professionals because acquiring talent is essential for an organization to meet its goals and to succeed in a rapidly changing marketplace.

The slide features a light blue background with faint icons of a gear, a person, and a scale. A small video inset in the bottom right corner shows a woman with glasses speaking. The NPTEL logo is visible in the bottom left corner.

Now, we are going to discuss the HR's role in it, what you see like the HR's role in recruitment often depends on the size of the organization.

So, what you may find in a very large organization maybe you have HR professionals who are devoted full time to the task of recruiting whereas, in a small organization then HR generalist may need to recruit on a sporadic basis. Regardless of the size of the employer, the fundamental requirements such as the use of job analysis and job description techniques, including the social media every other thing will remain same.

It is the how much you what is the number of people and hours and days that you invest for at the process may be different like when you are talking of a large company and a small company.

So, what we have to understand is HR should not only ensure that the compliance of the recruitment process, but as we have already discussed it earlier you should act as a strategy business partner for talent acquisition. So, when you talking of recruitment again, we are saying it is not just filling up the vacancies with numbers it is a talent acquisition that you are going to do.

So, that essential you are going to get essential talent for the organizations who are going to meet the organizations goal and they are going to like add value and lead to success in a rapidly changing market place.

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Recruiting Fundamentals

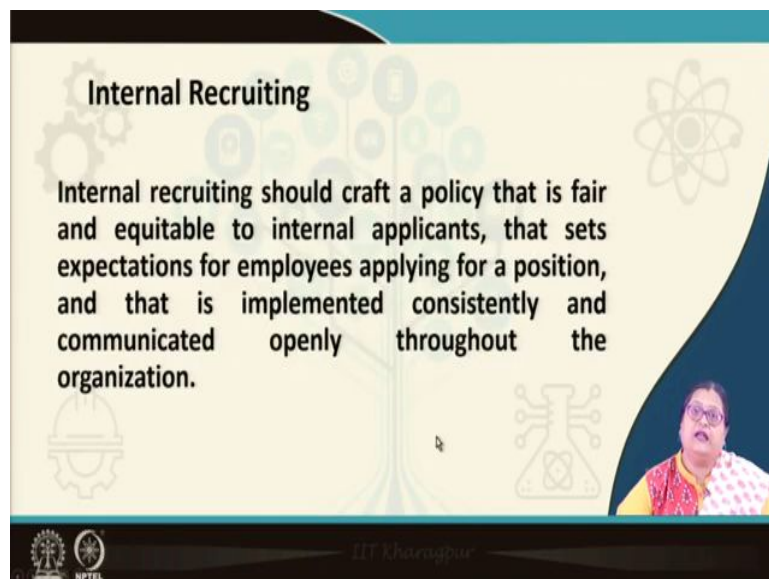
- Employers generally use some combination of internal and external recruitment tactics.
- Both approaches have certain basics in common:
 - A foundation in rigorous job analysis;
 - well-crafted job descriptions;
 - and compliance with applicable laws, especially equal employment opportunity laws.

Dr. Khurshida

NPTEL

What we find over the recruitment process is there is a generally a combination of internal and external recruitment tactics. So, both the approaches have something basic in common like; a foundation in rigorous job analysis, well-crafted job descriptions and compliance with the applicable laws and equal employment opportunity laws.

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Internal Recruiting

Internal recruiting should craft a policy that is fair and equitable to internal applicants, that sets expectations for employees applying for a position, and that is implemented consistently and communicated openly throughout the organization.

Dr. Khurshida

NPTEL

Internal recruitment when it is followed it looks inside for the source of employees, but whatever processes it is taken it needs to be ensured that it is fair and equitable to internal

applicants, that sets expectations for employees applying for a position and that it is implemented consistently and communicated openly throughout the organization.

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External Recruiting

When recruiting external talent, the recruiting function is very similar to the marketing function, in that the organization is promoting both itself and employment opportunities to potential candidates.

Targeting passive or active candidates

- posting open positions on an employer's careers website and commercial job boards target active job seekers.
- direct sourcing (directly approaching potential candidates, often at their places of employment) via telephone and social media, such as LinkedIn target passive job seekers

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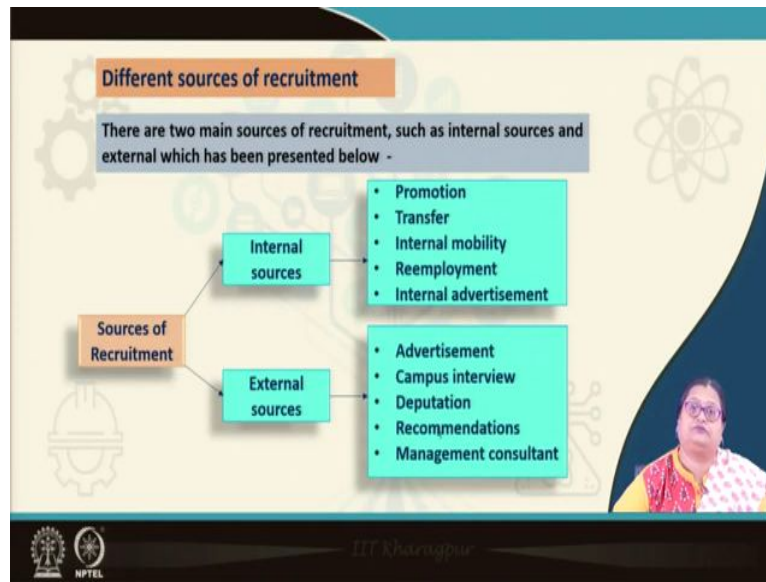
External recruitment: So, external recruitment also when you are talking of it is a similar in function towards any other marketing functions, it is the promoting in it is in external recruitment the organization is promoting both itself and the employment opportunities to potential candidates. What we have to understand whenever you are going for external recruitment whether we are going for targeting passive candidates or active candidates.

Active candidates are those candidates who are also searching for job, passive candidates are those candidates who are very well qualified and very well settled in their present position, but you also you as an employer wants those employees to come to your organization.

So, whether you are targeting an active candidate or a passive candidate you need to understand and accordingly your recruit your recruitment processes are going to vary like, posting open job positions on an employer's careers website and commercial job would target active job seekers.

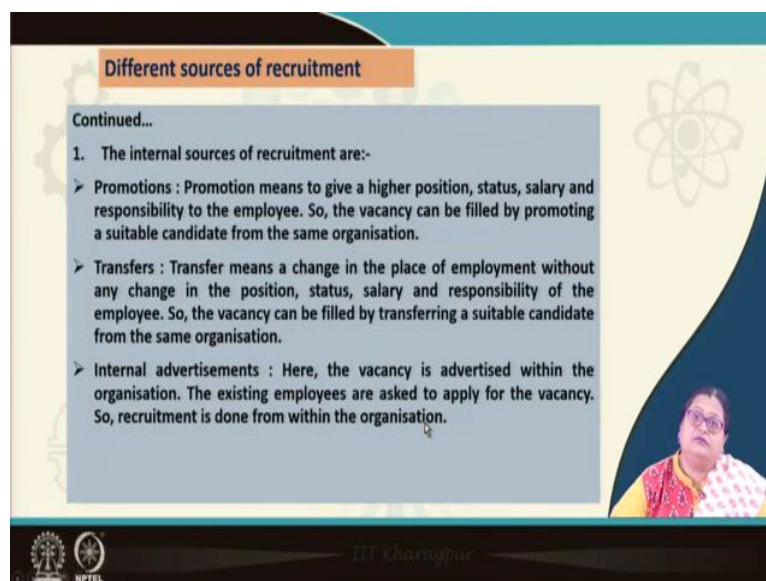
But direct sourcing like directly approaching potential candidates often at their places of employment via telephone and social media etcetera target passive job seekers. So, you have to create an interest in them so that they will get interested to join you. So, the techniques are going to vary.

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So, as we are discussing the different sources of recruitment what you find over here, the already as we have discussed there are two sources of recruitment; internal sources and external sources. In internal sources there are promotion, transfer, reemployment and internal advertisement and external sources are advertisement, campus interview, deputation, recommendation, management consultant.

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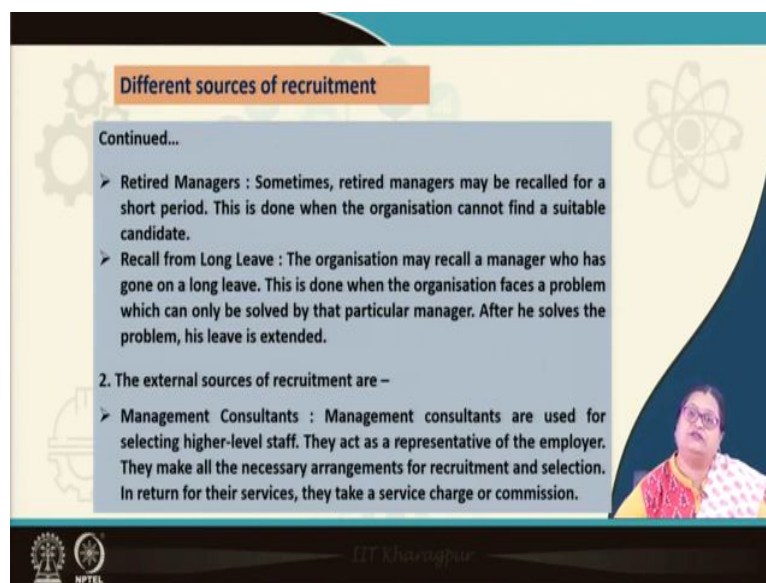
We will make a quick look through each of these processes like the internal recruitment processes are first is of course, promotion to which means to give a higher position, status,

salary and responsibility to the employee. So, the vacancy can be filled by promoting a suitable candidate from the same organization.

Transfer: Transfer means the change in the place of employment without any change in the position, status, salary and responsibility of the employee. So, the vacancy can be filled by transferring a suitable candidate from the same organization.

Internal advertisements: Here, the vacancy is advertised within the organization. The existing employees are asked to apply for the vacancy. So, recruitment is done from within the organization.

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The slide is titled "Different sources of recruitment" and is part of a presentation. It features a light blue background with a dark blue curved border on the right side. The text is presented in a white box with a blue border. The slide includes a list of recruitment sources, with a small inset image of a woman in the bottom right corner. The slide also features logos for IIT Madras and NPTEL at the bottom left.

Different sources of recruitment

Continued...

- Retired Managers : Sometimes, retired managers may be recalled for a short period. This is done when the organisation cannot find a suitable candidate.
- Recall from Long Leave : The organisation may recall a manager who has gone on a long leave. This is done when the organisation faces a problem which can only be solved by that particular manager. After he solves the problem, his leave is extended.

2. The external sources of recruitment are –

- Management Consultants : Management consultants are used for selecting higher-level staff. They act as a representative of the employer. They make all the necessary arrangements for recruitment and selection. In return for their services, they take a service charge or commission.

Retired managers: Sometimes, retired managers may be recalled for a short period. This is done when the organization cannot find a suitable candidate.

Recall from long leave: Organization may recall a manager who has gone on a long leave. This is done when the organization faces a problem which can only be solved by that particular manager. After he solves the problem, his leave is extended.

The external sources of recruitment are management consultants. Management consultants are used for selecting higher-level staff. They act as a representative of the employer. They make all the necessary arrangements for recruitment and selection. In return for their services, they take a service charge or commission.

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The slide is titled "Different sources of recruitment" and is part of a presentation. It features a list of external recruitment sources. In the bottom right corner, there is a small video inset showing a woman with glasses and a patterned top. The slide also includes the NPTEL logo in the bottom left corner.

Different sources of recruitment

Continued...external sources..

- **Campus recruitment :** The organisation conducts interviews in the campuses of Management institutes and Engineering Colleges. Suitable candidates are selected by the organisation based on their academic record, communication skills, intelligence, etc.
- **Recommendations :** The organisation may also recruit candidates based on the recommendations received from existing managers or from sister companies.
- **Public advertisements :** This advertisement gives information about the company, the job and the required qualities of the candidate. It invites applications from suitable candidates. This source is the most popular source of recruitment.
- **Deputation personnel :** The organisation may also recruit candidates who are sent on deputation by the Government or Financial or academic institutions or by holding or subsidiary companies.

Campus recruitment is an important type of external sources, where the organization conducts interviews in the campuses of Management institutes and Engineering Colleges. Suitable candidates are selected by the organization based on their academic record, communication and skills and intelligence etcetera.

Recommendations: The organization also may recruit candidates based on the recommendations received from existing managers or from sister companies.

Public advertisements, as we know is a given information about the company the job and the required qualities of the candidate. It invites application from suitable candidates. This is public advertisement is the most popular source of recruitment.

Deputation personnel is the organization may also recruit candidates who are sent on deputation by the government or financial academy institutions or by holding or subsidiary companies. So, people may come in for deputation also

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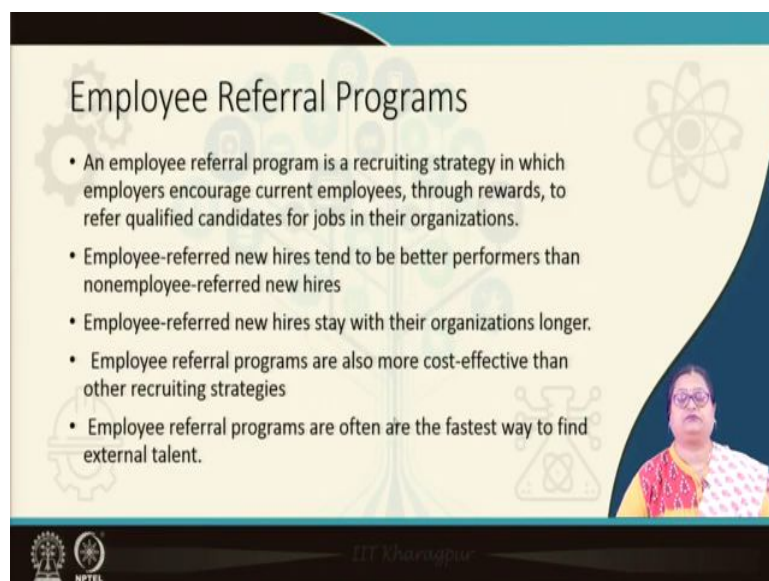
Succession planning

Organizations can use succession planning strategies not only to identify the potential talent in the organization, but also to establish developmental plans to help prepare individuals for promotional roles.

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Succession planning: Organization can use succession planning strategies not only to identify the potential talent in the organization, but also to establish developmental plans to help prepare individual for promotional rules. So, what you that is why we are discussing succession planning separately over here, succession planning is important both from career planning side and also from the recruitment side.

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Employee Referral Programs

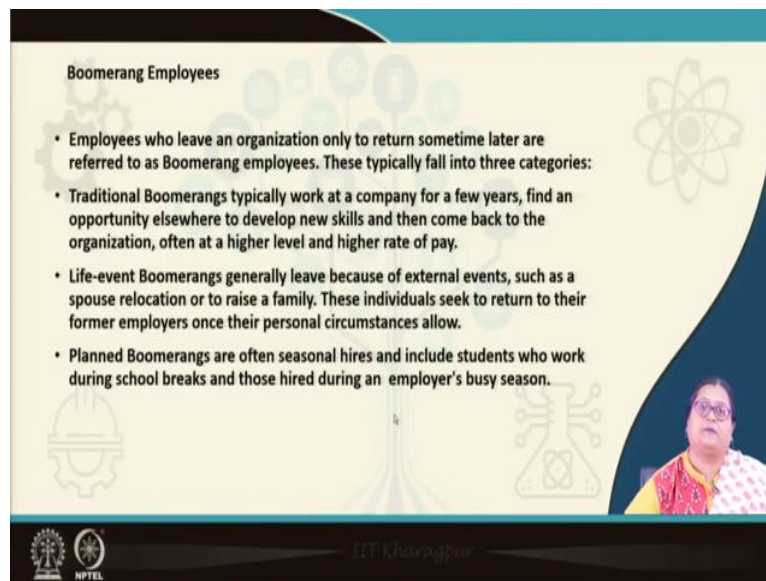
- An employee referral program is a recruiting strategy in which employers encourage current employees, through rewards, to refer qualified candidates for jobs in their organizations.
- Employee-referred new hires tend to be better performers than nonemployee-referred new hires
- Employee-referred new hires stay with their organizations longer.
- Employee referral programs are also more cost-effective than other recruiting strategies
- Employee referral programs are often are the fastest way to find external talent.

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Employee referral programs: These are programs where it is a recruiting strategy where the employers encourage the current employees, through rewards, to refer qualified candidates

for jobs for their organizations. What happens is employee referred new hires tend to be better performers than non-employee referred new hires. They try to stay also for much longer time they are also performing in a better way. So, and it is often the fastest way to get find external talent.

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Boomerang Employees

- Employees who leave an organization only to return sometime later are referred to as Boomerang employees. These typically fall into three categories:
- Traditional Boomerangs typically work at a company for a few years, find an opportunity elsewhere to develop new skills and then come back to the organization, often at a higher level and higher rate of pay.
- Life-event Boomerangs generally leave because of external events, such as a spouse relocation or to raise a family. These individuals seek to return to their former employers once their personal circumstances allow.
- Planned Boomerangs are often seasonal hires and include students who work during school breaks and those hired during an employer's busy season.

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Boomerang employees are employees who have left the organization, but they are ready to return at some time later they are called boomerang employees. There are three typically boomerang employees; one are traditionally boomerangs who like who work in a particular company for a few years and then maybe they find an opportunity elsewhere to develop or they get more money and so that is why they have left, but maybe after a certain point of time they have realized that the other organization is not suitable for them and they are ready to return back like, when the older organization gives them a higher pay or a higher level in the position in the organization.

Life event boomerangs they have generally left because of family issues and maybe education or to the or of children or spouse relocation and if the organization like agrees to take care of these circumstances they may return back or once these personal issues are taken care of; they are ready to return back.

So, planned boomerangs are often seasonal hires and includes students who work during school breaks and are like they can be hired back when there are employees, they have a busy session.

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Advantages of different sources of recruitment

Internal Sources	
Advantages	Disadvantages
<ul style="list-style-type: none">➤ Morale of Promotee➤ Better assessment of abilities➤ Lower cost for some jobs➤ Motivator for good performance➤ Causes of succession of promotions➤ Have to hire only at entry level	<ul style="list-style-type: none">➤ Inbreeding➤ Possible morale problem of those not promoted➤ 'Political' infighting for promotions➤ Need for management development programmes

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Now, there are both the sources internal sources and external sources or the internet hiring have their own advantages and disadvantages. What are the advantages of the internal sources are it is like the promote it encourages the moral of the promote, it is a better assessment of abilities, lower cost for some jobs, motivated for good performance, causes of succession of promotions, have to hire only at the entry level? Disadvantages are it may lead to inbreeding, possible moral problem for those who not promoted, 'political' infighting, need for management development programs.

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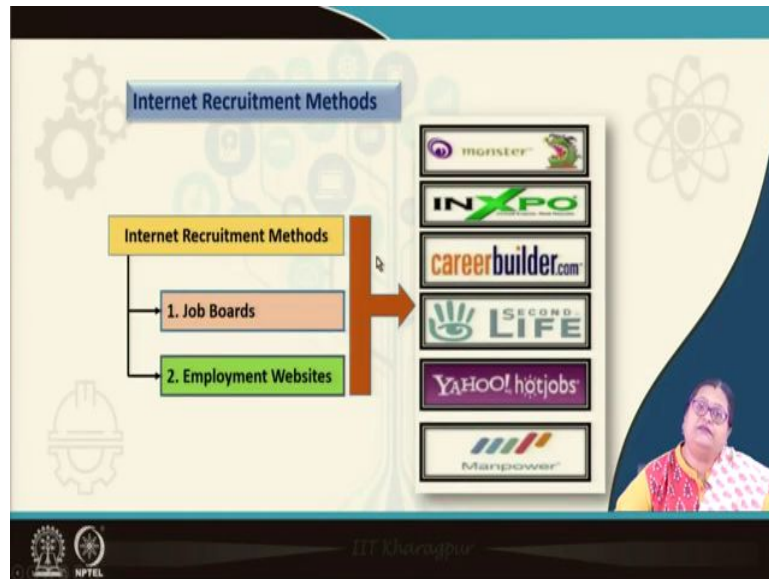
Advantages of different sources of recruitment

External Sources	
Advantages	Disadvantages
<ul style="list-style-type: none">➤ New blood brings new perspectives➤ Cheaper and faster than training Professionals➤ No group of political supporters in company➤ May bring new industry insights	<ul style="list-style-type: none">➤ May not select someone who will fit the job and organisation➤ May cause morale problems for internal➤ Candidates not selected➤ Longer adjustment or orientation time.

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External sources advantage is new blood brings new perspective, cheaper and faster than training, professionals, there are no group of political supporters in company, where may bring new industry insight. Disadvantages is may not select someone who will fit the job and organization, may cause moral problem for internals, candidates are not selected may be and longer adjustment or orientation time.

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Internet recruitment method is you find like there are job boards and employment websites are there.

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The table lists the advantages and disadvantages of internet recruitment methods. The advantages include cost savings, time savings, and an extended pool of applicants. The disadvantages include more unqualified applicants, additional work for HR staff members, and limited or unavailable access to some applicants.

Internet Methods	
Advantages	Disadvantages
➤ Cost savings	➤ More unqualified applicants
➤ Time savings	➤ Additional work for HR staff members
➤ Extended pool of applicants	➤ May be applicants are not seriously seeking job
	➤ Access limited or unavailable to some applicants

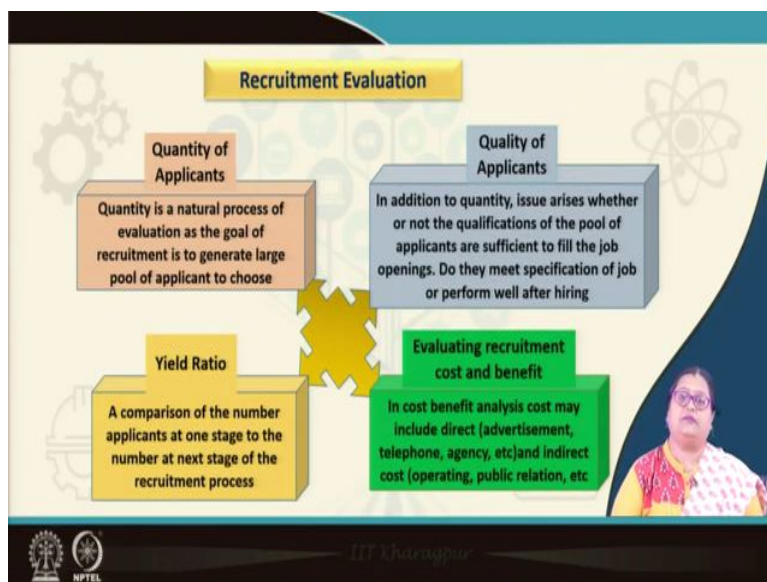
Advantages are of course, it is cost saving, time saving, extended pool of candidates, but disadvantages are getting more unqualified applicants, additional work for each staff members, may be applicants are not seriously seeking job and access limited or unable to unavailable to some applicants because everybody may not have access to internet.

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The constraints of recruitment are like the goodwill of the company, attractiveness of the job, internal organizational policy and the recruitment cost.

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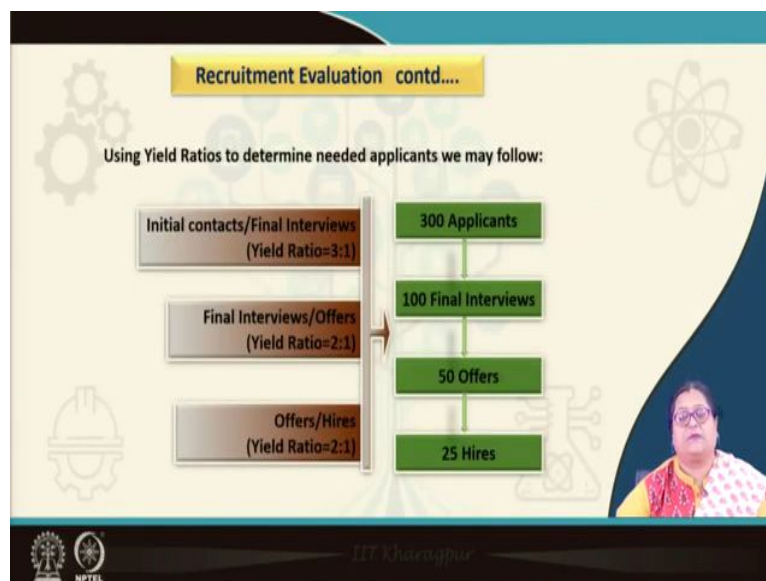


So, it is very important to go for the recruitment evaluation what you find there are four important parts of the recruitment evaluation is first is the quantity of applicants, quantity is the natural process of evaluation is the goal of recruitment is to generate large pool of applicants to choose from.

Quality of applicant is also very important. So, in addition to quantity, issue arises whether or not the qualifications of the pool of applicants are sufficient to fill the job openings. Do they meet the specifications on the of the job to perform well after hiring?

Yield ratio is a comparison of the number of applicants at one stage to the number at next stage of the recruitment process. And evaluating recruitment cost and benefit, in cost benefit analysis cost may include direct advertisement, telephone, agency, etcetera and indirect cost like operating, public relations, etcetera.

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Using yield ratio to determine needed applicants we may follow like the it is an example that you find like the initial contacts to final interviews ratio. If the yield ratio is 3 is to 1 then you get for the from 300 applicants, then for final interviews you get 100 applicants and final interviews to offers if the yield ratio is 2 is to 1 then you will get out of 100 final interviews you will get 50 offers and offers to hires if the yield ratio is 2 is to 1 you will get 25 hires.

So, how much you want to finally, hire and what will be your yield ratio at each of these steps will definitely make you help you to calculate how much applications do you want at every stage.

We will continue with the discussion in the next session stay tuned.