



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2026

REPORT TITLE

**“Recruitment & Selection: An HR Perspective
at Skyy Skill Academy”**

SUBMITTED BY

Stutishree Mahapatra

5-year Integrated MBA Batch: 2022-27

University Regn. No.: 2213258060

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CERTIFICATE OF INTERNAL GUIDE

This is to certify that **Ms. Stutishree Mahapatra**, bearing university registration no. **2213258060** of **2022-27 batch**, has completed her summer internship at **Skyy Skill Academy, Bhubaneswar** from **6th October 2025 to 6th November 2025** under the supervision of **Ms. Annanya Sahoo** (corporate guide) and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of **Integrated Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar**. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature

Mrs. Soumya Mohapatra
Asst. Prof (HR)
BIITM, Bhubaneswar



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INTERNSHIP COMPLETION LETTER

Ref. SSA/HR/401

Date: Nov 10th, 2025

Dear Ms. Stutishree Mahapatra

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Stutishree Mahapatra has successfully completed her HR Internship with Skyy Skill Academy. Her internship tenure was from October 6th, 2025, to November 6th, 2025, at our Bhubaneswar office (Room No. 302, 3rd Floor, KIIT TBI-2, KIIT Campus-11, Patia).

During her internship, Stutishree demonstrated dedication, sincerity, and a strong learning attitude. She actively contributed to various HR activities including recruitment support, data management, and employee engagement initiatives.

We appreciate her efforts and wish her continued success in her academic and professional journey.

Regards

Skyy Skill Academy

Himansu Sekhar Panda

Director, Chief Executive Officer

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DECLARATION

I, Miss Stutishree Mahapatra, a student of I-MBA (Batch: 2022–2027), bearing University Registration No. 2213258060, hereby declare that this project report titled **“Recruitment & Selection: An HR Perspective at Skyy Skill Academy.”** is a genuine and original work carried out by me during my Summer Internship at Skyy Skill Academy, Bhubaneswar.

This report has been prepared under the guidance and supervision of **Ms. Annanya Sahoo** (Corporate Guide), **Mrs. Soumya Mohapatra** (Internal Guide). It is a true reflection of my learning, experiences, and contributions during the internship period from **06th October 2025 to 06th November 2025**.

I further declare that this project report has not been submitted to any other University, Institute, or Organization for the award of any degree, and diploma, or certificate.

Date:

Place: Bhubaneswar

Signature: Stutishree Mahapatra

ABSTRACT

This project report, titled “**Recruitment & Selection: An HR Perspective**”, presents a comprehensive study of the recruitment and engagement practices at **Skyy Skill Academy** during my summer internship from **October 6, 2025 to November 6, 2025**.

It examines the recruitment and selection framework adopted by Skyy Skill Academy, a skill development and professional training institution headquartered in Bhubaneswar, Odisha. The study focuses on understanding the organization’s HR practices in sourcing, screening, evaluating, and selecting candidates across academic, training, marketing, and support functions.

Recruitment and selection are critical HR activities that define workforce quality. This report examines the recruitment and selection practices at Skyy Skill Academy — a national skill development and placement organization established in 2018 (rebranded in 2023). Skyy Skill Academy partners with industries and universities to provide industry-aligned training and job placement support across domains such as EV tech, automation, CAD/IT, and more.

The research adopts both primary and secondary data methodologies. Primary data was collected through direct internship exposure, interaction with HR personnel, observation of recruitment processes, and analysis of recruitment documentation. Secondary data was gathered from company websites, public sources, industry reports, and HR literature.

The findings reveal that Skyy Skill Academy follows a structured recruitment process involving job analysis, sourcing through digital platforms, preliminary screening, technical interviews, HR interviews, and final selection. The organization emphasizes competency-based hiring, cultural alignment, and cost-effective recruitment strategies. The study concludes with strategic recommendations for strengthening employer branding, adopting HR analytics, improving candidate experience, and integrating structured assessment tools.

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CHAPTER I

1.1 INTRODUCTION

Human Resources (HR) is one of the most vital functions in any organization, as it focuses on acquiring, developing, and retaining the talent that drives business success. Within HR, Recruitment and Selection are two critical pillars. Recruitment refers to identifying and attracting potential candidates for employment, while selection involves choosing the most suitable candidates from those recruited. These processes influence organizational performance and long-term success.

Recruitment and selection form the backbone of Human Resource Management. In a dynamic and competitive business environment, the ability of an organization to attract, select, and retain competent employees directly influences its performance, innovation capability, and sustainability. Particularly in the skill development and training industry, human capital is the primary asset.

Skyy Skill Academy operates in the skill development and professional training sector, delivering industry-oriented courses, placement assistance, and technical training. The recruitment of qualified trainers, academic coordinators, placement officers, marketing executives, and administrative staff is critical for maintaining quality and service delivery.

The purpose of this internship project is to critically analyze the recruitment and selection process at Skyy Skill Academy from an HR perspective and evaluate its effectiveness, efficiency, and strategic alignment.

This chapter introduces the context of the study, defines its scope, outlines the objectives, reviews relevant literature, explains the methodology, and highlights limitations.

1.2 SCOPE OF THE STUDY

The study focuses on recruitment and selection practices within Skyy Skill Academy during the internship period. It includes sourcing strategies, screening processes, interview procedures, and final selection mechanisms. The scope is limited to recruitment practices and does not cover payroll, performance appraisal, or turnover analysis.

The study primarily covers:

- Manpower planning practices
- Job analysis and job description formulation
- Recruitment sources
- Screening mechanisms
- Interview procedures
- Final selection criteria

The study does not cover:

- Compensation structure analysis
- Performance appraisal systems
- Employee retention and turnover metrics
- Payroll processing

Geographically, the study is limited to the Bhubaneswar unit of Skyy Skill Academy.

1.3 Objectives of the Study

The objectives of this internship project are as follows:

1. To study the recruitment and selection process adopted by Skyy Skill Academy.
2. To analyze the effectiveness of the existing recruitment system in meeting organizational manpower requirements.
3. To suggest improvements for enhancing recruitment efficiency and candidate quality.

1.4 Review of Literature

1. **Edwin B. Flippo (1984)** defined recruitment as the process of searching prospective employees and stimulating them to apply.
2. **Gary Dessler (2017)** emphasized structured interviews to reduce bias and improve selection validity.
3. **Armstrong (2014)** introduced competency-based recruitment models.
4. **Cascio (2015)** highlighted cost-per-hire and recruitment analytics.
5. **Schmidt & Hunter (1998)** demonstrated structured interviews have higher predictive validity.
6. **Ulrich (1997)** positioned HR as a strategic partner.
7. **Barber (1998)** discussed applicant attraction theory.
8. **Breaugh (2008)** emphasized employer branding in recruitment effectiveness.
9. **Ployhart (2006)** linked recruitment practices to organizational performance.
10. **Taylor & Collins (2000)** explored realistic job previews.
11. **Gatewood & Field (2001)** studied structured selection methods.
12. **Werther & Davis (2000)** discussed recruitment planning.
13. **Bratton & Gold (2012)** explained strategic HR integration.
14. **Lievens & Highhouse (2003)** analyzed organizational attractiveness.
15. **Rynes (1991)** studied job choice behavior.
16. **Dessler & Varkkey (India edition)** contextualized HR in Indian organizations.
17. **Noe et al. (2016)** linked recruitment to employee engagement.
18. **Boxall & Purcell (2008)** studied HRM and competitive advantage.
19. **Huselid (1995)** linked HR practices with firm productivity.
20. **SHRM Reports (2022–2024)** emphasized digital recruitment and AI-based screening.

This literature establishes that structured recruitment, competency-based evaluation, and HR analytics are critical for modern organizations.

1.5 RESEARCH METHODOLOGY

The research adopts a descriptive research design.

Primary Data:

- Direct observation of recruitment activities
- Interaction with HR executives
- Participation in resume screening
- Coordination of interviews

Secondary Data:

- Company website
- Industry reports on Indian skill development sector
- HR textbooks and journals

Procedures

1. Requirement intake → JD finalization
2. Multi-channel sourcing → resume triage (education, relevance, location, availability, communication)
3. Telephonic/virtual pre-screen → shortlist
4. Interview scheduling & reminders → attendance tracking
5. Post-interview status communication (selected/on-hold/reject)

Tools & Platforms

LinkedIn, Indeed, Internshala, referrals; Gmail/WhatsApp for communication; Google Meet for virtual interviews; Google Forms for pre-screening/feedback (where used); Excel/Google Sheets for trackers; RecruitNet (where applicable).

1.6 Limitations of the Study

1. **Limited access to turnover data:** It refers to the inability to obtain detailed information regarding employee attrition rates, resignation patterns, retention statistics, and exit analysis within the organization. Due to confidentiality or internal policy restrictions, such data was not fully available during the internship period. As a result, the study could not analyze the relationship between recruitment effectiveness and employee retention outcomes.
2. **Confidentiality restrictions:** It implies that certain organizational information, such as financial records, salary structures, internal HR policies, candidate evaluation sheets, and strategic workforce data, were not accessible due to privacy and corporate policy guidelines. These restrictions are necessary to protect sensitive company information but limit the depth of analysis in academic research.
3. **Short internship duration:** The internship was conducted over a limited period (one month), which restricted long-term observation of recruitment cycles and HR strategic planning processes. A longer duration would have allowed for deeper analysis of recruitment outcomes, onboarding effectiveness, and post-selection employee performance.
4. **Absence of advanced HR analytics system:** The absence of an advanced HR analytics system refers to the lack of integrated digital tools such as Applicant Tracking Systems (ATS), recruitment dashboards, or predictive HR software within the organization. Without such systems, recruitment data was maintained manually, limiting the ability to perform quantitative analysis such as cost-per-hire, time-to-hire metrics, and recruitment trend forecasting.

CHAPTER II

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2.1 COMPANY PROFILE: SKYY SKILL ACADEMY

COMPANY PROFILE – Skyy Skill Academy

Skyy Skill Academy is a leading Edutech organization that focuses on professional skill enhancement through practical learning methodologies. Established with the vision to bridge the gap between academic knowledge and industry requirements, the academy offers diverse programs in business development, finance, marketing, and technology. The company collaborates with corporate partners to deliver industry-ready skills to students and professionals. It operates with a team of skilled educators, HR professionals, and technical experts who ensure high-quality training. The company's commitment to excellence and continuous learning has positioned it as a trusted name in skill-based education.



Mission

“To bridge the gap between academic education and industry requirements by empowering students with hands-on, industry-aligned training in advanced technologies such as Electric Vehicles, Renewable Energy, Drone Technology, and AI/ML.”

Vision

“To build a skilled future-ready workforce, making India's youth truly skilled and enabling them to succeed in a rapidly evolving technological landscape.”

Core Focus Areas

- **EV Skill Lab:** Setting up specialized EV training infrastructure.
- **Collaborations:** Partnering with top institutions like IIT Guwahati, IIT Kanpur, and industry leaders like Ashok Leyland and Bosch.
- **Certifications:** Offering globally accepted certifications.

Objectives of Skyy Skill Academy:

- **Bridge Industry-Academia Gap:** Provide industry-relevant, hands-on training to students and professionals.
- **Job Creation:** Achieve high placement rates through career-oriented training, including "unlimited interviews" for trainees.
- **Skill Development in Emerging Tech:** Focus on Electric Vehicles (EV), IoT, Artificial Intelligence, and Smart Manufacturing.
- **Capacity Building:** Train trainers to improve technical education quality.
- **Infrastructure Development:** Set up advanced "Green Skill Labs" and Centres of Excellence (CoEs) for EVs.

Organizational Structure of the Firm

- **Leadership:** Founded by industry professionals focused on EV and technical education.
- **Partnerships:** Works closely with premier institutions like IIT Kanpur, IIT Guwahati, and Sector Skill Councils.
- **Divisions:** Includes dedicated verticals like "EV Skill Lab" for specialized training equipment and labs.
- **Support System:** Offers dedicated career support, mentorship, and placement assistance.

Products and Services

- **Courses (Online, Hybrid, & Offline):**
 - Electric Vehicles (EV): Design, Analysis, and Service training.
 - Automotive/Manufacturing: CAD, CAM, CAE, and Mechatronics.
 - IT/Advanced Tech: Artificial Intelligence, Machine Learning, Data Science, Python, and Web Development.
- **Skill Labs & CoE Setup:** Establishing EV and Green Skill Labs for institutions.
- **Training of Trainers (ToT):** Specialized programs to train educators in modern industrial skills.
- **Placement & Certification:** Globally recognized certifications with job-guaranteed programs.

With over 2 lakh students trained across 7+ countries, Skyy Skill Academy operates as a premier hub for technical vocational training, particularly in the EV sector.

Key Highlights

- **Job Guarantee & Placement:** Offers 100% placement assurance with 200+ hiring partners and unlimited interview opportunities.
- **Industry-Relevant Curriculum:** Focuses on high-growth fields including Electric Vehicle (EV) technology, Data Analytics, Machine Learning, Python, Drone Technology, and CAD/CAM/CAE.
- **Expert-Led Live Training:** Provides 100% live, interactive classes with 1:1 mentorship from industry experts, rather than just recorded content.
- **Accredited Certification:** Delivers globally recognized certifications, including collaborations with IIT Guwahati (E&ICT Academy).
- **Flexible Learning & Practical Exposure:** Courses are available in online, offline, and hybrid modes, featuring 10-month internship opportunities and real-time, hands-on projects.
- **Affordability & Support:** Known for being highly affordable with EMI options and dedicated career support.



2.2 INDUSTRY ANALYSIS

INDUSTRY ANALYSIS OF SKYY SKILL ACADEMY

Introduction:

Skyy Skill Academy is a professional skill development and training institute based in Bhubaneswar, Odisha, that focuses on preparing students and working professionals for industry demands through career-oriented programs. The organization offers training in technical skills, soft skills, placements, and employability enhancement. In the emerging Indian education landscape, skill development institutions play a vital role in bridging the gap between formal academic learning and industry requirements.

The Indian skill development industry has witnessed accelerated growth due to digital transformation, government initiatives such as the **Skill India Mission**, and increasing employer demand for job-ready talent. Skyy Skill Academy's service model emphasizes practical, hands-on learning and placement assistance, positioning it within a competitive but expanding market segment.

Market Structure:

The skill development and professional training industry in India is characterized by:

Fragmented Competitive Structure

- Large number of regional training centers
- Mix of organized and unorganized players
- Presence of national brands (NIIT, Aptech, Simplilearn)
- Growing number of niche online platforms

Oligopolistic Features in National Segment

- A few large players dominate branded professional training
- Smaller institutions compete through local outreach and tailored programs

Hybrid Service Delivery

- Classroom training
- Online and hybrid learning models
- Corporate training modules

Service Focus

- Technical skills (IT, software, hardware)
- Soft skills (communication, personality development)
- Employability enhancement (mock interviews, placement readiness)

In this structure, Skyy Skill Academy competes primarily as a regional player with growing digital reach.

Market Size and Growth:

Industry Growth Drivers

- Government focus on enhancing workforce skills
- Labor market demand for job-ready graduates
- Increased adoption of technology and e-learning platforms
- Rising awareness among students about employability programs

Indian Skill Development Market

According to various industry estimates, India's skill development market is expected to grow rapidly over the next decade due to:

- Government upskilling initiatives
- Expansion of the services sector
- Growth of digital learning due to post-pandemic trends

Even though precise revenue figures for Skyy Skill Academy are not publicly disclosed, the sector it operates in is estimated to be worth **billions of dollars annually**, with consistent annual growth in training enrollments and industry collaborations.

Regional Market Potential

Odisha, being an emerging education hub, shows significant demand for technical and vocational training programs. With rising enrollment in city-based training institutes, Skyy Skill Academy taps into this regional market while expanding digitally to reach learners nationwide.

Market Segments:

Skyy Skill Academy's target market can be segmented as:

By Customer Type

1. Students and Graduates
 - Undergraduate students
 - Final year students
 - Fresh graduates
2. Working Professionals
 - Early career professionals seeking reskilling
 - Mid-career professionals seeking career transition
3. Corporate Clients

- Small and medium enterprises seeking customized training for employees

By Program Type

1. Technical & IT Programs
 - Software development
 - Hardware & networking
 - Digital technologies
2. Soft Skill & Employability Programs
 - Communication skills
 - Personality development
 - Interview readiness
3. Placement-Oriented Courses
 - Career bridging programs
 - Job guidance & placement assistance

By Delivery Mode

- Classroom Training
- Online Learning
- Hybrid Model

Skyy Skill Academy provides flexibility to learners through both physical and digital training models.

Market Insights:

Demand Trends

- High demand for employability enhancement training among final-year students
- Increased interest from working professionals for skill upgradation
- Greater online engagement due to mobile learning

Technology Influence

- E-learning platforms expanding reach
- Use of digital assessment methods
- Virtual classrooms increasing accessibility

Customer Preferences

- Affordable and practical training
- Placement support assurance
- Short-term certification programs

Recruitment Linkage Impact

- Training programs with placement support are preferred by students
- Industry collaborations boost credibility
- Resume building and interview preparation services attract learners

Skyy Skill Academy's placement assistance, practical training methodology, and industry collaborations place it favorably among students seeking career opportunities.

SWOT Analysis – Skyy Skills Academy

Strengths	Weaknesses
- Strong regional presence in Odisha and nearby regions.	- Relatively limited national brand visibility compared to large players.
- Focus on employability and placement assistance.	- Absence of advanced HR analytics and digital tracking system.
- Personalized mentoring and student support.	- Dependency on manual recruitment and tracking processes.
Opportunities	Threats
- Expansion through digital learning platforms.	- Competition from national and international online training providers.
- Collaboration with corporate partners for customized training.	- Rapid technological disruptions requiring continuous innovation.
- Inclusion of advanced industry certifications.	- High bargaining power of trainers and skilled educators.

CHAPTER III – COMPETITOR ANALYSIS

3.1 Overview of Competitors

In the skill development and professional training industry, Skyy Skill Academy operates in a competitive ecosystem with multiple regional and national players. Competitors vary in scale, operational model (classroom vs online), training specialization, recruitment strategies, and brand positioning.

The key competitors include:

1. NIIT Ltd.

NIIT is one of India's oldest and most recognized professional training providers. With nationwide presence, diverse programs spanning IT, business, and emerging technologies, and strong corporate linkages, NIIT attracts a wide spectrum of learners. NIIT's brand recognition makes it a preferred choice for students seeking recognized certifications and placement support.

2. Aptech Ltd.

Aptech provides tech and business training across multiple cities in India and abroad. Known for its franchise model, Aptech delivers structured curriculum, international certifications, and industry partnerships. It has strong ties with corporate recruitment channels.

3. Simplilearn

A leading online skills training platform focused on professional upskilling in areas like data science, cloud computing, cybersecurity, and digital marketing. Simplilearn's global reach and online delivery model differentiate it in the competitive landscape.

4. UpGrad

UpGrad focuses on higher education, professional certificates, and career transition programs. Its corporate partnerships, industry-aligned curriculum, and strong placement support make it a major competitor in the online learning segment.

5. Local/Regional Training Centers

These include smaller institutes offering skill courses, employability training, and placement assistance on a regional level. Their strength lies in localized presence, language accessibility, and personalized mentoring.

Industry Context:

- National players have strong brand equity, standardized curriculum, and scalable digital platforms.
- Regional players, like Skyy Skill Academy, compete on localized support, personalized student engagement, and cost-effective program pricing.

3.2 Recruitment Practices of Competitors

1. NIIT Ltd.

- **Structured Campus Recruitment:** NIIT conducts systematic campus recruitment drives across colleges, especially for trainer and placement roles.
- **Online Job Portals:** Positions are posted on Naukri, LinkedIn, Indeed, etc.
- **Employee Referral Programs:** Encourages referrals with incentives.
- **Assessment Centers:** Uses structured evaluation processes including group discussions, presentations, and competency tests.
- **Talent Pool Creation:** Maintains a database of previous applicants for future job openings.

2. Aptech Ltd.

- **Multi-channel Sourcing:** Uses job portals, websites, recruitment agencies, and internal referrals.
- **Assessment Tests:** Technical evaluation tests for specific skill roles.
- **Panel Interviews:** Structured multi-stage panel interviews.
- **Role-based Recruitment:** Detailed job description and competencies defined before hiring.
- **Global Sourcing:** Some roles are sourced internationally through partner institutions.

3. Simplilearn

Being primarily online, Simplilearn's recruitment focuses on:

- **Digital Sourcing:** LinkedIn, remote hiring platforms
- **Work-from-Home Hiring:** Flexible roles with competency-based virtual interviews
- **Skill-based Tests:** Coding and technical problem-solving tests for instructors
- **Automated Tracking:** ATS systems to manage candidate pipelines

4. UpGrad

- **Strategic HR Branding:** Showcases employer value proposition to attract talent
- **Online Screening & Analytics:** Uses applicant tracking and analytics
- **Structured Competency Framework:** Psychometric assessments alongside skill tests
- **Candidate Experience Focus:** Automated communication, test scheduling, and virtual interviews

3.3 Engagement Practices of Competitors

1. NIIT Ltd.

- **Orientation Programs:** Detailed onboarding sessions for new hires.
- **Learning and Development:** Continuous upskilling opportunities and certification reimbursement.
- **Reward & Recognition:** Performance awards and monthly recognition.
- **Internal Communication Platforms:** Intranet portals and team forums.

2. Aptech Ltd.

- **Regular Skill Workshops:** In-house training on new technologies.
- **Performance Appraisal Systems:** Annual performance evaluations with development plans.
- **Employee Social Forums:** Team outings and cultural events.

3. Simplilearn

- **Remote Work Tools:** Slack, Zoom, virtual co-working sessions.
- **Learning Credits:** Free access to partner courses for internal staff.
- **Wellness Programs:** Online wellness initiatives.

4. UpGrad

- **Career Pathing:** Defined growth trajectories for instructors and HR staff.
- **Mentorship Programs:** Senior mentoring for new employees.
- **Feedback Mechanisms:** Regular pulse surveys and engagement check-ins.

3.4 Comparative Insights

1. Recruitment Formality:

- National players like NIIT, Simplilearn, and UpGrad have highly structured recruitment frameworks supported by ATS and analytics.
- Skyy Skill Academy uses a semi-formal process relying on manual screening and direct referrals.

2. Sourcing Effectiveness:

- Competitors leverage multi-channel sourcing (campus drives, digital hiring, internal talent pools), whereas Skyy Skill Academy primarily uses portals and referrals.

3. Assessment Sophistication:

- Industry leaders incorporate standardized tests, psychometric tools, and structured evaluations.
- Skyy Skill Academy's assessment is mainly interview-based with limited formal testing.

4. Candidate Experience and Engagement:

- Online platforms (Simplilearn, UpGrad) offer seamless digital candidate experience.
- Skyy Skill Academy can improve candidate communication through automation.

5. Employer Branding & HR Analytics:

- Competitors invest in strategic branding and analytics dashboards to track recruitment KPIs.
- Skyy Skill Academy's brand strength is regional and could be strengthened with employer branding efforts.

CHAPTER IV – CANDIDATE ANALYSIS

4.1 Candidate Profile & Segmentation

For Skyy Skill Academy, the candidate pool consists mainly of individuals seeking roles in training, teaching, administration, marketing, and support services.

Candidate Profile:

Based on internship engagement and documented recruitment records, the typical candidate profile at Skyy Skill Academy includes:

•Educational Background:

- Graduates and postgraduates in fields such as MBA, BBA, B.Tech, M.Tech, BCA, MCA, and professional diplomas.
- Many candidates possess specialization in HR, Marketing, IT, Computer Science, or Education.

•Skill Competency Levels:

- Intermediate to advanced proficiency in MS Office and communication.
- Functional skills relevant to specific roles (e.g., academic trainer vs. marketing executive).

•Experience Levels:

- Fresh graduates seeking entry-level roles.
- Professionals with 1–3 years of relevant experience.
- Some experienced candidates with exposure to training or educational services.

•Geographical Profile:

- Predominantly from Odisha and neighbouring states (West Bengal, Jharkhand).
- A growing number from pan-India through online recruitment channels.

•Motivational Profile:

- Career growth and placement opportunities.
- Skill enhancement and learning culture.
- Stability, growth, and salary expectations within industry norms.

Segmentation based on candidate pool:

Segmentation helps break down the candidate pool into meaningful groups so that HR processes can be tailored to different needs and behaviors.

A. Segmentation by Experience

Segment	Description	Key Traits
Entry-Level	Fresh graduates or interns	High learning enthusiasm, limited practical experience
Early Career	1–3 years experience	Practical exposure, expects growth & responsibility
Experienced	3+ years in training/HR/operations	Expertise, higher expectations, greater negotiation

B. Segmentation by Role Interest

Candidate Segment	Role Type
Academic Trainers	Subject matter experts, educators
HR & Admin	HR executives, coordinators, recruiters
Placement Support	Placement officers, career coaches
Marketing & Sales	Digital marketers, admission executives
Operations	Back office, support staff

c. Segmentation by Skill Set

Skill Cluster	Candidates in Segment
Technical Proficiency	IT trainers, software entry roles
Soft Skills Focus	HR, Admin roles
Customer Interaction	Marketing & placement support
Analytical	Operations & data roles

4.2 Candidate Behavior & Preferences

Understanding candidate behavior is important for determining how they search for jobs, their expectations, and what motivates them to accept or reject offers.

A. Job Search Behavior

Candidates typically transition through the following phases:

1. Job Awareness Stage

- Candidates seek job openings through digital platforms such as LinkedIn, Indeed, Naukri.com, and company websites.
- Referrals from internal sources (employees, alumni).

2. Screening Phase

- Candidates prefer companies that provide clarity on role expectations, job growth potential, and learning opportunities.
- Many prioritize clear job descriptions and defined evaluation stages.

3. Interview Preparation Stage

- Candidates prepare for initial telephonic screening followed by technical or HR rounds.
- Behavioral preparation is common for HR interview rounds.

B. Candidate Preferences

Through intern interviews and observation of recruitment records, the following preferences emerged:

✓ Clarity in Job Roles

Candidates prefer well-defined job responsibilities and transparency regarding expectations.

✓ Career Progression

Candidates consistently evaluated potential for growth and learning opportunity.

✓ Work Culture and Environment

Positive company culture, mentorship prospects, and supportive work environment were important.

✓ Salary & Benefits

While salary was important, many candidates also valued training allowances and leave policies.

✓ Feedback & Communication

Prompt communication and feedback post-interview significantly influenced candidate satisfaction.

4.3 Engagement Factors for Candidates

A. Pre-Selection Engagement

- **Application Acknowledgement**

Candidates preferred immediate acknowledgment of job application submissions.

- **Transparent Communication**

Clear information about selection stages, timelines, and interview formats.

- **Prompt Scheduling**

Favorable engagement when interviews were scheduled within a short timeframe.

B. Interview Engagement

- **Two-way Interaction**

Candidates valued the opportunity to ask questions about role requirements and expectations.

- **Feedback Mechanisms**

Feedback after interviews increased candidate respect and willingness to stay engaged.

C. Post-Selection Engagement

- **Offer Communication**

Timely letter issuance and clarity in terms influenced candidate acceptance.

- **Onboarding Support**

Pre-joining guidelines, documentation process guidance, and induction planning enhanced candidate engagement.

4.4 Key Observations

1. High Volume of Entry-Level Candidates

Sky Skill Academy attracts a large number of fresh graduates seeking early career opportunities. These candidates demonstrate enthusiasm but require structured onboarding and skill nurture.

2. Motivations Centered on Growth

Most candidates prioritize career growth, training opportunities, and placement assistance over immediate financial compensation.

3. Referral Source Dominance

A significant number of applications came through referrals and internal networks, indicating the strength of word-of-mouth and alumni engagement.

4. Communication Impacts Candidate Experience

Timely updates and engagement through telephonic follow-ups improved candidate perception and reduced drop-outs during the selection process.

5. Preference for Structured Hiring

Candidates favored structured interview sequences — clearly defined screening followed by HR rounds — over unstructured assessment.

6. Digital Job Portals Over Traditional Methods

Online recruitment channels (LinkedIn, Naukri) were more effective than offline walk-ins or newspaper advertisements in attracting qualified candidates.

CHAPTER V – ACTUAL WORK DONE, FINDINGS & ANALYSIS

5.1 Candidate Sourcing

Overview of Sourcing Activities

During the internship period at Skyy Skill Academy, a significant portion of HR activity was dedicated to sourcing candidates for various organizational roles including academic trainers, HR assistants, marketing executives, and administrative support staff. Candidate sourcing was carried out through multiple channels with the aim of maximizing the reach and attracting a diverse pool of applicants.

Channels of Sourcing

A. Online Job Portals –

HR regularly posted job advertisements on major recruitment portals such as Naukri.com, LinkedIn, Indeed, and Internshala. Each posting included detailed job descriptions, eligibility criteria, and role expectations. These platforms helped attract applicants with varying levels of experience and backgrounds.

B. Referrals and Networking –

Employee referral programs were actively encouraged. Current employees and interns were asked to refer potential candidates. This method proved to be highly effective since referred candidates tended to have higher commitment and better cultural fit.

C. Social Media Outreach –

Job briefings and vacancy announcements were shared on Skyy Skill Academy's social media pages including LinkedIn, Facebook, and WhatsApp groups. These channels helped attract fresh graduates and early-career professionals.

D. Campus Placements and Walk-Ins –

Although limited, walk-in interviews were conducted occasionally. Tie-ups with local colleges helped in sourcing fresh graduates eager to start their professional careers.

Analysis of Sourcing Efficiency

- **Strengths:**

- Extensive use of online platforms expanded reach
- Referral hires showed higher engagement
- Social media announcements increased brand visibility

- **Weaknesses:**

- Limited use of advanced digital sourcing tools such as ATS (Applicant Tracking System)
- Dependence on manual tracking made follow-ups inconsistent

5.2 Screening Process

At Skyy Skill Academy, screening combined manual evaluation with structured criteria.

Steps in Screening

A. Resume Screening –

HR collected and sorted resumes based on the job requirements. Each resume was assessed for educational qualifications, work experience, domain skills, and relevance to the position applied for.

B. Eligibility Filtering –

Resumes were filtered for minimum educational qualifications (e.g., MBA for HR roles, B.Tech for technical trainers) and relevant experience levels. Screened candidates were moved to the next step.

C. Telephonic Pre-Screening –

Selected candidates were contacted for a telephonic pre-screening call. The purpose was to verify basic eligibility, communication skills, motivation for the job, and salary expectations.

Analysis of Screening Efficiency

- **Strengths:**
 - Telephonic screening allowed real-time interaction
 - Screening reduced the number of unfit applicants significantly
- **Weaknesses:**
 - Manual screening led to potential bias
 - Screening lacked structured scorecards or standardized tests

5.3 Interview Coordination

Scheduling and Communication

Interview coordination was a daily operational task in the HR department. Tasks included:

- Fixing interview dates based on availability
- Communicating schedules to candidates
- Arranging interview panels (technical + HR)
- Sending reminders via email/SMS

Interview Formats Used

A. Technical Interview:

Participants were evaluated by department experts on job-specific competencies.

B. HR Interview:

Focused on culture fit, communication skills, career goals, and overall alignment with organizational values.

Interview Logistics

- Interview timing was planned to avoid clashes
- Candidates were briefed on panel details
- Feedback was immediately recorded in HR tracker sheets

Analysis of Interview Coordination

- **Strengths:**
 - Timely scheduling ensured minimal candidate waiting
 - Coordinated panels delivered structured assessments
- **Weaknesses:**
 - No automated interview scheduling system
 - Candidate reminders depended on manual entries

5.4 Negotiation & Communication

Handling Candidate Queries

A significant part of HR responsibility involved negotiating terms and maintaining transparent communication. Interaction with candidates centered around:

- Salary discussions
- Job role clarifications
- Joining timelines
- Leave policies

Negotiation Practices

HR followed a structured negotiation approach to align candidate expectations with organizational standards:

- Clarified role responsibilities before discussing compensation
- Explained performance evaluation criteria
- Offered alternative role suggestions when expectations differed

Communication Channels

- Email correspondence
- Telephonic communication
- WhatsApp follow-ups

Analysis of Negotiation & Communication

- **Strengths:**
 - Personalized communication enhanced candidate comfort
 - Prompt responses reduced candidate drop-off rates
- **Weaknesses:**
 - Manual communication led to occasional delays
 - Lack of automated feedback templates

5.5 Documentation Handling

A. Collection of Candidate Documents

- Educational certificates
- Identity proof
- Experience letters (if applicable)
- Address proof

B. Verification Procedures

HR verified authenticity of documents submitted by candidates to ensure compliance.

C. Record Maintenance

All candidate documents were filed physically and digitally in HR folders.

Analysis of Documentation Efficiency

- **Strengths:**
 - Proper documentation preserved organizational compliance
 - Dual (physical + digital) filing ensured backup
- **Weaknesses:**
 - Manual filing increased document retrieval time
 - No centralized digital document repository (searchable database)

5.6 Onboarding Process

Onboarding is the process of integrating a selected candidate into the organization. At Skyy Skill Academy, onboarding involved:

- Offer letter issuance
- Acceptance confirmation
- Introduction to team and supervisors
- Orientation on organizational policies
- Introduction to role and expectations

Steps in Onboarding

A. Offer Letter Issuance

HR prepared an offer letter specifying salary, job title, joining date, and benefits.

B. Pre-Joining Formalities

Candidates submitted medical reports, background verification forms, and employment declarations.

C. Orientation Session

New hires were briefed on company culture, code of conduct, and operational protocols.

Analysis of Onboarding Process

- **Strengths:**
 - Structured orientation sessions
 - Clear communication of role expectations
- **Weaknesses:**
 - No formal onboarding checklist template
 - Limited use of digital onboarding tools

5.7 Engagement Activities

Employee engagement plays a key role in retention and morale. During the internship, the following engagement activities were observed:

A. Welcome Meetings for New Hires

Introduced new employees to team leaders and peers.

B. Department Meetings

Weekly team meetings to discuss departmental goals and updates.

C. Skill Development Workshops

Occasional workshops to enhance soft skills and technical competencies.

D. Feedback Loop

HR collected periodic feedback from candidates during the selection journey.

Analysis of Engagement Activities

- **Strengths:**
 - Provides support during transition phase
 - Encourages communication and confidence building
- **Weaknesses:**
 - Engagement was informal and not scheduled periodically
 - No structured employee engagement calendar or portal

5.8 Findings & Observations

A. Recruitment Practice Strengths

Diverse sourcing channels

Prompt telephonic screening

Clear interview communication

Efficient documentation process

Supportive onboarding

B. Recruitment Process Challenges

Manual tracking of candidates

Lack of automated HR systems

Inconsistent use of structured assessment tools

Limited HR analytics capability

C. Candidate Experience Insights

Candidates responded positively to:

- Clear role explanations
- Friendly communication
- Quick interview scheduling

Areas for improvement included:

- Faster feedback loops
- Standardized test frameworks
- Enhanced digital communication

D. Operational HR Observations

1. Candidate Drop-off Patterns

Some candidates dropped out due to delayed communication or unclear role expectations.

2. Referral System Value

Referrals yielded higher candidate fit and lower dropout, indicating strong internal networks.

3. Consistency in Processes

Structured workflows increased efficiency but required formal documentation and automation.

CHAPTER VI – CONCLUSIONS & SUGGESTIONS

6.1 CONCLUSIONS

The Summer Internship Program conducted at Skyy Skill Academy provided practical exposure to the recruitment and selection process from an HR perspective. The study focused on understanding the end-to-end recruitment lifecycle, beginning from candidate sourcing to onboarding and initial engagement. The internship offered valuable insights into how a growing skill development organization manages its human resource requirements in a dynamic and competitive environment.

The analysis revealed that Skyy Skill Academy follows a structured yet semi-formal recruitment process that effectively supports its operational needs. Multiple sourcing channels such as job portals, social media platforms, and employee referrals are used to attract potential candidates. Among these, online job portals and internal referrals were found to be the most effective sources in terms of candidate quality and response rate.

The screening process involved manual resume evaluation followed by telephonic interaction to assess communication skills, job suitability, and candidate expectations. This approach helped in filtering applicants efficiently before proceeding to the interview stage. Interview coordination was handled systematically through scheduling, panel arrangement, and follow-up communication. The HR team ensured timely interaction with candidates, which positively influenced candidate experience.

Negotiation and communication practices at the organization emphasized transparency regarding job roles, compensation structure, and career expectations. Documentation handling and record maintenance were carried out carefully to ensure compliance and accuracy. The onboarding process included offer letter issuance, orientation sessions, and introduction to organizational culture, which helped new employees integrate smoothly into the work environment.

The study also highlighted that the organization maintains a supportive and collaborative work culture, which contributes positively to candidate engagement and employee satisfaction. However, the recruitment process is largely manual, and the absence of advanced HR analytics or Applicant Tracking Systems limits efficiency and data-driven decision-making.

Overall, the internship provided a comprehensive understanding of practical HR operations and demonstrated how effective recruitment practices contribute to organizational growth. The experience also emphasized the importance of structured processes, timely communication, and continuous improvement in recruitment strategies.

6.2 Suggestions & Recommendations

Based on the analysis and observations during the internship, the following suggestions are recommended to enhance the recruitment and selection process at Skyy Skill Academy:

1. Implementation of an Applicant Tracking System (ATS)

The organization should adopt a basic ATS to automate resume screening, interview scheduling, candidate tracking, and communication. This will reduce manual workload and improve efficiency.

2. Development of Standardized Screening Criteria

Introducing structured evaluation scorecards for resume screening and interviews will reduce bias and ensure uniform candidate assessment.

3. Strengthening Employer Branding

The organization should enhance its presence on professional platforms such as LinkedIn by showcasing company culture, employee success stories, and career growth opportunities to attract quality talent.

4. Creation of a Candidate Database

Maintaining a centralized talent pool will help in faster hiring for future vacancies without repeating the sourcing process.

5. Improving Communication Turnaround Time

Automated email or message templates for application acknowledgment, interview confirmation, and rejection feedback will improve candidate experience.

6. Structured Onboarding Checklist

A formal onboarding checklist and digital documentation process will ensure smooth and consistent employee induction.

7. Regular Engagement Programs

Monthly engagement activities, feedback sessions, and learning workshops should be organized to improve employee retention and satisfaction.

8. Introduction of Basic HR Analytics

Tracking metrics such as time-to-hire, source effectiveness, and candidate conversion rates will support better recruitment planning.

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1. Web Portals and Tools Used

- <https://www.linkedin.com> – For sourcing and shortlisting candidates.
- <https://www.indeed.com> – For job postings and candidate search.
- <https://www.internshala.com> – Internship listings and applicant tracking.
- <https://www.triedge.in> – Used as a sourcing platform for interns and freshers.

2. Company-Specific Resources

- Sky Skill Academy – Internal HR databases, candidate trackers, and documentation formats.
- Company job fair brochures and HR orientation manuals.
- Internal communication (emails, WhatsApp templates, onboarding checklists).

3. Additional Online References

- <https://www.shrm.org> – SHRM for understanding HR best practices.
- <https://www.hbr.org> – Harvard Business Review articles on recruitment and onboarding trends.
- <https://www.bput.ac.in> – University guidelines and project formatting structure.

ANNEXURE

1. What is the primary source of recruitment used by the organization?

- a) Employee Referrals
- b) Job Portals (Naukri, LinkedIn, Indeed)
- c) Campus Recruitment
- d) Walk-in Interviews

2. Which recruitment source provides the highest quality candidates?

- a) Job Portals
- b) Employee Referrals
- c) Social Media
- d) Recruitment Agencies

3. How are candidates initially screened?

- a) Automated system (ATS)
- b) Manual resume screening
- c) Online assessment test
- d) Direct interview without screening

4. What type of pre-interview screening is conducted?

- a) Telephonic interview
- b) Video screening
- c) Written test
- d) No pre-screening

5. Which interview method is commonly followed?

- a) Only HR Interview
- b) Only Technical Interview
- c) Technical + HR Interview
- d) Group Discussion + Interview

6. What is the average time taken to fill a vacancy?

- a) Less than 3 days
- b) 3–7 days
- c) 1–2 weeks
- d) More than 2 weeks

7. Which factor most influences candidate acceptance of the job offer?

- a) Salary and benefits
- b) Career growth opportunities
- c) Work environment
- d) Location convenience

8. How is candidate communication maintained during the recruitment process?

- a) Email only
- b) Phone calls only
- c) Email and phone calls
- d) No regular communication

9. Does the organization maintain a candidate database for future vacancies?

- a) Yes, digitally
- b) Yes, manually

c) No

d) Occasionally

10. Which onboarding practice is followed for new employees?

a) Formal orientation session

b) Departmental introduction only

c) Documentation only

d) No structured onboarding