A Summer Internship Project Report

On

A Study on Recruitment and Selection

At

**TATA
class
edge**

better teachers make better students

Submitted to

Biju Patnaik Institute of IT and Management Studies

Under the guidance of

Dr. Mihir Ranjan Nayak

(Professor)

In partial Fulfilment of the Requirement of the award of the degree of

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Offered By:

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Prepared By:

Ipsita Sahu

2006258014

MBA(Semester III)

<u>CERTIFICATE</u>

This is to certify that Ipsita Sahu bearing roll 2006258014 is a student of Master of Business Administration course of the Institute 2020-2022, affiliated to BIJU PATNAIK UNIVERSITY OF TECHNOLOGY. Internship report on " A Study on Recruitment and Selection at Tata ClassEdge" is prepared by her under the guidance of Prof. (Dr). Mihir Ranjan Nayak, HR cum Dean BIITM, in partial fulfillment of requirements for the award of degree of Master in Business Administration of Biju Patnaik Institute of Information Technology & Management Studied, Bhubaneswar, Odisha.
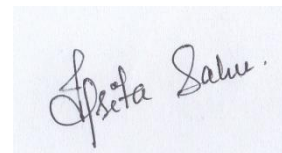
Signature of Internal Guide   Signature of Principal

Date:

Place:

DECLARATION

I hereby declare that this project report titled 'A Study on Recruitment and Selection' at Tata ClassEdge (A division of Tata Industries Ltd) is a result of my original work and my indebtedness to other publications , references , if any have been duly acknowledged . It has not been submitted for the award of any other degree, diploma, fellowship or any other similar title or prizes.

Place: Bhubaneswar   Ipsita Sahu

Date:

3

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Ipsita Sahu

2006258014

ABSTRACT

Recruitment is way beyond simply hiring the right fit for the right job. Efficient and Effective recruitment process ensures that the very best talent is identified, engaged and brought into the business at the same time considering time and budgetary constraints, contributing to organisational excellence and enhancing company's reputation both from market and candidates perspective.

From writing the initial job specification/ job description to advertising, from wading through hundreds of CVs of aspiring candidates to identify those worthy of assessment, from trying to find the time within an increasingly busy schedule to thoroughly interview, then re-interview, and then co-ordinate further interviews with additional members of the team – all whilst managing and absorbing the deficit left behind by the vacant gap within the organisation, it can be, in short – a nightmare.In order to avoid the recruitment minefield, many organisations turn to specialist recruitment consultancies in order to not just expedite and take the stress out of the process, but also to ensure the process is smooth and effective in order to attract and retain the best talent and maintain a strong employer brand in terms of business efficiency and the overall candidate experience.

On the other hand, ineffective recruitment methodology, selection and retention would result in mismatches which can have negative consequences for an organization. A misfit who is not in tune with organizational goals can reduce productivity , customer satisfaction, overall quality of work and can lead to attrition. Training and inducting a wrong hire can be expensive.

The study researches the spectrum of recruitment methodologies followed in Tata Classedge (Edutech industry) that would be effective and efficient thus cater to overall organizational interests .

The need for recruitment may be due to the following reasons:

a) Vacancies due to promotion, transfer, retirement, termination, permanent disability, death and labour turnover.
b) Creation of new vacancies due to expansion and diversification of business activities of an enterprise.

Selection is basically picking an applicant from a pool of candidates who possesses the appropriate qualification and competency to do the job.

The difference between recruitment and selection

Recruitment is identifying, attracting and encouraging prospective employees to apply for a job and Selection is selecting the right candidate from the pool of applicants.

<u>INTRODUCTION</u>

This project report entitled '**A Study on Recruitment and Selection**' focuses on the recruitment process of an organization which has to be strong enough to attract and select the potential candidates with right job specifications. The recruitment process begins with human resource planning and concludes with the selection of the required number of candidates, both HR staff and operating managers have responsibilities in the process.

'Right fit for the right job is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. For the efficient and smooth functioning of business activities, every business organisation/unit needs manpower and for that recruitment and selection plays a vital role. Human resource management in an organisation will not be possible if unsuitable personnel are selected and employment in a business unit.

RECRUITMENT

After the required number and kind of human resources are determined, the next step in the procurement function is to locate the sources wherefrom the required human resources can be available and to attract them towards the organization. This is known as 'recruitment'. Reducing the workforce is called recruitment.

Meaning

• It is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization.

• The process of generating a pool of qualified candidates for a particular job.

• Recruitment, encompassing the complete procedure of sourcing, selecting, and onboarding employees to an organization and it is a function typically housed within Human Resources.

[Onboarding is a process of welcoming, educating, connecting, and acculturating new employees. It helps assimilate them into work and team processes and into an organizational culture.]

Definition:

According to Edwin B. Flippo, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation."

According to Scott, Clothier and Spriegel the need for recruitment arises out of the following situations:

• Vacancies created due to expansion, diversification, and growth of business.

• An increase in the competitive advantage of certain concerns, enabling them to get more of the available business than formerly.

• An increase in business arising from an upswing during the recovery period of a business cycle.

• Vacancies created due to transfer, promotion, retirement, termination, permanent disability or death.

• The normal population growth, which requires increased goods and services to meet the needs of the people.

• A rising standard of living, which requires more of the same goods and services as well as the creation of new wants to be satisfied

Factors Governing Recruitment

(i) External Factors

Supply and Demand

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

Labour Market condition

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

Goodwill / Image of the organization

Image of the organization is another factor having its influence on the recruitment process of the organization. This can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and

affected by industry. Managerial actions like good public relations, rendering public service like building roads, public parks, hospitals and schools help earn image or goodwill for organization

Political-Social- Legal Environment

Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources. Unemployment Rate One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified laborer, which in turns lead to unemployment.

(ii) Internal Factors

Recruitment Policy

The recruitment policy of the organization i.e. recruiting from internal sources and external also affect the recruitment process The recruitment policy of an organization specifies the objectives or recruitment and provides a framework for implementation of recruitment program. It may involve organizational system to be developed for implementing recruitment programs and procedure by filling up vacancies with best-qualified people. Factors Affecting Recruitment Policy

• Need of the organization.

• Organizational objectives

• Preferred sources of recruitment.

• Government policies on reservations.

• Personnel policies of the organization and its competitors.

• Recruitment costs and financial implications.

• Human Resource Planning

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

Size of the Organization

The size of the organization affects the recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

Cost of Recruitment

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

Growth and Expansion

Organization will go for recruitment or think of employing more personnel if it is expanding its operations. So the expansion idea of the business, (or at the time of merger or acquisition) also lead to recruitment.

Process of Recruitment

Recruitment process passes through the following stages:

• Recruitment process begins when the personnel department receives requisitions for recruitment from any department of the company, The personnel requisitions contain details about the position to be filled, number of persons to be recruited, the duties to be performed, qualifications expected from the candidates, terms and conditions of employment and the time by which the persons should be available for appointment etc.

• Locating and developing the sources of required number and type of employees.

• Identifying the prospective employees with required characteristics.

• Developing the techniques to attract the desired candidates. The goodwill of an organisation in the market may be one technique. The publicity about the company being a good employer may also help in stimulating candidates to apply. There may be others of attractive salaries, proper facilities for development etc.

Evaluating the effectiveness of recruitment process.

Generally recruitment process involves five elements, viz., a recruitment policy, a recruitment organisation, a forecast of manpower, the development of sources of recruitment, and different techniques used for utilising these sources, and a method of assessing the recruitment programme. The explanation of these is described below:

Recruitment Policy: It specifies the objectives of recruitment and provides a framework for the implementation of the recruitment programme. It also involves the employer's commitment to some principles as to find and employ the best qualified persons for each job, to retain the most

promising of those hired, etc. It should be based on the goals, needs and environment of the organisation.

Recruitment Organisation: The recruitment may be centralised like public sector banks or decentralised. Both practices have their own merits. The choice between the two will depend on the managerial philosophy and the particular needs of the organisation.

Sources of Recruitment: Various sources of recruitment may be classified as internal and external. These have their own merits and demerits.

Methods of Recruitment: Recruitment techniques are the means to make contact with potential candidates, to provide them necessary information and to encourage them to apply for jobs. Evaluation of Recruitment Programme: The recruitment process must be evaluated periodically. The criteria for evaluation may consist of cost per applicant, the hiring ratio, performance appraisal, tenure of stay, etc. After evaluation, necessary improvements should be made in the recruitment programme.

Sources of Recruitment: After understanding the company strategies and recruitment policy, the HR manager has to search the candidates who can contribute for the achievement of the company's strategies. He has to see for the candidates in various sources viz traditional sources of recruitment and modern sources recruitment.

Traditional Sources of Recruitment The sources of recruitment are broadly divided into

Internal sources include

(i) Present permanent employees,

(ii) Present temporary or casual employees,

(iii) Retrenched or retired employees and

(iv) Dependents of decease disabled retired and present employees

(i)Present Permanent Employees: Organisations consider the candidates from this source for higher level jobs due to availability of most suitable candidates for jobs relatively or equally to the Sources of Recruitment Traditional Source Internal Present Permanent employee Present Temporary/ Casual Employee Retrenched/ Retired employees Dependent of deceased Disabled/ retired & Permanent Employees External Campus Recruitment Private/ Permanent Agency Professional Association data Banks Casual application Competitors Trade Unions Modern source Internal Employee Referral External walk-ins Consult in Head Hunting Body Shoping Merger & Acquisition Tele Recruitment Outsourcing external source, to meet the trade union demands and due to the policy of the organisation to motivate the present employees.

12

(ii) Present Temporary or Casual Employees: Organisations find this source to fill the vacancies relatively at the lower level owing to the availability of suitable candidates or trade union pressures or in order to motivate them on the present job.

(iii) Retrenched or Retired Employees: Generally, a particular organisation retrenches the employees due to lack of work. The organisation takes the candidates for employment from the retrenched employees due to obligation trade union pressure and the like Sometimes, the organisations prefer to re-employ their retired employees as a token of their loyalty to the organisation or to postpone some interpersonal conflicts for promotion etc

(iv) Dependents of Deceased, Disabled, Retired and Present Employees: Some organisationa function with a view to developing the commitment and loyalty of not only the employee but also his family members and to build up image and provide employment to the dependent(s) of deceased, disabled and present employees. Such organisations find this source as an effective source of recruitment.

Why do Organisations Prefer Internal Source?

Organisations prefer this source to external source to some extent for the following reasons:

(1) Internal recruitment can be used as a technique of motivation.

(2) Morale of the employees can be improved

(3) Suitability of the internal candidates can be judged better than the external candidates "known devils are better than unknown angels.

(4) Loyalty, commitment, a sense of belongingness, and security of the present employees can be enhanced.

(5) Employees psychological needs can be met by providing an opportunity for advancement.

(6) Employees economic needs for promotion, higher income can be satisfied

(7) Cost of selection can be minimized

(8) Cost of training, induction, orientation, period of adaptability to the organisation can be reduced.

(9) Trade unions can be satisfied.

But organisations do not excessively rely on internal source as too much consumption of ever sugar tastes bitter. The excessive dependence on this source results in in-breeding, discourages flow of new blood into the organisation, the organisation would become dull and back number without innovations, new ideas, excellence and expertise. Hence, organisations depend on internal source to the extent of motivating and then depend on external sources.

External Sources

External sources are those sources, which are outside the organisational pursuits Organisations search for the required candidates from these sources for the following reasons

• The suitable candidates with skill, knowledge, talent etc are generally available.

• Candidates can be selected without any pre-conceived notion or reservations.

• Cost of employees can be minimised because employees selected from this source are generally placed in the minimum pay scale

• Expertise, excellence and experience in other organisations can be easily brought into the organization.

• Human resources mix can be balanced with different background, experience, skills etc.

• Latest knowledge, skill, innovative or creative talent can also be flowed into the organisation. • Existing sources will also broaden their personality.

• Long-run benefit to the organisation in the sense that qualitative human resources can be brought.

External Sources Include:

    (i) Campus Recruitment,

    (ii) Private/ Public Employment Agencies,

    (iii) Professional Associations,

    (iv)Data Banks,

    (v) Casual Applicants,

    (vi) competitors and

    (vii) Trade Unions

Modern Sources of Recruitment

A number of modern recruitment sources are being used by the corporate sector in addition to traditional sources These sources, are divided into internal and external Internal source include employee referrals

Employee Referrals: Present employees are well aware of the qualifications attitudes, experience and emotions of the friends and relatives. They are also aware of the job requirements and

organisational culture of the company. As such, they can make preliminary judgement regarding the match between the job and their friends or relatives Hence, the HR managers of the company depend on the present employees for reference of the candidates for various jobs. This sources reduces the cost and time required for recruitment. Further this source enhances the effectiveness of recruitment.

(i) Walk-In: The busy organizations and the rapid changing companies do not find time to perform various functions of recruitment. Therefore, they advise the potential candidates to attend for an interview directly and without a prior application on a specified date time and at a specified place. The suitable candidates from among the interviewees will be selected for appointment after screening the candidates through tests and interviews.

(ii) Consult-In: The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs The companies select the suitable candidates from among such candidates through the selection process.

(iii) Head-hunting: The companies request the professional organisations to search for the best candidates particularly for the senior executive positions The professional organisations search for the most suitable candidates and advise the company regarding the hilling up of the positions. Headhunters are also called search consultants

(iv)Body Shopping: Professional organisations and the hi-tech training institutes develop the pool of human resources for the possible employment. The prospective employers contact these organisations to recruit the candidates Otherwise; the organisations themselves approach the prospective employers to place their human resources. These professional and training institutions are called body shoppers' and these activities are known as body shopping.

(v) Mergers & Acquisitions: Business alliances like acquisitions, mergers, and take-overs help in getting human resources. In addition, the companies do also have alliances in sharing their human resources on ad-hoc basis. It does mean that the company with surplus human resources offers the services of their employees to other needy organisations.

(vi) E-Recruitment: The job seekers send their applications through e-mail using the Internet. Alternatively, job seekers place their CVs in the World Wide Web or Internet, which can be drawn by the prospective employers depending upon their requirements.

Advantages of e-recruitment include:

• Low cost of recruitment per candidate.

• Reduction in time for recruitment.

• Increase in the selection ratio i.e. recruiting more candidates.

• HR professionals can concentrate on strategic issues

• Increased rate of collaboration among the recruiting agencies and

• Increased effectiveness and efficiency of recruitment

(vii) Outsourcing: Some organisations recently started developing human resource pool by employing the candidates for themselves. These organisations do not utilise the human resources, instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis. Various companies, rather than employing HRs. draw HRs from these organisations on commission basis. This arrangement is called out-sourcing.

New approaches in recruitment

(i)Employer branding

(ii)Special events recruiting

(iii) Scouting

(iv) Resume Bank & Resume Scanners

(v) Event Recruiting

(vi)Hiring through Social Media

Recruitment Process

SELECTION

Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization.

Recruitment and selection are two crucial steps in the HR process and are often used interchangeably. There is, however, a fine distinction between the two steps. While recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs, selection is concerned with picking the right candidates from a pool of applicants.

Mostly the term recruitment is widely used to refer to the whole process of employee hiring.

Definition:

According to Dale Yoder, "Selection is the process in which candidates for employment are divided into two classes-those who are to be offered employment and those who are not". According to Thomas Stone, "Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job".

In the words of Michael Jucius, "The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidates possess the qualifications called for by a specific job or for progression through a series of jobs."

According to Keith Davis, "Selection is the process by which an organisation chooses from a list of screened applicants, the person or persons who best meet the selection criteria for the position available."

Difference between Recruitment and Selection

Flippo was has described the difference between recruitment and selection, as "Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation. It is often termed positive as is stimulates people to apply for jobs, selection on the other hand tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired." Recruitment and selection differs in following manner:

1. Difference in Objective: The basic objective of recruitment is to attract maximum number of candidates so that more options are available. The basic objective of selection is to choose best out of the available candidates.

2. Difference is Process: Recruitment adopts the process of creating application pool as large as possible and therefore. It is known as positive process. Selection adopts the process through which more and more candidates are rejected and fewer candidates are selected or sometimes even not a single candidate is selected. Therefore, it is known as negative process or rejection process.

3. Technical Differences: Recruitment techniques are not very intensive, and not require high skills. As against this, in selection process, highly specialised techniques are required. Therefore, in the selection process, only personnel with specific skills like expertise in using selection tests, conducting interviews, etc., are involved.

4. Difference in Outcomes: The outcome of recruitment is application pool which becomes input for selection process. The outcome of selection process is in the form of finalising candidates who will be offered jobs.

Selection Process

The selection procedure is concerned with securing relevant information about an applicant. This information is secured in a number of steps or stages. The objective of selection process is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment (sometimes). The selection procedure consists of a series of steps. Each step must be successfully cleared before the applicant proceeds to the next.

The selection process is a series of successive hurdles or barriers which an applicant must cross. These hurdles are designed to eliminate an unqualified candidate at any point in the selection process. Thus, this technique is called "Successive Hurdles Technique". In practice, the process differs among organisations and between two different jobs within the same organisation. for the senior managers will be long drawn and rigorous, but it is simple and short while hiring lower level employees. The major factors, which determine the steps involved in a selection process, are as follows:

• Selection process depends on the number of candidates that are available for selection.

• Selection process depends on the sources of recruitment and the method that is adopted for making contact with the prospective candidates.

• Various steps involved in as selection process depend on the type of personnel to be selected.

All of the above factors are not mutually exclusive, rather they can operate simultaneously. In any case, the basic objective of a selection process is to collect as much relevant information about the candidates as is possible so that the most suitable candidates are selected. A comprehensive selection process involves the various steps as shown in following figure.

1. Application Pool: Application pool built-up through recruitment process is the base for selection process. The basic objective at the recruitment level is to attract as much worthwhile applications as possible so that there are more options available at the selection stage.

2. Preliminary Screening and Interview: It is highly noneconomic to administer and handle all the applicants. It is advantageous to sort out unsuitable applicants before using the further selection steps. For this purpose, usually, preliminary interviews, application blank lists and short test can be used. All applications received are scrutinised by the personnel department in order to eliminate those applicants who do not fulfill required qualifications or work experience or technical skill, his application will not be entertained. Such candidate will be informed of his rejection. Preliminary interview is a sorting process in which the prospective candidates are given the necessary information about the nature of the job and the organisation. Necessary information is obtained from the candidates about their education, skills, experience, expected salary etc. If the candidate is found suitable, he is elected for further screening. This courtesy interview; as it is often called helps the department screen out obvious misfits. Preliminary interview saves time and efforts of both the company and the candidate. It avoids unnecessary waiting for the rejected candidates and waste of money on further processing of an unsuitable candidate. Since rejection rate is high at preliminary interview, the interviewer should be kind, courteous, receptive and informal.

3. Application Blank or Application Form: An application blank is a traditional widely accepted device for getting information from a prospective applicant which will enable the management to make a proper selection. The blank provides preliminary information as well as aid in the interview by indicating areas of interest and discussion. It is a good means of quickly collecting verifiable (and therefore fairly accurate) basic historical data from the candidate. It also serves as a convenient device for circulating information about the applicant to appropriate members of management and as a useful device for storing information for, later reference. Many types of application forms, sometimes very long and comprehensive and sometimes brief, are used. Information is generally taken on the following items:

(a) Biographical Data: Name, father's name, data and place of birth, age, sex, nationality, height, weight, identification marks, physical disability, if any, marital status, and number of dependants.

(b) Educational Attainment: Education (subjects offered and grades secured), training acquired in special fields and knowledge gained from professional/technical institutes or through correspondence courses.

(c) Work Experience: Previous experience, the number of jobs held with the same or other employers, including the nature of duties, and responsibilities and the duration of various assignments, salary received, grades, and reasons for leaving the present employer.

(d) Salary and Benefits: Present and expected.

(e) Other Items: Names and addresses of previous employers, references, etc. An application blank is a brief history sheet of an employee's background and can be used for future reference, in case needed.

The application blank must be designed from the viewpoint of the applicant as well as with the company's purpose in mind. It should be relatively easy to handle in the employment office. Application form helps to serve many functions like:

• Its main usefulness is to provide information for reference checking, good interviewing, and correlation with testing data.

• It helps to weed out candidates who are lacking in education, experience or some other eligibility traits.

• It helps in formulating questions to be asked in the interview.

• Data contained in application form can be stored for future reference.

• It also tests the candidate's ability to write, to organize his thoughts, and to present facts clearly and succinctly.

• It indicates further whether the applicant has consistently progressed to better jobs. It provides factual information

Weighted Application Blanks

Some organisations assign numeric values or weights to the responses provided by the applicants. This makes the application form more job related. Generally, the items that have a strong relationship to job performance are given higher scores. For example, for a sales representative's position, items such as previous selling experience, area of specialisation, commission earned, religion, language etc. The total score of each applicant is then obtained by adding the weights of the individual item responses. The resulting scores are then used in the final selection. WAB is best suited for jobs where there are many employees especially for sales and technical jobs.

4. Selection Tests: Many organisations hold different kinds of selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc. Selection tests normally supplement the information provided in the application forms. Such forms may contain factual information about candidates. Selection tests may give information about their aptitude, interest, personality, which cannot be known by application forms. Types of tests and rules of good of testing have been discussed in brief below:

A. Aptitude Tests: These measure whether an individual has the capacity or talent ability to learn a given job if given adequate training. These are more useful for clerical and trade positions.

B. Personality Tests: At times, personality affects job performance. These determine personality traits of the candidate such as cooperativeness, emotional balance etc. These seek to assess an

individual's motivation, adjustment to the stresses of everyday life, capacity for interpersonal relations and self-image.

C. Interest Tests: These determine the applicant's interests. The applicant is asked whether he likes, dislikes, or is indifferent to many examples of school subjects, occupations, amusements, peculiarities of people, and particular activities.

D. Performance Tests: In this test the applicant is asked to demonstrate his ability to do the job. For example, prospective typists are asked to type several pages with speed and accuracy.

E. Intelligence Tests: This aim at testing the mental capacity of a person with respect to reasoning, word fluency, numbers, memory, comprehension, picture arrangement, etc. It measures the ability to grasp, understand and to make judgment.

F. Knowledge Tests: These are devised to measure the depth of the knowledge and proficiency in certain skills already achieved by the applicants such as engineering, accounting etc.

G. Achievement Tests: Whereas aptitude is a capacity to learn in the future, achievement is concerned with what one has accomplished. When applicants claim to know something, an achievement test is given to measure how well they know it.

H. Projective Tests: In these tests the applicant projects his personality into free responses about pictures shown to him, which are ambiguous

5. Interview: An interview is a procedure designed to get information from a person and to assess his potential for the job he is being considered on the basis of oral responses by the applicant to oral inquiries by the interviewer. Interviewer does a formal in-depth conversation with the applicant, to evaluate his suitability. It is one of the most important tools in the selection process. This tool is used when interviewing skilled, technical, professional and even managerial employees. It involves two-way exchange of information. The interviewer learns about the applicant and the candidate learns about the employer. Objectives of Interviews:

• To obtain additional information from the candidate.

• Facilitates giving to the candidate information about the job, company, its policies, products etc.

• To assess the basic suitability of the candidate. The selection of interview can be

• One to one between the candidate and the interviewer:

• Two or more interviewers by employers representatives-sequential;

• By a panel of selections, i.e., by more than representative of the employer.

Types of interviews:

Interviews can be classified in various type:

(1) Preliminary interview

• Informal

• Unstructured

(2) Core Interview

• Background information interview

• Job & Probing Interview

• Stress interview

• The Group discussion interview

• Formal & Structured Interview

• Panel Interview

• Depth Interview

(3) Decision Making Interview

(1) Preliminary Interview

(a) Informal Interview: This is the interview which can be conducted at any place by any person, to secure the basic and non-job related information. The interaction between the candidate and the personnel manager when the former meets the latter to enquire about the vacancies or additional particulars in connection with the employment advertisement is an example of informal Interview

(b) Unstructured Interview: In this interview, the candidate is given the freedom to tell about self by revealing his knowledge on various items areas, his background, expectations, interest etc. similarly, the interviewer also provides information on various items required by the candidate.

(2) Core Interview It is normally the interaction between the candidate and the line executive of certs on various areas of job knowledge, skill, talent etc. This interview may take various forms

(a) Background Information Interview: This interview is intended to collect the information which is not available in the application blank and to check that information provided in the application blank regarding education, place of domicile, family, health, interests, hobbies, likes, dislikes and extra curricular activities of the applicant.

(b) Job and Probing Interview: This interview aims at testing the candidate's job knowledge about duties, activities, methods of doing the job, critical problematic areas, methods of handling those areas e

(c)Stress Interview: This interview aims at testing the candidate's job behaviour and level of withstanding during the period of stress and strain. The Interviewer tests the candidate by putting hi under stress and strain by interrupting the applicant from answering, criticising his opinions, as questions pertaining to unrelated areas, keeping silent for unduly long periods after he has finish speaking etc. Stress during the middle portion of the interview gives effective results. Stress interview must be handled with utmost care and skill. This type of interview is often invalid, as the interviewer need for a job and his previous experience in such type of interviews may inhibit his actual behave under such situation.

(d) Group Discussion Interview: There are two methods of conducting group discuss interviews, viz group interview method and discussion interview method. All the candidates are brought into one room, and are interviewed one by one under group interview The method helps a busy executive to save valuable time and gives a fair account of the objectivity of the interview to the candidates. Under this method, one topic is given for discussion to the candidates who assemble in one room and they are asked to discuss the topic in detail. This type of interview helps the interviewer in appraising certain skills of the candidates like initiative, inter-personal skills, dynamism presentation, leading, comprehension, collaboration etc. Interviewers are at ease in this category of interview because of its informality and flexibility Bu it may fail to cover some significant portions of the candidates background and skills.

(e) Formal and Structured Interview: In this type of interview, all the formalities, procedures lie fixing the value, time, panel of interviewers, opening and closing, intimating the candidates official etc. are strictly followed in arranging and conducting the interview. The course of the interviews preplanned and structured, in advance, depending on job requirements. The questions for discussion are structured and experts are allotted different areas and questions to be asked. There will be very little room for the interviewers to deviate from the questions prepared in advance in a sequence.

(f) Panel Interview: A panel of experts interview each candidate, judges his performance individually and prepares consolidated judgment. This type of interview is known as panel interview Interviews for middle level and senior level managers are normally conducted by the panel of experts

(g) Depth Interview: In this interview, the candidate would be examined extensively in core areas of job skills and knowledge Experts test the candidate's knowledge in depth. Depth interviews a conducted for specialist jobs. Information technology brought significant developments in the selection process of employees. The vital development is on-line interview.

(3) Decision-Making Interview: After the candidates are examined by the experts including the line managers of the organisation in the core areas of the job, the head of the department/section concerned interviews the candidates once again, mostly through informal discussion. The interviewer examines the interest of the candidate in the job, organisation, reaction/adaptability to the working conditions, career planning, promotional opportunities, work adjustment and allotment etc. The Personnel Manager also interviews the candidates with a view to find out his reaction/acceptance regarding salary, allowances, benefits, promotions, opportunities etc. The head of the department and the personnel manager exchange the views and then they jointly inform their decision to the chairman of the interview board, who finally makes the decision about the candidates' performance and their ranks in the interview. Most of the organisations have realised recently that employers' positive attitude matters much rather than employees' skills and knowledge. Employees with positive attitude contribute much to the organisation. Hence, the interviewers look for the candidates with the right attitude while making final decision.

6. Background Investigation: The next step in the selection process is to undertake an investigation of those applicants who appear to offer potential as employees. This may include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance/ contacting other job-related and personal references, and verifying the educational accomplishments shown on the application. The background investigation has major implications. Every personnel administrator has the responsibility to investigate each potential applicant. In some organization, failure to do so could result in the loss of his or her job. But many managers consider the background investigation data highly biased. Who would actually list a reference that would not give anything but the best possible recommendation? The seasoned personnel administrator expects this and delves deeper into the candidate's background, but that, too, may not prove to be beneficial. Many past employers are reluctant to give any information to another company other than factual information (e.g., date of employment). Even though there is some reluctance to give this information, there are ways in which personnel administrators can obtain it. Sometimes, for instance information can be obtained from references once removed. For example, the personnel administrator can ask a reference whose name has been provided on the application form to give another reference, someone who has knowledge of the candidate's work experience. By doing this, the administrator can eliminate the possibility of accepting an individual based on the employee's current employer's glowing recommendation when the motivation for such a positive recommendation was to get rid of the employee.

7. Physical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo physical fitness test. Candidates are sent for physical examination either to the company's physician or to a medical officer approved for the purpose. Such physical examination provides the following information.

• Whether the candidate's physical measurements are in accordance with job requirements or not?

• Whether the candidate suffers from bad health which should be corrected? • Whether the candidate has health problems or psychological attitudes likely to interfere with work efficiency or future attendance?

• Whether the candidate is physically fit for the specific job or not?

8. Approval by Appropriate Authority: On the basis of the above steps, suitable candidates are recommended for selection by the selection committee or personnel department. Though such a committee or personnel department may have authority to select the candidates finally, often it has staff authority to recommend the candidates for selection to the appropriate authority. Organisations may designate the various authorities for approval of final selection of candidates for different categories of candidates. Thus, for top-level managers, board of directors may be approving authority; for lower levels, even functional heads concerned may be approving authority.

9. Final Employment Decision: After a candidate is finally selected, the human resource department recommends his name for employment. The management or board of the company offers employment in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions of employment. Some firms make a contract of service on judicial paper. Usually an appointment is made on probation in the beginning. The probation period may range from three months to two years. When the work and conduct of the employee is found satisfactory, he may be confirmed. The personnel department prepares a waiting list and informs the candidates. In case a person does not join after being selected, the company calls next person on the waiting list.

10. Evaluation: The selection process, if properly performed, will ensure availability of competent and committed personnel. A period audit, conducted by people who work independently of the human resource department, will evaluate the effectiveness of the selection process. The auditors will do a thorough and the intensive analysis and evaluate the employment programme.

INDUCTION AND SOCILAISATION

Induction or orientation is the task of introducing the new employees to the organization and its policies, procedures and rules. Objectives of Induction

1. To welcome the new employee, relieve his anxieties and make him feel at home.

2. To develop a rapport between the company and the new employee and make him feel part of the organisation as quickly as possible.

3. To inspire the new employee with a good attitude toward the company and his job.

4. To acquaint new employees with company goals, history, management, traditions, policies, department, divisions, products and physical layouts.

5. To communicate to new employee what is expected of them, their responsibilities and how they should handle themselves.

6. To present the basic information the employee wants to know – rules and regulations, benefits, payday, procedures, and general practices

7. To encourage the new employee to have an inquiring mind, show him how to learn and assist him toward a discipline effort in developing additional knowledge. 8. To provide basic skills, turns and ideas of the business world and help the new employee in human relations.

Steps Involved in Induction Programme

• The HR department may initiate the following steps while organizing the induction programme:

• Welcome to the organization

• Explain about the company

• Show the location/department where the new recruit will work

• Give the company's manual to the new recruit

• Provide details about the various work groups and the extent of unionism within the company

• Give details about pay, benefits, holidays, leave etc.

• Explain about future training opportunities and career prospects

• Clarify doubts by encouraging the employee to come out with questions

• Take the employee on a guide tour of building, facilities etc.

Socialization

Induction includes socialization also. Socialization is the process through which the new recruit begins to understand and accept the values, norms and beliefs for becoming 'accepted' members of the organization. In other words, it is process of adaptation to a new culture of the organization.

Socialization process

Socialization is a process made up of three stages: pre-arrival, encounter, and metamorphosis.

• The first stage, pre-arrival, encompasses all the learning that occurs before a new member joins.

• In the second stage, encounter, the new employees learn about what the organization is really like and confronts the possibility that expectations and reality may diverge.

• In the third stage, metamorphosis, the relatively long-lasting changes take place. The new employee masters the skills required for his/her job, successfully performs his/her new roles, and makes the adjustments to his/her work group's values and norm

SCOPE

This research paper is confined to certain selected factors and their effect on recruitment and selection. It also aims to analyze the hiring frequency. The study would help to find out trends prevailing among the recruiters such as how they choose the mode of sourcing, frequency of recruitment, and factors considered for selecting a candidate. This report aims at understanding the process of recruitment at Tata Classedge. To collect and analyze the data for human resource practices in relation to recruitment. It also aims to analyse human resource practices involved in welfare & development through certain events for the smooth functioning of business.

OBJECTIVES

- To study about the recruitment and selection process followed at Tata ClassEdge
- Find out the factors influencing hiring decision
- Examine the stakeholder's expectation & level of satisfaction in association with hiring.

METHODOLOGY

- Type of method – Descriptive Research
- Tools used –
    o Statistical tools
    o MS excel
    o Google form.
- Source of data collection –
    o Primary data
    o Secondary data

Descriptive research consists of surveys and fact-finding enquiries of different types. The main objective of descriptive research is describing the state of affairs as it prevails at the time of study. It is more specific than an explanatory study, as it has focus on particular aspect of the problem studied. It is designed to get her descriptive information and provide information for formulating more sophisticated studies. Descriptive study is a fact- finding investigation with adequate interpretation. It is the simplest type of research. The data was collected from both primary and secondary sources. The primary data was collected through Questionnaire using convenient sampling technique. Further, the collected data was classified, tabulated and analyzed using simple statistical tools like Percentage Analysis and Chi Square Test. The primary Data collected through schedule are analyzed and interpreted into tables and diagrammatically represented. Pictorial representations are obtained from the tables. They help for easy understanding of concepts.

Here are many methods of collection primary data and the main methods include:-
    o Questionnaire Method
    o Interview Method
    o Observation Method

Here are many methods of collection Secondary data and the main methods include:-
    o Journals
    o Company records
    o Website of the company
    o Other records

Primary data involves the collection of data that does not exists where as secondary data involves the summary, collection and/or synthesis of existing research rather than

primary research, where data are collected from, for example, research subjects or experiments.

Sample unit- IT personnel of Tata ClassEdge

Sample Size- 20

Sampling Technique- Convenient Sampling

LIMITATIONS

- No human being is perfect , so this report might be affected by knowledge level and some other uncontrollable factors.
- The research covered limited number of investors and from a particular geographical area. Sample selected may not represent whole population, as sample size selected is very small in proportion to population due to time and cost constraints.
- As the data was collected through different methods like questionnaire method, interview method, etc Respondents might have felt hesitation in providing information related to their age, income etc. so, there can be some data that might questionable because of unwillingness of respondents to give right information.
- The response given by some of the respondents may be biased

COMPANY PROFILE

Background and inception of the company

The Tata group's core purpose is to improve the quality of life of the communities it serves globally, through long-term stakeholder value creation based on leadership with trust.

Founded by Jamsetji Tata in 1868, the Tata group is a global enterprise headquartered in India, and comprises over 100 operating companies, with operations in more than 100 countries across six continents, exporting products and services to over 150 countries. The revenue of Tata companies, taken together, was $111 Billion in 2017-15, with 68 percent of this coming from businesses outside India. Tata companies employ over 611,700 people worldwide.

Tata ClassEdge is an E-learning and a school management software system that enables Indian schools to improve operational efficiency and student interaction. Milind M Shahane is the founder of Tata Classedge. It was created with 25 years of international experience in the space of e-learning. With a highly energized team of multi-disciplinary specialists, Tata ClassEdge constantly innovates in pedagogy, technology and content aimed at enhancing learning experiences for CBSE, ICSE and various State Board schools in the K12 education landscape in India. Since its inception in 2011 as an independent entity, Tata ClassEdge touches more than 1,700 private schools and 200+ government schools, covering over 125,000 teachers and 1,700,000 students across India, who have already adopted the Tata ClassEdge way of teaching.

Being a research-based organization, they spoke to academicians, influential stakeholders as well as parents and students to identify the challenges in Indian school education.They realized there were primarily 4 issues:

- Engaging varied learners in the classroom
- Lack of personalization in education
- Administrative burden of teachers and principals
- Low parent involvement

Vision: Be a market leader in digital education in India by 2024.

Mission: Improve the effectiveness of education systems through our high-impact digital learning products, solutions and services.

Values: Responsibility, Integrity, Teamwork, Excellence

Product & services

- Hardware
    - Best-in-class projector combining 3LCD & ultra-short-throw technologies
    - Interactive Flat Panel Comes with in-built white board software In-built single-board computer
    - Finger-touch enabled whiteboard
- Software
    - Classedge – content
    - Virtual Classedge
    - Planedge – academic planning
    - TestEdge – in school assessment
    - Test prep – test preparation
    - English language lab – language proficiency tool
    - Early edge – curriculum.
- Books
    - Thinking about values – life skills and value curriculum
    - Early edge – curriculum
- Services
    - Stationed services – on site support
    - AMC –hardware managed services
    - Program – teachers empowerment
    - Classedge academy – empowering teachers

Products & Solutions

	03	04	05	06	07
	Academic Planning	In-School Assessment	Test Preparation	Language Proficiency Tool	Curriculum
	PlanEdge	TestEdge	Testprep	English Language Lab	Early Edge

SOFTWARE

HARDWARE

BOOKS

SERVICES

Plan edge · **Test edge** · **TATA Testprep** · **class edge | english lab** · **TATA early Edge**

← →

Products & Solutions

	01	02	03	05	06	07
	In-Class	In-Class	In-Class	In-Class	In-Class	In-Class
	Hybrid Classroom	IFP	Ultra Prime	X-Centre Prime	ST Edge Pro	ST Edge	LT Edge
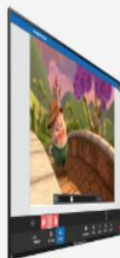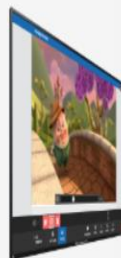
SOFTWARE

HARDWARE

BOOKS

SERVICES

← →

→

Products & Solutions

01   02   03

Life Skills & Values Curriculum
Thinking About Values

Curriculum
Early Edge

Imprints

SOFTWARE

HARDWARE

BOOKS

SERVICES

TATA early edge

CLASSEDGE Imprints

BRINGING TOGETHER THE BEST OF BOTH – PEDAGOGY AND DIGITAL TECHNOLOGY!

A textbook series that builds skills effortlessly in young learners
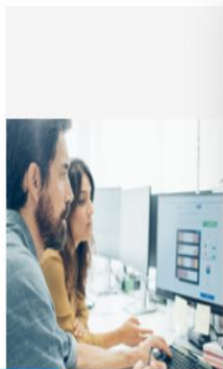
LEARN HOW TO LEARN WITH

CLASSEDGE Imprints

Products & Solutions

01   02   03   04

On-Site Support
Stationed Services

Hardware Managed Services
(AMC)
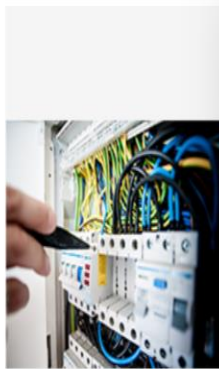
Teachers Empowerment
Program

Empowering Teachers
ClassEdge Academy

SOFTWARE

HARDWARE

BOOKS

SERVICES

classedge academy

← →

Best Practices

Tata's system is so well designed that one need not to put much effort into achieving a target; rather if someone enters into their ecosystem and adopts their unique way of functioning the goals can be achieved. Doing nothing often leads to the very best thing.

Since the commencement of this internship tenure, something which I really found fascinating is their unique work culture. Tata is well known for its work ethics, they work in an affable environment where pressure and deadlines are eliminated, the only thing ensured is mutual productivity and development.

It is tough for most of the companies to escape the tentacles of Pandemic. Many are facing a lot of trouble in revenue generation. Tata ClassEdge is handling this situation efficiently with a lot of patience, they organize weekly engagement activities for their employees to subdue work pressure, this shows their care towards employees and it completely goes in line with the vision of Tata which claims that it caters to the development of employees and treats them as partners.

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths	Weaknesses
External origin (attributes of the environment)	Opportunities	Threats

| Strength	Weakness
● Brand recognition: TATA is a well-known brand in the country of origin and in neighboring countries such as Bangladesh, Pakistan, etc. ● Work ethics : TATA is well known for its work culture , their care for employees by treating them as partners . ● Contributes in nation building , hence building a strong reputation . ● Transforming e-learning in India with their diverse products and services. ● Better teachers make better students , with this motto , not only do they confine themselves to empower students , they also focus on empowering teachers. ● Provide digital and seamless solutions to upgrade learning .	● Global presence: In achieving global market shares Tata remained silent. Until now it has not penetrated into other foreign markets. ● Ineffective Marketing strategy: The TATA lacks a clear marketing strategy for promoting its company worldwide. ● Limited its domestic market presence:
Opportunity	**Threat**
● Strategic Positioning: For creating a positive brand identity a company must have a clear marketing strategy. It can also allow developing a good client base in India and around the world. To reach new markets and position itself TATA Motors must follow an aggressive marketing and promotional strategy. ● New trends in the education sector . ● The new taxation policy can significantly impact the way of doing business and can open new opportunities for established players such as Tata to increase its profitability. ● Stable free cash flow provides opportunities to invest in adjacent product segments. With more cash in the bank the company can invest in new technologies as well as in new products segments. This should open a window of opportunity for Tata in other product categories.	● A lot of businesses were affected due to covid , with the rising covid case , schools were closed , hence affecting their functioning and revenue. ● The rising competitors within the e-learning realm. New technologies developed by the competitor or market disruptor could be a serious threat to the industry in the medium to long term future. ● Intense competition – Stable profitability has increased the number of players in the industry over the last two years which has put downward pressure on not only profitability but also on overall sales.

INDUSTRY ANALYSIS

Porter's Five Force Analysis / Competitive Analysis

Porter's five-force framework is a qualitative tool that applies to investment analysis. The framework helps analyze a firm's competitive stance in its industry. Porter's forces examine industry-specific conditions and help investors determine how well a corporation is positioned to adapt to changes in its target market.

Michael Porter's analysis serves as an alternative to Albert Humphrey's more common SWOT (strengths, weaknesses, opportunities, threats) model.

Porter's five forces are:

- The threat of substitute products or services
- The threat of increased competition from rivals in the market
- The threat of new entrants into the market
- The bargaining power of suppliers
- The bargaining power of customer

Bargaining Power of *Suppliers*

Threat of *New Entrants* → *Industry* Rivalry ← Threat of *Substitutes*

Bargaining Power of *Buyers*
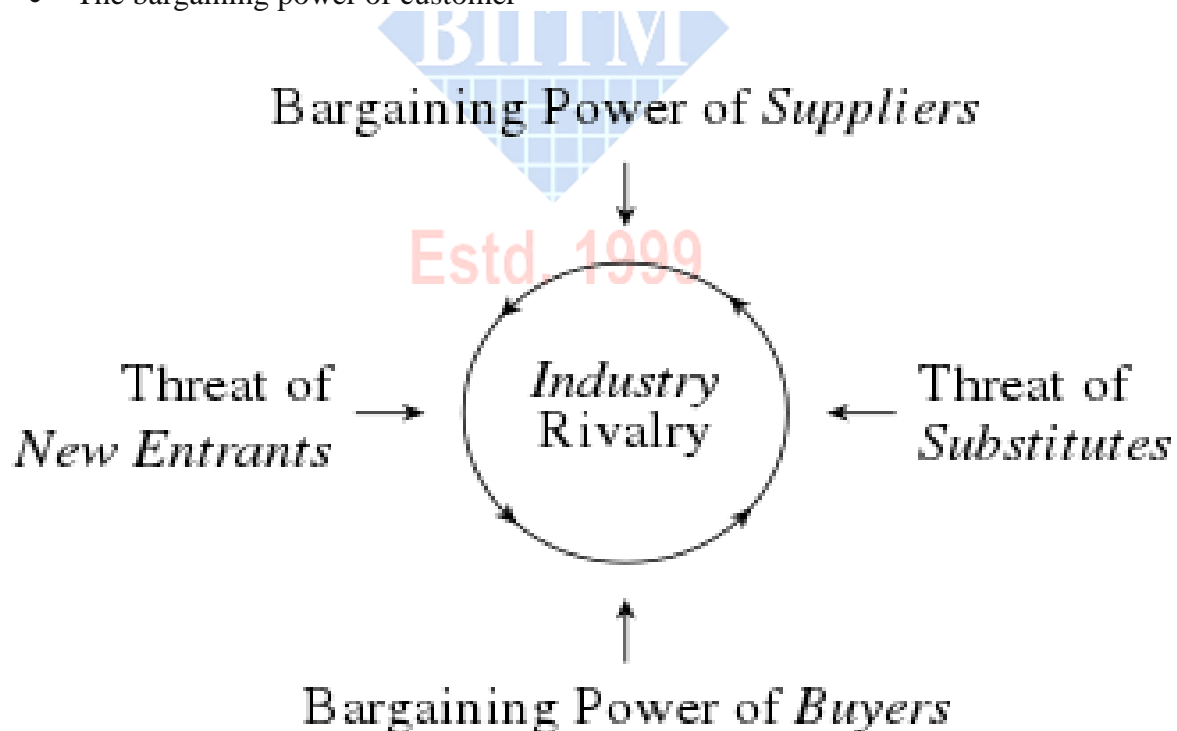
The threat of substitute products or services

- The most prevalent substitutes will come from the availability of alternative forms of learning which would include on campus/extended campus offerings of major universities, and learning through what is now considered traditional CD content offerings. However, the extent these alternative forms would be considered a serious threat to the LCMS provider in our opinion is not formidable. Given the integrative requirements and strategic importance of this product to buyers, we believe they would not seriously turn to these substitutes for their comprehensive eLearning solutions.

The threat of increased competition from rivals in the market

- There are a lot of companies in India and they are competing high as buyers are flexible.
- Switching over to another , if a competitor is providing a low price alternative.
- Acquisition and hostile takeovers are ongoing. Firms losing ground are likely to acquire rivals, introduce new products, adopt aggressive marketing to capture contested market share.
- Students should conclude that with relatively low barriers, especially for someone like Microsoft, along with the fact that currently the competitors are of relatively small and equal size, competition will be strong. While there are opportunities to differentiate, in a high velocity market advantage can erode quickly. There will be strong competition to get ahead of other rivals by offering high quality comprehensive solutions that if adopted by a few prestigious buyers can lead to distinctive advantages. There will be strong competition for high quality talent and buyers will be exceptionally selective in the process of making a choice among providers.

Estd. 1999

The threat of new entrants into the market.

- Customers likely to switch if there is something new and advanced adhering to their requirements
- The need to acquire the necessary intellectual and financial capital presents formidable barriers for organizations attempting to enter the industry. However, there are several large firms that have an interest in this market (Microsoft) and have developed relationships with current competitors which could make their entry more likely

The bargaining power of suppliers

- There is a cut throat competition in the market so a lot of companies are moving towards consolidation with the smaller one becoming either franchisees for larger brokers .
- Suppliers to eLearning providers include talented individuals with programming and system development skills. To the extent that these individuals are difficult to find, it

provides these individuals with stronger bargaining power. Other inputs would include the hardware, technology (servers, routers, computers,) necessary to develop LCMS platforms. Most of these inputs can be easily obtained by rivals.

The bargaining power of customers

- Typical buyers will be very careful in selecting an LCMS provider due to the strategic importance of such a decision as well as the impact on the organization's infrastructure. When the buyer is a large and major global competitor they will need to include a wide variety of internal constituents in the buy decision. This puts a heavy burden on the LCMS provider. An additional factor that suggests buyer power is moderately strong would be the relatively small size of current LCMS providers. Additionally, it should be mentioned that given the importance of the choice of a LCMS provider this choice should be viewed as a highly collaborative process which tends to reduce the bargaining power of a buyer in favor of a more interdependent relationship.

COMPETITOR ANALYSIS

COMPANY			
	Coverage	**Offerings**	**Strength**
TATA CLASSEDGE	Tata ClassEdge touches more than 1,700 private schools and 200+ government schools, covering over 125,000 teachers and 1,700,000 students across India, who have already adopted the Tata ClassEdge way of teaching.	Hardware Software Books Services	A 10 Teacher Empowerment Training Modules Program, derived from the learnings & best practices from across the country, designed in the form of workshops. In response to the COVID-19 pandemic, Tata ClassEdge successfully shifted education entirely online, using its years of experience in designing EdTech solutions. Tata ClassEdge has added mobile devices with an easy user interface and a video conferencing platform called Virtual ClassEdge Tata ClassEdge creates its teaching modules based on different examination boards - CBSE, ICSE, and various State Board schools, both government and private. It has products for in-school and competitive exam preparation, called Tata TestPrep.
NEXT EDUCATION	More than 12,000,000 students from various socio-cultural backgrounds study in 18,000 partner schools across the country.	Technology Content Hardware services	They build optimal solutions. Catering to all academic needs of a learner, their products save parents any ancillary expense. The money thus saved gets reinvested in other aspects of their development. They focus on improving learning outcomes. While trying to meet this objective, their solutions are also designed such that they work in local communities. they guard and conserve their stakeholder's resources with the same vigilance as they would guard and conserve their own.

40

MERITNATION	online learning platform for school students with over 2.0 crore enrolled students across CBSE, ICSE and leading state boards.	Course packages	● Pre Live Class: You will be prompted to go through the videos and notes before the class to grasp the concepts better during live class ● In Live Class Concepts are taught in the live class by Expert Teacher using rich multimedia content such as 3D Models, Videos & Gifs to ensure complete mastery. Live chat option with teachers to ensure 2-way communication .Live quizzes & analytics to further sharpen your learning.
SCHOOLPAD	More than 8 years of experience 300+ schools across 17 states 7,00,000+ Parents and students	Software Service	The software is seamlessly incorporated into the school's operations making processes simpler, quicker and streamlined. empowering the users by training and supporting them to use the software in the most efficient manner.

CUSTOMER ANALYSIS

The development of the information society and the widespread dissemination of Information and Communication Technology (ICT) give rise to new opportunities for learning and acquiring new digital skills and competences. The availability of newer and newer technology reflects on how the relevant processes should be performed in the current fast changing digital era. This leads to the adoption of a variety of smart solutions in educational environments to enhance the quality of life and to improve the performances of both teachers and students. The present pedagogy is the digital classroom. The meaningful and the innovative use of technology are renovating the methods and approaches of teaching as well as learning in institutions. Smart Classrooms are equipment enriched lecture rooms that promote chances for teaching learning by incorporating learning technology, like computers, specified software package, useful hearing devices, spectators' reaction technology, networking, audio/visual capabilities etc. Smart class is a digital initiative, which is rapidly changing the approach and methodology that teachers use to teach and students learn in an innovative manner using technology. It has not only made teaching learning process more colourful but interesting too. The Smart Class software has transformed as well as brought a complete revolution in the conventional rote learning methods. This system has ended the traditional ways of teaching learning process and provides a changing face of classroom. Nowadays Smart classrooms create new opportunities in teaching and learning by integrating computer, multimedia and network technology and have changed the very concept of learning (classroom teaching). Evidently, this methodology has proved valuable for the students. In Indian educational setting to deliver a quality education, the smart classes have evolved as a renovation of teaching learning process. It aids students to form better concept, and its elaboration; improving their reading skills and also academic achievements.

Online education in India has witnessed an enhanced acceptance over a few years. It is becoming an integral part of the school, colleges and even in offices across India. One of the advantages of online education has is that this kind of education model is easily scalable. The Indian government is also allowing the universities to offer fully online degrees - a change that could reshape the education industry in the country.

Factors Driving India E-learning Market

1. Improvement in internet connectivity due to the low cost of 4G data.
2. Growth in smartphone penetration.
3. Online education cost is comparatively small compared to traditional programmes.
4. Favourable e-learning government policies such as e-Basta, SWAYAM and Digital India
5. Rising demand among working professionals due to the flexibility of time.

Being a research-based organization, they spoke to academicians, influential stakeholders as well as parents and students to identify the challenges in Indian school education.

They realized there were primarily 4 issues:

- Engaging varied learners in the classroom
- Lack of personalization in education
- Administrative burden of teachers and principals
- Low parent involvement
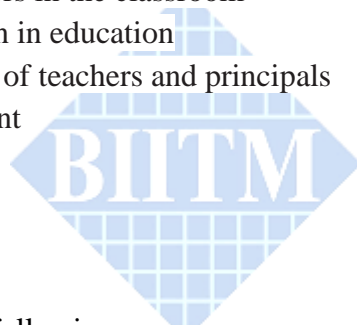
Tata ClassEdge caters to the following groups:

1. Principals - Tata ClassEdge decided to be a partner to schools in the journey of schooling and help schools apply technology in a way that addresses their specific needs.

   Hear it from the principals across India - https://youtu.be/Lt2-uABrr58

2. Teachers - Tata ClassEdge believes teachers are central to the teaching-learning experiences in a classroom and that the role of technology enabled classrooms is to empower them, not to make them passive or redundant. The pedagogical focus of Tata ClassEdge is to support teachers in helping students construct their knowledge by involving them in learning. An app for teachers allowing them to access ClassEdge anywhere, anytime

3. Students - Tata ClassEdge believes that education is not just about mastering academic subjects; it is also about developing a discerning mind. Students need to confront situations or ethical dilemmas where they need to decide what action to take and learn how to judge situations. A prescriptive approach to moral science and value education does not encourage this. Tata ClassEdge is an E-learning and a school management software system that enables Indian schools to improve operational efficiency and student

interaction. A platform for teachers to send assignments and share resources that students can access from home.

4. Parents - An app for parents allowing schools to communicate easily with them to track their child's progress.

5. Employees - With a highly energized team of service experts of academic and technology, Tata ClassEdge constantly aims to provide world-class service support to all 1,900+ schools and who have adopted the Tata ClassEdge way of teaching.
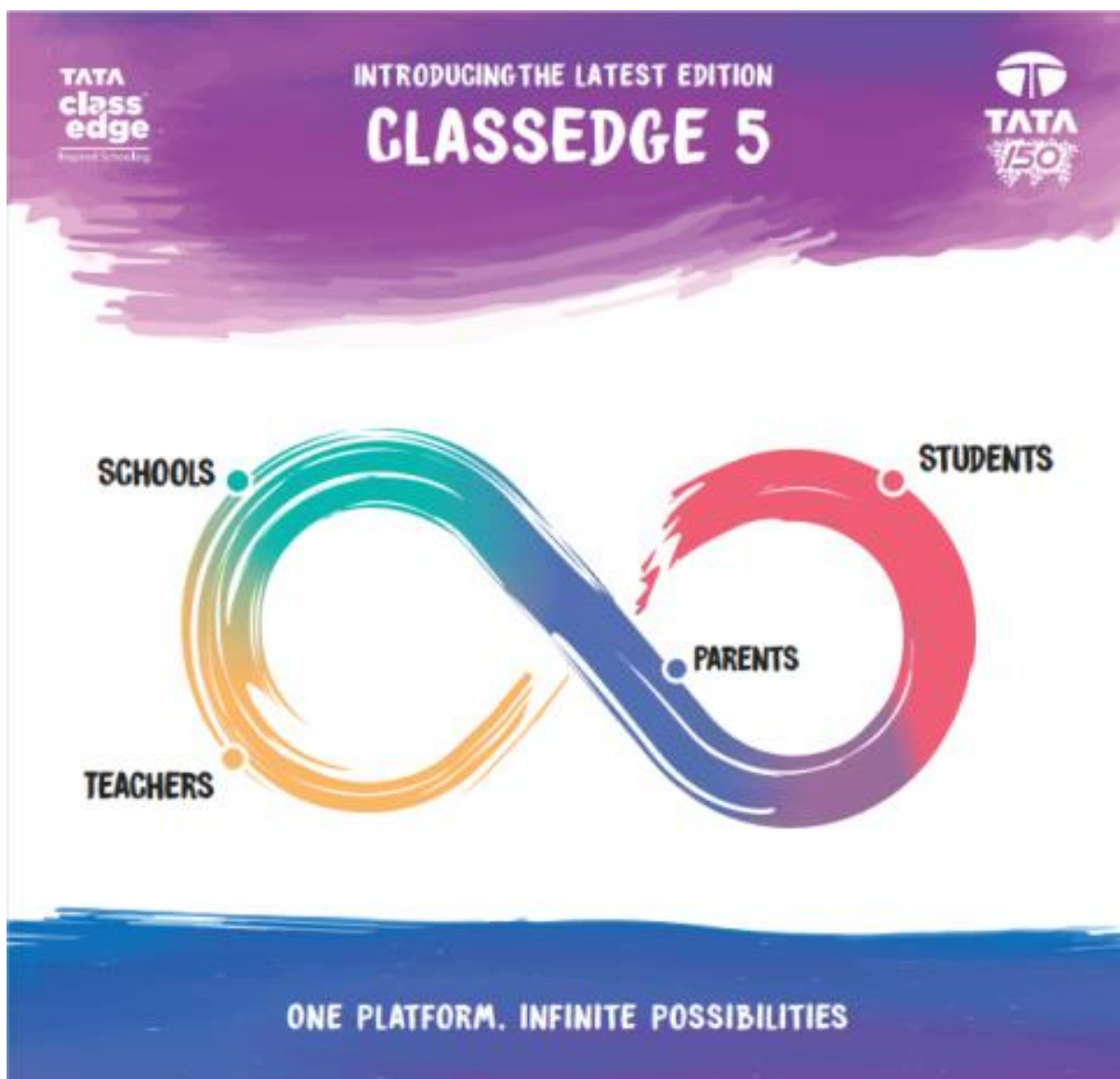
ACTUAL WORK DONE, ANALYSIS AND FINDINGS

Tata Studi, part of the Tata Group, was launched in 2019 and was in beta testing mode. Studi with Tata Classedge is a personalized e-learning app for K12 students. The platform was soft-launched across selected schools in late 2020 and now it is being formally launched for the public. Tata Studi will initially be available for CBSE students for class 1-8. It will further extend its services for students of class 9 and 10. Studi is a part of education technology solution provider Tata ClassEdge, which has a presence in 2,000 schools across various states in India. It claims to be working with over 1,25,000 teachers and more than 1.5 million students across the country.

Key work done so far:

- Supporting role in the recruitment process - (1st week & 2nd week)
    - This new venture paved a requirement of potential technicians, SMEs (subject matter expert), B2B experts and a lot more, hence catering to the recruitment drive.
    - It was also a great opportunity for IT freshers. Connecting with potential B.Tech & M.Tech graduates helped me develop my interpersonal skills, the main aim was to collect their project synopsis which later served as a part of the initial screening process.
    - Scheduling interviews - once the candidates were shortlisted, next was interview, I was involved in organizing interviews and ensuring its smooth completion. Later my mentor took me on interview calls with candidates from different domains, providing me with the idea of how to proceed with conducting interviews, not only it helped me enhance my ideas, but also to move ahead professionally.
    - Tata plays a major role in nation building, whether it be baby steps or giant strides, they take it all. They came up with opportunities for HR Interns providing them with a glance of corporate experience for their development. Fortunately I was involved in this process. Connecting and coordinating with placement cells of different management institutes was overall a professional and finest experience in itself. I was also involved in the initial Screening process where I was supposed to screen CVs and conduct interviews and shortlist candidates for the final interview.
- Organizing engagement events under the guidance of the Assistant Manager (HR) –(2nd week)

    For the growth of an organization it is important to have a harmonious and transparent work environment. Tata is well known for their work culture and care

for their employees. Matter of happiness is that I played a role in organizing certain engagement activities like '3 truth 1 lie', a game played by the employees virtually and 'Town Hall' which involved updates on business performance. It aimed at appreciating and motivating the employees to work better at the same time maintaining transparency.

- Preparing business presentations. - (3rd week)

    Tata is well known for their work ethics. To maintain a productive and harmonious workplace certain things play a major role like mutually respectful atmosphere, proper communication and that comes with office etiquette. This translates into better customer relationships. As office etiquette is an integral part of an organization, they conduct certain events in relation to that and I was required to prepare a business presentation on it.

- Scanning CVs – (4th week)

    One of the most important qualities of a HR is to understand people. The same applied in case of scanning CVs as well. A HR needs to develop the potential in himself/herself to scan the CV and forecast whether the respective candidate beholds the potential to become an asset to the organization and the stability he/she beholds by just having a look on a CV. Recently I got some ideas in CV scanning where the stability of a candidate can be checked by years of experience. How long the person is associated with a company and how frequently one switches for one job to another determines stability to an extent.

- Supporting role in the hiring process of Subject Matter Expert (SME) and Subject Lead- (4th week & 5th week)

    ▪ Educational platforms are one of the most systematic platforms. Everyday there is something new, lots of experiments, lots of innovation and improvisation as per the prevailing market trends. A hardworking dedicated team of SMEs and Subject Leads is behind this constant upgradation.

    ▪ The product design team uses inputs from teachers and academic experts (SME) for analyzing the data and provides an innovative and comprehensive educational solution designed to help teachers to deliver high quality instructions. It makes use of an effective blend of classroom activity and interactive multimedia to improve students' understanding as well as social and thinking skills.

    ▪ Once the product is designed it is again reviewed by a super task force of experienced teachers, instructional designers, visual and technical experts. Now the SMEs use this concept note that serves as a guideline to bring instructional brief to life by creating the storyboard. These stories, poems, or anything they can think of to make academic content interesting and as memorable as possible. Then these rough sketches are fine tuned to create animations and fantasy becomes reality. The overall integration process combines audio, visual and interactivity to

create a complete multimedia product. Then this final product is reviewed at school. As per the feedback it is fine tuned from time to time.

- As we got to know from the above mentioned points, SMEs have a very vital role to play in the entire process of product designing. Now for selection in the position of SME, a candidate is required to appear for a test followed by an interview. The test papers are provided by the management and are evaluated by the subject leads. The candidates' competency can be evaluated based on their test performance and years of experience which determined their CTC. Tata follows a certain grid which provides payroll as per the competency and the CTC varies from 4lakh – 11lakh per annum.

- When we connect with intellectual people, it contributes to our own growth in one way or the other. The same happened to me as I got the scope for connecting with the suitable candidates to check their availability for the test and based on that I used to send them the test papers accordingly which later served as the first screening process as mentioned earlier.

- It even enhanced my communication skills, both verbal and written as I was required to send the test paper, collect the response upon completion and update them with the further process via Email. Professional ethics are something which determines sustainability in the current corporate realm and through my journey at Tata ClassEdge, I got an exposure to grab a lot of interpersonal skills and professional ethics.
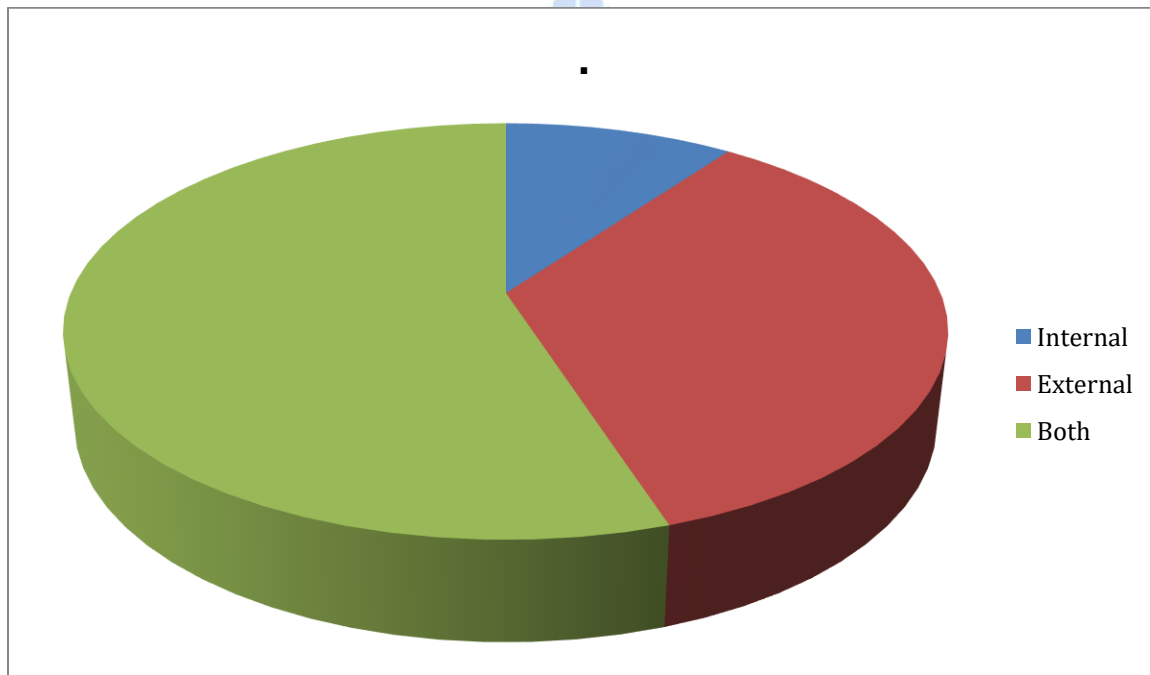
DATA ANALYSIS & INTERPRETATION

1. Which of the sources of recruitment and selection are used in Tata ClassEdge?

     a. Internal

     b. External

     c. Both

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

Interpretation:

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

2. Which of the following external sources are used for recruitment in Tata ClassEdge?

    a) Advertisement

    b) Internet

    c) Campus recruitment

    d) Consultancies

    e) All of the above

Options	Advertisement	Internet	Campus Drive	Consultancy	All of the above	Total
Responses	5	3	2	8	2	20
Percentage	25	15	10	40	10	100%
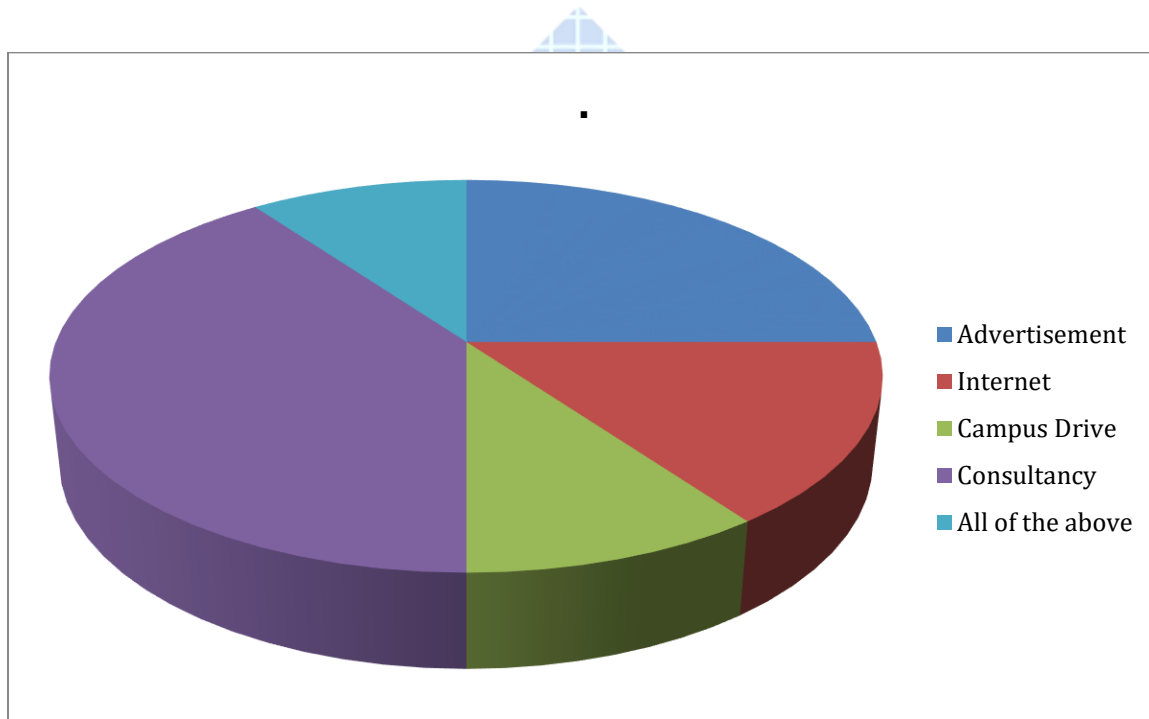
Interpretation

It was found that 40% of the employees are recruited through consultancies and 20% of the employees are selected by the advertisement followed by internet with 15% and campus selection with 10%. Consultancy and Internet are the major sources which provide eligible candidates for the hiring in Tata ClassEdge.

3. Are you satisfied with the recruitment process?

a) Yes

b) No

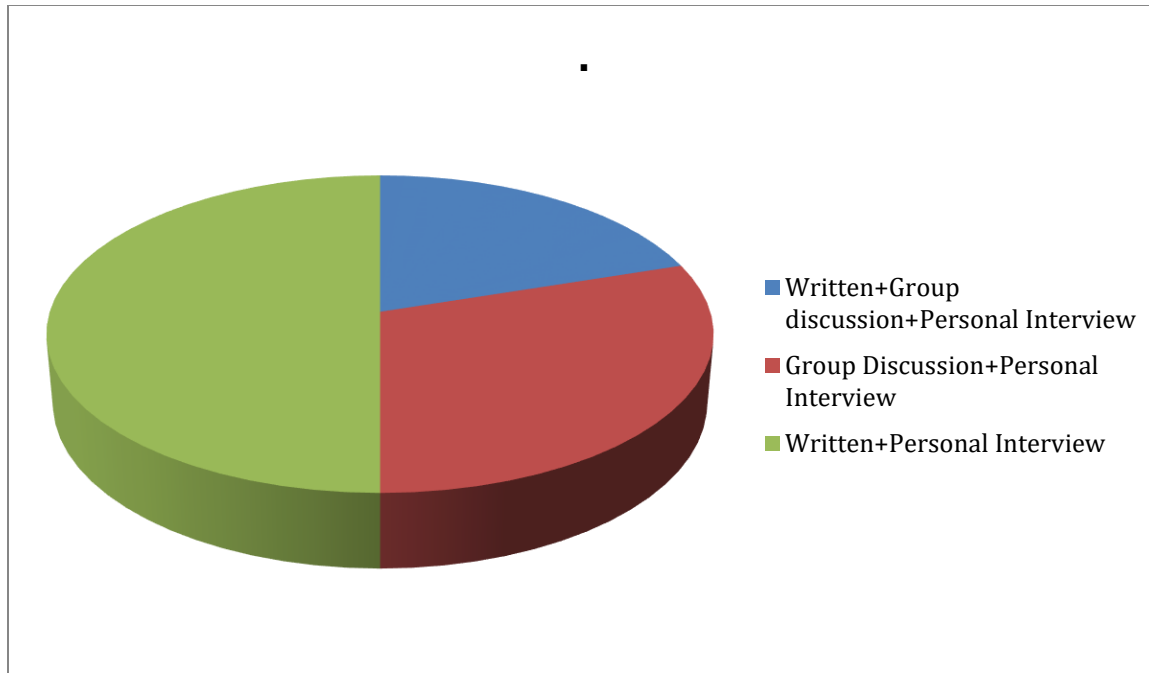| Options	Yes	No	Total
Responses	16	4	20
Percentage	80	20	100%
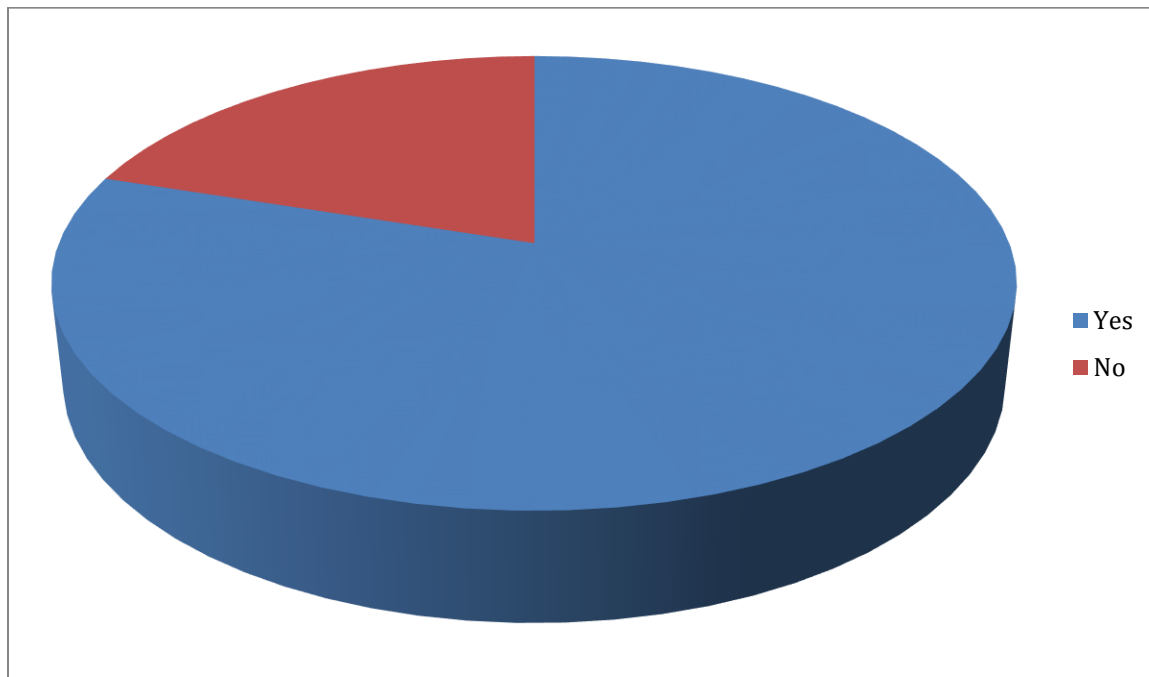
Interpretation

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

4. Which of the following methods does Tata ClassEdge uses during selection?

a) Written+ Group discussion+ Personal Interview

b) Group Discussion + Personal Interview

c) Written + Personal Interview

| Options	Written+Group discussion+Personal Interview	Group Discussion+Personal Interview	Written+Personal Interview	Total
Responses	4	6	10	20
Percentage	20	30	50	100%

Interpretation

It was found that 50% of selection is done by written & Personal Interaction. However, personal Interview is mostly used method of selection followed by written and group discussion. Employees selected in Tata ClassEdge are finally selected by a personal interview taken by the head of the centre.

5. Are you satisfied with the selection process?

    a) Yes

    b) No

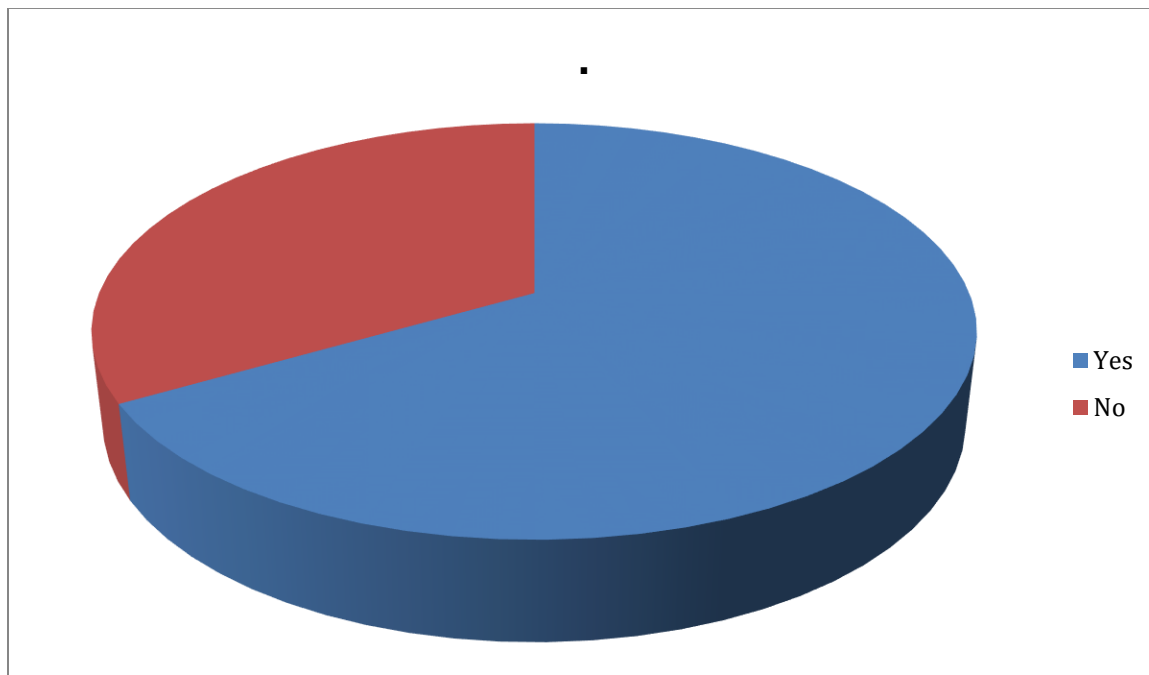| Options	Yes	No	Total
Responses	18	2	20
Percentage	90%	10%	100%
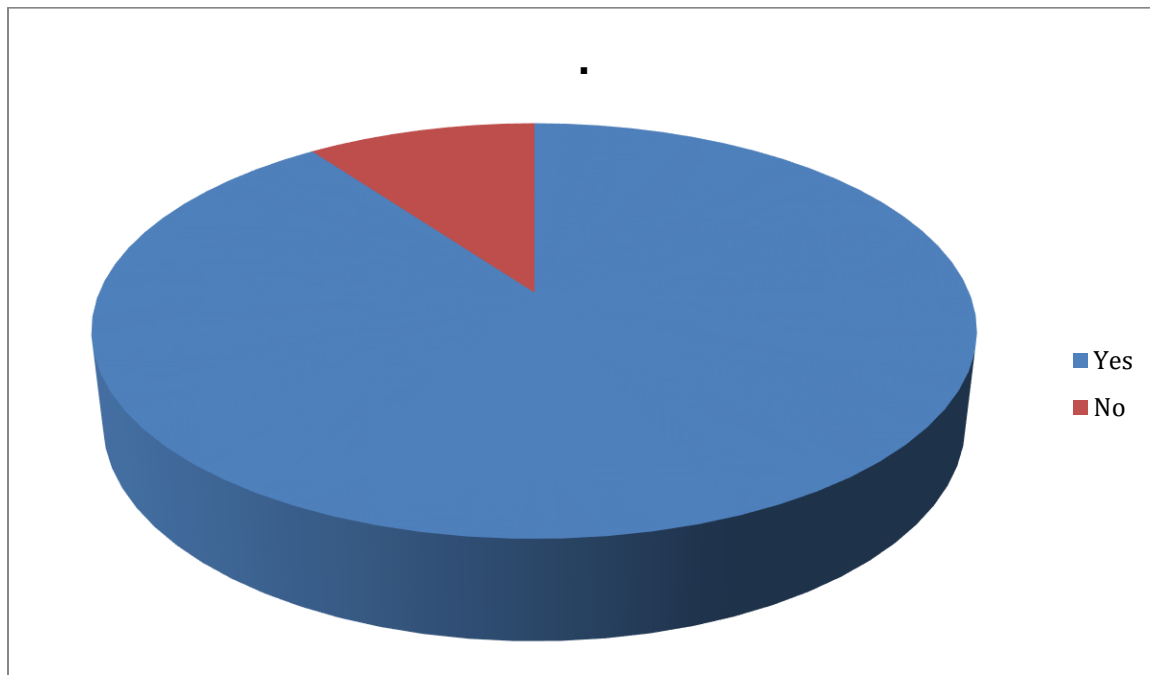
Interpretation

It was found that about 90% of the employees are satisfied with the selection process. However, the remaining is of the option that there should be some change in the recruitment and selection process of the organization.

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

a) Yes

b) No

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

Interpretation

It was found that 20% of the respondents were of the options that stress test, psychometric test and personality test should be used for the selection, while the others were satisfied with the existing recruitment and selection process. Most of the employees in Tata ClassEdge are unaware of these types of tests as they are mostly freshers.

7. Does Tata ClassEdge follow different recruitment process for different grades of employment?

   a) Yes

   b) No

| Options	Yes	No	Total
Responses	20	0	20
Percentage	100	0	100%
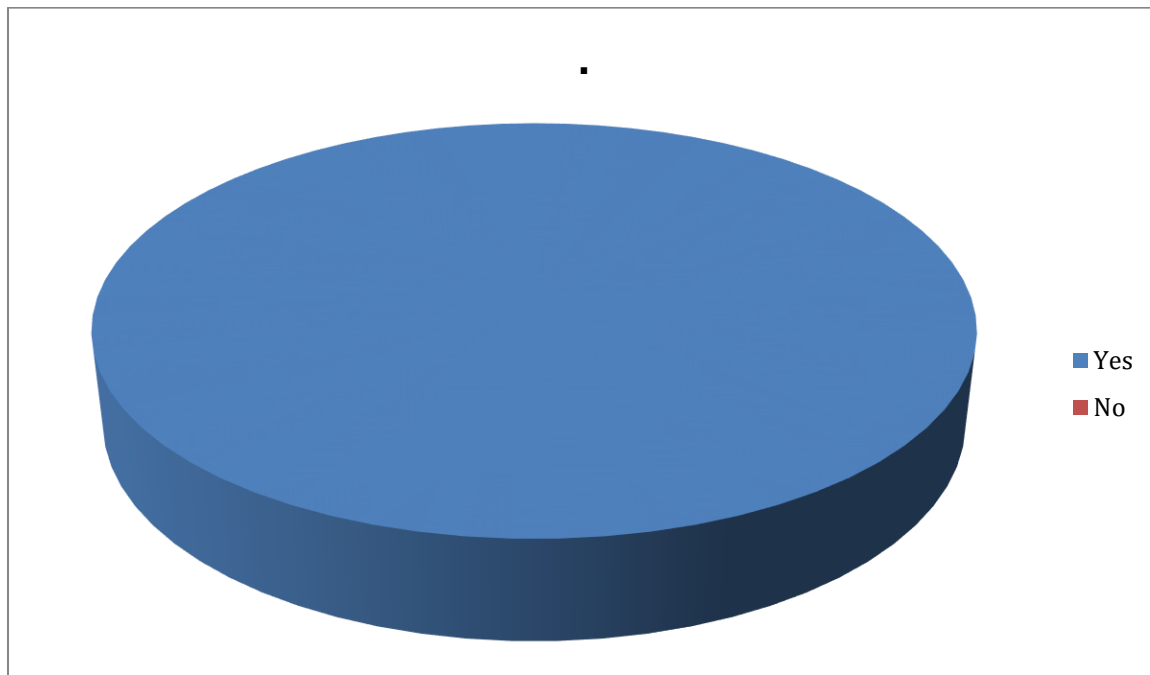
Interpretation

It was found that different recruitment process for different grades of employment. Like, for SMEs theoretical knowledge is compulsory where as for UI/UX designers technical knowledge was given importance.

8. How do you rate HR practices of the company?

    a) Excellent

    b) Good

    c) Average

Sl no.	Options	Respondents	In Percentage
1	Excellent	11	55%
2	Good	8	40%
3	Average	1	5%
	Total	20	100%
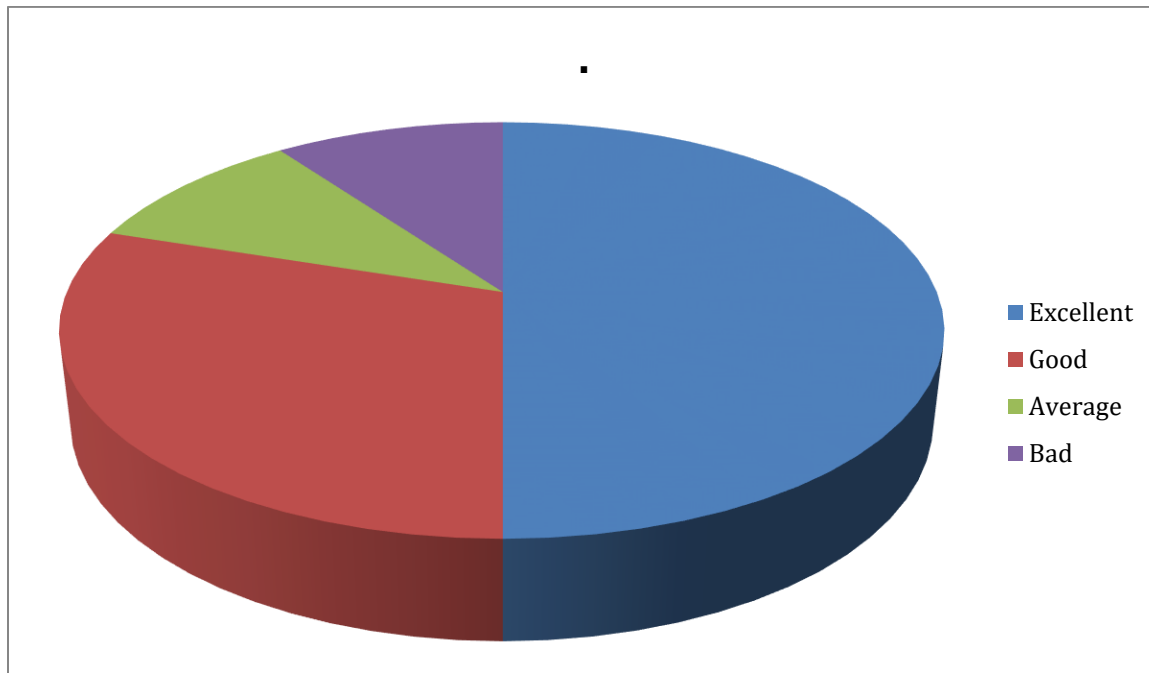
Interpretation

60% of the employees feel that HR department is excellent where as 30% says that its good and 10% says its average. As some employees are new and have to spend little more time if they have to take training sessions.

FINDINGS

The collected data are analysed and general observation has proven that Tata ClassEdge has done remarkable job in its Human Resource Department.

The main findings are as follows:

- In Tata ClassEdge both internal and external sources of recruitment are considered.

- About 90% of the employees are satisfied with the recruitment and selection process.

- Most managers prefer personal interviews.

- About 90% of the employees feel that they are comfortable working with the current HR policies of the company and 10% feel that they need some changes in the policies.

<u>CONCLUSION</u>

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. Recruitment as being one of the important topics is required by most of the organizations. Hence the study helped in understanding the various aspects of recruitment and selection process.

In Tata ClassEdge the sources of recruitment is effective. Tata ClassEdge recruit their employees both from internal and external sources. Mostly Subject Matter Experts are hired through consultancies. Consultancies are the mediator between the organization and the candidates as it serves the requirements of employees as well as the organization.

Also the employees of Tata ClassEdge are satisfied with the recruitment and selection process. Also they are well aware about the various sources and methods of recruitment and selection.
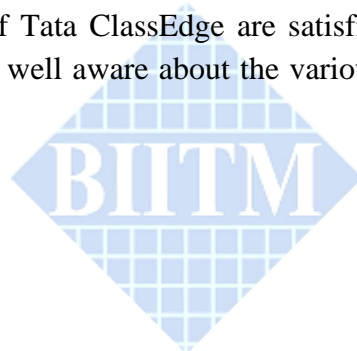
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ANNEXTURE

Questionnaire:

Recruitment and selection process at Tata ClassEdeg.

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

Name:……………………………………………………………………………

Designation:…………………………………Age:……………………………..

Department:…………………………Qualification:……………………………….

Answer the following questions (Kindly give your unbiased response)

1. Which of the sources of recruitment and selection are used in Tata ClassEdge?

    a) Internal

    b) External

    c) Both

2. Which of the following external sources are used for recruitment in Tata ClassEdge?

    f) Advertisement

    g) Internet

    h) Campus recruitment

    i) Consultancies

j) All of the above

3. Are you satisfied with the recruitment process?

 c) Yes

 d) No

4. Which of the following methods does Tata ClassEdge uses during selection?

 d) Written+ Group discussion+ Personal Interview

 e) Group Discussion + Personal Interview

 f) Written + Personal Interview

5. Are you satisfied with the selection process?

 c) Yes

 d) No

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

 c) Yes

 d) No

7. Does Tata ClassEdge follow different recruitment process for different grades of employment?

 c) Yes

 d) No

8. How do you rate HR practices of the company?

 d) Excellent

e) Good

f) Average