

**Principles of Management**  
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**Lecture - 35**  
**Staffing and Coordination - II**

I will start this lecture with explaining what is human resource management, what is human resource planning.

So, human resource management as we discussed human resource management process consist of human resource planning, recruitment selection, identify and select the competent employees and orientation training. Further performance management and compensation for and career development to retain the efficient manpower in the organization. So, with this perspective we will be discussing human resource planning in more details.

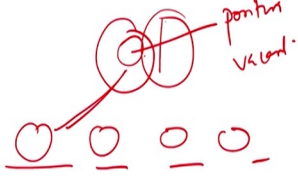
Human resource planning is the first step in the human resource management process. What is it? Human resource planning, why it is important? It is a process by which managers ensure that they have the right manpower, right number and capable people in the right place and in the right time.

So, it helps organizations to avoid some sudden people shortages. There should not be a sudden surplus or shortage in the organization. HR planning tells two steps. One is assessing the current need of human resource and the second one is how to meet the future needs. What is current need?

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## 1. HUMAN RESOURCE PLANNING

- *Human Resource Planning (HR planning)* is the process by which managers ensure that they have the right number and capable people in the right places and at the right times.
- *HR planning* helps organizations avoid sudden people shortages and surpluses (Sullivan, 2002).
- *HR planning* entails two steps:
  - ☐ Assessing current human resources
  - ☐ Meeting future HR needs



The diagram consists of a large circle at the top, with a line connecting it to a horizontal row of four smaller circles below. The first small circle has the handwritten text 'position vacant' next to it. The entire slide is titled '1. HUMAN RESOURCE PLANNING' in a blue header. At the bottom, there are logos for 'Sri Jayanti' and '11'.

So, suppose there is one position which is vacant in the organization and that has to be filled you do not have to wait for one month or two months to fill that position because there would be a process delay. So, there should be adequate number of people in the organization who are ready to take up that position which is vacant, the position which is available or vacant in the organization. So, there should be ready individuals or individuals who should be ready to take that position.

So, this will lead to assessment of current human resource need. Meeting future needs; what is the future need? Say suppose a business organization intends to start or intends to initiate a new venture or say develop a new product, so, for that the present manpower may not be adequate enough.

There is a need for manpower who can efficiently who can execute the new plans. So, suppose an organization extends or intends to expand a different market or to start a venture which is new, so, in that case they need to recruit people. So, to meet the future human resource needs there should be a proper planning.

So, how human resource planning helps? HR planning is the process through which they can ensure that the right number of people are available who are competent enough to take the positions, to take the current needs or to address the current needs of human resources as well as the future manpower needs.

Then human resource planning stage, there is assessing of current human resource as we discussed. HR planning begins by taking inventory of the current employees. What is the inventory of current employees? In any organization if there is a vacancy or there is a sudden emergence of a vacant position there has to be the ready employees within the organization.

So, HR planning will begin by taking that inventory of current employees, which can fill the positions which are emerging or which are available in the organization or there is a sudden need for filling the vacant position in the organization. Inventory usually includes information of employees such as the name of the employee, education, level of experience or training prior employment, specialized skills and competencies required.

So, an important part of current assessment is job analysis which is otherwise called an assessment to determine the duties of specific job and characteristic of people who should be hired to do them. So, job analysis will help to know what is the specific characteristics require job or particular nature of the job. What are the skills and competencies of individuals required for that particular position?

So, interview, questionnaire method, observation, participants, diary, logs and internet these are the common methods for collecting job analysis related information.

So, what we discussed is assessing current human resource needs is important, part of human resource planning which will give us an inventory of the current human resource or the current employees and this inventory will include information of employees such as time, name, education, the prior employment experience, specialize skills and capabilities and an important part of which is job analysis that requires.

So, that determines the duties the job specification or the duties of specific job and the characteristic of people who should be hired to do them.

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## 1. HUMAN RESOURCE PLANNING

- ❑ *Assessing current human resources*
  - HR planning begins by taking inventory of the current employees.
  - Inventory usually includes information of employees such as name, education, training, prior employment, specialized skills and capabilities.
  - An important part of current assessment is **job analysis**—an assessment that determines the duties of specific jobs and the characteristics of the people who should be hired to do them.
  - Interviews, questionnaires, observation, participant diary/logs, and Internet are common methods for collecting job analysis information.

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## TRADITIONAL VS. COMPETENCY-BASED JOB ANALYSIS

- ❖ Traditional analysis is **job centered** and competency-based analysis is **worker centered**.
- ❖ **Competencies** are demonstrable characteristics of a person that enables performance.
- ❖ **Job competencies** are observable and measurable knowledge, skills and/or behaviors making up the job.

Interview, questionnaire method, observation, participation, maintaining diary, logs and internet are common methods for collecting job analysis related information. Next we will discuss about the traditional versus competency based job analysis. What is the traditional method and what is a competency based analysis?

Traditional method or traditional analysis is more centered on the job. Competency based analysis is more specific to the worker centered or employee centered aspect.

Competencies are not the skills, but competencies are demonstrable characteristics of a person that enables performance.

So, what is a job competency? Job competencies observable and measurable knowledge, skills, attitude, behavior which are required for performing a job which is required for. So, there is the traditional analysis says that as per the job analysis or traditional analysis is more centered on the nature of the job and competency based analysis job analysis is more centered on the requirement of employees or worker centered.

Next we will discuss about how to obtain the job analysis required related information. Job analysis information can be obtained by to greet participants and conduct brief introductions, briefly explain job analysis process and the participants' role in the process. What is the role what they are supposed to do? So, spend about fifteen minutes determining the scope of the job you are about to analyze by getting agreement on the jobs basic summary.

Next is identify the jobs broad functional or duty area. What is the functional requirement of the job such as administrative job, supervisory job or say a strategic job?

So, what is the nature of the job and the competency required, so, based on that a job can be analyzed. Identify task, what are the task within each duty area within each job that is required using a flip chart or collaboration software. Print the task list and get the group to sign on it. A sample of job analysis form employ job analysis template.

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The image displays a 'SAMPLE JOB ANALYSIS FORM' template. The form is divided into several sections, each with a title and a set of fields or instructions. Red circles and checkmarks are drawn on the form, highlighting specific areas. The sections include:

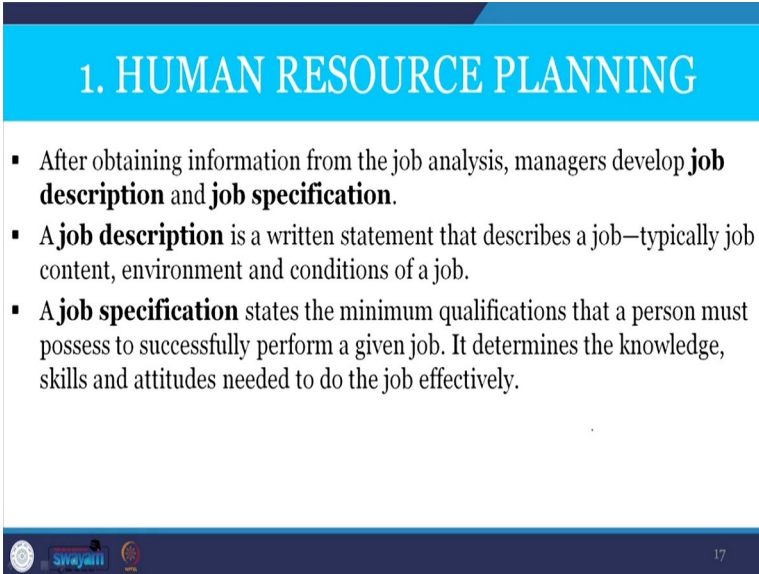
- EMPLOYEE JOB ANALYSIS TEMPLATE**: The main title at the top left.
- POSITION SUMMARY**: A section with a table for listing tasks and responsibilities.
- KNOWLEDGE**: A section with a table for listing required knowledge.
- SKILLS**: A section with a table for listing required skills.
- EXPERIENCE**: A section with a table for listing required experience.
- LEADERSHIP**: A section with a table for listing required leadership abilities.
- IMPACT ON COMPANY / ORGANIZATIONAL MISSION**: A section for describing the impact of the job.
- CONTACTS: INTERNAL AND EXTERNAL**: A section for listing contacts.
- COMMENTS AND SIGNATURES**: A section for comments and signatures.

Red annotations include circles around the 'POSITION SUMMARY', 'KNOWLEDGE', 'SKILLS', 'EXPERIENCE', and 'LEADERSHIP' sections, and checkmarks in the 'EMPLOYEE JOB ANALYSIS TEMPLATE', 'KNOWLEDGE', 'IMPACT ON COMPANY / ORGANIZATIONAL MISSION', and 'COMMENTS AND SIGNATURES' sections. The source 'Source: Smart sheet' is noted at the bottom right.

So, will have the name of employee, the primary details and then what is his job position then phone number and other necessary details. The position summary like the task, which the person is doing and what is the nature of the job, his requirement for the job which is otherwise called job specification and duties and responsibilities assigned to the individual for carrying out the task is also very important.

The people whom he or she would be reporting that is internal contact and external contact, then knowledge level require for completing the task, the experience which is required for the task, what type of problem he or she has to solve, leadership ability whether the person has leadership ability or not, the impact of the person on the companies or organizational performance or mission and so on and with the lastly it as to be signed by the person. So, it is a simple job analysis form.

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## 1. HUMAN RESOURCE PLANNING

- After obtaining information from the job analysis, managers develop **job description** and **job specification**.
- A **job description** is a written statement that describes a job—typically job content, environment and conditions of a job.
- A **job specification** states the minimum qualifications that a person must possess to successfully perform a given job. It determines the knowledge, skills and attitudes needed to do the job effectively.

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Then next is after obtaining this information of job analysis managers develop job specification and job description. So, what we understood now in human resource planning process which is otherwise forecasting the human resource needs in the organization either for the present position or for the future needs job analysis is very important.

Job analysis means, analyzing or describing the nature of the job and specifying what are the characteristics required to accomplish the task in a specific position. So, after obtaining this information from job analysis managers developed clearly what is description of the job and specification of the job. A job description we will learn about what are these two concepts. A job description is a written statement that describes nature of the job.

Typically, job content the environment and conditions of a job. What is the nature of job, what is the job condition, what is the environment, where the person would be working, so, all these are describing the nature of the job. If a marketing manager or customer relationship manager takes position, so, the nature of the job has to be described, so that the person can understand his duties.

So, describing typically the job content what is the job of a marketing manager, what is the job of a human resource manager, what is the job of a customer relationship manager need to be conveyed to the individual. So, that he knows the content of the job, his

environment whether he has to sit on a desk and attend to the queries or he has to do a market research. He has to go and say reach the customers, so how does he have greeted the customer, so, all these are part of the job requirement or job descriptions.

And conditions of the job like what is the specific condition; whether he would be working in a mines, whether we would be working in a factory, what is the nature of the job, what is the timing require for the job, so, all this comes under the job description.

Next moving onto the job specification states the minimum qualification, job specification specifies what characteristics, what competencies are required of the individual what qualifications is adequate for a person to carry out a task.

So, minimum qualification that a person must possess to successfully performing a given job. It determines the knowledge, skills, attitude needed to do the job effectively. There are certain parts of a job description. I will discuss each one of them in more details. Job identification that is section of the job title. What is job identification?

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## PARTS OF A JOB DESCRIPTION

- ❖ **Job Identification** section is the job title. ✓
- ❖ **Job Summary** describes the general nature (i.e. major functions and activities) of the job.
- ❖ **Relationships statement** may show the jobholder's relationships with others inside and outside the organization.
- ❖ **Responsibilities and Duties** presents a detailed list of the job's responsibilities and duties.
- ❖ **Authority** defines the limits of the jobholder's authority, i.e. may approve purchases up to \$5,000 or grant time off or leaves of absence.
- ❖ **Standards of Performance** lists the standards the employee is to achieve in each of the job.
- ❖ **Working Conditions and Physical Environment** lists the general working conditions of the job

Job identification section is the job title. When next is job summary. It describes the general nature that is major functions and activities of the job. Relationship statement may show the job holders relationship with others inside and outside the organizations. How does he or she a responds to the people in relationship that is with insiders with other employees and with outsiders outside the organization.



Responsibilities and duties the present certain a job responsibilities and duties present a detailed list of the responsibilities and duties of the individuals. Then what is authority?

Authority defines the limits of the job holders' authority that may approve certain purchases, say up to a certain limit which can say what is the authority or power of the individual that limits like whether we can grant leave or he can sanction leave or so on, whether he can sanction money.

So, what is authority? The authority determines the limits of the job holder's authority. Standards of performance list, the standard the employee is to achieve in each of the job, the standard which is expected by individual to perform. Working conditions and physical environment list the general working conditions of the job.

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SAMPLE JOB DESCRIPTION & JOB SPECIFICATION	
<b>JOB TITLE:</b> Sales Representative	<b>JOB CODE:</b> 1000001
<b>RECOMMENDED SALARY GRADE:</b>	<b>EXEMPT/ NONEXEMPT STATUS:</b> Nonexempt
<b>JOB FAMILY:</b> Sales	<b>STUDY:</b> Sales Representative
<b>DIVISION:</b> Higher Education	<b>REPORTS TO:</b> District Sales Manager
<b>DEPARTMENT:</b> In-House Sales	<b>LOCATION:</b> Boston
	<b>DATE:</b> April 2008
<b>SUMMARY</b> (Brief a brief summary of job.) The person in this position is responsible for selling college textbooks, software, and multimedia products to professors, via recruiting and ongoing telephone calls, and to carry out selling strategies to meet sales goals in assigned territories of smaller colleges and universities. In addition, the individual in this position will be responsible for generating a designated amount of editorial leads and communicating to the publishing group product feedback and market trends observed in the assigned territory.	
<b>SCOPE AND IMPACT OF JOB</b> <u>Scale: approximately (budget and/or revenue)</u> The person in this position is responsible for generating approximately \$2 million in revenue, for meeting operating expense budget of approximately \$400,000, and a sampling budget of approximately 15,000 units.	
<u>Supervisory responsibilities (direct and indirect)</u> None	
<b>REQUIRED KNOWLEDGE AND EXPERIENCE</b> (Knowledge and experience necessary to do job) <u>Related work experience</u> Prior sales or publishing experience preferred. One year of company experience in a customer service or marketing function with broad knowledge of company products and services is desirable.	
<u>Formal education or equivalent</u> Bachelor's degree with strong academic performance or work equivalent experience.	
<u>Other</u> Must have strong organizational and persuasive skills. Must have excellent verbal and written communications skills and must be PC proficient.	
<u>Other</u> Limited travel required (approx 5%)	
<b>PRIMARY RESPONSIBILITIES</b> (List in order of importance and list amount of time spent on task.) <u>Selling Sales (60%)</u> • Achieve quantitative sales goal for assigned territory of smaller colleges and universities. • Determine sales priorities and strategies for territory and develop a plan for implementing those strategies. • Conduct 15-20 professor interviews per day during the academic sales year that accomplishes those priorities. • Conduct product presentations (including tests, software, and Web site), effectively articulate author's central vision of key titles, conduct sales interviews using the PSS model, conduct walk-through of books and technology. • Employ telephone selling techniques and strategies. • Sample products to approximate faculty making strategic use of assigned sampling budgets. • Close class test adoptions for first edition products. • Negotiate custom publishing and special packaging agreements within company guidelines. • Initiate and conduct in-person faculty presentations and selling trips as appropriate to maximize sales with the strategic use of travel budget. Also use internal resources to support the territory sales goals. • Plan and execute in-territory special selling events and book fairs. • Develop and implement in-territory promotional campaigns and targeted email campaigns. <u>Publishing (editorial/marketing) 25%</u> • Report trends and sign editorial projects. • Gather and communicate significant market feedback and information to publishing groups. <u>Territory Management 15%</u> • Track and report all pending and closed business in assigned databases. • Maintain records of customer sales interviews and adoption situations in assigned databases. • Manage operating budget strategically. • Submit territory forecasts, sales plans, and sales forecasts in assigned. • Provide superior customer service and maintain professional bookstore relations in assigned territory. <b>Decision Making Responsibilities for This Position</b> Determine the strategic use of assigned sampling budget to most effectively generate sales revenue to exceed sales goals. Determine the priority of customer and account contacts to achieve maximum sales potential. Determine where in-person presentations and special selling events would be most effective to generate most sales.	
<b>Submitted By:</b> Jim Smith, District Sales Manager	<b>Date:</b> April 10, 2008
<b>Approved:</b>	<b>Date:</b>
<b>Human Resources:</b>	<b>Date:</b>
<b>Corporate Compensation:</b>	<b>Date:</b>

A sample job description and job specification consist of the job title. Say whether a person is a sales representative; what is the recommended salary; what is the job family; what is the nature of the job family whether in sales or whether in say a desk job, administrative job; division, what his education, what is his department, then what is the job code and what is a status then sales whether what location and the date.

So, gives a brief picture of the job or the description of the job. Next we discuss about the specification or the qualification. So, what is the qualification of the individual, whether he is suppose to? So, summary of the job will give the description of the job and

require knowledge and experience which will give the specification of the job. Knowledge and experience which is required, what is the formal education or skills required.

Then primary job responsibilities, what are the responsibilities whether he should achieve quantitative sales goal or conduct 15 to 20 interviews, whether conduct personal product presentations employee telephone selling techniques and strategies, close class test, negotiate custom publishing and specialized packaging and so on.

So, develop and implement in temporary promotional campaigns, what would be the sales goal achieved by the individual, plan and execute temporary special selling events and so on. What are the decision making responsibilities for this position associated? So, all this will be describing about the specification on the job.

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## 1. HUMAN RESOURCE PLANNING

- Meeting future human resources needs
  - Future HR needs are determined by organization's goals, mission and strategies. → *Cost reduction, Quality, Innovation*
  - Demand for employees results from demand for the organization's products and services.

*Short term*  
*Long term*  
*Strategic alliance expansion through vertical integration*  
*Expand/grow stability*  
*10 yrs.*

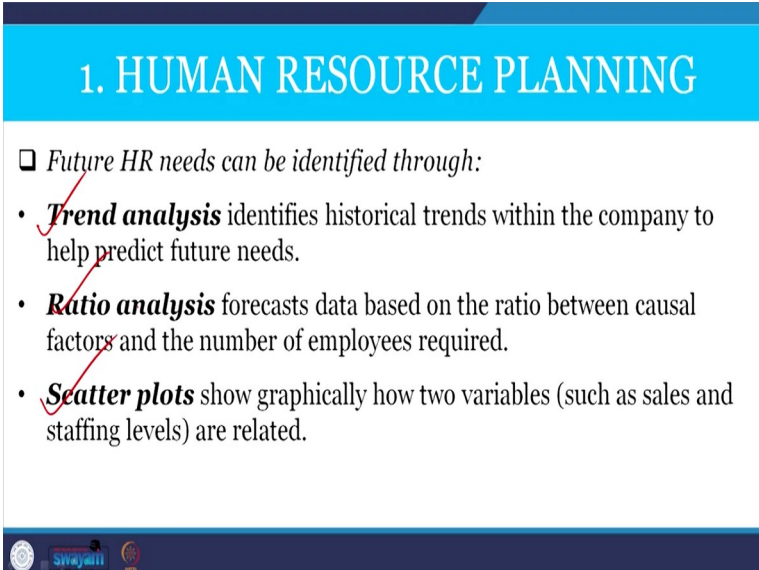
How to meet the future human resource needs? Now, we will discuss about future HR needs are determined by organizational goals, mission and strategies. What is organizational goal? Whether the organization has a short or long term goal? In the long term goal, it would be say suppose a 10 years plan, what the firm intends to do expand or grow or stability? So, what is the long term goal of the organization? If it expands what is the way through which it will expand?

Will it have a strategic alliance? It will grow by developing the say by expanding its primary line of business, expansion through diversification, product diversification or vertical integration.

So, the firm has to decide what is the goal, what is the goal of the organization if it has to meet the future manpower needs, meeting future human resource needs. So, the future HR needs are determined by organizational goals, organizational mission and its strategies.

Say if the organization strategy is cost minimization or quality consciousness or if it intends to be innovative, so, how does the firm meet? What type of manpower need to be, what type of a human resource need or human resource to be hired should be decided by the organization? Demand for employee results from demand for the organizational products and services.

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**1. HUMAN RESOURCE PLANNING**

□ *Future HR needs can be identified through:*

- **Trend analysis** identifies historical trends within the company to help predict future needs.
- **Ratio analysis** forecasts data based on the ratio between causal factors and the number of employees required.
- **Scatter plots** show graphically how two variables (such as sales and staffing levels) are related.

The slide features a blue header with the title '1. HUMAN RESOURCE PLANNING'. Below the header, there is a list of methods to identify future HR needs. Each method is preceded by a red checkmark. The footer of the slide contains logos for 'Swayam' and 'eGangotri'.

Then future HR needs can be identified through the trend analysis, ratio analysis, scatter plot analysis. We discussed about the demand forecasting. We discussed about the forecasting technique. So, future HR needs or manpower needs can also be identified through analyzing the trends.

What is trend analysis? Identify the historical data or the past data within the company to help predict what is the future manpower need. Say suppose if in the previous 2 years, 3

years, 4 years we can see what was the need of the organization, what was a manpower need. So, we can predict through trend analysis the future manpower need.

Ratio analysis is another method which will help in forecasting data based on ratio between casual factors and the number of employees required then coming to the next point that is scatter plot. So, which also shows graphically how to variables such as sales and staffing levels are related or any two variables can be related. So, scatter plot also can give you an inference of the need for manpower in future.

So, with this we have discussed about human resource planning and we discussed about job analysis, job description and job specification. Then further we also discussed about how internal manpower needs can be met and what are the measures or techniques used for meeting external manpower need or the meeting the future manpower needs. There are two things that three techniques that we discussed; trend analysis, analyzing the historical trends and within the company to predict future needs.

The second one we discussed is ratio analysis; forecast data based on ratio between causal factors and the number of employees required. The third point that we discussed is the scattered plot show graphically how two variables such as sales or staffing levels can be linked and how they are related. So, this will also give us a kind of inference about how to fill the vacant position, how future HR need can be identified. Moving on to the next topic that is recruitment. What is recruitment?

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## 2. RECRUITMENT

- After assessing current capabilities and future needs, managers can estimate areas in which the organization will be understaffed or overstaffed. The next step involves recruitment.
- **Recruitment** is the process of locating, identifying, and attracting capable applicants.
- Recruitment can be done with **internal candidates** or through **external sources of candidates**.

Source: LinkedIn

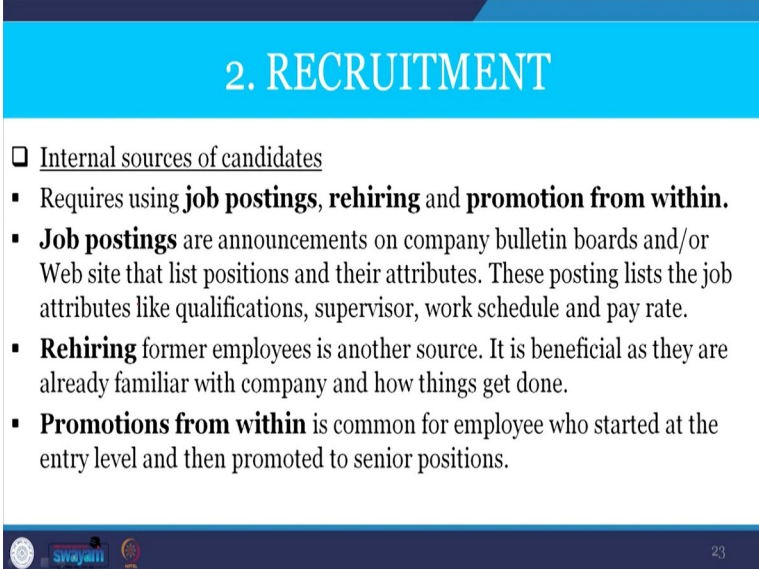
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Calling for vacant positions is called recruitment. Recruitment is also an important process in human resource management which is after assessing the current capabilities and future needs managers can estimate areas in which the organization will understand or will be over staffed or over understaffed.

So, after assessing current capabilities and future needs managers can estimate areas in which the organization will be understaffed or overstaffed. The next step involves recruitment. Recruitment is the process of locating, identifying and attracting capable applicants or talents in the organization.

Recruitment can be done through internal candidates or through external sources of candidates. So, there can be both internal and external sources of manpower available for recruitment.

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The slide has a blue header with the title '2. RECRUITMENT' in white. Below the header, there is a white box containing a bulleted list. The first item is a checkbox followed by the text 'Internal sources of candidates'. The subsequent items are bullet points describing different internal recruitment methods: job postings, rehiring, and promotions from within. At the bottom of the slide, there is a dark blue footer containing logos on the left and the number '23' on the right.

## 2. RECRUITMENT

- ☐ Internal sources of candidates
  - Requires using **job postings**, **rehiring** and **promotion from within**.
  - **Job postings** are announcements on company bulletin boards and/or Web site that list positions and their attributes. These posting lists the job attributes like qualifications, supervisor, work schedule and pay rate.
  - **Rehiring** former employees is another source. It is beneficial as they are already familiar with company and how things get done.
  - **Promotions from within** is common for employee who started at the entry level and then promoted to senior positions.

What are the internal sources of candidates? Requires using job postings, rehiring and promotion from within employee referral can also be used. Job postings are announcements on companies' bulletin boards or websites that list positions, their attribute. Their posting list the job attributes like; qualification, supervisor, work schedule and pay rate.

Then rehiring former employees is another source of a recruitment. It is beneficial as they are already familiar with the company and how things to be done. Promotions from

within, it is common for employees who started at the entry level and then promoted to senior positions.

Then external sources of candidates, internal recruitment can backfire at times and it can lead to in-breeding and slow down the process of developing new perspectives. So, external recruitment is attempted only if internal talent is not available. Internal employee referrals, internet company, website college recruiting and professional recruiting agencies are some of the sources of external recruitment.

External user friendly company websites can also be used as an efficient recruitment recruiting tool external it is one of the methods of external recruitment via internet. Potential employees are able to easily access and view current openings from the home page. Pre employment screening assessment are kept simple. Users are allowed to apply online as well as via fax or emails if they prefer and register for updates.

Then, what are the pros and cons of internet recruiting? Certain advantages are free flow, free or low cost. Let us discuss about the internet recruiting advantages and disadvantages. Advantage are there is a low cost or it is free, longer life span than traditional mediums, internet recruiting is also fast can start receiving applications immediately.

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INTERNET RECRUITING PROS AND CONS	
Pros	Cons
<ul style="list-style-type: none"><li>• Free or low cost</li><li>• Longer lifespan than traditional mediums</li><li>• Fast – can start receiving applications immediately</li></ul>	<ul style="list-style-type: none"><li>• Too much response</li><li>• Legal pitfalls regarding unintended discrimination</li><li>• Equal employment opportunities compliance is difficult to prove</li></ul>

Nowadays most of the companies have gone for recruiting through internet. Disadvantages are too much of response there would be information overload. Legal pitfalls regarding unintended discrimination and equal employment opportunity complaints is difficult to prove. Then we will also discuss about how advertisements can also generate a pool or a recruitment pool can be generated through advertising.

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### ADVERTISING AS A RECRUITING TOOL

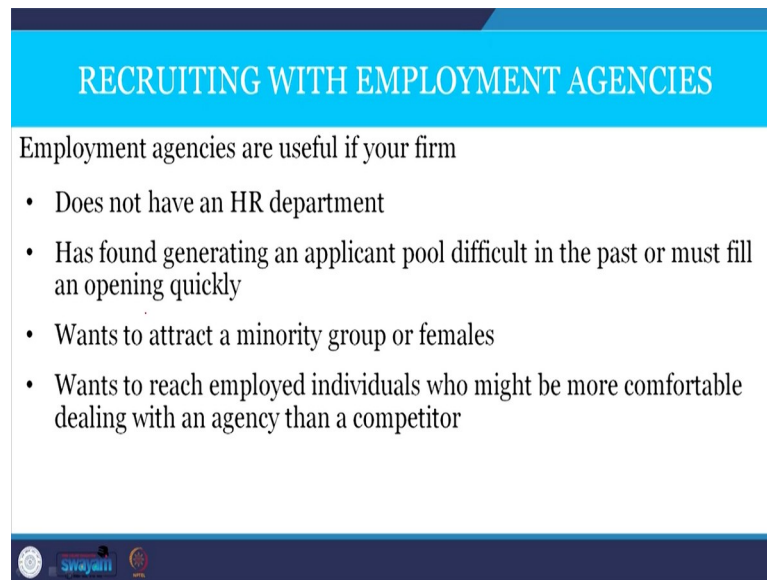


- Select the best medium for the specific position, i.e. local newspaper vs. trade journal
- Experienced advertisers construct ads based on a four-point guide labeled AIDA (attention, interest, desire, action)

Select the best medium for the specific position that is local newspaper versus trade journal. Experienced advertiser construct ads based on four-point guide labeled awareness, interest, desire and action.



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### RECRUITING WITH EMPLOYMENT AGENCIES

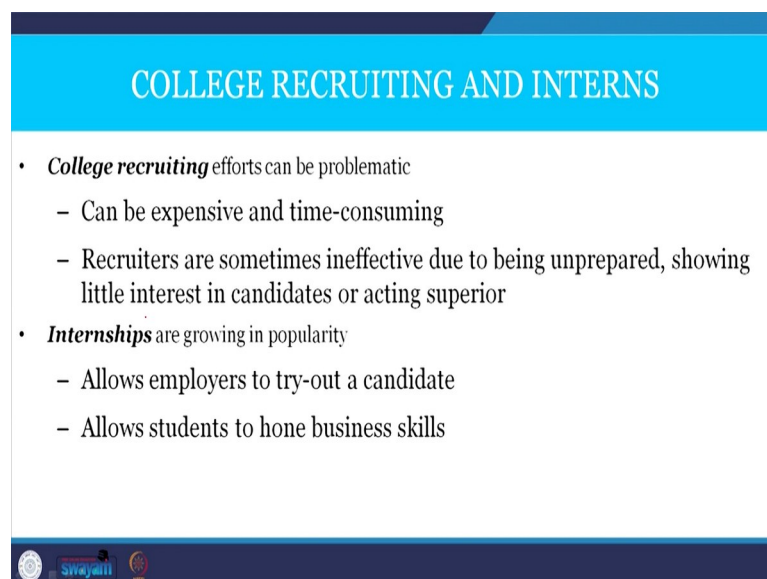
Employment agencies are useful if your firm

- Does not have an HR department
- Has found generating an applicant pool difficult in the past or must fill an opening quickly
- Wants to attract a minority group or females
- Wants to reach employed individuals who might be more comfortable dealing with an agency than a competitor

The slide features a blue header with the title, a white body with the text and list, and a dark blue footer with logos.

Next is we will discuss about recruiting with employment agencies. Employment agencies are useful if your firm does not have an HR department. And has been found generating an applicant pool which is difficult in the past or must feel an opening quickly. When the firm wants to attract a minority group or female candidates wants to reach employed individuals who might be more comfortable dealing with an agency than a competitor.

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### COLLEGE RECRUITING AND INTERNS

- **College recruiting** efforts can be problematic
  - Can be expensive and time-consuming
  - Recruiters are sometimes ineffective due to being unprepared, showing little interest in candidates or acting superior
- **Internships** are growing in popularity
  - Allows employers to try-out a candidate
  - Allows students to hone business skills

The slide features a blue header with the title, a white body with the text and list, and a dark blue footer with logos.



College recruiting and interns; college recruitment and internship is also a method of generating a pool of ready candidates. College recruiting efforts can be problematic, can be expensive and time consuming. Recruiters are sometimes ineffective due to being unprepared showing little interest in candidates or acting superior.

Internships are growing in popularity allows employers to try out a candidate, allow student to own business skills. So, internship in a way when students are in their final year or students are in their pre final year they take up internship to get a professional kind of learning by getting a position in any established firm or in any organization. They want to get a practical experience, understand the working environment.

So, these are various ways through which we have discussed about the recruitment. So, what we discussed in this section? We discussed about human resource planning. We discussed about what is human resource planning, why there is a need for human resource planning, forecasting the future, vacancies in the organization.

Then we also came across the term called job analysis, job description and specification and the job description describes the job and job specification give a view of the characteristics which are required or level of competencies and specifications required by an individual to perform a particular task.

And then we were discussing about what is recruitment, what are the various types of sources of recruitment, internal and external sources of recruitment. Then we discussed about job posting, rehiring, promotion from within internal sources of recruitment. And then we discussed about the external sources of recruitment like external recruitment through company, employer referrals, internet company website.

We discussed about each of the methods of recruitment like external sources of recruitment internet then the advantages and disadvantages of recruitment through internet and then we also covered advertisement as a recruiting tool and recruiting with employment agencies, college recruitment and in terms. So, with this I would like to conclude this session and in the next session we will discuss about selection and the selection techniques.

Thank you.