

# Analysis of recruitment methods at tata consultancy services



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## **Introduction to Recruitment**

Indian business industry is experiencing vibrant changes in recent times as never endured in the past. Range of national economy resulted from a steady growth in business industry. This growth finally depends up on potential human resources of the organizations. Customer focus, cost advantageous, agility in the process, quality of products and services, certainty and last but not the least multi-task human resources are appeared to be core competencies of modern age organizations.

Human Resource Management can be viewed as an approach to management that considers people as key resources. Human Resource Management is developed from the practice of Personnel Management. Personnel Management assists with the management of people in an organization. Personnel Management is concerned with establishing, maintaining and developing systems that provide the framework of employment. This framework of systems operates through employee's relationship with the organization starting from recruitment to retirement (Eugene and Nic 2008). Personnel management is traditional and properly related to old model of organization, which is bureaucratic in nature. That means PM is less flexible and has higher degree of centralization. Personnel management is concerned with obtaining, developing and motivating human resources needed by the organization to achieve its objectives. The aim of personnel management is to make an effective contribution to the objectives of the organization and to the fulfillment of its social responsibilities (Armstrong, 2006).

In addition, as Armstrong (2006) defines ' Human Resource Management is a strategic and coherent approach to management of organizations' most valued assets'. Human Resource Management system as HRM operates through HR system that brings together in a coherent way (Armstrong, 2006).

1. HR philosophies: which describe the value and guiding principles adopted in managing people.
2. HR Strategies defining the direction in which HRM intends to go
3. HR Policies: these are the guidelines defining how these values, principles and strategies should be applied and implemented in specific areas of HRM.
4. HR Processes: consisting of procedures and methods used to put HR strategic plans and policies into effect.
5. HR Practices: comprising of informal approaches used to manage people.
6. HR Programs: which enable HR strategies, policies and practices to be implemented according to plans.

The role of HR manger has changed in response to social, economic, political conditions and to changes in technology and it is still developing dynamically. In addition, the relative importance of several activities has changed as external circumstances have affected the needs of organizations and it is still a dynamic area where the roles and ways of organizing the HR function continue to change and develop (Foot and Hook, 2008).

the concept of Human Resource Management first appeared in the 1980s and the use of the term grew in the 1990s ( Foot and Hook 2008).

in HRM, there is a greater emphasis on strategic issues and on the way in which the human resource contributes to the achievement of corporate objectives.

### **Write about SHRM**

There are ranges of activities that HR managers do on regular basis:

recruitment and selection, learning and development, human resource planning, provision of contracts and fair treatment, provision of equal opportunities, managing diversity, motivating workers to achieve improved performance, employee counseling, talent management, payment and rewards, health and safety, dealing with grievances, redundancy, negotiation, adding value, ethics and corporate responsibility, change and knowledge management and so on (Foot and Hook, 2008).

### **Recruitment and selection**

The process of recruitment and selection are closely linked. Both activities are directed towards obtaining employees with requisite competencies and attitudes:

Recruitment activities lay the groundwork for selection process by providing the pool of applicants from which the selectors may choose. However, the two activities are closely connected, each need a specific range of skills and expertise and may in practice be carried out by different individuals (Foot and Hook, 2008).

According to Eugene and Nic (2008) ' the process of recruitment and selection is a planned way in which the organization interfaces with the external supply of labor'.

As Rao (2003) says, ' recruitment is the process of locating and encouraging potential applicants to apply for existing and anticipating job openings in the organization'. Recruitment is said to be a linking strategy joining those with jobs to fill and those who seek jobs. In any management process, recruitment is almost considered to be a central function. Because, if recruitment process is not done according to the needs, it can affect the organization's staffing process and finally profits and performance of the firm. Inefficient recruitment can lead to labor shortages, difficulties in management decision making process and so on. In order to avoid failures in recruitment, it is necessary to follow some recruitment strategies.

As Terpstra (1994) says, ' competition among firms for recruiting best possible has been increased focus on innovation, managerial decision making and selectors also'. HR management practices within an organization are focused on meeting organizational goals and realigning strategic plans through personnel training to improve overall performance and profits of the organization (Korsten, 2003).

Fombrun et al, (1984) held that HR systems and organizational structure should be managed in a way that is congruent with organizational strategy. Further, there is an explanation made, that there should be a HR cycle, which consists of four generic processes, that are common in all the

organizations. They are Recruitment and Selection, Appraisal, Rewards and Development.