

INTERNSHIP

January 7 – May 7, 2022



Recruitment and Selection Process in CMM Group of Companies

Submitted To Goa University

For The Partial Fulfillment of Course In

Master of Business Administration (MBA) – Part 2

By

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Batch 2020-2022

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May 2022

Declaration

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled “Recruitment and Selection Process in CMM Group of Companies” has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Dr.Suraj Velip. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

Date: 9 th May 2022

Place: Goa University

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Established 1910

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CERTIFICATE

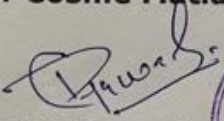
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Waisuddin Karimi**, a student of Goa University has successfully completed 16 Weeks (from 07/01/2022 to 07/05/2022) of internship placement at CMM Group of Companies.

During his internship programme, we found him to be very sincere, confident, and hard working.

We wish him all the best for his future endeavours.

For Cosme Matias Menezes Pvt. Ltd.


Pratap Gawade

Sr. Manager - HR



Acknowledgement

I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging project in CMM Group of companies. No amount of written expression is sufficient to show my deepest sense of gratitude to them. I am extremely thankful and pay my gratitude to Pratap Gawade (HR head) and my faculty mentor Dr.Suraj Velip for their valuable guidance and support on completion of this project in its presently. I am very thankful to Shubham Vaigankar (HR executive) for their everlasting support and guidance on the ground of which I have acquired a new field of knowledge. A special appreciative “Thank you” in accorded to all staff of CMM for their positive support. I also acknowledge with a deep sense of reverence, my gratitude towards my parents and member of my family, who has always supported me morally as well as economically. At last but not least gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

Waisuddin Karimi

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About CMM Group

CMM was established in 1910 by the late **Cosme Matias Menezes** by opening the drugstore in the heart of Goa, Panaji. It had made a big step toward success and become the largest importer for brands like Ciba, Sandoz, Eil Lilly, Johnson and Johnson and many more after Shell in pre-diversity the business from trading to manufacturing by incorporating the joint venture with MNCs like Beiersdorf AG, Germany, Shulton Inc, Carter Wallace Inc, and USA. After few decades of success the group decided to expand and employ the people to bring their potential to the company and make the market available to the end customers with old spice cosmetics and hansaplast plasters. The CMM group holds Medicine Devices, consumer plasters, Logistics, Distribution and Retails with reputed MNCs like Beiersdorf AC and BSN Medicals. In addition, the group works closely with numerous MNCs such as P&G, Nestle, Reckitt, Benckiser (Hansaplast), etc. The company carries their own brands which include Cremeux, Oona and CMM Arena.

Cremeux:

Cremeux is a joint venture set with the collaboration by CMM Group of companies and Mr. Vincent Dias. In 2013, the group has decided to invest in cremeux bakeries Pvt. Ltd for setting up a bakery industry and pushing the same chain of stores which is set up by Mr. Vincent Dias which distributes the bakery products across Goa.

Oona:

The company operates and deals with different variety of products across the regions. Amongst them Oona is the brand created by them which has a significant unique identity in the market. Oona is all about styling the home with range of products like sofas, cushions, lamps, and all sort of home decors.

CMM Arena Megastore:

The CMM Arena currently has nine physical showroom in Goa eight showroom are established including a 33,000 Sq. Ft Megastore at Mercedes Panaji Goa and one in Mangalore covering 45,000 Sq. located at Verna- Goa.

CMM Arena Retails:

In Goa, CMM Arena Retails Pvt. Ltd is the largest office and home retailer and market the market the products in various categories like furniture, décor, electronics and appliances and modular kitchens. CMM Arena Retails is the branch of CMM group of companies that was established in 1910s which has uprooted their success. The current turnover of the company exceeds 650cr. The company does not close the deal only after the product is delivered to the customer. They make ensure that the proper service reaches to the customer whoever and whenever is needed.

Vision and mission of CMM Group

Vision: “To be caring and sensitive to the needs of the customer, innovation & design conscious offering a complete, useful and environmentally friendly range of products for home and office. We shall provide equal opportunity to our team members. We shall actively involve as organization in the industry for the promotion of business as well as social responsibility.”

Mission: “To develop and deliver the most innovative products, manages customer experience, deliver service that contributes to the brand strength.”

VRIN/VRIO analysis of CMM

The VRIN/VRIO analysis is a strategic tool that is used for the assessing and evaluating the resources of a company, and determining its strategic advantage, and competitiveness. The strategic tool facilitates the identification of a long term competitive advantage for the company through evaluating the internal resources and capabilities of the company, and thus helping the business identify its core competencies to be able e develop a sustainable long term competitive advantage. The VRIN/VRIO analysis evaluates resources and competencies based on the characteristics of: Valuable, Rare, Inimitable, Non-substitutable/organization.

There is no difference as such between the VRIN and the VRIO analysis. The VRIO makes use of the characteristic of organization to assess if the company has the ability to exploit its resources for purposes of growth and competitiveness. This organization is closely linked to the non-substitutability –which was present in the earlier model of the business and elaborated on unique resources present to the company that gave it an edge over other players.

1. Valuable

Competencies that are valuable help the CMM in exploiting the opportunities available and in neutralizing the threats from the internal and external environment. These competencies allow a business to grow, develop, and expand further.

1.1. Brand image in terms of social responsibility.

The CMM has a defined corporate social responsibility function.

The CMM regularly engages in social responsibility actions, and makes them transparent.

All stakeholders are acknowledged about the company's activities, and social responsibility actions through official documents including the annual report, and website.

1.2. Brand image

The CMM brand image is unique and contains high brand integrity.

The brand image has been developed over a long time, and through continuous effort and quality product offering by the CMM.

The brand image represents trust and honesty on part of the CMM.

The brand image is a source of competency because it is unique to the CMM, and cannot be imitated by other players, or be substituted by them.

1.3. Reckoned brand

The CMM brand enjoys high brand recognition.

This brand recognition is a direct result of high brand integrity and apposite brand equity.

The high brand recognition is important for not only sales but also for the company value.

The brand image is a result of long term brand investment, and cannot be substituted by other players in the industry.

1.4. Propensity for innovation

The CMM is highly innovative in its product offerings services.

The innovation also expands into other functional areas of the company such as marketing.

The innovation is helpful in making processes more effective for the company.

This allows the company to lower its operational costs, and achieve economies of scale.

As such, the propensity for innovation has been a valuable resource for the company that helps it navigate environmental threats effectively, and benefit from the opportunities presented in the environment.

1.5. Ability to raise capital

The CMM is large conglomerate.

The company is able to raise equity through internal source.

The ability to raise capital internally is important for the company's planned expansion and diversification.

This ability has also allowed the company to engage in mergers and acquisitions, and thereby reduce the market competition.

The CMM has also been able to gain increased market penetration and market access through its ability to raise capital.

The ability to raise capital is important for the company to be able to take advantage of potential opportunities in the market.

2. Rare

Competencies that are rare in nature are possessed and developed by only a handful of firms in the industry, and help in building competitive advantage for the CMM.

2.1. Problem solving skills

The CMM fosters an organizational culture of problem solving amongst its employees and management.

This allows higher teamwork, creativity and innovation in the company.

The innovation in turn leads to higher competitiveness, which leads to competitive advantage and benefit for the company in the market place in the short run and the long run.

This is thus a rare competency for the company that allows it to steer away from potential threats, and benefit from opportunities.

2.2. Risk taking characteristics

The CMM shows high propensity towards taking calculated and guided risks.

This capability is important for a company to be able to grow and expand especially in unknown regions and countries.

The CMM's risk assessment function is strong, and allows the company to identify potential opportunities and take guided actions and steps to benefit from.

The ability to take risks is thus an important aspect and competency for business growth for the CMM.

3. Inimitable

These inimitable competencies help in adding value to the competitive advantage, and long term sustainability for an organization. These resources and competencies are hard and costly to imitate by the competing players.

3.1. Quality product offering

The CMM offers high quality products to consumers that have been a source of the brand appeal.

The high and consistent quality leads to repeat purchases, and increases consumption of CMM's products.

This is an inimitable resource for the company as the high quality, and specific of prediction are known internally to the top management of the company only.

3.2. Location of the stores/ placement in stores

The CMM operates through multiple showrooms.

All the places where the CMM stocks its products are easily accessible, and provide higher visibility to the band.

Consumers can easily purchase the CMM's offerings and products in all the places and regions it operates.

3.3. Marketing communications

The CMM has made use of marketing communications strategically to induce higher consumption.

The strategic focus of the business is enveloped by the organizational culture, and the business vision under the strategic leadership – which in turn is inimitable.

The marketing communications for the company are thus an inimitable resource that have allowed the brand to maintain long term competitive advantage internationally.

3.4. Competitive pricing

The CMM has efficient production capacities that operate at economies of scale.

The company has controlled operational costs that have been achieved through expansion, and a consistent demand.

The company has also integrated technology to minimize costs, and improve processes and operational internally.

This cost saving function allows CMM to continuously maintain competitive pricing in comparison to competitors.

This is an inimitable resource for the CMM.

3.5. Customer experience

The CMM provides a unique customer experience to the customers

The company offers customers high brand engagement with the experience that is memorable, and relevant for the target groups.

The company engages with the customers at multiple touch points, and offers a holistic experience that leads to customers wanting repeat purchases.

The engagement and brand experience for customers for the CMM has also expanded beyond the basic product offering, and evolved into offering and engaging consumers with relevant content generation that allows the brand to increase its equity.

This is thus a non-substitutable advantage enjoyed by the CMM.

4. Organization

These resources are uniquely developed for the CMM, and cannot be used by competing players in the industry. These resources have no substitutes, and thus cannot be employed by companies other than the CMM, and as such allow the company to exploit opportunities and make use of resources effectively for business growth.

4.1. Financial strength

CMM enjoys substantial financial strength in addition to its brand strength.

The financial strength supports the company in exploring opportunities for new product developments and launches.

The financial strength is also important in allowing the company to evaluate potential mergers and acquisitions for gaining competitive advantage.

The financial strength has also been a source of value for the company in helping it focus on innovation in product offerings, and maintaining consistent quality.

The financial strength is also valuable because of the support it offers to the company's vast and well managed distribution system.

The financial strength is particularly important for the CMM in enabling it to realize possibilities and opportunities.

4.2. Technological integration and advancement

The technological advancements and integration at the CMM are also an important resource for developing competitive advantage.

The technological advancement allows the CMM to maintain effectively and efficiency in its various business processes and operations.

The technological advancement and integration also allows a smooth management of global operations for the company which is important to maintain effective logistic management.

The technological advancements and systematic integration is a competency that allows the CMM to build long term competitive advantage over competition.

4.3. Employee training

The company provides in house trainings specific for different job roles and job designs to its employees which helps them in achieving their desired job responsibilities.

The training provided by the company refines individuals not only for their job roles and professional growth, but also towards personal growth and development.

The training and investment by the company in individuals leads to strong organizational commitment, and is a valuable competency in allowing the CMM to benefit through a strong and committed workforce.

4.4. Distribution channels

One of the greatest strengths and resources enjoyed by the CMM Company is its control over, and development of distribution channels.

The company's distribution system, and the supply chain comprises of a number of different distribution channels – that are agent and dealer based, and also owned and controlled by the company.

The mix of distribution channels allows the CMM to have access to, and penetrate different markets, and increase the number of sales and consumption of its products.

The articulate and intricately designed distribution network has proven to be an inimitable resource for the company that has developed with time through strong relations with suppliers and distributors.

4.5. Corporate leadership and vision

The corporate leadership and vision are also non substitutable, and cannot be applied to other firms in the industry.

The leadership provides unique strategic vision and direction to the company.

The leadership also plays an important part in motivating employees and settings business goals and targets to be achieved.

The CMM's expansion and growth is directly related to the leadership it has.

4.6. Human resources

The CMM invests substantially in its human resources.

The human resource function of the brand is important in building the competitive advantage for the company by providing it with improved talent.

The human resource function at the CMM is responsible for all employee related activities – from recruiting to compensation management to succession planning and training.

The human resource function is also important for maintaining the supportive organizational culture at the CMM.

The human resource function is important for the CMM to grow and develop further, and exploit other resources with smoothness.

4.7. Organizational culture

The CMM enjoys a supportive and innovative organizational culture.

The organizational culture at the company allows growth and development of not only the business at large, but also of individual employees.

The organizational culture is free sharing in information, and supports team work and synergy.

This is an important competency and resource for the CMM which allows it to grow internationally, and support various diversifications as well.

4.8. Marketing strategy

The CMM has a broad standardized strategic focus for its marketing strategy and communications.

This customization has allowed the CMM to increase its visibility, and create higher brand awareness.

SWOT Analysis of CMM

SWOT is the tool to see that where organization stands, which areas required improvement, which areas require serious consideration, which would be the source of growth, which things? Need avoidance and so on. The SWOT of CMM will help to understand the position of CMM in the market.

Strengths

Environment friendly and sustainable products.

Products from top brands.

Modern and innovative designs.

Interlinked distributor.

Channelized with top market places.

CMM products are reliable, easy to use, and have simple designs which satisfy customers that's why CMM have the advantage of having loyal customers.

In CMM the research and development has given greater importance because to satisfy the customers and provide the customers what they want the research and development is required.

CMM tries to keep products innovative to attract the customers and to capture more market share.

CMM is at its growing stage and its growing quickly. It is producing solid products which rapidly satisfying the customers.

Weaknesses

Less conversion level. Need to create more presence. Need to create workers. Improper functioning of company software.

The biggest weakness of CMM is that it has very few competent employees mostly are not skilled

There is no training and development concern for employees.

Lack of quick availability of raw materials at the workplace.

High sensitivity of some products (like insulators)

Inherent weakness of public sector undertakings.

Remote Locations.

Opportunities

To expand the business nationwide. Create a competitive environment with better customer engagement. Scope of growing through digitalization.

The electronic market is expanding rapidly which is a great opportunity for CMM to expand itself in new market and to capture more market share.

It also can expand its target market geographically and socially both by introducing new products in existing market and existing products in new markets.

Through the innovation in existing products it can attract more customers because at present it is behind the market leadership so to become a leader it has to make innovations to attract potential buyers and retain existing customers.

Managing Working Capital and Financial Sources.

Managing Human Resource (Main Power).

Threats

Existing companies in the same industries.

Unstable technology.

Needs of the customer is not constant.

As the competitors of CMM are more dominant in the market and continuously improving their products so they can take away the existing customers of CMM, so it has to work very hard to retain and attract customers.

The condition of economy all around the world is not good and it is affecting the purchasing power and priorities of the customers, people are facing difficulties in satisfying basic needs so how they can spend on electronics which is considered as luxury items. This situation can affect the sales of the company.

PESTEL Analysis of CMM

The PESTEL Analysis of CMM will help the company make strategic decisions correctly, keeping in perspective the external trends, and factors of the external environment. The PESTEL Analysis of CMM will take into account the most important aspects of the external environment that impact the business.

The following sections details the CMM PESTEL Analysis. CMM PESTEL Analysis will look at the external factors – political, economic, social, technological, environmental, and legal. It is important to note that the CMM PESTEL Analysis will be market specific, and the implications of the factors change for a company when the market changes.

The PESTEL Analysis of CMM will help the company make strategic decisions correctly, keeping in perspective the external trends, and factors of the external environment. The PESTEL Analysis of CMM will take into account the most important aspects of the external environment that impact the business. Alongside, PESTEL Analysis will equip the business for taking advantage of potential growth opportunities through identifying market trends and behaviors.

The following sections details the CMM PESTEL Analysis. The CMM PESTEL Analysis will look at the external factors – political, economic, social, technological, environmental, and legal. It is important to note that the CMM PESTEL Analysis will be market specific, and the implications of the factors change for a company when the market changes.

1. Political

1.1. Government stability

The strong political structures and institutions support growth and development for CMM.

Government stability also allows businesses like CMM to expand regionally as well as internationally.

Trade relations with other countries because of political stability and strength allows businesses like CMM to maintain offshore business affiliations easily and smoothly.

Government stability also attracts investors for businesses and companies such as CMM – which leads to growth and development in the infrastructure as well as enhances international image.

High government stability can also attract resources for industry development as a whole, which in turn will boost player performance and improve overall competitive positioning.

1.2. Competition regulation

It is important for government and political institutions and bodies to monitor competition in the industry

This will ensure that companies are using fair play for their products, and also business tactics and strategies

Competition regulation will also help the government monitor, restrict and regulate imports to help local businesses grow and expand

Competition regulation is important for the protection of all groups and stakeholders, as well as for maintaining the rights and interests of the related stakeholders

2. Economic

2.1. Inflation rate

A moderate inflation rate is needed in the economy for companies like CMM to flourish

A moderate inflation rate will also help the business grow and work positively towards increasing the consumer confidence, and consumer spending trends

As a result, the economy will get a boost and the overall disposable income will also increase

A higher inflation rate would lead to a lower disposable income, and thus could lead to lower overall expanding, which could harm businesses and companies, as well as lower consumer confidence

A lower inflation rate will lead to a high increase in the disposable income, and thereby could increase competitiveness, especially through pricing strategies which could lead to unethical price wars that take undue advantage of the consumer.

2.2. Interest rate

A moderate interest rate will help businesses and companies like CMM in taking loans from the banks

This business loan would be used for purposes of growth and development

Business loans would also help in the development and building of the industry infrastructure at a large level

Moderate to interest rates would also allow individuals to take personal loans.

With lower to moderate interest rates, personal loans will translate into higher purchases and consumption patterns by the consumers. This in turn would lead to a boost in sales, consumption and penetration of businesses like CMM.

2.3. Consumer spending trends

Consumer spending trends are important and critical for companies like CMM, and their performance

Higher consumer spending trends are preferred as they lead to higher purchases and consumption of products sold by CMM

The higher consumer spending is also reflective of higher purchasing power, which is important for increasing overall consumption patterns, and health of the economy

These higher consumer trends can be positively influenced through product quality and marketing strategies

In addition, these trends are also influenced by other economic indicators such as inflation rate, interest rate, and unemployment trends.

2.4. Unemployment trends

Higher unemployment trends will lead to lower overall disposable income in the economy, which in turn would directly affect the performance of companies like CMM

Higher unemployment trends could also be reflective of a gap in labor skills and knowledge – which again would harm consumers through higher prices of the products. The higher prices would be associated with the increased cost of doing business when labor would be imported from other sources for purposes of work.

3. Social

3.1. Demographics

A higher portion of the younger population is beneficial for CMM as it will allow the company a larger consumer population base

In addition a younger population will also promise CMM with more skilled and educated workers and human resources, thereby adding breadth and depth to the talent pool

A moderate to high middle class is also important for CMM as its current consumers, and advocates

This group acts as brand ambassadors for CMM, and encourages younger population to become loyal customers as well

3.2. Education

A higher education in the population is desirable for multiple reasons that will benefit CMM

A higher education means more talented, skilled, and knowledgeable persons in the talent pool for CMM

A higher education also means that the population s consumers will be more aware of their purchases and consumption patterns

As a result, they will focus on positive consumption which will give CMM an advantage because of its unique competitive positioning and placement

A higher awareness level also means that consumers will prefer quality, and will be knowledgeable of what the product promises and delivers. This comparison will form basis of repeat purchase

Again, CMM will be at an advantage because of their focus on quality

3.3. Family size and structure

The family structure and size determines the frequency and nature of purchase made

This is also important for understanding consumption patterns

For the target population in the current market, CMM is faced largely with families of nuclear style, with two older children, and sometimes a younger child

The key decision makers are eth parents, though they take into consideration the suggestions and requests of their children

These parents as kept decision makers are influenced by marketing, store manager reviews, and recommendations and by friends and family

As a result, CMM applies push and pull strategies for its appeal

4. Technological

4.1. Technological infrastructure

The country has a strong infrastructure with regards to technology

There is a high rate of technological development and advancement

Increasingly, businesses like CMM are incorporating technological up-gradations and innovation to increase business efficiency and affectivity

There is high rate of innovation across all industries, which makes companies including CMM competitive as well as progressive

The improved technological infrastructure also helps in attracting foreign direct investment, which in turn leads to further development and advancement

The improved technological infrastructure also helps in attracting foreign direct investment, which in turn leads to further development and advancement

As a result, CMM has a distinctive competitive advantage in terms of technological advancements, and the business continues to make use of, as well as participate in innovation processes to enhance the business cycles and operations

4.2. Internet penetration

The country, and all consumer markets enjoy a high rate of internet penetration

The high penetration of internet is used for personal and social lives along with professional responsibilities most all of the population own a smart phone for internet accessibility, and have access to computers and laptops as well

The higher penetration of internet reflects a progressive and educated population, which is beneficial for CMM

CMM has also made use of the high internet penetration to reach consumers, and for marketing and promotional strategies to be able to directly interact with consumers and gather feedback

As a result, the higher internet penetration has helped CMM in improving its quality and delivery, as well as allowed it to engage in strategic communications and marketing processes

4.3. Use of social media

There is a higher portion in the population of the youth, as well as middle ages persons

These population segments widely make use of social media for connectivity

Increasingly, social media is also being used by businesses like CMM for gathering consumer data and information

CMM also interacts with, gathers feedback, and communicates promotions to customers through official social media channels

Business like CMM have also started using social media for purposes of recruitment, which highlights the changing trends in the business community with respect to social media.

5. Environmental

5.1. Recycling

There is an increased focus on environmental sustainability and recycling

Consumers are becoming more aware, and demanding ways for recycling products to be disposed off

Consumers are also increasingly demanding recycled products for consumption

CMM has launched specific sites for disposing off products to be recycled

CMM, like many other players, is also introducing a novice product line of recycled products for consumers to benefit from

5.2. Waste management

The country has high regulations for waste management and control

CMM should associate itself with, and register with the waste management authorities and institutions to be able to follow regulations, maintain checks, and avoid any future hassles

CMM, in view of environmental sustainability, already has a controlled and designated process of managing waste, and disposing waste in an environmentally friendly manner.

5.3. Green consumption

The increased awareness of environmental sustainability has also given way to an increase in the green lifestyle

Consumers in the country, and across all markets are increasingly preferring products and services that are green i.e. produced and marketed using environmentally friendly and sustainable ways and methods

Companies are also hopping on the bandwagon and introducing green products to appeal to the consumers

CMM engages regularly in environmental friendly CSR activities.

CMM has also introduced a green product line – which is a variation of its existing products. The company plans on increasing weightage for the green product line gradually to increase its role in environmental sustainability.

CMM also contracts with suppliers and distributors in its integrated back chain, who are following strong principles with regards to environmental sustainability

6. Legal

6.1. Health and safety law

There are strict regulations pertaining to the health and safety of employees at the workplace

Respected associations and institutions regularly check with businesses about implementation of safety nets, drill, and precautionary measures at the workplace

The safety and health involves not only physical wellbeing, but also the emotional and mental wellbeing of employees.

CMM has placed high importance of the safety and health of its employees, and continually strives to improve it further

6.2. Employment laws

Country wide regulations demand businesses to form legal contracts pertaining to employment

These contracts are authorized by the respected governmental bodies, and involve all aspects of employment

Employability contracts ensure a healthy relation between all parties involved, and also ensures that there is no misunderstanding or colluding.

CMM practices employment laws, and briefs its employees about the same during the recruitment process.

The HR department of CMM also regularly conducts workshops and training sessions for employees to engage them, and make them aware of the employment laws, along with other legal formalities.

6.3. Anti-discrimination law

The country and the market is made up of divers' population.

There is a high number of immigrants, and the businesses from the country also operates at multiple off shore locations.

CMM, as a result, has always been comfortable with diversity in its workforce, and has framed internal company policies to support diversity. The company follows the anti-discrimination law in all its processes – from recruitment to promotion. All employees regularly undergo diversity trainings and workshops to be able to avoid discriminatory and prejudiced actions – which could have severe repercussions.

CMM, like other players in the industry, is an equal opportunity employer.

CMM also ensures that there is no discrimination within the company, and the organizational culture remains toxic free.

CMM ensures this by following regulations about the anti-discrimination law as well as through regular investment in trainings and employee development sessions.

PORTER's five forces model of CMM

Porter Five Forces is a holistic strategy framework that took strategic decision away from just analyzing the present competition. Porter Five Forces focuses on how CMM can build a sustainable competitive advantage in Home Furnishings & Fixtures industry. Managers at CMM can not only use Porter Five Forces to develop a strategic position with in Home Furnishings & Fixtures industry but also can explore profitable opportunities in whole Consumer Goods sector.

Threats of New Entrants

New entrants in Home Furnishings & Fixtures brings innovation, new ways of doing things and put pressure on CMM through lower pricing strategy, reducing costs, and providing new value propositions to the customers. CMM has to manage all these challenges and build effective barriers to safeguard its competitive edge.

How CMM can tackle the Threats of New Entrants

By innovating new products and services. New products not only brings new customers to the fold but also give old customer a reason to buy CMM's products.

By building economies of scale so that it can lower the fixed cost per unit.

Building capacities and spending money on research and development. New entrants are less likely to enter a dynamic industry where the established players such as CMM keep defining the standards regularly. It significantly reduces the window of extraordinary profits for the new firms thus discourage new players in the industry.

Bargaining Power of Suppliers

All most all the companies in the Home Furnishings & Fixtures industry buy their raw material from numerous suppliers. Suppliers in dominant position can decrease the margins CMM can earn in the market. Powerful suppliers in Consumer Goods sector use their negotiating power to extract higher prices from the firms in Home Furnishings & Fixtures field. The overall impact of higher supplier bargaining power is that it lowers the overall profitability of Home Furnishings & Fixtures.

How CMM can tackle Bargaining Power of the Suppliers

By building efficient supply chain with multiple suppliers.

By experimenting with product designs using different materials so that if the prices go up of one raw material then company can shift to another.

Developing dedicated suppliers whose business depends upon the firm. One of the lessons CMM can learn from other competitors is how these companies developed third party manufacturers whose business solely depends on them thus creating a scenario where these third party manufacturers have significantly less bargaining power compare to other companies.

Bargaining Power of Buyers

Buyers are often a demanding lot. They want to buy the best offerings available by paying the minimum price as possible. This put pressure on CMM profitability in the long run. The smaller and more powerful the customer base is of CMM the higher the bargaining power of the customers and higher their ability to seek increasing discounts and offers.

How CMM can tackle the Bargaining Power of Buyers

By building a large base of customers. This will be helpful in two ways. It will reduce the bargaining power of the buyers plus it will provide an opportunity to the firm to streamline its sales and production process.

By rapidly innovating new products. Customers often seek discounts and offerings on established products so if CMM keep on coming up with new products then it can limit the bargaining power of buyers.

New products will also reduce the defection of existing customers of CMM to its competitors.

Threats of Substitute Products or Services

When a new product or service meets a similar customer needs in different ways, industry profitability suffers. The threat of a substitute product or service is high if it offers a value proposition that is uniquely different from present offerings of the industry. How can tackle the Treat of Substitute Products or Services. By being service oriented rather than just product oriented. By understanding the core need of the customer rather than what the customer is buying.

By increasing the switching cost for the customers.

Rivalry among the Existing Competitors

If the rivalry among the existing players in an industry is intense then it will drive down prices and decrease the overall profitability of the industry. CMM operates in a very competitive Home Furnishings & Fixtures industry. This competition does take toll on the overall long term profitability of the organization.

How CMM can tackle Intense Rivalry among the Existing Competitors in Home Furnishings & Fixtures industry

By building a sustainable differentiation

By building scale so that it can compete better

Collaborating with competitors to increase the market size rather than just competing for small market.

Project Questions

This study is based on the following major problems that CMM HR department faces when it comes to recruitment and selection:

- Do the HR personnel's pay due attention to the recruitment and selection methods or do they follow their own way of doing it?
- Is it possible to meet the standards and requirements of the recruiting and selection sources or methods?

Literature review

Recruitment and selection that works from the perspective of human resource management, the first and most difficult human resource management strategy for achieving organizational goals is recruitment and selection strategies. The outcome of recruitment and selection strategies can be very productive for the organization if the right person is selected in terms of appropriate skills mix, but it can also be very ineffective if the wrong one is selected, leading to organizational failure (Compton, 2009 & Canton, 2004). Polychart (2006) is correct in asserting that, since the emergence of the KASO, the success or failure of an organization is dependent on staffing; however, organizational management and researches have been unable to comprehend its value, despite the fact that it is the supreme human resource function. Because there is no absolute approach for attracting, screening, and finally identifying the right individual for the right role in an organization, effective recruitment and selection has always been one of the most crucial for educational institutions (Pounder, 1996).

Many researchers have pointed out that many recruiters are presenting applicants with enough and precise information that allows them to decide on the suitability and relevancy of the position, according to Powel (1991). According to Vianen et al. (2004), the situational judgment exam has a higher rating than the cognitive ability and personality tests when it comes to hiring an employee. It has been stated that utilizing technology in the field of recruitment and selection offers numerous benefits, including increased validity, acceptance, and efficiency in corporate recruiting and selection activities (Chan & Schmitt, 1997). I would like to take this opportunity to present a project on the recruitment and selection process in CMM group of companies.

Project Methodology

Source of Data collection:

The primary as well as the secondary sources was used for collection of data.

Primary data: Questionnaire and interview

Secondary data: Books and journals

Primary data involves the collection of data that does not already exist. This can be through numerous forms, including questionnaires and telephone interviews amongst others. Secondary research 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.

Thus the sources of data collection were as follows:

1. Interview Schedule 2. Company records 3. Questionnaires 4. Observation Method 5. Other records 5. Discussion 5. Website of Company

Project Objectives

- Preparing the Recruitment and selection policy for different categories of employees in CMM.
- Analyzing the recruitment policies, processes, and procedures of the organization.
- Improving the company's reputation through fair, unbiased and effective hiring practices.

Project Hypotheses

- An efficient recruitment process that creates the best applicants in a timely and cost-effective manner.
- Effective recruitment increases chances of selecting appropriate candidate.
- The recruitment and selection processes would differ significantly depending on the size of the organization.

Project Data Analysis

1. There are various factors that affect the recruitment policy of an organization. Which of these factors did you notice in CMM?

1-Organization budget and financials.2-Recruitment policy of competitor. 3-Job market conditions
4-Specific need of organization 5-Government regulations. 6-Employment Policy of government

Employee No	1	2	3	4	5	6	7
Options	1,2	5	1	1,6	1	2	1

2. Internal recruiting is an important aspect of any business as it can save time, money and resources when compared to recruiting externally. There are various types of internal recruitment, tick those which you recommend in CMM group of companies.

1-Promotions 2-Internal Advertisements 3- Internships 4-Re-Employment 5-Transfers
6-Temporary to Permanent 7-Employee referrals

Employee No	1	2	3	4	5	6	7
Options	1,4,6	1,2,7	2,4,6	1,3,5,7	All options	5,7	1,3

3. When compared to internal recruitment, external recruitment is more expensive and time-consuming. It is preferred because it provides the company with a new perspective. Hiring great people has a lot of long-term benefits for the company. There are several sorts of external recruitment; select those that you would recommend to the CMM group of companies.

1-Advertisements 2-Different Types of Job Portals 3-Recruitment Agency
4-Reference/ Recommendations 5-Educational Institutions 6-Walk-in Institutes 7- Databases

Employee No	1	2	3	4	5	6	7
Options	2,4,5,7	1,2,4	1,2,4,6,7	2,3,4,7	1,2,3,4,5	All options	1,5,7

4. Hiring new staff can be an expensive and time-consuming process, so it's important to get it right. You want to make sure that you recruit someone who's the best person for the job and who fits into your organization, so that you're not facing continual turnover. Select common mistakes you notice in CMM?

- 1-Not creating an accurate job description. 2-Failing to consider recruiting from within.
 3-Rushing the hire 4-Relying too much on the interview
 5-Rejecting an overqualified candidate 6-Waiting for the perfect candidate
 7-Relying too much on references 8-Expecting too much, too soon from a new recruit

Employee No	1	2	3	4	5	6	7
Options	7,8	4	6	6	8	5	7

5. Workplace diversity has become a central feature and a major priority for the hiring department. Choose related benefits for CMM as an HR professional?

- 1-Access to top talent 2-Increased sense of belonging 3-Higher levels of trust
 4-Increased employee engagement 5-Better decision-making

Employee No	1	2	3	4	5	6	7
Options	4-5	All options	2-3-5	All options	2-3-4	All options	All options

6. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

☐ Yes ☐ No

Employee No	1	2	3	4	5	6	7
Options	Yes	Yes	No	Yes	No	Yes	Yes

7. In the selection process, how well are the organization's affirmative action needs explained and supported? ☐ Poor ☐ Adequate ☐ Excellent

Employee No	1	2	3	4	5	6	7
Options	Excellent	Poor	Adequate	Adequate	Adequate	Poor	Adequate

8. Rate the effectiveness of the interviewing process and other selection instruments, such as testing?

☐ Poor ☐ Adequate ☐ Excellent

Employee No	1	2	3	4	5	6	7
Options	Excellent	Excellent	Adequate	Excellent	Adequate	Poor	Adequate

9. Does HR train hiring employees to make the best hiring decisions?

☐ Yes ☐ No

Employee No	1	2	3	4	5	6	7
Options	Yes	No	No	Yes	No	Yes	No

10. Rate how well HR finds good candidates from non-traditional sources when Necessary?

☐ Poor ☐ Adequate ☐ Excellent

Employee No	1	2	3	4	5	6	7
Options	Poor	Excellent	Poor	Poor	Adequate	Poor	Poor

Importance of Managing the Recruitment and Selection Process

The recruitment and selection process helps the organization in a number of ways. The whole purpose of recruitment and selection process is for the organization to find people who will be a perfect match to the jobs for which they will be employed and thereby ensuring that, as much as possible, the organization will be staffed with the right people with the right skills, knowledge, experiences and competences at the right time. The recruitment and selection process helps the organization in making realistic decisions about a prospective candidate. It also provides the organization with the knowledge of sources of potential recruits. As part of the human resources planning system, the recruitment and selection process helps the organization in determining its future human resources requirements and its ability to meet its objectives in view of the work systems and technology in use.

It is important for an organization to write accurate job descriptions before a vacancy is advertised. This ensures that precedence is given to the competencies that would make the most positive contribution to the achievement of the company's objectives. If done properly the recruitment and selection process can attract good candidates and can provide the organization with useful indicators for future performance.

A good recruitment and selection process ensures conformity to legal requirements as dictated by the Labor Relations Act. The process should be transparent and should ensure privacy and observance of equal opportunity legislation. The process therefore ensures that the selection process is fair and meets legal requirements. A good recruitment and selection policy ensures consistency in hiring staff and reduces the risk of bias or discrimination. Consequently, a good recruitment and selection process ensures that administrative procedures are handled efficiently.

The process helps in injecting new blood to the organization. There is also need to ensure that the recruitment and selection process is transparent at every stage. Key stakeholders in the process (line managers, human resources department etc) should be able to follow the process and develop confidence in the outcome. Some organizations initiate the recruitment process just to build up a "talent pool" or simply to gauge what the market holds. It can be used as a strategy for building the organization's capability in a changing market environment. The recruitment and selection process also provides the organization with the knowledge of sources of potential recruits.

Purpose

This policy provides a structured and consistent approach to all recruitments and provides guidance to the hiring managers and employees involved in the recruitment process with regard to the different steps, roles, responsibilities and timelines that apply.

Recruitment should be in line with the following principles:

Principles of Recruitment

Motivation and Values: Staff recruited by CMM should share and support the vision, mission and values of the movement and the general principles of CMM. Each staff member should recognize the particular responsibility of his/her job for the whole movement and is expected to be committed to the fight against corruption and to the success of CMM's work.

Excellence: We seek staff of a high caliber with the capacity to meet the challenges of the TI-Movement.

Non-discrimination: To recruit suitably qualified staff irrespective of gender; age; disability; marital or parental status; racial, ethnic, national or social origin; religion or belief; sexual orientation; or geographical location.

Diversity: To proactively aim to achieve a broad, balanced and diverse representation of staff that reflects the breadth of the CMM-Movement.

Accountability: To ensure that recruitment procedures are fair, objective, impartial, and transparent and are applied consistently.

Efficiency and long-term planning: To balance efficiency in the recruitment process with the long-term planning needs of CMM.

Non-preferential Treatment of Family and Friends: Appointments to all positions will be made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc. We are committed to open, fair, and transparent appointment, recruitment, hiring, and procurement procedures and practice.

- Family members, and friends and organizations with which we or our families or friends are associated, will not be accorded preferential treatment.

- If hiring or contracting with members of the immediate families of CMM staff or the Board of Directors, that is a partner, parent, child or sibling, we will follow carefully the guidelines set out in the recruitment policy to ensure non-preferential treatment.
- To manage potential conflicts of interest, we will disclose such connections with potential applicants or candidates of whom we are aware. We will recuse ourselves from any recruitment or contracting process where we have a conflict of interest. We will ask shortlisted candidates to declare such relations at CMM or with the Board of Directors. We will not allow situations in which close family relatives or partners are in a direct reporting relationship to one another.”

Confidentiality: We will guarantee the confidentiality of all personal data of applicants and will respect their privacy. All staff members involved in the recruitment process have an obligation to preserve each applicant’s right to privacy and to the confidentiality of any information that may be revealed by the documentation, the interviews or discussions leading to the selection of the candidate.

Responsibilities

It shall be the responsibility of the CEO (or a delegated authority) to implement this policy and to monitor its performance.

It is the responsibility of Managers and Supervisors to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorized;
- All roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Human Resources Department to ensure that:

- All Managers are aware of their responsibilities in the recruitment and selection process;
- Managers are given continuous support and guidance in regards to recruitment and selection issues.

Procedures

Pre-Recruitment Activities

When it becomes necessary to recruit for a position, Managers should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no position description exists for the available position, or if it requires revising, this is the responsibility of the appropriate Manager. Once the new position description or amendments have been drafted, it should be forwarded on to Human Resources and, if appropriate, approved by the CEO and/or Board. Selection criteria will be drawn up based on the basis of a position statement.

Where the position description is for a new role, the Human Resources Officer or Manager will review and evaluate the position and draw up a position statement that will then, if appropriate, approved by the CEO and/or Board.

Prior to commencing the recruitment process, the responsible Manager is required to gain approval from the CEO / Board or delegated authority and forward this to the Human Resources Officer.

Direct Internal Appointments/Promotions

In situations where a Manager wishes to promote an employee who meets the specific selection criteria for the vacant position into the internal vacancy, the appointment must be authorised by the appropriate Manager, and the approval is to be forwarded to the Human Resources Department.

Internal Advertising

Where appropriate, CMM will advertise all vacancies internally.

Exceptions to this rule may occur when:

- The position is of such a specialized nature, and / or appropriate skills are not available within the organization; or
- There is a need to make a direct appointment or promotion into the vacant position.

Upon receiving approval for the vacant position, Human Resources will advertise the available position internally. Internal advertisements should include the following:

- Position title;
- Outline of the position;
- Skills required for the role;
- Closing date for applications.

All internal applicants should forward a current copy of their resume, together with covering letter, to the applicable manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position by the relevant Manager or Supervisor.

External Advertising

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, and on relevant websites.

All advertisements must be approved by the head of HR.

If required, the Human Resources Department will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the relevant Manager. The Human Resources Department will administer the placement of the advertisement and monitor applications received.

Screening Applicants

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Managers should consult with the Human Resources Department if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients / children, police checks may be arranged. Police checks shall be arranged only

with the consent of the applicant concerned; however, if consent is refused this shall be taken into consideration in the selection process.

References shall be sought, where appropriate, as set out in the organization's References Policy. Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

Any checks which may form part of the selection process should be conducted prior to issuing an offer of employment.

Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by and will include the CEO or their nominee and the relevant manager or supervisor for the position.

If any member of staff finds that they are assessing any applicant where there is a perceived or actual conflict (eg. Where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

Reference Checking

Managers are to ensure that, where possible, a minimum of two reference checks are conducted prior to an offer of employment being extended to a candidate.

Details of the reference checks should be attached to the candidate's application for future reference.

New Starter Paperwork

If an internal candidate is selected, the Manager is required to notify the successful candidate and their Manager. If an external candidate has been selected, the Manager is to make a verbal offer to the candidate.

To authorize the commencement or transfer of an internal employee, the Manager must notify the Human Resources Department and provide confirmation of the CEO's approval. The Manager should ensure that all recruiting documents are completed and returned to the Human Resources Department for filing.

The Human Resources Department will prepare a written letter of offer for the successful candidate. The letter of offer and or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the employee.

Once the Human Resources Department or Manager has received the candidate's signed letter of offer, the Human Resources Department is to notify all unsuccessful candidates.

The Manager is responsible for liaising with the Human Resources Department to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

The Human Resources Department will forward an induction kit to the new employee for their completion.

Records and Correspondence

All contact regarding the position is to be directed through reception, with all applications marked "Confidential" and posted to the CEO.

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants. Short-listed but unsuccessful applicants should be advised that their CV will be retained by the Human Resources Department for future reference, unless the applicant advises otherwise.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent a written letter advising them that their application has been unsuccessful.

Interview Guidelines

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate's suitability.

Whilst each interviewer will develop their own interviewing styles, there are a number of essential characteristics of an interview that must be present in all interviews.

Prior to Conducting the Interview

Review the candidate's resume before commencing the interview. This will help you feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the performance factors of the job, including:

- education or basic paper qualifications for the job;
- related work experience and areas of specialization;
- Additional experience (such as special interests or volunteer activities) in which the candidate might have developed skills related to the position.

Conducting the Interview

Asking questions is an important part of the interviewer's role; it is not, however, their only responsibility. A good interviewer must also:

- reduce communication barriers;
- maintain control of the interview;
- ensure that the candidate reveals what the interviewer wants to know, not simply what the candidate wants to tell; and
- Create a friendly, conversational atmosphere.

Having the candidate respond to questions and prompts will encourage them to do most of the talking while the interviewer ensures that all relevant topics are covered. The interviewer may be required to ask a question a second time by re-phrasing it or by returning to a particular topic at a later point in the interview.

While each interviewer develops a particular style, the following steps provide a useful guide to the structure of an interview.

Step 1: Set the Stage

It's important to create an interviewing environment that allows a candidate to put their best foot forward. An interviewer will be able to gain more information in a comfortable setting and the candidate will be left with a favorable impression of the organization.

- Make arrangements for a private meeting room in which to conduct the interview.
- Do not allow interruptions (e.g. telephone calls etc.).
- Interviews are more comfortable if conducted in an informal "around the table" setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.
- Introduce yourself and all members of the interview panel to the candidate (the panel members may prefer to introduce themselves).
- Body language should be relaxed and open.
- Be friendly and courteous throughout the interview. The tone should be like a slightly structured conversation.
- Sometimes it helps to begin by entering into a general conversation, for example talking about the organization and then asking the applicant to give a summary of their background.

Step 2: Outline the Agenda

Outline for the candidate the structure that the interview will take. This will help them to relax and will put the interviewer in control of what is to follow.

- Identify areas to be covered (e.g. the duties and responsibilities involved in the job; the candidate's education and experience and how they relate to the position; the use of hypothetical situations).
- Suggest the length of time that the interview is expected to take, and any additional time that might be spent touring the work site etc.
- Provide the candidate with a description of the duties and responsibilities of the job and an overview of the workings of the organization.

- Avoid confusing or overly technical language. Don't oversell the job or mislead the candidate about the actual duties and responsibilities involved or the future growth expectations of the position.
- Advise the candidate that there will be an opportunity later in the interview for them to ask questions or add information that may not yet have been covered.

Step 3: Gather Information

Following core questions will provide structure and should take up most of the interview time; however, some flexibility is necessary to allow for follow-up questions and for questions that will arise out of each candidate's documentation. This helps to create a comfortable, relaxed tone.

- Listen for evidence of both positive and negative behavior and focus on one specific performance factor at a time. Analyze how well those behaviors and skills would carry over to the position.
- The interviewing process may take some time to master, but it can be extremely effective. Probing is particularly necessary when there are gaps in the candidate's life/work history, when inconsistencies appear or when the candidate changes the subject or is evasive.

Step 4: Welcome Added Information and Answer Questions

In the later stages of the interview, the candidate may have specific questions about the job, department or the organization itself. A detailed discussion should be reserved until this point, so that the candidate won't simply tailor their answers to suit the position. This is a good time to probe for more detailed information, such as:

- "Now that I've described the job, do you have any relevant skills that we haven't yet heard about?"
- Thank the candidate for coming to the interview and explain the time frame for decision-making and what the next step in the process will be.

Project Data Findings

The CMM Group operates through a range of wholly owned or joint venture firms with reputable worldwide partners such as Beiersdorf AG and BSN Medical in the medical devices, consumer plaster, logistics, distribution, retail, and infrastructure business.

In the categories in which it works, the company has a number of market-leading goods, with world-leading technologies in medical devices and consumer plasters being created in state-of-the-art manufacturing facilities.

In addition, the company collaborates with a number of multinationals, including P&G, Nestle, and Reckitt Benckiser, to provide services in a variety of fields. The group's revenue in 2018-19 was roughly Rs. 750 crores, and it employed around 2000 people across India.

Competencies that are rare in nature are only possessed and cultivated by a few companies in the industry, and they enable the CMM gain a competitive advantage.

Ability to solve problems, Employees and management at the CMM work together to develop a problem-solving culture. This enables for more collaboration, creativity, and innovation in the workplace. In the short and long run, innovation leads to increased competitiveness, which leads to a competitive advantage and benefit for the company in the marketplace.

The collected data are analyzed and general observations has proven that CMM has done remarkable job in its Human Resource department. In CMM employees feel that the HR department is good. The recruitment and selection process is decentralized. About 60% of the employees are satisfied with the recruitment and selection process. Most of the managers prefer personal interviews. Mostly external sources of recruitment are considered. About 70% of employees feel that they are comfortable working with the current HR policies of the company and 30% feel that they need some changes in the policies.

As a result, this is a unique capability for the organization, allowing it to avoid potential risks while capitalizing on opportunities. The population of the country and the market is diverse. There are many immigrants, and firms from the country operate in a variety of off-shore places. As a result, CMM has always welcomed diversity in the workplace and has established internal business rules to encourage it. All of the company's processes, from recruitment to advancement, adhere to the anti-discrimination statute.

Recommendations to the Company

From the findings I can suggest CMM, following things for the more effectiveness of recruitment and selection process and HR policies: Recruitment must be done by analyzing the job firstly which will make it easier and will be beneficial from the company's point of view. More emphasis should be given on internet and advertisement so that more and more candidates apply for the jobs and it will be easy to find the right employee among them. The recruitment and selection procedure should not be too lengthy and time consuming. Company should try to use the internal recruitment process first because it incurs less cost and acts as a motivational factor to the employees. Provide training to employees so that they get better knowledge, skills and attitude especially for human resource personal. Company should amend and change some parts of their HR policies for better effectiveness as I presented a policy for them.

Learning derived

Working in a professional setting for the first time can be difficult to get used to. But it is the best way to learn how to navigate the working world through real life, hands-on experience. One of the most valuable skills you will gain from an HR internship is the ability to speak with people in a professional setting.

The purpose of an internship is to provide real world experience that enables you to put everything you've learned into action. Internship help you to gain or learned skills that can be applied to future jobs.

Skills that are learned from HR internship:-

- Work Ethics
- Communication skills
- Time management
- Responsibility
- Problem solving skills

Human Resource Management can be very interesting and rewarding, but a lot of HR work is very much what I would call "transactional". There is a lot of administrative work in hiring and paying

people, maintaining their benefits, ensuring compliance, etc. These types of jobs make good entry-level positions, but are not particularly interesting career work.

A lot of people go into HR for wrong reasons and are miserable. For reasons I won't go into, HR attracts a lot of people with either the wrong skill set or mind set. HR Management needs bright, enthusiastic, and thoughtful professionals who like to work in teams and who truly enjoy working with people. It's not a career for introverts or individual contributors who like to keep to themselves. Above all, you must be able to exercise discretion and respect confidentiality, which can make it a little tricky to have friends in the office, especially those outside of HR.

For me, positions in Recruitment, Compensation and HR technologies are among the most interesting. They each require slightly different skills. Others love partnering with managers and helping employees with challenges and issues that affect their work. These roles require special skills and talents and are the true “face” of HR. HR Business Partners are part business manager and part social worker. A good HR partner can be an incredible asset to managers and employees. One thing I can tell you for certain is that no two days in HR will be the same. Each day brings new challenges and triumphs.

I would say that if any of what I've described here excites you or sounds interesting, than your answer is yes, a career in HR can be very fulfilling.

Conclusion

This study has revealed that the organization's executives and line managers were a little satisfied with the recruitments and selection process but still there is very much to come in the future for the line managers and the personnel's to tackle with, which they are not aware of. Another point to be concluded is that there is no vast way of recruiting the new staff as the large firm's normally goes within the population of its internal manpower and does not go out to recruit as it has got a lot of many staff in their own organization to fulfil their needs. At the end the organization is more confident in their mature staff rather than going out for a new recruit who might take time to settle down and learn the outcomes. The line managers take a key responsibility in training the new recruits after their selection and have to go through this burden as the HR manager's haven't got anything to do with this, so it becomes a little more complicated than it is thought to be. If This study has revealed that the organization's executives and line managers were little satisfied with the recruitments and selection process but still there is very much to come in the future for the line managers and the personnel to tackle with, which they are not aware of. Another point to be concluded is that there is no vast way of recruiting the new staff as the large firm's normally goes within the population of its internal manpower and does not go out to recruit as it has got a lot of many staff in their own organization to fulfill their needs.

If the Human Resource department is to be treated as the inimitable competencies for the organization, then the recruitment and selection has a critical and good role to play as it is the only job for the HR department but to convince for the best needs of the part too.

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