



Recruitment from Business Schools – challenge of expectations

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INTRODUCTION

Management education is considered as an important part of any individual's education tenure. Companies prefer Management graduates on a higher rate these days so as to have the employees more productive and easy to train about the different aspects of management in the working. Companies have specific plans to recruit fresh talent from the Business Schools which they train and mold as per their desired profiles. These candidates are the Management Graduates who have completed their master degree in various specializations as per their interests and expertise. Here the point of expectations arises, expectations of the companies and expectations of the Management Graduates. Unfortunately there are no parameters or criteria for what and how much to expect and deliver.

Companies are always in search of talent who can give them new ideas and dimensions to the traditional process of working. The Management Graduates are considered to be more enthusiastic and acquainted with the changing trends and updates in the market. These graduates have their own set of expectations from the job that they are engaged.

Management Graduates recruitment and selection forms an essential part in the central activities underlying the management of human resources within many organizations. These activities include the acquisition of talent, training and developing the talent, and eventually rewarding the performance of the acquired talent. As such, the recruitment and selection process forms an integral part of the works undertaken by human resource management and other specialists involved in the graduate and recruitment process.

These companies visit various Business Schools in search of talent which can be recruited. In the complete process of recruitment there are lot of points involved such as,

Receive the requirement from the various departments of the company

Understand the specification about profile (Here when we say specification it also relates to the expectations of the company)

Decide the complete recruitment plan/strategy

Search Good business schools (source of recruitment of Management Graduates)

Contact and discuss with the placement cell of Business schools

Share requirement

Receive Applications

Conduct the selection process

Offer for the suitable candidates

All these processes need proper coordination between Companies and the Business schools. Each of the above process involves lot of challenges and problems which need to be rectified



in due course of time for the flawless process and a positive output of the recruitment process.

Challenges of expectations in recruitment can be of any kind either on the part of company or on the part of Business schools and students. If we talk about the companies and specifically about the recruitment team, the challenges start from the home ground i.e. right from the receiving the requirement for manpower and expected skill set from the particular department to recruiting the right candidate with all the terms and conditions pre decided. Recruiting Management Graduates itself is a challenge as the response to the constant changing trend and mind set of the youngsters. Getting the right person in right place is a very challenging job for the Human resource department of any company. Students and Business schools have their own set of expectations when it comes to Profile, Package, Location and qualification which probably may not fit in the offerings of the companies. Who can expect is also a challenge when it comes to the unrealistic expectations of both the parties.

Understanding the expectations of the concern is very important for the companies, Business schools as well as the management Graduates. This will help to have a better match up in the expectations and availability. To reach to this stage of expected output for both the parties, need of understanding and awareness with co-ordination and flexibility of

OBJECTIVES

- To identify the challenges faced by the recruitment team of companies in recruitment of Management Graduates from Business schools with context to the changing and increasing expectations of students and companies.
- To study and analyze the expectations of companies and Management Graduates.
- To modify and change the approach towards the constant changing trends in the expectations of companies and the applicants from their recruiters and find a common solutions to bridge the gap between the two.
- To understand the importance of co-ordination between, Business schools and companies for educating the students and aspirants about what to expect and what is expected.
- To study the importance of expectations and challenges of it for the following:
 - 1) Companies recruiting Management Graduates.
 - 2) Colleges providing Management Graduates

SCOPE AND LIMITATIONS

Scope

The study of challenges of Expectations in recruitment of Management Graduates can be beneficial for the companies and for the Business schools who are involved and are active in the recruitment process of Management students.

The study will focus even on the changing mindset of the generation, who is more informed and expect things more than just a typical job.

The Business schools will also get a benefit to understand the expectation of company in a better way.



The study will be beneficial to improve the co ordination of companies and Business schools.

Limitations:

Possibility of receiving insufficient information from business schools

Refusal for disclosing the core reports or policies by companies.

Lack of uniformity in the expectations of different companies' viz. Industry, Sector, Budgets etc.

In today's fast paced environment there can be change in views of HR Professionals and Business schools so the data collected during this period may not be applicable to other Organizations. It means we may not generalize the results of the study.

The study will only attempt to find out the challenges of expectations in the recruitment of Management Graduates from business schools in Pune district by companies.

REVIEW OF LITERATURE

A literature review is the published information in a particular subject area, and sometimes information in a particular subject area within a certain time period.

A literature review can be just a simple summary of the sources, but it usually has an organizational pattern and combines both summary and synthesis. A summary is a recap of the important information of the source, but a synthesis is a re-organization, or a reshuffling, of that information. It might give a new interpretation of old material or combine new with old interpretations. Or it might trace the intellectual progression of the field, including major debates. And depending on the situation, the literature review may evaluate the sources and advise the reader on the most pertinent or relevant way.

For the support to the study to be carried out, some literature which is available through different sources needs to be reviewed and studied. Some contents which can be considered are:

- Recruitment and selection are critical human resources functions for your small business. Hiring the right employees for your business can positively affect your turnover rate, company culture, production and bottom-line profit. Avoiding some of the common problems experienced by businesses as they recruit and select, employees improves your chances of success.
- by Neil Kokemuller, Demand Media – His topic of discussion **is Problems in recruitment and selection.**
- The intention of the paper is not to offer a comprehensive literature review, but to act as a catalyst for trying to understand R&S as a process rather than as a series of atomised strategies;and also to begin to move thinking forward on this important but neglected topic. Inparticular, the aim is to learn how far R&S impinges and impacts on general education and training policy debates.



- **Enhancing Employability through Quality Assurance** - ASAIHL 2009 ,
Susima Samudrika Weligamage , Department of Accountancy, University of Kelaniya, Sri Lanka..
- This paper seeks to examine the changes in the methods of graduate recruitment and selection that have been used by UK-based organisations and to establish the reasons for the main changes and developments in the process of attracting and recruiting graduates. The findings of this study are expected to be useful for employers considering the introduction of new graduate recruitment programmes and for those wishing to improve their existing ones as well as for institutions of higher education to reconsider the type of knowledge and skills they provide in order to prepare their students for the real world of work. Mohamed Branine, (2008) **Graduate recruitment and selection in the UK: A study of the recent changes in methods and expectations** Mohamed Branine, (2008) Vol. 13 Iss: 6, pp.497 – 513 Emerald Group Publishing Limited
- The paper explores the burgeoning Indian software services industry by focusing on one of its critical challenges: human resource management. Using in-depth interviews of various stakeholders from a representative range of Indian software services organizations, the authors investigate characteristics of Indian software professionals and some of the key human-resource related issues and challenges in the industry: namely, voluntary attrition, reluctance to make a transition from technical to management positions, lack of managerial skills, difficulties with teamwork, work preferences and maintaining work-family balance. Finally, organizational strategies to effectively manage and motivate software professionals, such as moving up the value chain, creating learning opportunities, bifurcated career path, facilitating wealth generation and conducive work environment are explored.

RESEARCH METHODOLOGY

Research is design, collection and representation of data and findings with respect to specific issue.

Methodology is a procedure code and conceptual frame work for any research work.

The test of research methodology help in simplifying the version of content and facts involved in research procedure.

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, research uses different criteria for solving /searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word “Methodology” it is the way of searching or solving the research problem.



This research is based on Primary data and secondary data.

a) Primary Data –

The first hand data which will be collected by the researcher personally is known as primary data.

For primary data a survey of Pune district for all the companies who hire Management graduates from business schools in and around Pune will be carried out. The Human resource department of these companies needs to be interviewed along with the Placement departments of various Business schools in Pune.

1. Questionnaires
2. Personal interviews
3. Observations

b) Secondary data –

The data which collected from other available sources (collected by other) is known as secondary data. Large volumes of data are available within every organization in the form of Recruitment procedures, annual reports, websites of companies, institutes, Placement reports of various colleges etc.

Secondary data will be collected from various papers, books journals, official records, Internet etc.

1. Books
2. Journal
3. Bulletins
4. Reports
5. Web sites

Observations and Findings:

Corporate Expectations

(Day 1 Ready candidate – for contribution to business and specific area)

Confident and Groomed

Competence in Subject of Domain

Corporate Awareness



Competence building and serious work during Internship
Creating personal Brand Branding and Influencing skills
Corporate Managerial Skills
Comprehending Analytical Skills
Lack of comprehending, Measurability and Value add which can be achieved only when one adopt approach of being Analytical.
Current Turbulent business world

Student Expectation:

Structure: Having high expectations about structure means that you want clear instructions regarding what to do, how to do it, and what resources are available to you.

Diversity: Having high expectations about diversity means that you want to work with people from a variety of backgrounds and/or with varied points of view.

Recognition: Having high expectations about recognition means that you want a work environment where good work is acknowledged and rewarded.

Autonomy: Having high expectations about autonomy means that you want to have the independence or freedom to make decisions about how you will do your job.

Environment: Having high expectations about environment means that you see a connection between the social and physical work environment and your well-being.

Expression: Having high expectations about expression means that you want a work environment that allows you to share your opinions and feelings openly.

Teamwork: Having high expectations about teamwork means that you expect collaboration to be a highly valued and commonly used method for reaching work objectives.

Stability: Having high expectations about stability means that you want job security and a work environment that remains relatively unchanged.

Balance: Having high expectations about balance means that you have personal and professional goals and that you want others to understand the importance of all of your commitments.

Career Growth: Having high expectations about career growth means that you want to make progress toward your professional goals.

Above all, it is observed that there are certain expectations which might be unrealistic and even illogical to few and very appropriate to others.

Suggestions:

The Industry

Industry need to be more inclined towards absorbing the candidates who have the capacity to learn understand and grasp quickly. Such talent can be groomed and molded

They can also design a mentorship programme with the Business schools where from the very first day they can identify the suitable candidates and mentor them throughout the course as per their expectations.

The Students

They should take admission with really a clear purpose

Students should work on their communication skills and update knowledge about current affairs

Majority of them should work on Self-concepts – Interaction skills – Communication, Interactive skills, Public Speaking, ideation etc.



Students should be made aware about the realistic goals and the purpose then they will understand the importance of logical expectations.

The Institutes

Institutes should have strict structures of the enhancements of the students

The business community should be contacted regularly for the updates and advancements in technology to upgrade the education system

If it is governed by Authorities the Syllabus will be in line with current business requirements.

The result is Management graduates are aware of current business issues.

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