



# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

**Date: 17/05/2018**

## CERTIFICATE

This is to certify that **Mr. Jeevan Kumar P** bearing USN **1AY16MBA29** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on “**A Study on Sources of Recruitment**” At **IBM India Pvt Ltd** is prepared by him under the guidance of **Dr. Nijaguna G** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

Signature of Internal Guide

Signature of HOD  
Department of MBA  
Acharya Institute of Technology  
Soldevanahalli, Bangalore-560

Signature of Principal

PRINCIPAL  
ACHARYA INSTITUTE OF TECHNOLOGY  
Soldevanahalli Bangalore-560 107



*IBM India Private Limited  
Manyata Embassy Business  
Park  
Outer Ring Road, Nagavara  
Bangalore-560 045, India  
Tel: 91 80-40257777  
Fax: 91-80-40257416  
www.ibm.com/in*

Date: 30<sup>th</sup> March 2018

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Mr. Jeevan Kumar P** had carried out a project/study on **“A STUDY ON SOURCES OF RECRUITMENT AT IBM INDIA PVT LTD”**

Duration of his Project Work with us was for 10 weeks (i.e. from 15<sup>th</sup> January 2018 to 25<sup>th</sup> March 2018) under our guidance, in partial fulfilment of in Master of Business Administration, **Acharya Institute of Technology Bangalore.**

We wish him all the best for his future endeavours.

Yours Cordially,  
for IBM India Pvt Ltd.,

(Anand Rao)  
Offboarding Delivery Leader

This is system generated letter and has been sent to the employee in electronic form



**ACHARYA INSTITUTE OF TECHNOLOGY  
DEPARTMENT OF MBA**

**INTERNSHIP WEEKLY REPORT (16MBAPR407)**

**Name of the Student : JEEVAN KUMAR P**

**Internal Guide : Dr.NIJAGUNA G**

**USN No : 1AY16MBA29**

**Specialization : Marketing and Human Resource**

**Title of the Project : A study on sources of recruitment at IBM India Pvt Ltd**

Week	Work Undertaken	External Guide Signature	Internal Guide Signature
17-01-2018 to 27-1-2018	Understanding Structure, culture and functioning of the Organization		
29-01-2018 to 10-02-2018	Preparation of Research instrument for data collection		
12-02-2018 to 24-02-2018	Data Collection		
26-02-2018 to 10-03-2018	Analysis and finalization of report		
12-03-2018 to 17-03-2018	Submission of Report		



Head of the Department  
Department of MBA  
Acharya Institute of Technology  
Joldevanahalli, Bangalore-560 107

## DECLARATION

I JEEVAN KUMAR P A, a student of MBA in AIT do hereby declare that this project work report titled "A STUDY ON SOURCES OF RECRUITMENT AT IBM INDIA PVT LTD, Bangalore" has been submitted by me in partial fulfilment of the requirement for the award of the degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum, Karnataka during the academic year 2016-2018.

I have undergone a summer project for a period of 10 weeks, I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other university/institution.

Place: Bangalore  
Date: 30-10-18

  
JEEVAN KUMAR P  
USN: 1AY16MBA29

**Chapter 1**  
**Introduction**

## **1.1 Introduction about the Project:**

Project work is an integral part of the academic curriculum of VTU MBA. It is an initiative to close the difficulties between knowledge and its methods via a series of interventions it will enable us to pick up experiences and exposure to the industry. The 10 week Internship (project work has been situated amid fourth semester of the MBA program as it fills the twin needs of giving basic business bits of knowledge to us and also furnishing industry with alumni of a high bore who are prepared to excel on the planet from the earliest starting point.

The present study was completed out on the topic “A STUDY ON SOURCES OF RECRUITMENT AT IBM INDIA PVT LTD, Bangalore”. The study is directed to comprehend the sources of recruitment in IBM, Bangalore.

The major intention of the study were to overlook the distinct sources of recruitment and to recognize the outstanding sources of recruitment at IBM India Pvt Ltd.

Human resource is the best vital resources of an company. The success or the unfulfilment of a company depends to a great extent on the caliber of the people working there in. This study focuses on the different sources adopted by the organization for fulfilling the HR related requirements.

Source of recruitment mainly categorized into two parts. One is internal sources and other is external sources. Internal source refers to recruiting employees from within the organization. External source refers to recruiting employees from outside the organization.

## 1.2 INDUSTRY PROFILE

Innovation aptitudes and PC capability are fundamental resources for specialists in all companies. Notwithstanding whether the profession you pick does not center exclusively on IT, the activity will probably require the utilization of PCs and innovation to achieve errands and process data. 92% of all IT specialists are in non-IT organizations, 80% of which are in little organizations (Information Technology Association of America).

For all IT-related occupations, specialized and proficient affirmations are developing more prominent and progressively essential. IT specialists should consistently refresh and obtain new abilities to stay qualified in this unique field. Fulfillment of professional preparing likewise is a benefit. As per a May 2000 report by the Urban Institute, junior colleges assume a basic part in preparing new laborers and in retraining both veteran specialists and specialists from different fields. [Source – Career Voyages]

Its starting point business in India can be followed to 1974, when the centralized server maker, Burroughs, inquire its India deals operator, Tata Consultancy Services (TCS), to trade developers for introducing framework programming for a U.S. customer. The IT business started supporting negative positions. Neighborhood businesses were missing and government arrangement against independent venture was antagonistic. The business was started by Bombay-based combinations which introduce the markets by providing developers to worldwide IT firms found abroad.

Amid that time Indian economy was state-controlled and the state stayed unfriendly to the product business through the 1970s. Import charges were high and programming was not viewed as an "industry", so exporters were ineligible for bank back. Government arrangement against IT segment changed when Rajiv Gandhi ended up Prime Minister in 1984. His New Computer Policy (NCP-1984) constitute of a bundle of diminished import duties on equipment and programming (lessened to 60%), acknowledgment of programming trades as a "delicensed industry", i.e., hereafter qualified for bank fund and liberated from permit allow raj, authorization for remote firms to arrange completely possessed, send out committed units and a task to arrange a chain of programming parks

that would offer foundation at beneath showcase costs. These strategies established the framework for the improvement of a world-class IT industry in India. Today, Indian IT companies such as Tata Consultancy Services (TCS), IBM, Wipro, Infosys, HCL etc. all are famous in the worldwide market for their IT ability. A portion of the main considerations which assumed a key part in India's development as key worldwide IT player are:

### **Competitive Costs**

The cost of programming advancement and different administrations in India is extremely aggressive at the point when stood out from the West.

### **Infrastructure Scenario**

Indian IT industry has also gained immensely from the accessibility of a hearty framework (telecom, power and streets) in the nation.

Over the most recent couple of years Indian IT industry has seen gigantic development. Goals, for example, Bangalore, Hyderabad and Gurgaon have developed into worldwide IT center points. A few IT parks have come up at Bangalore, Hyderabad, Chennai, Pune, Gurgaon and so forth. These parks offer Silicon Valley write framework. In the light of the considerable number of elements that have added to the quality of Indian IT industry, it appears that Indian example of overcoming adversity is good to go to proceed.

## **1.3 COMPANY PROFILE**

International Business Machines Corporation (IBM), joined on June 16, 1911, is a data innovation (IT) organization. IBM works in five portions: Global Technology Services (GTS), Global Business Services (GBS), Software, Systems and Technology and Global Financing. GTS essentially gives IT framework administrations and business process administrations. GBS gives proficient administrations and application administration administrations. Programming comprises fundamentally of middleware what's more, working structures programming. Frameworks and Technology gives customers business arrangements requiring propelled handling power and capacity abilities. Overall financing places assets into financing resources, influences with commitment and



manages the related perils. In March 2014, the Company gained Cloudant Inc., a secretly held database-as-a-benefit (DBaaS) supplier that empowers engineers to effectively and rapidly make cutting edge portable and web applications

## **HISTORY**

International Business Machines curtailed IBM and nicknamed "Huge Blue", is a multinational PC innovation and IT counseling organization headquartered in Armonk, New York, United States. The organization is one of just a modest bunch couple of data innovation organizations with a persistent history going back to the nineteenth century. IBM fabricates and offers PC equipment and programming (with an emphasis on the last mentioned), and offers framework administrations, facilitating administrations, and counseling administrations in zones extending from centralized computer PCs to nanotechnology. Ginni Rometty is the president and CEO of IBM.

## **PROMOTERS:**

- **Thomas J. Watson**
- **Charles Ranlett Flint**

## **BOARD OF DIRECTORS**

IBM's Board of Directors, with 13 members, is in charge of the general administration of the organization. The board of directors are as follows: Alain J. P. Belda, William R. Brody, Kenneth Chenault, Michael L. Eskew, Shirley Ann Jackson, Andrew N. Liveris , W. James McNerney, James W. Owens ,Samuel J. Palmisano , VJoan Spero, Sidney Taurel and Lorenzo Zambrano. On January 21 2014 it was announced that IBM officials would swear off rewards for monetary year 2013. The move came as the firm announced a 5% drop in deals and 1% decrease in net benefit for 2013, from the earlier year. The organization expressed that it would contribute more than \$1.2bn extending its server farms and distributed storage business, building 15 new focuses.

## **CEOs**

- T.J Watson (1914-1956)
- T.J Watson, Jr. (1956-1971)
- T.V. Learson (1971-1973)
- F.T. Cary (1973-1981)
- J.R. Opel(1981-1985)
- J.F. Akers (1985-1993)
- L.V. Gerstner, Jr (1993-2002)
- S.J. Palmisano (2002-2011)
- V.M. Rometty (2012-present)

## **1.4 Vision, Mission and Quality Policy**

### **Vision of IBM:**

Solutions for a small planet.

### **Mission of IBM:**

At IBM, we strive to lead in the invention, development and manufacture of the industry's most advanced information technologies, including computer systems, software, storage systems and microelectronics.

We translate these advanced technologies into value for our customers through our professional solutions, services and consulting businesses worldwide.

## Quality Policy

It is IBM's policy neither to buy nor to sell on a reciprocity basis. To maintain the high performance standards of our products, we must base all our purchases on quality, price and the supplier's reliability. To use reciprocity as a purchasing consideration would limit our field of supply and could jeopardize our product quality and price.

In addition, we should never use our extensive purchases to aid our selling efforts. We must leave customers free to buy, unhampered by any reciprocity considerations.

In effect since November 10, 1966; replaces earlier policy dated January 26, 1961.

### Guideline A

IBM Procurement is in full help of IBM's strategy with respect to correspondence and at no time should this arrangement be endangered; i.e., Procurement ought to never show signs of change a sourcing choice in light of a provider's buys, or absence of buys, from IBM.

Be that as it may, every single significant client merit the most extreme graciousness and consideration from all IBM representatives, and this incorporates Procurement. This affability and consideration, from a Procurement perspective, implies:

1. Acquisition will instruct these providers concerning any Procurement methodologies or plans that may affect that provider's business.
2. Obtainment will give these providers the chance to cite on any IBM business that they trust they are met all requirements for.
3. Acquisition will enable these providers to access a fairly higher administration level than their level of business with IBM may typically legitimize.
4. Obtainment will ensure that influenced IBM sales representatives and record administrators are educated with respect to real occasions, great or terrible, in the

relationship; particularly, if a noteworthy client is going to lose a lot of business. IBM deals must be told BEFORE the provider is informed.

#### Guideline B

Every now and then, IBM may strip from specific territories of the business. In circumstances where IBM is a critical client of the stripped region, it might bode well for IBM to purchase items from the gaining organization for a timeframe. This approach has two noteworthy advantages: to start with, it keeps up the supply to IBM – finding an elective provider to totally supplant the already inside sourced provider could conceivably cause significant disturbances while any new provider picked up a superior comprehension of the IBM prerequisites; and, second, giving the possibility to an income stream for a characterized period can make the deal more alluring to conceivable acquirers.

### **1.5 Products/Services Profile:**

IBM offers different kinds of products and services extending from business process outsourcing, equipment administrations, and programming administrations to programming meeting. It is the biggest data innovation conference and specialist organization in the nation.

The products and services given by the company basically take into account the business portions such as:

- Business Consulting
- Asset recovery solutions
- Point of sale applications
- Engineering applications and solutions
- Software development and solutions

- Technology design and maintenance
- Web hosting
- E business solutions

In the product advancement area, IBM India offers front line benefits in different industry fragments and specialty units like money related associations, government units, corporate associations, medium and private venture parts, fabricating divisions et cetera.

In the frameworks and innovation areas, IBM produces various items and administrations like e-Servers of different highlights and measurements, centralized computers and other e-business applications and other related items. The company is likewise credited with demonstrating some top of the line stockpiling organizing items, for example, SAN, NAS, and IP Storage ISCSI machines etc,. The IBM Global Financing office offers adaptable budgetary projects so as to finance the IT requires of the Indian customers. Through this, the clients have a greater access to programming, equipment, and programming arrangements.

### **Global Technology Services (GTS)**

GTC's services incorporate Vital Outsourcing Services, Global Process Services, Integrated Technology Services, Maintenance and GTS Services Delivery. Its Strategic outsourcing Services incorporate IT outsourcing administrations. IBM incorporates its administration, innovation and industry applications with new advancements, for example, distributed computing, examination and virtualization. Worldwide Process Services ranges from institutionalized handling stages and business process outsourcing, through transformational contributions, that convey business results to customers and additionally activity of the customer's business procedures, applications and framework, some time ago business change outsourcing. Coordinated Technology Services is a task based arrangement of administrations. Upkeep is a line of help administrations from item upkeep through arrangement support the accessibility of customers' IT frameworks.

IBM's GTS Services Delivery is in charge of the overall conveyance of IBM's innovation and process-based service

## **Global Business Services (GBS)**

IBM's services in this segment include Consulting and Systems Integration, and Application Management Services. Consulting and Systems Integration delivers value to clients through consulting services for Strategy and Transformation; Application Innovation Services; Enterprise Applications and Business Analytics and Optimization. Application Management Services is engaged in application development, management, upkeep and support services for packaged software, as good as custom and applications.

## **Software**

Middleware programming jumper was clients to Co-ordinate systems, procedures and applications over a standard programming stage. IBM middleware is designed on open standards, making it easier to integrate disparate business applications, developed by different methods and implemented at different times. The sale of OTC software contains 365days of validity and help. Clients can likewise buy continuous membership and support after the main year, which incorporates unspecified item redesigns and specialized help.

## **Systems and Technology**

Frameworks and Technology gives semiconductor innovation, items and bundling answers for IBM's own propelled innovation needs and for outside customers. Frameworks are a scope of universally useful and incorporated frameworks planned and advanced for particular business, open and logical figuring needs. These frameworks, System z, Power Systems and System x, are normally the center innovation in server farms that give expected foundation to business and establishments. Additionally, these frameworks shape the establishment for IBM's coordinated contributions, for example, IBM Smart Analytics, IBM Netezza, IBM Smart Cloud Entry and IBM Blade Center for

Cloud. IBM servers utilize both IBM and non-IBM microchip innovation and working frameworks. All IBM servers run Linux, a key open-source operating system.

Storage includes data storage products and arrangements that keep clients to hold and oversee volumes of computerized data. These arrangements address basic customer prerequisites for data maintenance and documenting, security, consistence and capacity enhancement, including information de-duplication, accessibility and virtualization. The portfolio comprises of a scope of plate and tape stockpiling frameworks and programming, including the ultra-versatile circle stockpiling framework XIV. Retail location Solutions are supplier of arrangements that incorporate equipment, programming and administrations for the retail business, including purpose of-offer and self-benefit frameworks and peripherals.

## **Global Financing**

Global Financing facilitates clients' acquisition of IBM systems, software and services. Customer financing incorporates rent and advance financing to end clients and inside customers for terms by and large in the vicinity of one and seven years. Business Financing incorporates here and now stock and records receivable financing to merchants and remarketers of IT items. Remanufacturing and Remarketing incorporates as hardware is returned at the decision of a rent exchange, these benefits are revamped and sold or rented to new or existing customers both remotely and inside. Remotely remarketed gear income speaks to deals or rents to customers and affiliates. Inside remarketed gear income principally speaks to utilized hardware that is sold or rented inside to Systems and Technology and Global Services.

## **Sales and distribution**

IBM Sales & Distribution develops, integrates, sells and distributes IBM's unparalleled array of products and services. IBM offers its items through its worldwide associations. Reliable with IBM's emphasis on business esteems, the organization's worldwide group of record delegates consolidates a profound comprehension of every customer's

authoritative and industry-particular needs with far reaching learning of the items, advances and administrations offered by IBM and its system of business accomplices.

## **1.6 Areas of Operation:**

IBM's headquarters complex is situated in Armonk, Town of North Castle, New York, United States. The 283,000-square-foot (26,300 m<sup>2</sup>) wall. The building is situated on a 25-section of land (10 ha) site. IBM has been headquartered in Armonk since 1964.

The organization has twelve research labs around the world—Almaden, Austin, Australia, Brazil, China, Dublin, Israel, India, Tokyo, Watson (New York), Zurich and Nairobi—with Watson (devoted in 1961) filling in as central command for the examination division and the site of its yearly gathering.

Different grounds establishments incorporate towers in Montreal, Paris, and Atlanta; programming labs in Raleigh-Durham, Rome, Cracow and Toronto; structures in Chicago, Johannesburg, and Seattle; and offices in Hakozaki and Yamato. The organization additionally works the IBM Scientific Center, Hursley House, the Canada Head Office Building, IBM Rochester, and the Somers Office Complex.

The current study was carried out at the IBM's office in Bangalore, India which is situated at Manyata Tech Park.

## **1.7 Infrastructure Facilities:**

The investigation was completed in the office of IBM which is located in Manyata Tech Park, Bangalore. The office is very much furnished with the essential infrastructure to carry out its IT related operations. It has R and D lab for making quality research in the IT domain. It has various testing centers for testing of the various products developed at IBM. It has facility for developing programs. It has several eateries and pantries which serve the food and refreshment related requirements of the staff. The office also houses Gym for the staff of IBM. The facility also has Escape Mall where the employees can relish tasty food. Spacious Parking availability is provided for employees of IBM.



## **1.8 Competitor's Information:**

International Business Machines (IBM) is the world's best supplier of PC items and administrations. Between the pioneers in relatively every market in which it contends, the organization centers essentially around its developing administrations business, this represents the important offers, Thus IBM competes with:

1. Apple
2. Amazon
3. Oracle
4. Hewlett-Packard
5. Amazon
6. Google
7. Microsoft
8. Cognizant
9. Wipro
10. Infosys
11. Cisco Inc.
12. Dell Inc.

## **1.9 SWOT ANALYSIS**

### **STRENGTH**

- Strong Brand Name
- Diversified Business
- Experienced Business Units
- High rate of productivity and income
- Skilled workforce
- Focus on Innovation
- Excellent Service and Effective sales team

## **WEAKNESS**

- High rate of competition from competitors
- Cause critical measure of cost, especially advertising cost, before they become the key player in any developing markets, hoping for higher profits.
- Expensive service and software solutions.

## **OPPORTUNITIES**

- They should now center on making items engaging more youthful age to hold their image picture.
- Focusing on domestic projects in country like India will help IBM to grown bigger since they have huge number of work force.

## **THREATS**

- Threats from competitors globally
- High cost of raw material
- Changes in Tax policies will result in higher tax cost
- Security Vulnerabilities

### **1.10 Future growth:**

#### **IBM's Future Growth: Details Shrouded**

IBM second-quarter profit rise however incomes slide, bringing up issues about where IBM will discover next rushes of development. Some cloud, huge information and Watson numbers remain covered up.

The brightest spots in IBM's 2Q execution incorporated a 5% expansion in programming incomes, a 9% expansion in middleware income and a 11% increment in centralized computer income (all figures in steady monetary standards). The greatest disillusionments were in equipment, where Power Server and Storage unit decreases

dragged Systems and Technology incomes down 11%, in spite of the additions in the centralized computer business.

Power incomes were down 24%, notwithstanding the way that IBM presented a scope of new Power 7+ servers this year. Prophet and HP, as well, are experiencing difficulty moving these top of the line servers. This is one region where showcase advances toward cloud-based applications and far from bundled applications running on UNIX servers have transformed into a genuine delay IBM's profit.

IBM is likewise endeavoring to offer its low-edge X86 server business, however chats on an arrangement with Lenovo allegedly severed in May. IBM currently says it doesn't

IBM totally is putting resources into high-development and high-edge organizations, and these classifications created the couple of strong, twofold digit assumes that the organization detailed. IBM's cloud business, for instance, was up 70% amid the main portion of the year. This is the place IBM as of late burned through \$2 billion to get Soft Layer, a secretly held distributed computing Infrastructure Company that had \$364 million in income in 2012, as per Moody's. Another brilliant spot was Smarter Planet income, which was up 25% amid the initial a half year of the year.

The issue with these radiant figures is that there's no edge of reference, as IBM doesn't break out its cloud or Smarter Planet income. Same goes for Watson, which Ginni Rometty, IBM's administrator, president and CEO, as of late featured as the foundation of the organization's gets ready for the coming time of subjective processing.

What will the future bring as large information changes spending designs in IBM's extremely vital data administration programming class? General Manager Bob Picciano as of late disclosed to InformationWeek that database, information reconciliation and centralized computer workloads may well be upset by rising stages, for example, Hadoop.

There are great reasons why IBM might not have any desire to uncover certain income figures. A large number of IBM's Smarter Planet and business examination contributions like Watson, for instance, are one of a kind. They're likewise very productive, to a limited

extent since they're not by any means subject to aggressive RFPs where you can take a gander at tantamount arrangements. That is all useful for IBM and speculators, yet would-be clients may be less excited about purchasing items known to be very beneficial.

The contrary issue is likely behind IBM's hesitance to unveil distributed computing income, as this is a famously low-edge business. InformationWeek has grumbled about the absence of deceivability into IBM's cloud income previously, and in 2011 we were revealed to it added up to "countless dollars." IBM has likewise said that its cloud income will reach \$7 billion before the finish of 2015.

The fact is that IBM's best prospects for development and its most gainful and promising classifications are covered in puzzle - fiscally. They regularly cut over numerous classes, and the assumes that are shared are difficult to figure out into genuine knowledge about IBM's business.

For whatever length of time that financial specialists continue seeing benefits, they may not demand better revealing. In any case, it's difficult to see IBM's future given the nonappearance of quantifiable and hearty development figures.

## 1.11 Financial statement:

### Operating Activities

<b>Fiscal year is January-December. All values USD millions.</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5- year trend</b>
Net Income before Extraordinaries	11.43B	14.83B	15.86B	16.6B	16.48B	
Depreciation, Depletion & Amortization	4.32B	4.83B	4.82B	4.68B	4.68B	
Depreciation and Depletion	3.77B	3.66B	3.59B	3.39B	3.33B	
Amortization of Intangible Assets	1.22B	1.17B	1.23B	1.28B	1.35B	
Deferred Taxes & Investment Tax Credit	1.77B	1.30B	1.21B	797M	(1.61B)	
Deferred Taxes	1.77B	1.30B	1.21B	797M	(1.61B)	
Investment Tax Credit	-	-	-	-	-	
Other Funds	163M	172M	355M	(42M)	380M	
<b>Funds from Operations</b>	<b>20.36B</b>	<b>20.71B</b>	<b>22.24B</b>	<b>22.04B</b>	<b>19.93B</b>	
Extraordinaries	-	-	-	-	-	
Changes in Working Capital	418M	(1.24B)	(2.39B)	(2.45B)	(2.45B)	
Receivables	2.13B	(489M)	(1.28B)	(2.23B)	(1.41B)	
Accounts Payable	120M	174M	451M	(224M)	(459M)	
Other Assets/Liabilities	(2.15B)	(1.01B)	(1.4B)	(275M)	(353M)	
<b>Net Operating Cash Flow</b>	<b>20.77B</b>	<b>18.55B</b>	<b>19.85B</b>	<b>19.59B</b>	<b>17.49B</b>	

## Investing Activities

	2013	2014	2015	2016	2017	5-year trend
Capital Expenditures	(4.08B)	(4.75B)	(4.67B)	(4.72B)	(4.14B)	
Capital Expenditures (Fixed Assets)	(3.45B)	(4.19B)	(4.11B)	(4.08B)	(3.62B)	
Capital Expenditures (Other Assets)	(630M)	(569M)	(559M)	(635M)	(517M)	
Net Assets from Acquisitions	(1.19B)	(5.92B)	(1.81B)	(3.72B)	(3.06B)	
Sale of Fixed Assets & Businesses	730M	825M	622M	1.01B	669M	
Purchase/Sale of Investments	(2.01B)	1.75B	1.75B	(967M)	265M	
Purchase of Investments	(5.6B)	(6.13B)	(1.59B)	(4.11B)	(4.61B)	
Sale/Maturity of Investments	3.6B	7.88B	3.35B	3.14B	4.87B	
Other Uses	(184M)	(405M)	(291M)	(608M)	(1.06B)	
Other Sources	1M	1M	-	1M	-	
Net Investing Cash Flow	(6.73B)	(8.51B)	(4.4B)	(9B)	(7.33B)	

## Financing Activities

	2013	2014	2015	2016	2017	5-year trend
Cash Dividends Paid – Total	(1.86B)	(2.18B)	(3.47B)	(3.77B)	(5.06B)	
Common Dividends	(1.86B)	(4.18B)	(4.47B)	(4.77B)	(3.06B)	
Preferred Dividends	0	0	0	0	0	
Change in Capital Stock	(3.38B)	(12.6B)	(13.59B)	(11.46B)	(13.79B)	
Repurchase of Common & Preferred Stk.	(7.33B)	(14.38B)	(14.05B)	(11B)	(12.86B)	
Sale of Common & Preferred Stock	3.06B	3.78B	2.65B	1.44B	1.06B	
Proceeds from Stock Options	3.04B	3.77B	2.35B	1.64B	1.06B	
Other Proceeds from Sale of Stock	0	0	0	-	0	
Issuance/Reduction of Debt, Net	(7.36B)	2.45B	2.47B	2.25B	6.86B	
Change in Current Debt	(651M)	817M	1.33B	(442M)	622M	
Change in Long-Term Debt	(6.81B)	1.53B	1.05B	2.69B	6.34B	
Issuance of Long-Term Debt	6.68B	8.06B	10B	12.24B	16.35B	
Reduction in Long-Term Debt	(13.5B)	(6.52B)	(8.95B)	(9.55B)	(10.01B)	
Other Funds	0	(1M)	0	0	(1M)	
Other Uses	0	(1M)	0	0	(1M)	
Other Sources	0	0	0	0	0	
Net Financing Cash Flow	(14.7B)	(12.43B)	(13.7B)	(11.98B)	(9.88B)	
Exchange Rate Effect	98M	(135M)	(493M)	(116M)	28M	

Miscellaneous Funds	0	0	0	0	0	
Net Change in Cash	(558M)	(1.52B)	1.26B	(1.51B)	304M	
Free Cash Flow	14.47B	12.19B	12.27B	11.73B	9.8B	



## Balance Sheet

Fiscal year is January-December. All values USD millions.	2013	2014	2015	2016	2017	5-year trend
Cash & Short Term Investments	13.97B	11.65B	11.92B	11.13B	11.07B	
Cash Only	12.18B	0.66B	1.92B	10.41B	0.72B	
Short-Term Investments	1.79B	90M		717M	50M	
Total Accounts Receivable	26.79B	28.23B	29.56B	30.58B	31.84B	
Accounts Receivables, Net	10.74B	0.83B	1.18B	10.67B	0.47B	
Accounts Receivables, Gross	11.41B	1.51B	1.76B	11.23B	1.1B	
Bad Debt/Doubtful Accounts	(670M)	676M)	578M)	(560M)	635M)	
Other Receivables	16.06B	7.39B	8.38B	19.91B	1.37B	
Inventories	2.49B	2.45B	2.6B	2.29B	2.31B	
Finished Goods	533M	32M	89M	475M	44M	
Work in Progress	-					
Raw Materials	1.96B	.02B	.01B	1.81B	.87B	
Progress Payments & Other	-				-	
Total Current Assets	48.94B	48.12B	50.93B	49.43B	51.35B	
<b>Assets</b>						
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5-year trend</b>
Net Property, Plant & Equipment	14.17B	14.1B	13.88B	14B	13.82B	

Property, Plant & Equipment – Gross	39.6B	0.29B	0.12B	0.5B	0.48B	
Buildings	9.31B	.41B	.53B	.61B	.68B	
Land & Improvements	737M	77M	86M	47M	06M	
Computer Software and Equipment	-					
Other Property, Plant & Equipment	-					
Accumulated Depreciation	25.43B	6.19B	6.24B	6.51B	6.65B	
Total Investments and Advances	1.16B	1.24B	1.01B	7.04B	711M	
Other Long-Term Investments	1.04B	.12B	80M	.92B	01M	
Long-Term Note Receivable	11.26B	11.11B	10.98B	6.91B	12.93B	
Intangible Assets	22.7B	28.62B	29.61B	33.03B	35.06B	
Net Goodwill	20.19B	5.14B	6.21B	9.25B	1.18B	
Net Other Intangibles	2.51B	.49B	.39B	.79B	.87B	
Other Assets	6.61B	7.05B	6.52B	4.83B	9.31B	
Tangible Other Assets	1.09B	.02B	05M	.05B	.05B	
<b>Total Assets</b>	<b>109.02B</b>	<b>113.45B</b>	<b>116.43B</b>	<b>119.21B</b>	<b>126.22B</b>	
<b>Liabilities &amp; Shareholders' Equity</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5-year trend</b>
ST Debt & Current Portion LT Debt	4.17B	6.78B	8.46B	9.18B	6.86B	
Short Term Debt	1.95B	.76B	.16B	.59B	.01B	
Current Portion of Long Term Debt	2.22B	.02B	.31B	.59B	.85B	

Accounts Payable	7.44B	7.8B	8.52B	7.95B	7.46B	
Income Tax Payable	3.83B	4.22B	3.31B	4.95B	4.63B	
Other Current Liabilities	20.57B	21.76 B	21.83B	21.54B	21.2B	
Dividends Payable	-					
Accrued Payroll	4.51B	.03B	.1B	.75B	.89B	
Miscellaneous Current Liabilities	16.07B	6.74B	6.73B	6.8B	7.31B	
Total Current Liabilities	36B	40.56 B	42.12B	43.63B	40.15B	
Long-Term Debt	21.93B	21.85 B	22.86B	24.09B	32.86B	
Long-Term Debt excl. Capitalized Leases	21.93B	1.85B	2.86B	4.09B	2.86B	
Non-Convertible Debt	21.93B	1.85B	2.86B	4.09B	2.86B	
Convertible Debt	0	#####	####	####	####	
Capitalized Lease Obligations	-					
Provision for Risks & Charges	17.71B	17.68 B	20.09B	22.34B	19.74B	
Deferred Taxes	(3.73B)	(2.84 B)	(2.95B)	(3.53B)	(1.31B)	
Deferred Taxes – Credit	470M	78M	49M	48M	.74B	
Deferred Taxes – Debit	4.2B	.22B	.5B	.97B	.05B	
Other Liabilities	10.15B	9.81B	10.58B	9.73B	8.8B	
Other Liabilities (excl. Deferred Income)	6.59B	.15B	.73B	.24B	.7B	
Deferred Income	3.56B	.67B	.85B	.49B	.11B	

<b>Total Liabilities</b>	<b>86.27B</b>	<b>90.28 B</b>	<b>96.2B</b>	<b>100.23B</b>	<b>103.29B</b>	
Non-Equity Reserves	0	0	0	0	0	
Preferred Stock (Carrying Value)	0	0	0	0	0	
Redeemable Preferred Stock	0	#####	####	####	####	
Non-Redeemable Preferred Stock	0	#####	####	####	####	
Common Equity (Total)	21.54B	23.05 B	20.14B	18.86B	22.79B	
Common Stock Par/Carry Value	47.80B	5.41B	8.43B	0.12B	1.58B	
Retained Earnings	80.8B	2.52B	04.81B	17.54B	20.04B	
ESOP Debt Guarantee	0	0	0	0	0	
Cumulative Translation Adjustment/Unrealize d For. Exch. Gain	1.34B	.34B	.74B	.54B	57M	
Unrealized Gain/Loss Marketable Securities	102M	54M	2M	1M	1M	
Revaluation Reserves	0	#####	####	####	####	
Treasury Stock	(70.14B )	86.16B)	20.96B)	13.13B)	237.24B )	
Total Shareholders' Equity	22.64B	23.05 B	20.14B	18.86B	22.79 B	
Accumulated Minority Interest	118M	126M	87M	124M	137M	
Total Equity	22.76B	23.17 B	20.24B	18.98B	22.93 B	
<b>Liabilities &amp; Shareholders' Equity</b>	<b>109.02B</b>	<b>113.4 5B</b>	<b>116.43B</b>	<b>119.21B</b>	<b>126.22B</b>	

**Chapter 2**  
**Conceptual Background and Literature Review**

## **2.1 Theoretical background of the study Recruitment**

The methods for pulling in them towards the association before choosing reasonable contender for work

Recruitment is the process of seeking and pulling in the correct sort of individuals to apply for an occupation in an association. Enrollment in any association is affected by different inner and outside elements. Inside elements incorporate the enlistment approach, time and cost imperatives and so on. Outside elements incorporate the circumstance in the economy, the activity advertise, the industry and so on.

The recruitment policy of an organization adequately characterizes and decides the example, the sources and the strategies for recruitment of the firm. A decent enrollment strategy depends on the association's destinations, conforms to the administration approach, and results in effective positions in the association at the base cost and time. It gives the essential system as rules, methods and sources of recruitment.

The company has to take the importance and viability of each source before choosing the hotpots for its enrollment program. Enrollment methodologies, goals, approaches and the sources and methods should be assessed persistently to guarantee their arrangement with corporate procedures, targets, and strategies. The viability and proficiency of the enlistment apparatuses and sources can likewise be assessed often and changes made, to coordinate the present and future recruitment needs of the company.

### **Factors affecting recruitment**

Internal factors:

1. Recruitment policy
2. Temporary and part time employees
3. Recruitment of local citizens
4. Engagement of the company in HRP

5. Company's size
6. Cost of recruitment
7. Company's growth and expansion

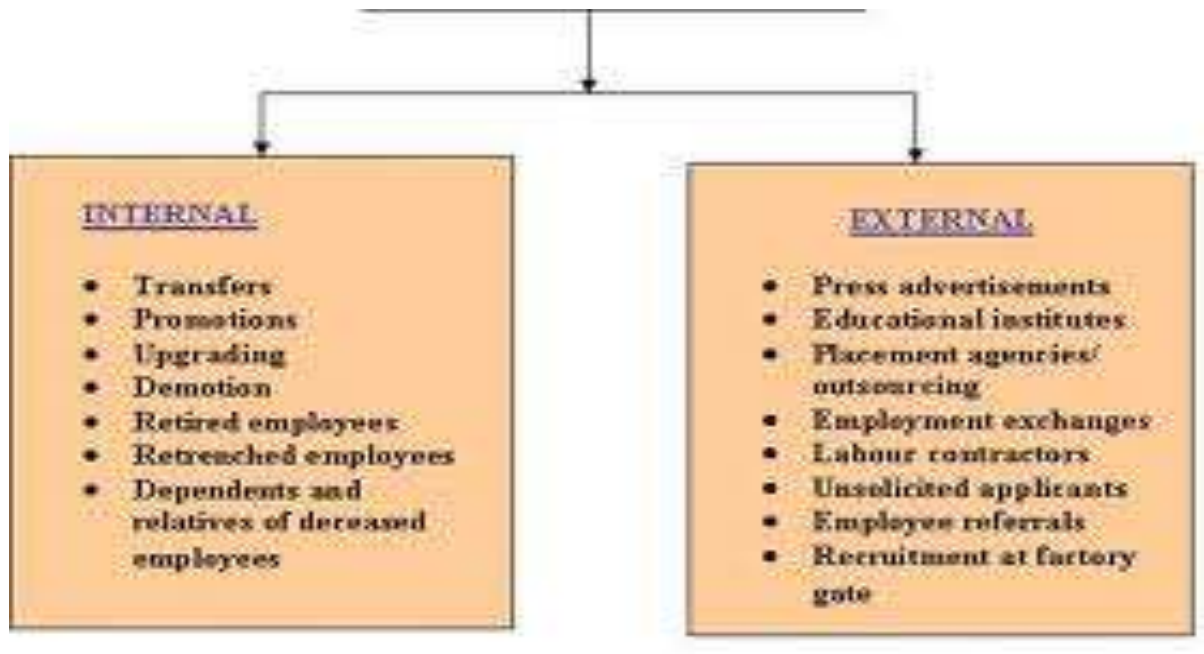
External factors:

1. Supply and demand factors
2. Unemployment rate
3. Labour market conditions
4. Political and legal considerations
5. Social factors
6. Economic factors
7. Technological factors

Once the activity prerequisites and choice criteria for the position have been resolved, managers are promptly looked with a choice—how to create the applications expected to fill its work needs. Regardless of whether a specific opportunity ought to be filled inside or remotely regularly relies upon the idea of the activity, accessibility of qualified hopefuls, organization arrangements, and enrolling costs. A few businesses think that its important to utilize a few enrolling sources so as to produce an adequate number of qualified candidates. This is particularly valid in tight work markets or while looking for specific abilities.

Albeit comparable in numerous regards, inside and outer enlisting sources contrast as far as arranging, exertion and time required to execute, and cost. Along these lines, each business ought to measure the advantages and disadvantages of enrolling workers through each source in view of your organization's own needs. Independent of the source(s) chose, businesses must utilize reasonable and steady practices that agree to relevant administrative necessities. The accompanying quickly assesses a portion of the benefits of utilizing internal and external selecting sources:

## Various sources of recruitment:



- 1) Campus recruitment
- 2) Employment Agencies
- 3) Professional Associations
- 4) Data Banks
- 5) Casual Applicants
- 6) Similar Organizations
- 7) Trade Union
- 8) Job Portals
- 9) Employee Referral Schemes

The sources within the company itself (like exchange of representatives from one division to other, advancements) to fill a position are known as the internal sources of recruitment.



Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment.

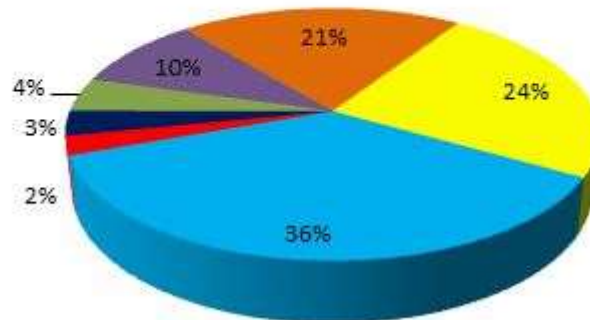
Generally, the HRM Function perceives two fundamental sources of contender for the activity positions: inward and outside source of applicants.

The **internal recruitment sources** are essential, however they can't be utilized to fill each opportunity in the association. It is imperative to understand, that in numerous association, the inner enlistment is isolated into two procedures: **internal recruitment and promotions**.

The **external recruitment sources** bring job candidates from the external environment utilizing diverse procedures. The most seasoned, yet at the same time entirely productive is a daily paper work notice. Numerous HRM Professionals don't have confidence in the energy of the daily paper publicizing, yet for some employments it is as yet outstanding amongst other systems with the best cost/wage proportion.



### Top External Sources of Hire



\*Statistics based on 46,800 new hires

## **Internal Sources for Recruitment**

Many employers attempt to take after an "advance from inside" arrangement when filling work opportunities because:

- They can profit by ventures made in enrolling, choosing, and creating current representatives.
- Promotions remunerate workers for past execution and inspire them to proceed with their endeavors.
- Openings for work made by promotions help shield different representatives from cutbacks and send a positive message that the organization bolsters vocation improvement.
- Administration is as of now mindful of the activity history and capacity of inner hopefuls, which might be a more precise indicator of the competitor's prosperity than information increased about outside candidates through the choice procedure.
- The utilization of internal resources may encourage consistence with EEO/AA prerequisites, boost earlier interests in existing HR, take out the requirement for introduction, limit preparing time, and decrease enlisting time and related costs.

While numerous organizations observe this choice to be a significant asset, it expect the accessibility of qualified inward competitors. In any case, particular aptitudes or experience may not generally be promptly accessible inside the organization. This is especially regular in littler organizations. Candidates contracted from outside of the organization may likewise be a wellspring of new thoughts and information, which could grow the organization's inner capacities and keep the inbreeding of thoughts and states of mind.

Companies who choose to utilize this enrolling technique need to build up a framework for finding and empowering qualified occupation contender to apply for the position. This includes setting up formal methodology for utilizing and conveying framework

prerequisites. Two of the most well-known techniques used to amplify the motivational estimation of an "advance from inside" arrangement are work posting/offering and ability following. Posting inner employments is powerful just when done before outside occupation postings are made accessible. Workers ought to be made mindful of opening by putting sees in zones where representatives consistently successive, for example, parlors, lifts, and close time timekeepers. Postings ought to likewise be set in circling productions (pamphlets, reminders) and on organization notice sheets. An arrangement of inner occupation postings will consider the upward and sidelong portability of representatives.

### **External Sources for Recruitment**

Companies normally utilize outside selecting sources when they have depleted their supply of inward applicants, are enrolling specific ability or more elevated amount positions, or have settled on a cognizant choice to enlist remotely. A variety of sources exists to look over including, yet not restricted to: daily paper and exchange distribution commercials, instructive establishments, work and group associations, work fairs, representative referral programs, state organizations, proficient inquiry firms, on-line enrolling destinations, worker renting, hiring offices, boards, and past representatives. The measure of time, exertion, and cost included fluctuates by source. The initial five sources expressed require the organization to play a more dynamic part all the while, while the rest of the sources naturally restrain the organization's part

## **2.2 Literature review**

Article 1:

"We use a variety of resources to recruit. We regularly reach away to our existing staff for referrals, as our employees know the organizational culture and expectations better than any external resource. If we possess precise language needs, we will research area populations where our language needs can be met and then recruit locally (i.e. through ethnic churches). In addition to these resources, we also post openings on general locally

focused websites (i.e. Craigslist.com) along with industry websites."

**- Daria Guttilla, Training and Quality Assurance Manager, Enhanced Customer Care Solutions, United States**

Article 2:

"We commonly enroll through conventional publicizing daily papers, radio and TV promotions. Since we have our middle in a moderately little group, verbal is likewise significant for selecting."

**- Elizabeth Double, Call Center Trainer, Charitable Resource Foundation, Inc, United States**

Article 3:

"Hedrick and Struggles is one of the worldwide pioneers in official inquiry, our situation is exclusively on the best administration. The Candidate's abilities are more than contact focus; however set up, profound understanding of the firm's customers' business and the practical vertical in which the call focus will work in. For this we enroll all through business understanding, in house database with the help of our Global Knowledge Management Center."

**- Saif kamal, Research Associate, Hedrick & Struggles, Thailand**

Article 4:

"Am sorry but newspapers & colleges don't work for us. We take this category of

applicants for internship. Nonetheless, we like to manage Mri-Net an expert profiling not cv sending HR pro enlistment office."

**- Canullia Quest, Legal Advisor, FWM, Bahrain**

Article 5:

Enlistment sources are firmly connected to the hierarchical exercises as execution of workers, representative turnover, representative fulfillment, representative wishes and the dedication of the association

**-Burack**

Article 6:

In his paper Recruitment and Selection of open specialists: A global abridgment of present day patterns and practices say that the significance of utilizing innovation in the enrollment and choice process for refreshing the authoritative assets.

**- Gorter, 1996**

Article 7:

Among enrollment sources Bernardin say that inner wellspring of enlistment is viable contrasted with the outside source.

**- G.R.French, 2012**

Article 8:

As this an assembling association its procedure will be more extensive in Departments and exercises. As indicated by the Dale Yoder determination implies isolating the aggregate occupation candidates into two classes as chose and not chose.

**- Venkatesh, 2008**

Article 9:

A portion of the exploration experts and researchers say that there is a nearby linkage between the enlistment determination representative fulfillment association execution and HR rehearses.

- **M.M.Absar, 2012**

Article 10:

On the planet and this paper demonstrates the significance of seven issues identifying with enrollment, determination and preparing rehearses in the associations.

- **White and Glipsy Escobar**

Article 11:

The current pattern of increment in the interest for difficult to-end ranges of abilities, combined with the overall ability emergency, has worked in solid support of the RPO business pioneers who could progress themselves from being value-based, minimal effort suppliers to vital HR accomplices – however it cleared out other RPO suppliers in the tidy.

- **and Hilme**

- **Quinn and Hilmer,1994;Quelin and Duhamel, 2003**

Article 12:

Thus, an organization can save a considerable measure of time of their HR administrators and let them center around other center exercises.

- **Woodlock, 2006**

Article 13:

The primary purpose behind enrollment outsourcing process is dependably taken a toll funds. Be that as it may, they likewise included certain distinctive viewpoints for

outsourcing like best practice, great administration quality and spotlight on the center skills of any organization.

**- According to Kakabadse and Kakabadse (2002) and Wirtz et al. (2008)**

Article 14:

The choice about the HR exercises outsourcing incorporates the motivations to diminish the expenses, gain admittance to HR mastery, get workers effectively and according to necessity and center administrative assets identified with key issues.

**- Lever (1997), Abdul-Halim et al. (2009), Klaas et al. (2001) and Lievens and De Corte (2008)**

Article 15:

Outsourcing enrollment procedures of even HR exercises has genuine and exceptional ramifications on the levels of staff confidence and employment fulfillment. Declining levels of employment fulfillment have been accounted for as another fault of outsourcing human asset capacities.

**- Quartey (2013)**

Article 16:

Outsourcing makes culture of dread, nervousness, doubt and traitorousness which in the end prompts work disappointment. Consequently, it involves incredible worry for HR chiefs to keep a nearby watch at the confidence and inspiration levels of representatives that enter the association through outsourced offices. This issue turns out to be more genuine when these outsourced workers impact the business marking of the association.

**- (Kennedy et al., 2002; Cooke et al., 2005; Worall and Cooper, 1997). Cappello and Constance (2011)**

Article 17:



In basic words, boss marking consolidates the exercises that prompt inward marking process which affects representative brand discernment and brand duty.

- **(Ambler and Barrow,1996;Backhaus and Tikoo, 2004)**

**Chapter 3**  
**Research Design**

### **3.1 Statement of the Problem:**

#### **“A STUDY ON SOURCES OF RECRUITMENT AT IBM INDIA PVT LTD, BANGALORE”**

The examination centers to comprehend the diverse wellsprings of enrollment received at IBM INDIA PVT LTD and furthermore expect to make sense of the effectivity of the enlistment procedure.

### **3.2 Need for the study**

The point of this research is to basically assess the recruitment practices and techniques in IBM India Pvt Ltd India. Recruitment is a very important aspect of HR. It is said ‘right person at right job’. If this is not the case it may lead to ineffectivity and thus lead to unproductivity. Hence, a study has been undertaken to understand the sources of recruitment.

### **3.3 Objectives of the study**

- a) To consider the different sources of recruitment in IBM India Pvt Ltd
- b) To inspect the benefits and negative marks of different sources of recruitment
- c) To distinguish the best sources of recruitment

### **3.4 Scope of the study**

The research intends to study the different sources of recruitment and the effectivity of the sources of recruitment at IBM, Manyata Techpark, Bangalore. This research is limited to IBM India Pvt ltd; it covers 50 permanent employees of IBM Manyata Techpark Bangalore.

### **3.5 Research Methodology**

The type of research used in this study is “Descriptive Research”

#### **Data collection**

Primary data: primary data was collected from the employees of the organization by using the survey method. A Closed ended structured Questionnaire was directed to 50 employees.

Secondary data: is gathered from the past records and reports.

#### **SAMPLING METHODOLOGY**

The sampling methodology used is Convenient sampling.

#### **RESEARCH TOOL**

A structured questionnaire is used as a tool for obtaining the data from respondents.

#### **SAMPLE SIZE**

The sampling size undertaken for this research was 50. 50 employees of IBM India Pvt ltd, Bangalore were chosen for the study

### **3.7 Limitations of the study**

1. The respondents were busy with their work, it made difficult to researcher get information from them
2. The information depends on the respondent may be biased.
3. The study is restricted to 50 samples only.
4. The respondents were not open in sharing the data.

**Chapter 4**  
**Analysis and Interpretation**

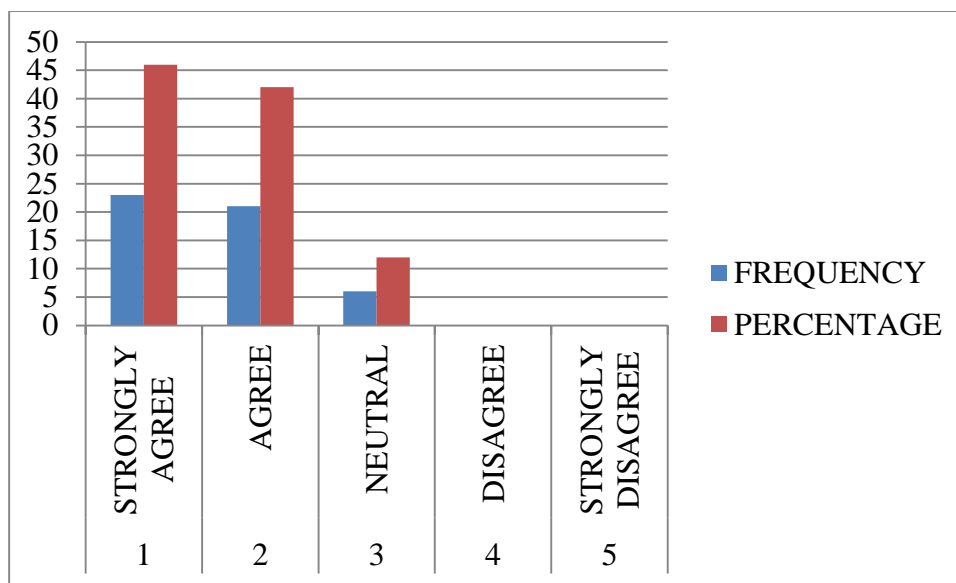
## Analysis and Interpretation:

### 1. Recruitment activities have undergone a change in the past decade.

Table no 1: Showing Recruitment activities have undergone a change in the past decade

S No	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	23	46
2	Agree	21	42
3	Neutral	6	12
4	Disagree	0	0
5	Strongly disagree	0	0

Chart no 1: showing Recruitment activities have undergone a change in the past decade



Interpretation: From the above graph we can understand that 46% strongly agree, 42% agree and 12% of the respondents are neutral to the above statement.

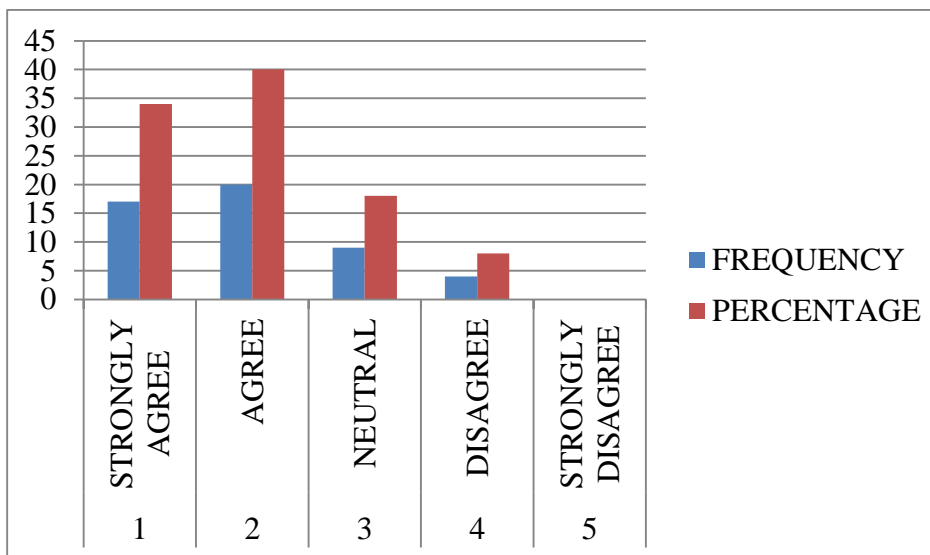
Hence, we can conclude that most of the people strongly agree to the above statement.

## 2. Technology (online applications and job portals) is responsible for bringing about change in recruitment activities?

Table no 2: Showing Technology (online applications and job portals) is responsible for bringing about change in recruitment activities?

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	17	34
2	Agree	20	40
3	Neutral	9	18
4	Disagree	4	8
5	Strongly disagree	0	0

Chart no 2: Showing Technology (online applications and job portals) is responsible for bringing about change in recruitment activities?



Interpretation: From above graph we can understand that 34% strongly agree, 40% agree, 18% are neutral and 8% of respondents agree to the above statement.

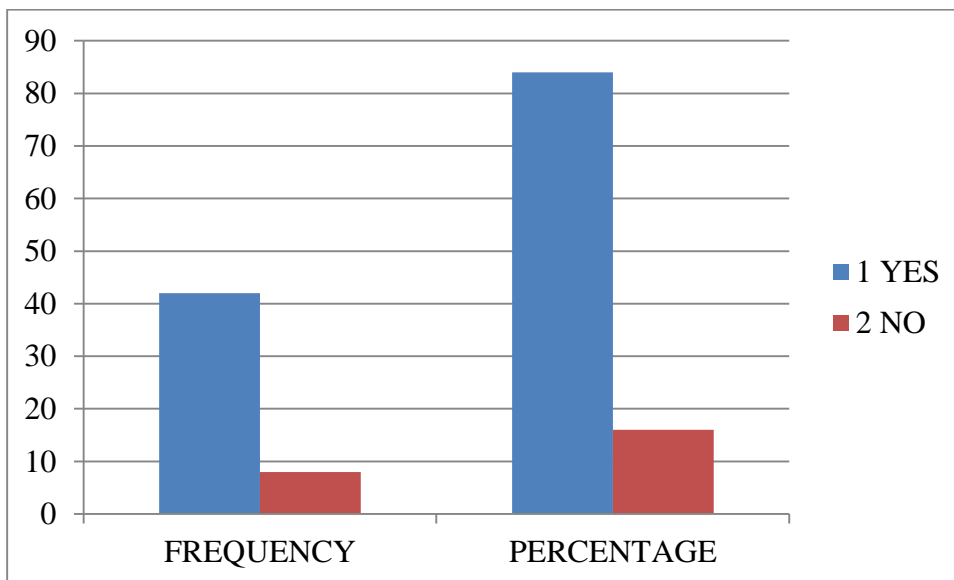
Hence, we can conclude that most of the people agree to the above statement.

### 3. Do you consider such a change beneficial?

Table no 3: Showing do you consider such a change beneficial

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Yes	42	84
2	No	8	16

Chart no 3: Showing Do you consider such a change beneficial



Interpretation: From the above graph we can understand that 84% of respondents says yes and 16% of respondents says no to the above statement.

Hence, we can conclude that most of the respondents agree to the above statement.

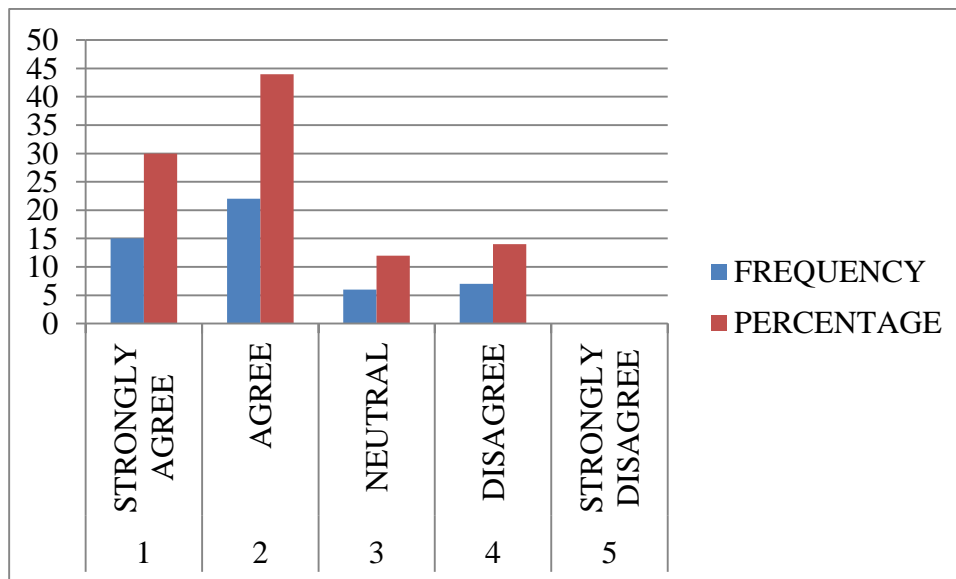


#### 4. As par your point of view, internal references will be effective source of recruitment in future

Table no 4: showing As par your point of view, internal references will be effective source of recruitment in future

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	15	30
2	Agree	22	44
3	Neutral	6	12
4	Disagree	7	14
5	Strongly disagree	0	0

Chart no 4: showing As par your point of view, internal references will be effective source of recruitment in future



Interpretation: The above graph we can understand that 30% strongly agree, 44% agree, 12% are neutral, 14% of the respondents disagree to the above statement.

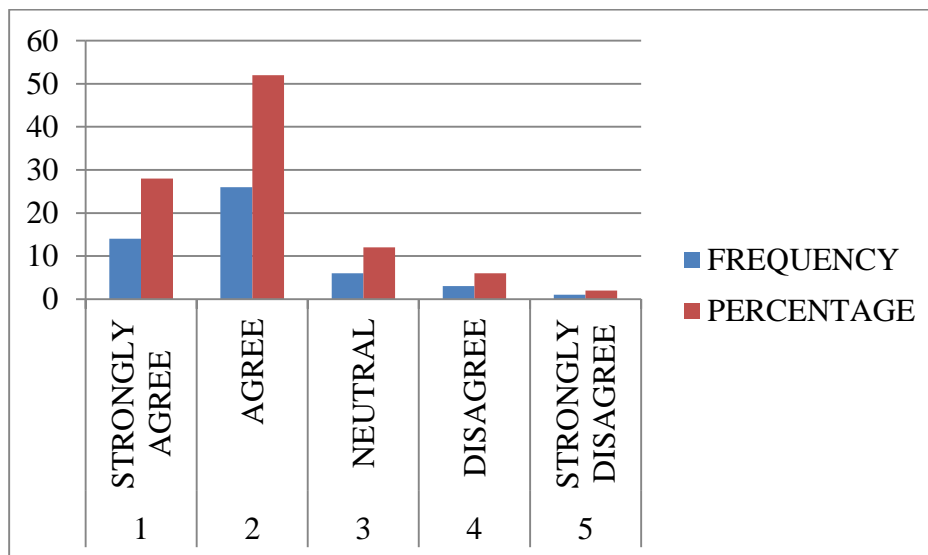
Hence, we can conclude that most of the respondents agree to the above statement.

## 5. In future, job seekers would use job portals sites for extensive job search and job opportunities

Table no 5: Showing In future, job seekers would use job portals sites for extensive job search and job opportunities

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	14	28
2	Agree	26	52
3	Neutral	6	12
4	Disagree	3	6
5	Strongly disagree	1	2

Chart no 5: Showing In future, job seekers would use job portals sites for extensive job search and job opportunities



Interpretation: from the above graph we can understand that 28% strongly agree, 52% agree, 12% are neutral, 6% disagree and 2% of respondents strongly disagree to the above statement.

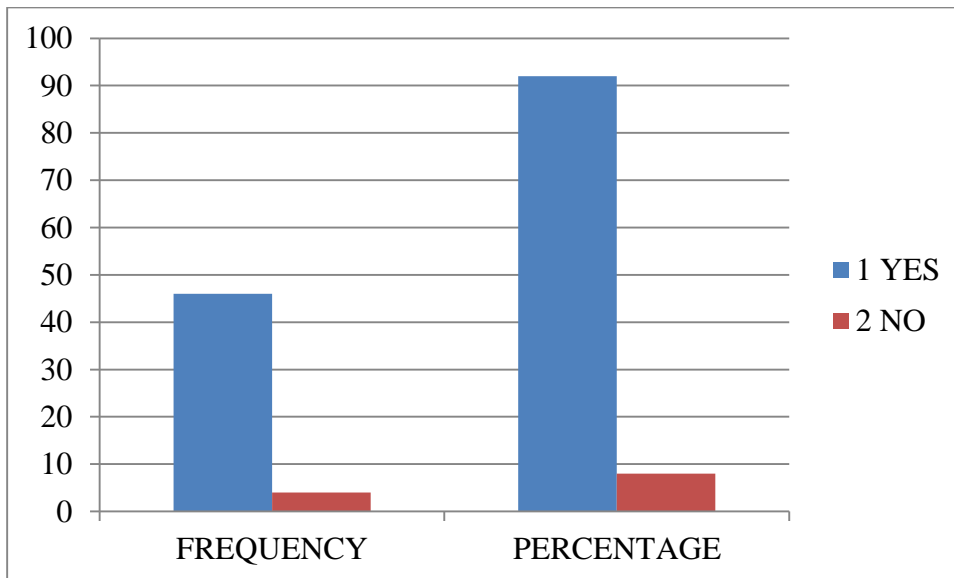
Thus, we can conclude that most of the respondents agree to the above statement.

## 6. Do you think job seekers would apply through job portals

Table no 6: Showing Do you think job seekers would apply through job portals

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Yes	46	92
2	No	4	8

Chart no 6: Showing Do you think job seekers would apply through job portals



Interpretation: From the above graph we can understand that 92% of respondents say yes and 8% of the respondents say no to the above statement.

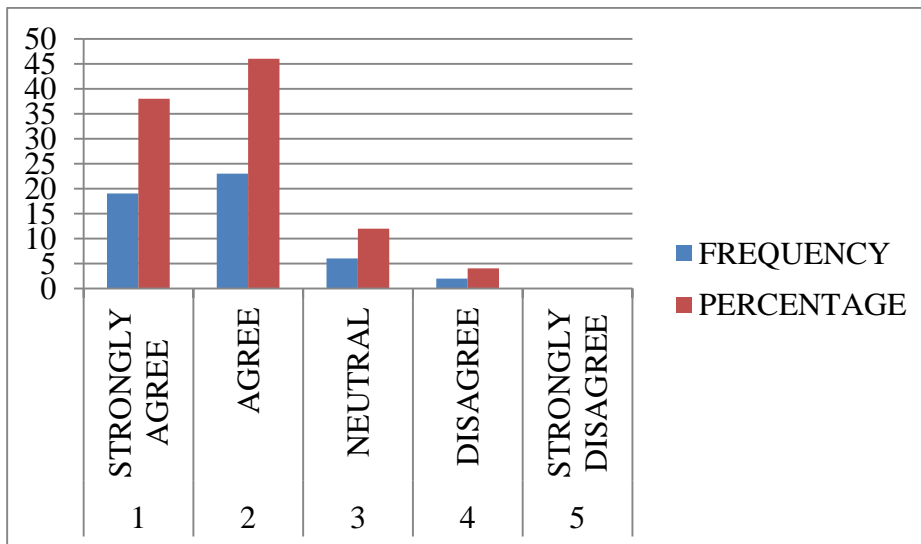
Thus, we can conclude that most of the respondents agree to the above statement.

## 7. In IT industry recruitment process is more important compare to other industry

Table no 7: Showing In IT industry recruitment process is more important compare to other industry

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	19	38
2	Agree	23	46
3	Neutral	6	12
4	Disagree	2	4
5	Strongly disagree	0	0

Chart no 7: Showing In IT industry recruitment process is more important compare to other industry



Interpretation: From the above graph we can understand that 38% strongly agree, 46% agree, 12% are neutral, 4% respondents disagree to the above statement.

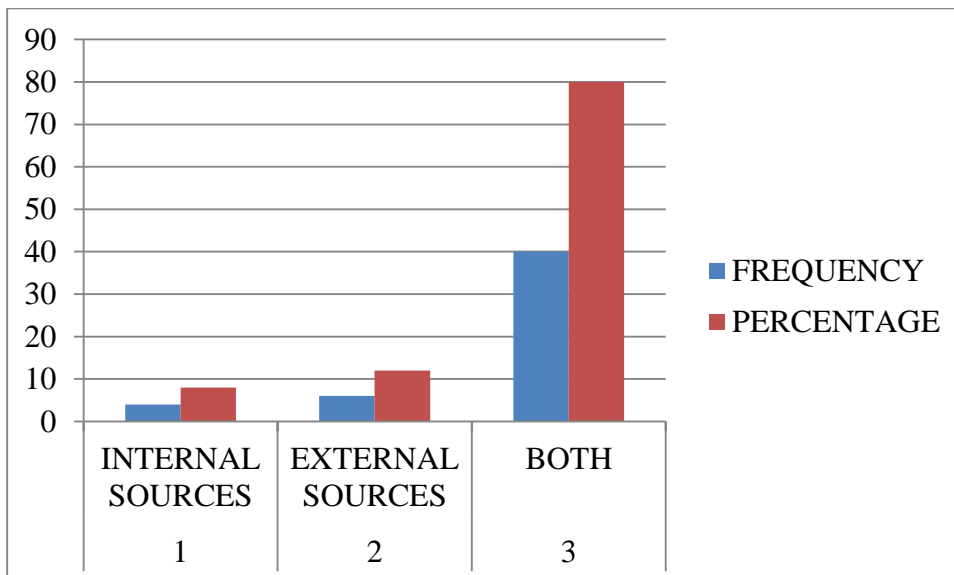
Thus, we can conclude that most of the respondents agree to the above statement.

## 8. Employees rating to the recruitment preference

Table no 8: Showing Employees rating to the recruitment preference

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Internal sources	4	8
2	External sources	6	12
3	Both	40	80

Chart no 8: Showing Employees rating to the recruitment preference



Interpretation: From the above chart we can understand that 8% of respondents rate for internal sources, 12% of respondents for External sources and 80% of respondents for both.

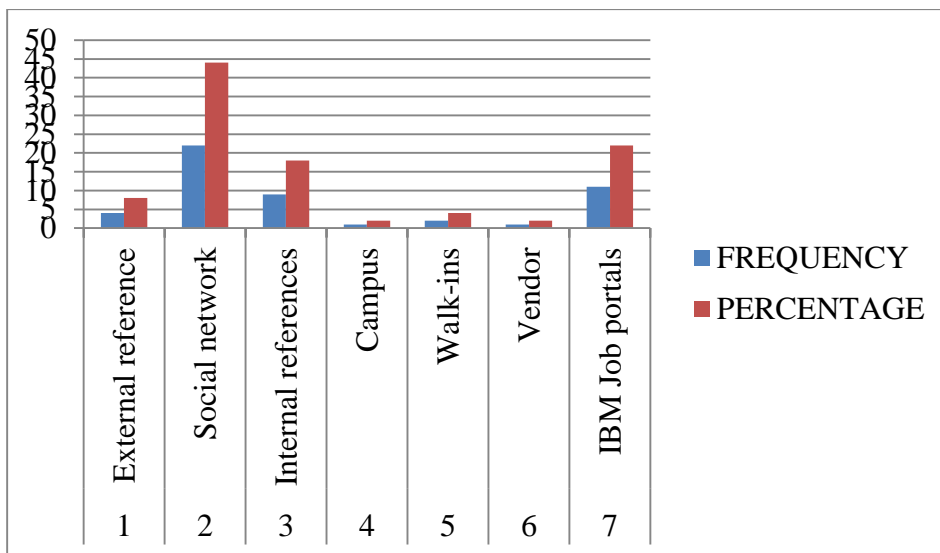
Thus, most of the respondents prefer for both External and Internal sources.

## 9. Which job portal are very popular in the present scenario at your company.

Table no 9: Showing which job portal are very popular in the present scenario at your company.

SL. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	External reference	4	8
2	Social network	22	44
3	Internal references	9	18
4	Campus	1	2
5	Walk-ins	2	4
6	Vendor	1	2
7	IBM Job portals	11	22

Chart no 9: Showing which job portals are very popular in the present scenario at your company.



Interpretation: From the above chart we can understand that 44% of respondents say Social network, 22% IBM job portal, 18% Internal reference, 8% External reference, 4% Walk-ins, 2% campus and 2% vendor

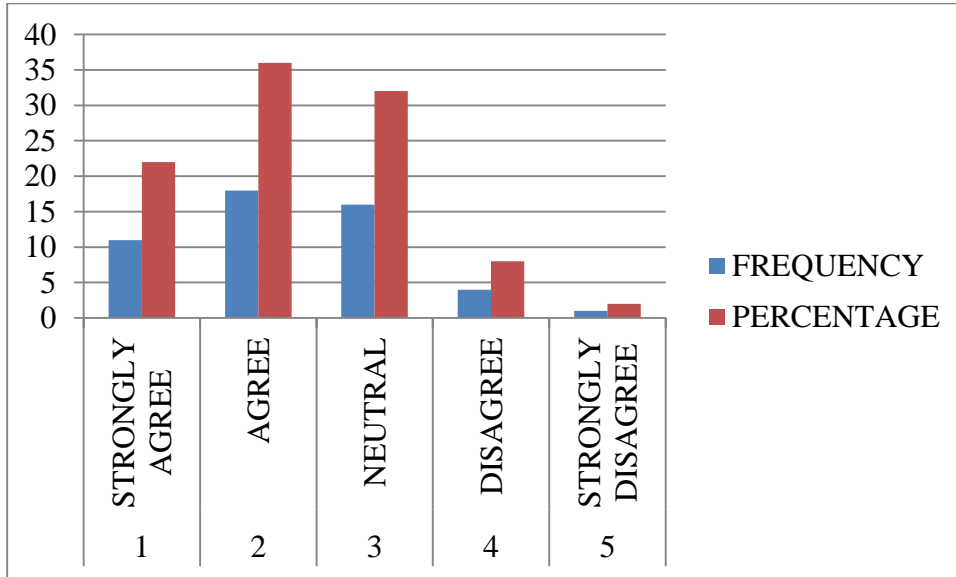
Thus, we can conclude that most of the respondents say social recruitment is very popular in the present scenario at IBM.

## 10. Walk-in interview is good for recruiter as well as candidate

Table no 10: Showing Walk-in interview is good for recruiter as well as candidate

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	11	22
2	Agree	18	36
3	Neutral	16	32
4	Disagree	4	8
5	Strongly disagree	1	2

Chart no 10: Showing Walk-in interview is good for recruiter as well as candidate



Interpretation: From the above chart we can understand that 22% strongly agree, 36% agree, 32% are neutral, 8% disagree and 2% of respondents strongly disagree to the above statement.

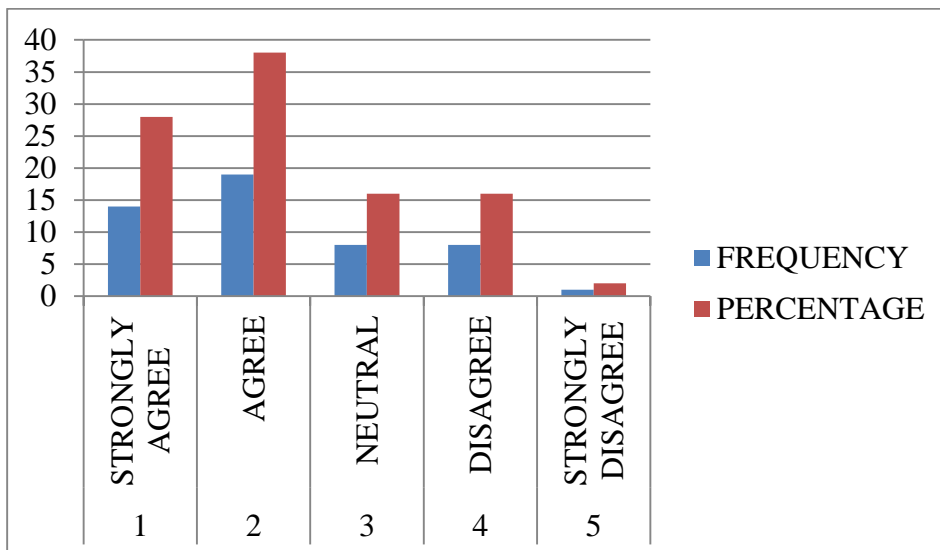
Thus, we can conclude that most of the respondents agree to the above statement.

## 11. Recession time is affecting to the recruitment of best candidate for the organization

Table no 11: Showing Recession time is affecting to the recruitment of best candidate for the organization

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	14	28
2	Agree	19	38
3	Neutral	8	16
4	Disagree	8	16
5	Strongly disagree	1	2

Chart no 11: Showing Recession time is affecting to the recruitment of best candidate for the organization



Interpretation: From the above chart we can understand that 28% strongly agree, 38% agree, 16% are neutral, 16% disagree and 2% of respondents strongly disagree to the above statement.

Thus, we can conclude that most of the respondents agree to the above statement.

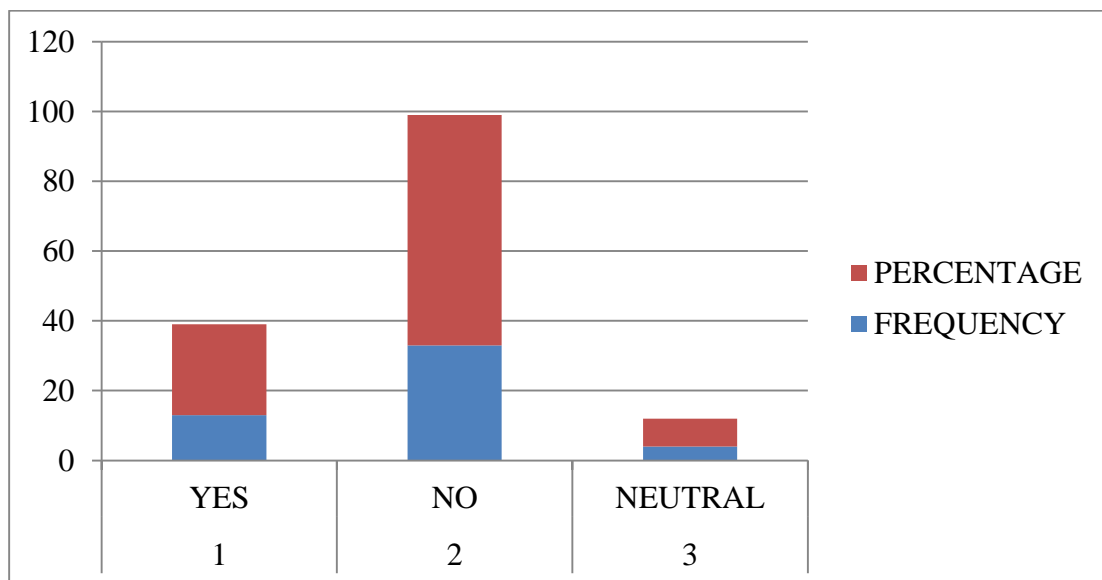


## 12. Getting good employees for company should we depend on consultancy firm?

Table no 12: Showing getting good employees for company should we depend on consultancy firm

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Yes	13	26
2	No	33	66
3	Neutral	4	8

Chart no 12: Showing Getting good employees for company should we depend on consultancy firm



Interpretation: From the above chart we can understand that 26% of respondents say yes, 66% of respondents say no and 8% of respondents are neutral for the above statement.

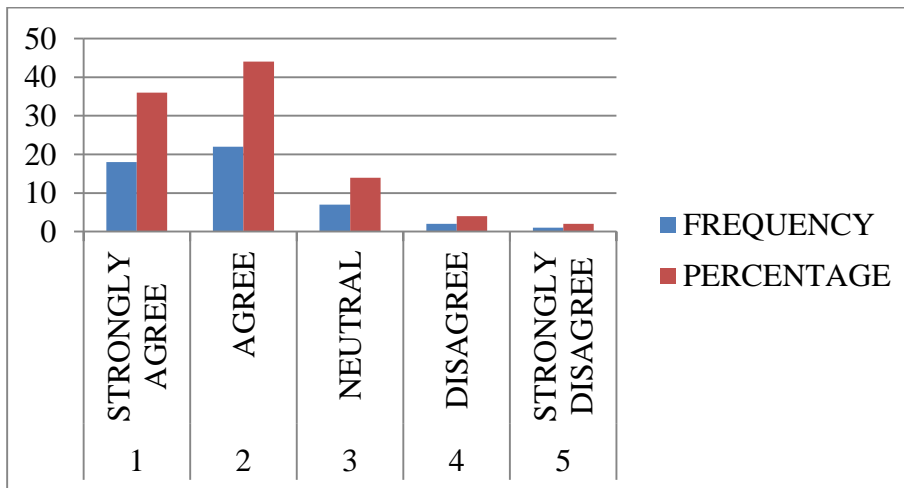
Thus, we can conclude that most of the respondents say no to the above statement.

### 13. E-recruitment is very helpful in the field of recruitment and contact with candidates

Table no 13: Showing E-recruitment is very helpful in the field of recruitment and contact with candidates

S. NO	PARTICULARS	FREQUENCY	PERCENTAGE
1	Strongly agree	18	36
2	Agree	22	44
3	Neutral	7	14
4	Disagree	2	4
5	Strongly disagree	1	2

Chart no 13: Showing E-recruitment is very helpful in the field of recruitment and contact with candidates



Interpretation: From the above chart we can understand 36% strongly agree, 44% agree, 14% are neutral, 4% disagree and 2% of respondents strongly disagree to the above statement.

Thus, we can conclude that most of the respondents agree to the above statement.

## **Chapter 5**

### **Findings, Conclusions and Suggestions**

## 5.1 Summary of Findings:

- The greater part of the respondents unequivocally concur that enlistment exercises have experienced an adjustment in the previous decade
- It is observed that most of the respondents prefer internal references followed by Job Portals, Vendors, Social Networks, Campus Recruitment, External reference, Walk-ins and others for recruiting.
- The majority of the respondents concur that innovation (Online applications and occupation gateways) is in charge of achieving change in recruitment exercises.
- The greater part of the respondents says 'Yes' to the announcement that the adjustment in recruitment exercises is useful.
- Most of the respondents agree that internal references will be effective source of recruitment in future.
- Most of the respondents agree that, in future job seekers would use job portals sites for extensive job search and job opportunities.
- Most of the respondents think that job seekers would apply through job portals
- Most of the respondents attributed the changes in recruitment activities to Technological change followed by Competitive Factors, Talent Crunch, Job seeker's approach towards jobs, Inflation and Market Conditions and Internal company policies.
- Most of the respondents agree that, in IT industry recruitment process is more important compare to other industry
- Most of the respondents prefer to both internal and external sources of recruitment.
- Most of the respondents said that the future sources of recruitment would be Job Portals followed by Social Networks, Campus recruitment, internal references, Walk-ins, External references and Vendors.
- Most of the respondents agree that walk-in interview is good for recruiter as well as candidate.
- Most of the respondents agree that recession time affects to the recruitment activities in order to get the best candidates to the organization.

- Most of the respondents say 'No' to depending on consultancy firm for the recruitment activities.
- Most of the respondents agree that e-recruitment is very helpful in the field of recruitment and contact with candidates.
- Respondents overall opinion about sources of recruitment
  - ✓ Recruitment done through social networking sites like Facebook and LinkedIn is very effective
  - ✓ Still need to be expanded to reach higher talented candidates
  - ✓ Companies are getting more dependent on social networking sites and job portals rather than vendors.
  - ✓ Social media and job portals are the way forward
  - ✓ The vacancy is basis of responses from written the recruitment has many advantages. Hiring and retaining talent has assumed great importance.
  - ✓ Social networking has the advantage in the future recruitment process. Internal referral is constantly increasing reducing the dependency on job consulting firms.
  - ✓ E-recruitment is the latest trend in recruitment now-a-days.
  - ✓ Globalization has changed the way how recruitment was earlier done.
  - ✓ Recruitment practice at IBM is structured and well organized. All sources are used and concentrate on all channels.
  - ✓ Recruitment at IBM is getting better day by day
  - ✓ There are plenty of sources available for recruitment. Every source is unique in its own way.

## **5.2 Conclusions:**

The present study was carried at International Business Machines Corporation (IBM), Bangalore. It is an information technology (IT) company. Various aspects of the organization were studied as part of internship.

A study was also carried out on the topic “A STUDY ON SOURCES OF RECRUITMENT AT IBM INDIA PVT LTD, Bangalore” .The study is conducted to understand the sources of recruitment in IBM, Bangalore. The major objectives of the study were to study the various sources of recruitment and to identify the most effective source of recruitment at IBM India Pvt Ltd

The major findings of the study are: most preferred sources of recruitment are Internal references followed by Job portals, Vendors, Social Networks, Campus Recruitment, External references, Walk-ins and others, Recruitment activities have undergone a change in the past decade, factors that are attributed for the change in the recruitment activities are Technological change followed by Competitive factors, Talent crunch, Job seeker’s approach towards job, Inflation and market conditions and Internal company policies, internal references will be effective source of recruitment in future, job seekers would use job portal sites for extensive job search and job opportunities in future, future the recruitment is done through the following sources Job portals followed by Social networks, Campus recruitment, Internal references, Walk-ins, External references and Vendors, E-recruitment is exceptionally supportive in the field of recruitment and contact with the candidates.

Overall the study was very helpful. It helped in understanding various aspects of the organization. It enhanced my knowledge about work culture and style of an organization and gave me practical exposure to the theoretical aspects learned.

### **5.3 Suggestions/Recommendations:**

- The organization can put time in creating associations with college situation workplaces, spotters and official pursuit firms.
- The organization can use capable connection Web locales and magazines to public for capable staff.
- The organization can giving limited time and sidelong chances to current workers decidedly helps resolve and influences your present staff individuals to feel their gifts, capacities, and achievements are valued.
- It is encouraged to be known as an extraordinary manager
- The organization can include their representatives in the procuring procedure.
- The organization's representatives can prescribe phenomenal contender to the firm.
- The employees can assist the organization with interviewing individuals to survey their potential "fit" inside your organization.
- The organization can pay superior to its Competitors.
- The organization can utilize its advantages further bolstering its own good fortune in selecting workers.
- The organization can enhance the hopeful pool while selecting employees.

## **BIBLIOGRAPHY:**

[www.citehr.com](http://www.citehr.com)

[www.mbaknol.com](http://www.mbaknol.com)

[www.businessballs.com](http://www.businessballs.com)

[www.icmrindia.org](http://www.icmrindia.org)

[www.bms.co.in](http://www.bms.co.in)

[www.retailindustry.about.com](http://www.retailindustry.about.com)

[www.marketwatch.com](http://www.marketwatch.com)

[www.managementstudyguide.com](http://www.managementstudyguide.com)

[www.chrmglobal.com](http://www.chrmglobal.com)

[www.informationweek.com](http://www.informationweek.com)

### Text books referred:

Human Resource Management by Pearson Education Inc. 10<sup>th</sup> Edition-2005

Human Resource Planning by Dipak Kumar Bhattacharyya 2<sup>nd</sup> Edition-2006

Human Resource and Personnel Management by K Aswathappa 2<sup>nd</sup> Edition-2002

Human Resource Management by K Aswathappa 6<sup>th</sup> Edition-2008

Essentials of Human Resource Management and Industrial Relations by P Subba Rao 3<sup>rd</sup> Edition-2008



## Annexure

### Questionnaire

I am Jeevan Kumar P, the student of MBA, AIT. As part of my curriculum I am carrying out the study on topic 'A study on Sources of Recruitment'. I request you to kindly provide the required data. The data could be kept confidential and strictly used for academic purpose only.

*Note: Kindly fill in all the details as required. Tick (√) wherever necessary.*

Work Experience: _____ Years	Date: _____
Designation: _____	Department: _____
Company: _____	

1. Which sources do you recruit from? Rate the sources based on usage:

**1 being the MOST USED**

**8 being the LEAST USED**

<i>Sources</i>	<i>Rating</i>
<b>Vendors</b>	
<b>Campus recruitment</b>	
<b>Job Portals</b>	
<b>Internal References</b>	
<b>External References</b>	
<b>Walk-ins</b>	
<b>Social Networks</b>	
<b>Others _____ (mention)</b>	

2. Recruitment activities have undergone a change in the past decade

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. To which factors would you attribute this change to:

<i>Factors attributing to change in recruitment activities</i>	<i>Rate each out of 10 (10 being the HIGHEST and 1 being the LOWEST)</i>
<b>Technological change (Internet and related changes)</b>	
<b>Talent Crunch</b>	
<b>Inflation &amp; Market Conditions</b>	
<b>Competitive Factors</b>	
<b>Job Seeker's approach towards jobs</b>	
<b>Internal company policies</b>	
<b>Others</b> _____ _____	

4. Technology (online applications & job portals) is responsible for bringing about change in recruitment activities?

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. Do you consider such a change beneficial?

If Yes, why

\_\_\_\_\_

If No, why

\_\_\_\_\_

6. As par your point of view, internal references will be effective source of recruitment in future.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

7. In future, job seekers would use job portals sites for extensive job search and job opportunities

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

8. Do you think job seekers would apply through job portals?

Yes (Reason:

\_\_\_\_\_)

No (Reason:

\_\_\_\_\_)

9. From which of the following sources is recruitment likely to be done in future?

<i>Sources</i>	<i>Predicted Percentage (%)</i>
<b>Vendors</b>	
<b>Campus recruitment</b>	
<b>Job Portals</b>	
<b>Internal References</b>	
<b>External References</b>	
<b>Walk-ins</b>	
<b>Social Networks</b>	
<b>Others _____(mention)</b>	

10. In IT industry recruitment process is more important compare to other industry.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

11. Which one do you prefer more for recruitment?

Internal Source  c) Both

External Source

12. Which job Portals are very popular in the present scenario at your company.

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

13. Walk-in Interview is good for recruiter as well as candidate.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

14. Recession time is affecting to the recruitment of best candidate for the organization.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

15. Getting good employee for company should we depend on consultancy firm .

Yes  No

16. E-recruitment is very helpful in the field of recruitment and contact with candidates.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

17. Your overall opinion about sources of recruitment?

---

---

---

---

Thank You for your time