

Study of Recruitment Process and to Improve the Current Recruitment Practices

By

Sakshi

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

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TO WHOMSOEVER MAY CONCERN

This is to certify that Dr. Sakshi student of MBA Hospital and Health Management (MBA-HM) from The IIHMR University, Jaipur has undergone Dissertation training at Fortis Hospital, Shalimar Bagh, New Delhi from 12 February' 2016 to 30 March' 2016.

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his future endeavors.



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Sakshi** has successfully completed her training from **12th Feb 2015 to 30th Mar 2016** in Human Resource Department of this hospital. She has duly completed her project on "**Recruitment & Selection**".

Any information used to complete the project is the intellectual property of Fortis Hospital Shalimar Bagh and hence should not be used for any other purpose.

During the training her performance was good.

We wish her all the best for all her future endeavors.

For **Fortis Healthcare Ltd**
Fortis Hospital, Shalimar Bagh



Rohit Anand
Assistant Manager – Human Resources



DECLARATION

This is to certify that the dissertation titled **"THE STUDY OF
RECRUITMENT PROCESS AND TO IMPROVISE THE CURRENT
RECRUITMENT PRACTICES."** and submitted by SAKSHI
Enrollment No. 0206 under the supervision of DR. RAHUL SHARMA for
award of MBA in Hospital and Health Management of the University carried
out during the period from 2014 to 2016 embodies my original work and
has not formed the basis for the award of any degree, diploma associate ship,
fellowship, titles in this or any other Institute or other similar institution of
higher learning.



Signature

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Finally, a Hon'ble mention goes to my family and friends, without whose support, inspiration nothing would have been possible.

Project Report

- a) Introduction
- b) Recruitment and Selection
- c) Policies followed at Fortis Hospitals, Shalimar Bagh
- d) Flow Chart
- e) Literature Review
- f) Aim
- g) Objective
- h) Methodology
- i) Discussion and Analysis
- j) Recommendations

Project report

On

The study of

Recruitment process

And to improvise the current recruitment practices.

INTRODUCTION

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel.

Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. However, the personnel manager and his personnel department is mainly concerned with the staffing function.

Every organization needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities.

„Right person for the right job“ is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise.

Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

RECRUITMENT

Meaning:

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected.

A formal definition states, “It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected”. In this, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

In recruitment, information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion, etc. are used.

In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees

Definition:

According to **Edwin Flippo**, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

Need for recruitment:

The need for recruitment may be due to the following reasons / situation:

Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.

Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

Purpose and importance of Recruitment:

- Determine the present and future requirements of the organization in conjunction with its personnel-planning and job analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
- Meet the organization's legal and social obligations regarding the composition of its work force.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organizational and individual effectiveness in the short term and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

- Recruitment is a positive function in which publicity is given to the jobs available in the organization and interested candidates are encouraged to submit applications for the purpose of selection.
- Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decided whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal efforts will result in mediocre ones.

POLICIES:

To familiarize the personnel and users with basic processes involved in Recruitment and Selection and provide answers to basic questions about recruitment and selection process of the organization. The policy serves as a guide to hiring managers in the recruitment process.

Recruitment policies followed at Fortis Hospitals, Shalimar Bagh:

A. MANPOWER BUDGETING : The process of manpower planning and budgeting begins in the month of Dec/Jan of every year and is completed by the end of march.

1. The Talent Acquisition team/ Unit HR takes additional manpower requirements from the subsequent financial year from the functional Head by Dec/Jan. while giving the manpower requirements functional heads should also give details of band, salary and expected month of joining. The additional manpower requirements are based on the business plans and should be accompanied with proper justification.
2. The additional manpower requirements obtained from various functions/unit are consolidated in the manpower budget format and presented for approval as per GAM.
3. The approved manpower numbers are communicated to respective function heads/units and thus forms the manpower budget for the next financial year.

B. RECRUITMENT : The process of recruitment is initiated, with the under mentioned guidelines:

1. For all requirements, Staff Requisition Form (SRF) has to be filled and submitted to HR along with the approved Job Description by the function/ initiating manager. The job description will be in the format predecided. Depending on the business needs the SRF and JD may be changed/ modified. The change/ modification will be communicated accordingly.
2. After receiving SRF, HR starts the sourcing process. The decision of using the source of recruitment rests with the HR hiring SPOC (under described parameters of requirement) except for positions mandated to be sourced through IJP or any other source.
3. Sources of recruitment: considering the parameters of requirements viz., resource availability, urgency of requirement, cost (budget), and feasibility, any of the following sources can be adopted. The sources are classified in two categories:
 - a. Internal Sources:
 - Internal Job Posting: All executive positions upto band 3 for which vacancy arise may be routed through the IJP process however for all mandatory positions as specified in the IJP policy, it is essential to route the vacancy through IJP.
 - Employee Referral

In case suitable internal candidate is not identified through IJP, we will start exploring the external sources.

b. External Sources:

- Job Portal
- Advertisement
- Recruitment Consultantsd Approved by Corporate HR

- Fortis Healthcare Limited Website.

C. LEAD TIME/ TAT: The turnaround time or TAT as it is commonly referred is defined as the time from which the HR receives, completely filled SRF to the time the position is closed by offering the letter of intent. All recruitments to be made within the time frame mentioned hereunder:

POSITIONS	LEAD TIME
All band 1 and below positions	30 days
All band 2 positions	45 days
All band 3 positions	60 days
All band 4 positions	90 days

D. SELECTION PROCESS: The selection process starts with receiving the applications/ Resume from the candidates/ sources. The shortlisted applications/ resume are called for interviews. The band wise panel is as follows:

POSITIONS	Interview Members/ Panel
All band 1 and below positions	Sub Function Head + Function Head+location HR
All band 2 positions	Sub Function Head+ Function Head + Location HR
All band 3 positions	Sub Function Head + Function Head +HR/HO HR + COO (For all operations role) + CEO

All band 4 positions	Sub Function Head + Function Head +HR/HO HR + COO (for all Operations Role) + CEO
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Final Decision on Hiring will be as per GAM.

The interview process for all the bands mentioned above may take place on a one to one interview format or through a panel. The interview comments are to be recorded in the Interview assessment sheet. The interview assessment format may be changed as and when required with the intimation to all concerned. For accessing specific competencies for certain role(s) psychometrics tests may also be used in the selection process.

E. ISSUE OF LETTER OF INTENT: Post the selection and subsequent salary discussion/ negotiation, the letter of intent (LOI) is issued to the finalized candidate.

1. Pre-Employment Medical Tests: All individual who have been issued a LOI will undergo a “Pre Employment Medical test” which will normally consist of the following tests. Additional tests may be advised for employees based on their job requirements. The list of the medical tests is appended. The individuals will undergo Pre employment Medical Test in Fortis Hospital. In for some reason the tests cannot be done in a Fortis Hospital, reports of a reputed hospital may be considered, this will however be subjected to the approval of CPO for corporate employees and HR Operations head for Units. In case of any adverse medical report the management reserves the right to revoke the letter of intent.

2. Reference checks and Background Verification: the HR department will initiate the reference verification process.
3. Notice Period Buy Out: Depending on the exigency of the position the organization may decide to buy out the notice period of a potential employee. Approval of the CPO is required for buyout of the notice period at the corporate and at the unit by RD and Operations HR Head.

F. JOINING: Candidates should join on or before the date mentioned in the letter of intent. In case a candidate is unable to join on the due date of joining, he/she should inform HR and take an extension. Extension will be given in exceptional cases only. Joining formalities will be completed on the day the candidate joins. Letter of appointment will be handed over on submission of all documents required in the joining checklist. In case of Band 3A and above the appointment letter will be handed over post receipt of background Verification clearance.

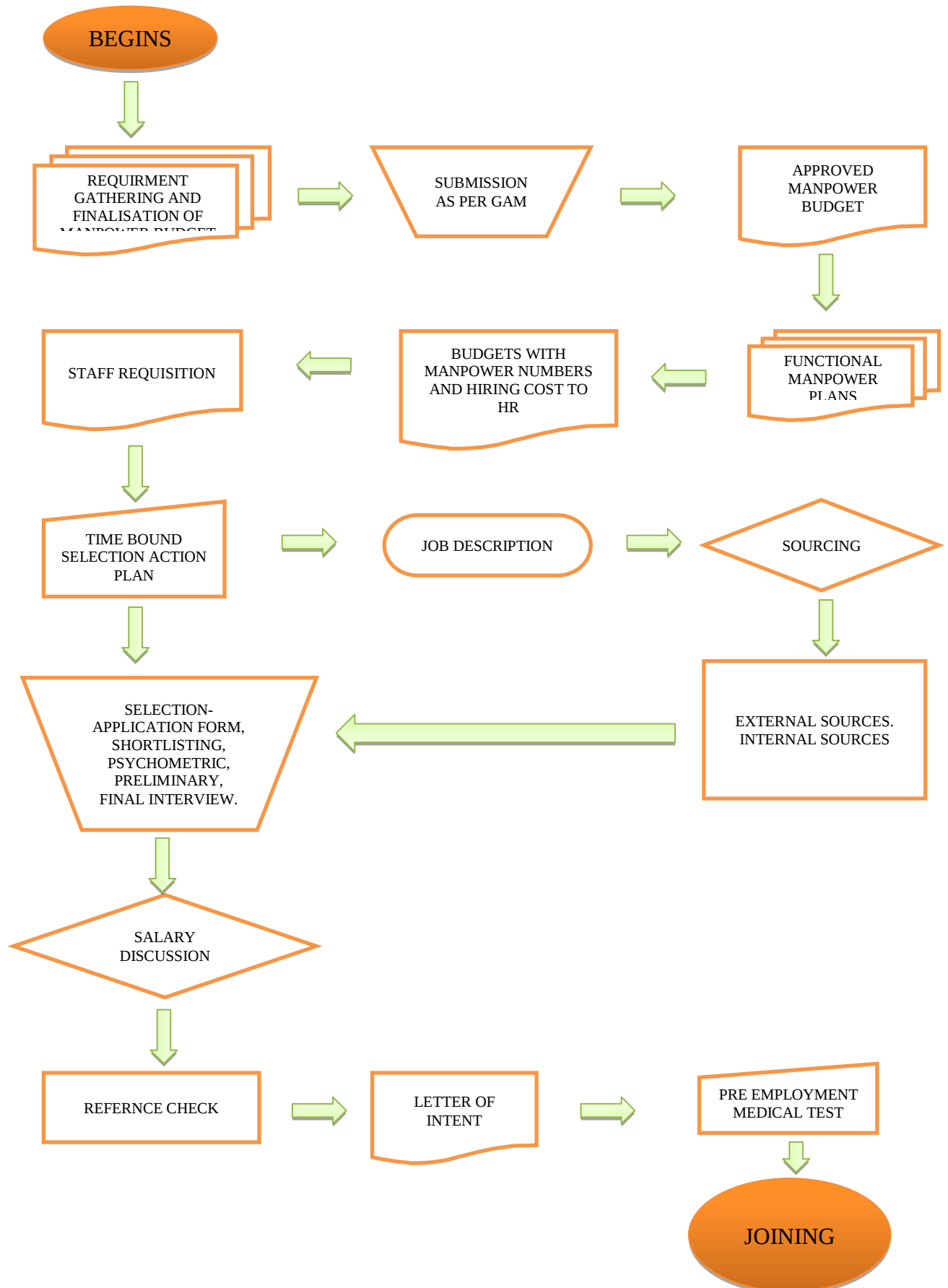
G. NOTICE PERIOD: THE notice period for employees at various bands are different and are mentioned :

S.no.	Bands	Notice Details before confirmation	Notice Details after confirmation
1	Band 1	30	30
2	Band 2	30	60
3	Band 3 and above	30	90

H. EMPLOYEE RE HIRE POLICY: Re-hiring of employees will be in line with guidelines in this regard.

I. HIRING OF RELATIVES: Hiring of relatives of employees generally not encouraged and if for some reason it is justified in the interest of the organization then it will be in line with the guidelines in this regard.

FLOW CHART OF RECRUITMENT AND SELECTION PROCESS:



LITERATURE REVIEW:

Work by Korsten (2003) and Jones et al. (2006):

According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003)

Work by Alan Price (2007):

Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

Work by Jackson et al. (2009) and Bratton and Gold (1999):

As discussed by Jackson et al. (2009), Human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image which will have an effect on and reinforce applicant expectations. Work of Bratton & Gold (1999) suggest that organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection. Nonetheless, the researchers have also seen that such models, largely derived from competency frameworks, foster strength in companies by generating the appropriate knowledge against which the job seekers can be assessed. However, recruitment and selection are also the initial stages of a dialogue among applications and the company that shapes the employment relationship (Bratton & Gold 1999). This relationship being the essence of a company's manpower development, failure to acknowledge the importance of determining expectation during recruitment and selection can lead to the loss of high quality job seekers and take the initial stage of the employment relationship so down as to make the accomplishment of desirable HRM outcomes extremely difficult. In the opinion of Bratton and Gold (1999), recruitment and selection practices are essential characteristics of a dialogue driven by the idea of "front-end" loading processes to develop the social relationship among applicants and an organization. In this relationship, both parties make decisions throughout the recruitment and selection and it would be

crucial for a company to realize that high-quality job seekers, pulled by their view of the organization, might be lost at any level unless applications are provided for realistic organization as well as work description. In view of Jackson et al. (2009) and Bratton & Gold (1999) applicants have a specific view of expectations about how the company is going to treat them; recruitment and selection acts as an opportunity to clarify this view. Furthermore, one technique of developing the view, suggested by Bratton and Gold (1999), are realistic job previews or RJPs that may take the form of case studies of employees and their overall work and experiences, the opportunity to "cover" someone at work, job samples and videos. The main objective of RJPs is to allow for the expectations of job seekers to become more realistic and practical. RJPs tend to lower initial expectations regarding work and a company, thereby causing some applications to select themselves; however RJPs also increase the degree of organization commitment, job satisfaction, employee performance, appraisal and job survival among job seekers who can continue into employment (Bratton & Gold 1999) Jackson et al. (2009).

AIM:

To study the Recruitment process of Fortis Hospitals, Shalimar bagh and to improvise the current Recruitment practices.

OBJECTIVE:

- To study the recruitment process of Fortis hospital, Shalimar bagh.
- To identify the various problems faced by the staff while undergoing Recruitment process at Fortis hospitals, Shalimar bagh.

METHODOLOGY:

STUDY TYPE: Descriptive study

STUDY POPULATION: Employees (medics and paramedics) of Fortis hospital, Shalimar bagh.

STUDY DURATION: 1.5 months (12 Feb'2016 – 30 Mar'2016)

SAMPLING TECHNIQUE: Convenient Sampling

SAMPLE SIZE: 25% of the Nurses, Doctors and Technicians (min 10% sample being too less and max 50% being under my limitations of the project)

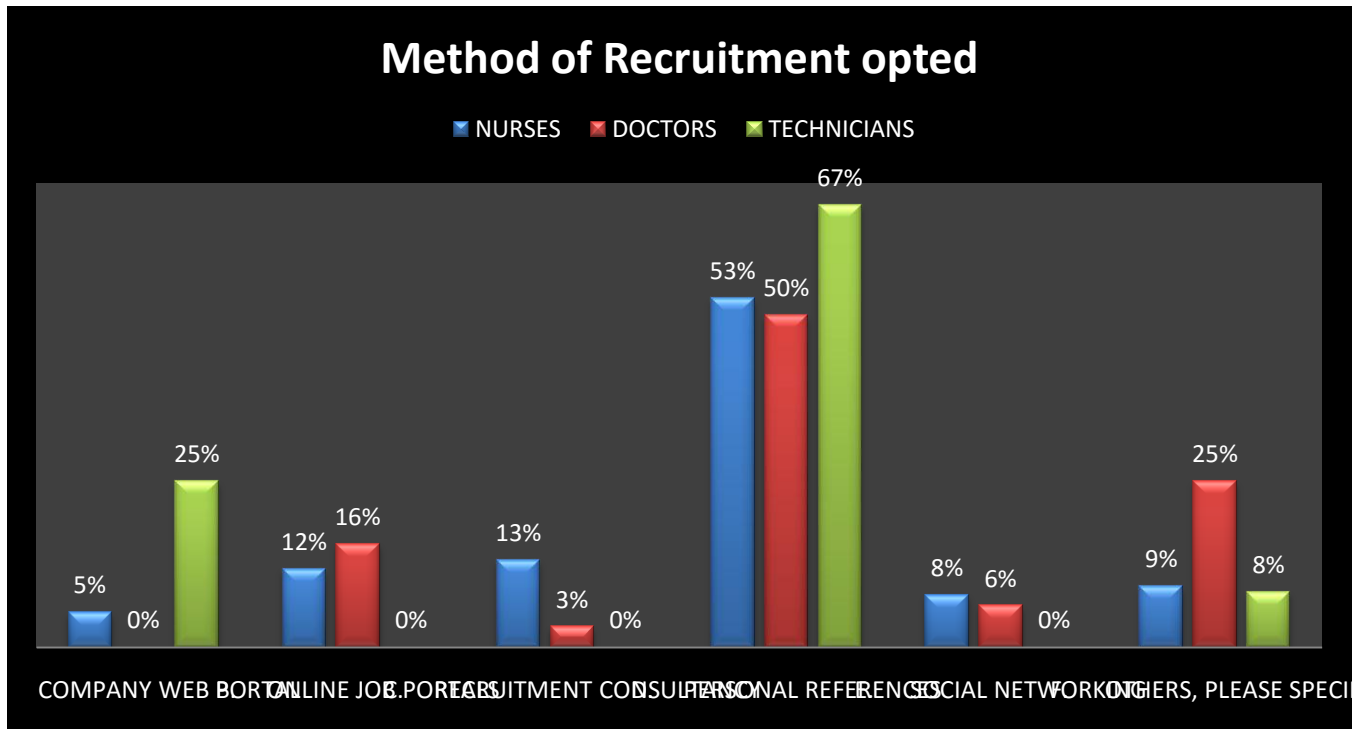
	TOTAL NO. OF EMPLOYEES	SAMPLE TAKEN
NURSES	306	76
DOCTORS	130	32
TECHNICIANS	50	12
TOTAL	486	120

SOURCES OF DATA COLLECTION: Primary data

METHOD OF DATA COLLECTION: Structured questionnaire

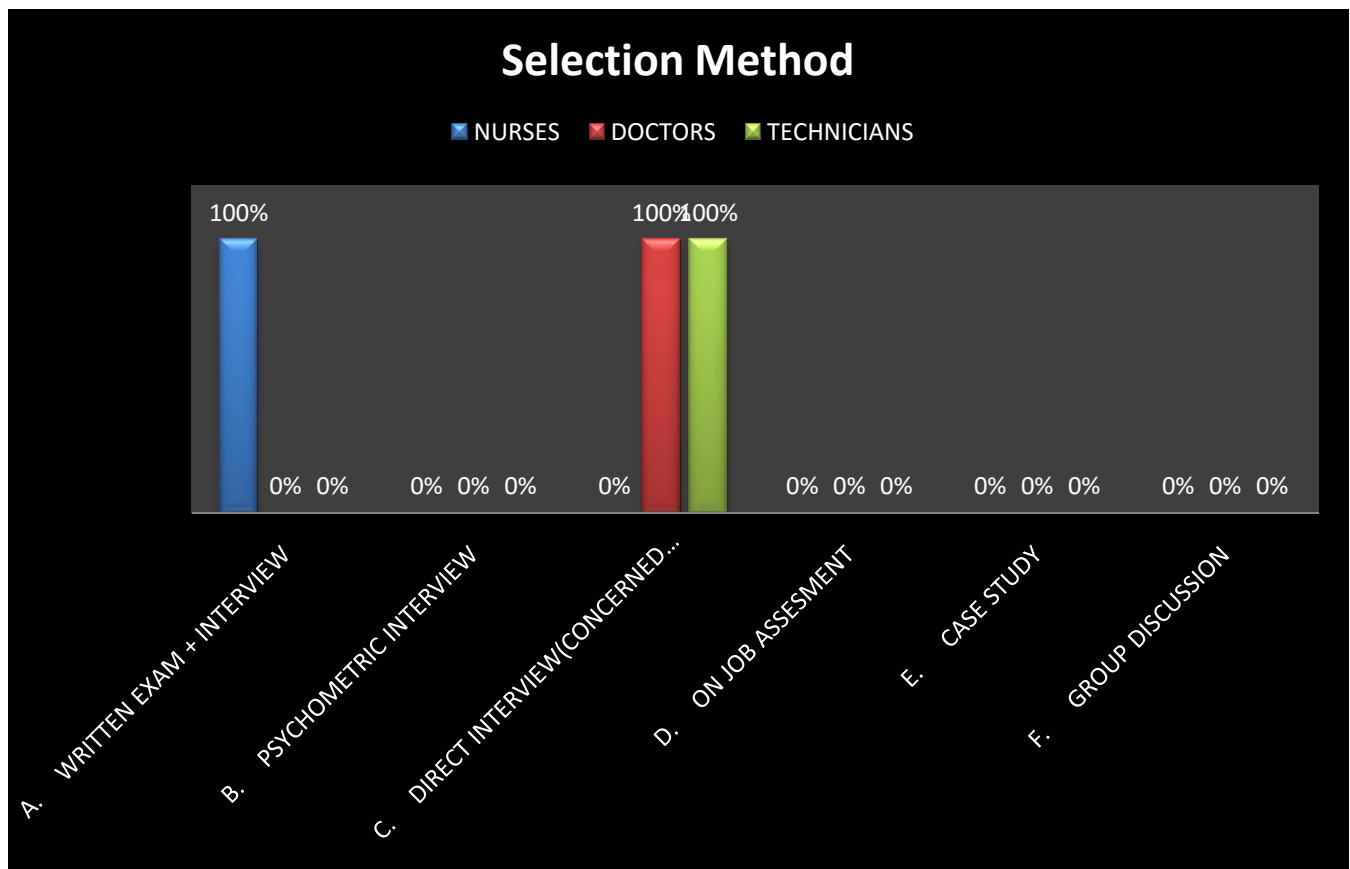
DISCUSSION AND ANALYSIS:

1. METHOD OPTED FOR RECRUITMENT BY STAFF:



Discussion: Maximum percentage of the employees came here and applied through Personal References to get employment in the hospital. We can conclude that “word of Mouth” marketing is the major source of employment providing for the hospital.

2. SELECTION METHOD:

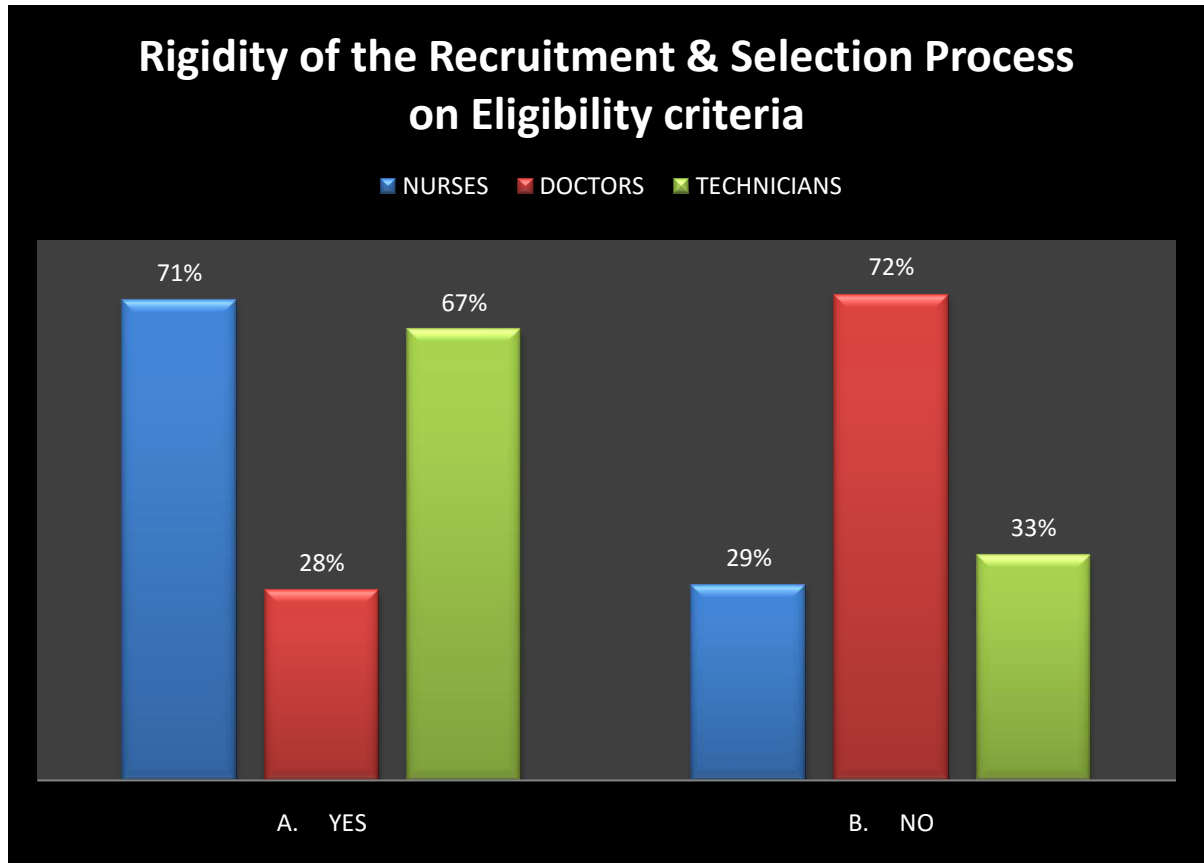


Discussion: The selection process is different for different bands of jobs. For Nurses, they have to undergo written examination first followed by personal interview round by the Nursing incharge of the Hospital.

For Doctors, they directly have a personal interview round with the Medical Supervisor, Zonal director followed by an interaction with Zonal HR head.

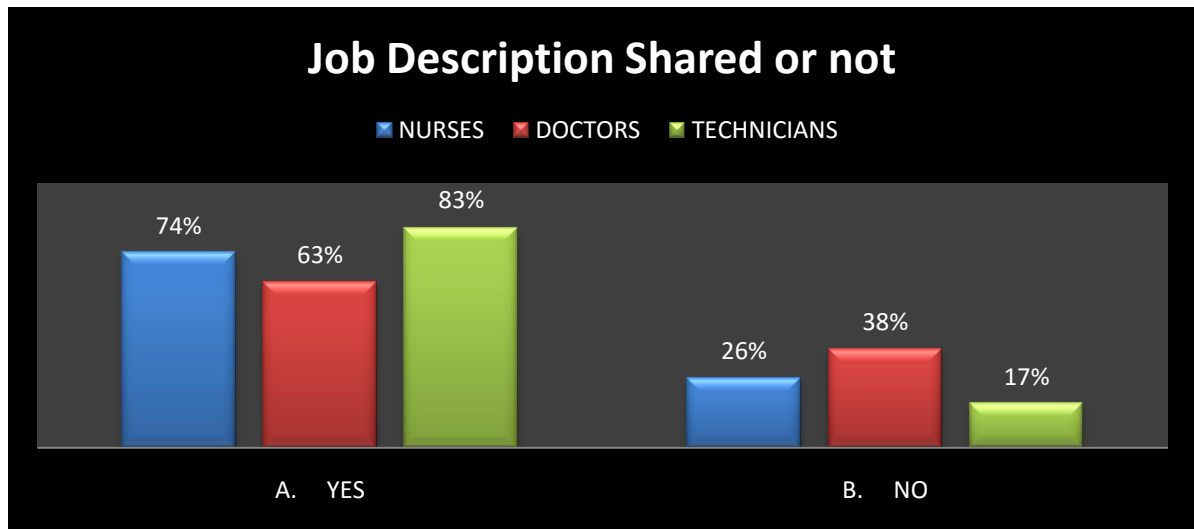
For Technicians, they have to undergo a personal interview round from the head of the concerned department and then HR.

3. RIGIDITY OF RECRUITMENT PROCESS:



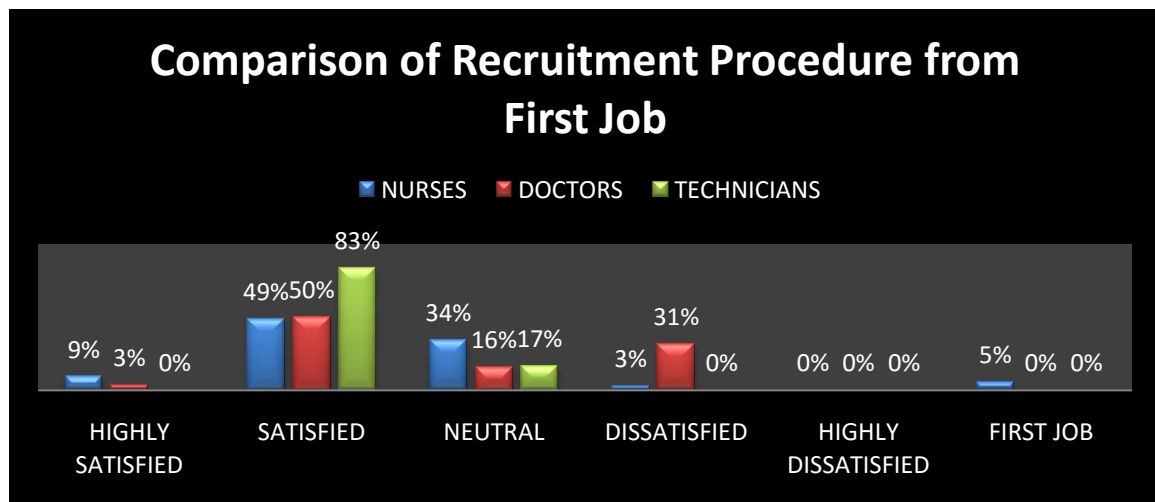
Discussion: maximum number of Nurses and Technicians think the Recruitment process opted by the organization is quite Rigid in terms of Eligibility criteria. whereas Doctors doesn't feel the same.

4. SHARING OF JOB DESCRIPTION:



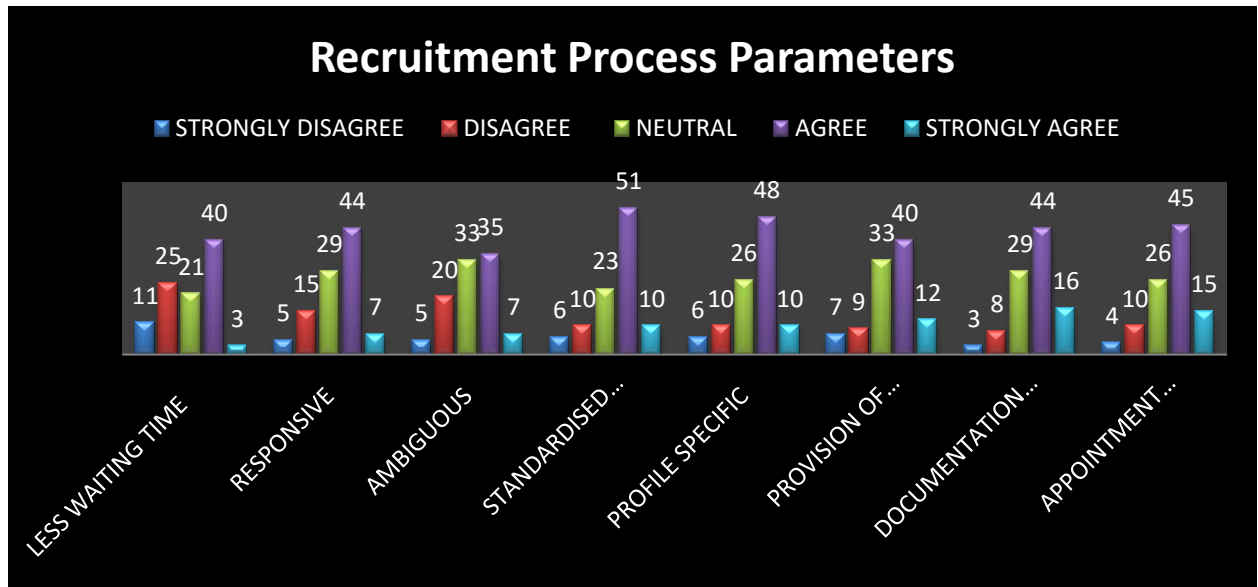
Discussion: Job Description was shared with all the employees beforehand undergoing the recruitment and Selection process.

5. COMPARISON FROM FIRST JOB:



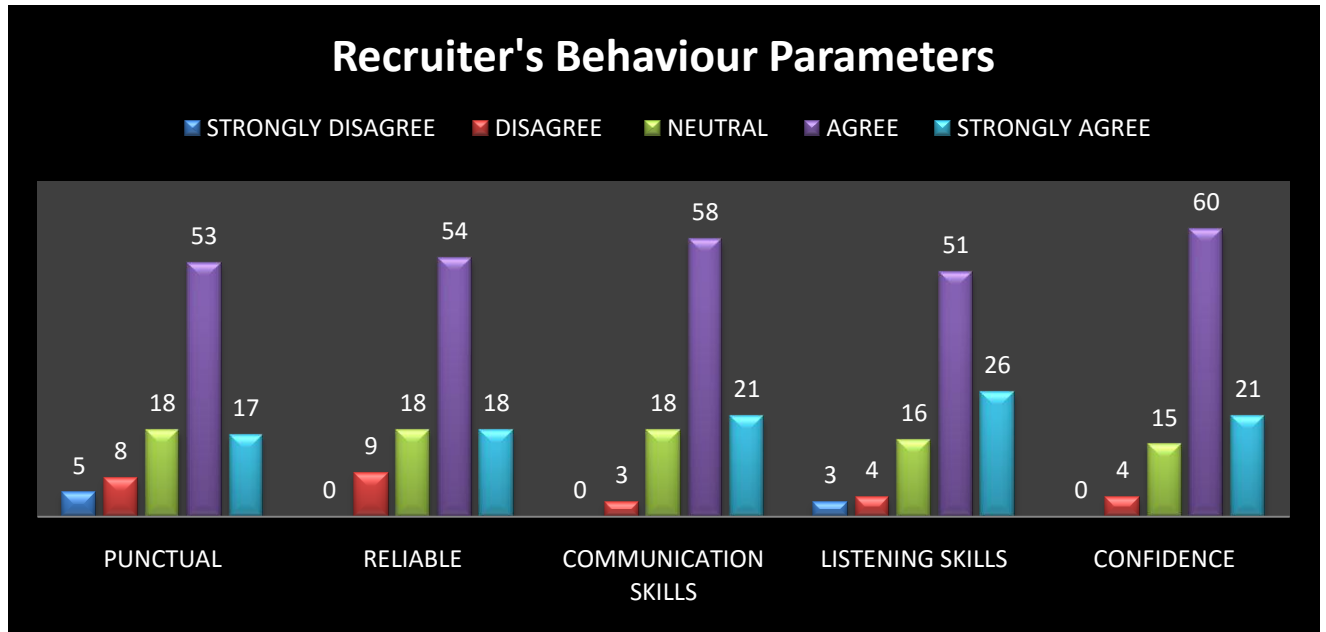
Discussion: maximum number of employees were satisfied by the recruitment process they underwent at Fortis Hospitals, as compared to the previous organizations they have worked with.

6. RECRUITMENT PROCESS PARAMETERS:



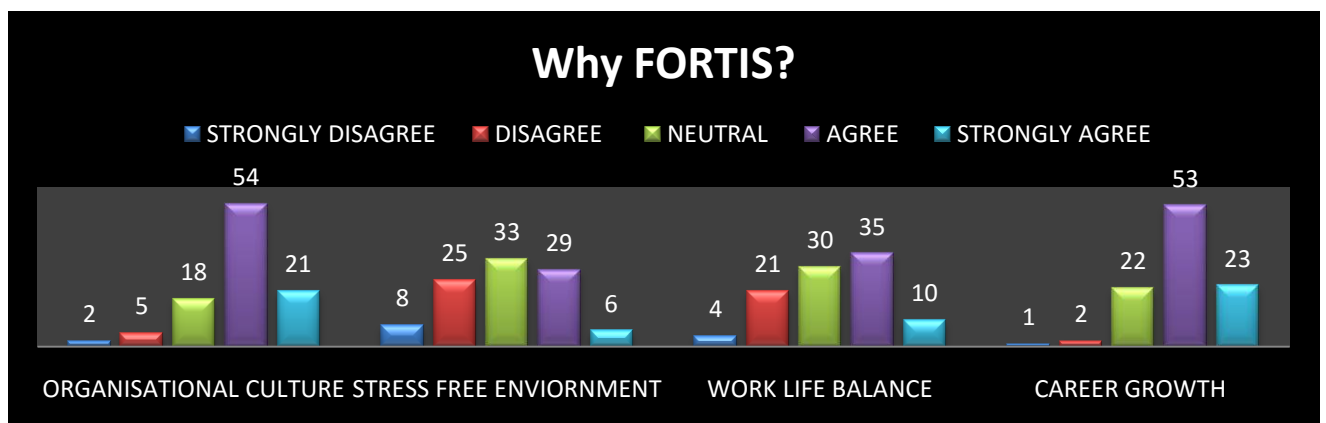
Discussion: Of all the employees who were the part of the survey conducted, maximum number were satisfied by the parameters which were taken into consideration for the assessment of the recruitment process viz., less waiting time, responsive to the queries asked, were not ambiguous regarding the process, was standardized, profile specific, provision of feedback was there, proper documentation review was conducted by the HR team and appointment was scheduled accordingly by keeping the candidates availability.

7. RECRUITER'S BEHAVIOUR PARAMETERS:



Discussion: employees were very much satisfied by the Recruiter's behaviour while undergoing the process. The punctuality, reliability, communication skills, listening skills and confidentiality was asked.

8. WHY FORTIS:



Discussion: Maximum number of employees opted Fortis because of the Organizational culture of the organization followed by career growth opportunities.

RECOMMENDATIONS:

Recommendations			
S.no.	Issue(s)	Causes	Recommendations
1	Method of Recruitment opted		
		Less Utilization of all other means by the Recruitment team.	To use Company Web Portals, Social Networking sites, Recruitment consultancy and Online Job portals more efficiently and effectively.
2	Less Rigid Recruitment and Selection process in terms of Eligibility criteria for Doctors.		
		Quite easy Selection Process for Doctors.	Doctors should go through On Job Assessment, Case Studies also, other than General Interview rounds.
3	More Waiting Time of the Recruitment process.		
		1. Non availability of the concerned person.	To lessen the waiting time by being available and acknowledging the person first.
		2. Excess work load of the concerned person.	To postpone the work for sometime.
4	Ambiguity of the Recruitment process.		
		1. Involvement of more than one person.	Only one person should take care of the complete Recruitment process.
		2. Non availability of the recruiter/ interviewer	Presence of the recruiter/ interviewer should be

		interviewer on that day	checked before candidate arrives.
5	Increased stress level on Nurses and Doctors.		
		1. High Nurse Patient ratio of 8:1	Nurse Patient ratio to be reduced to 5:1 by recruiting more Nurses.
		2. Mid tenure resignations and Absconding of nurses	To find the basic reason of the resignation and try to solve them and to retain the nurses.
		3. Increased number of OPD and IPD Patients.	More number of qualified Doctors should be recruited.
6	Unstructured Work Life Balance.		
		1. Less number of employees as compared to the required number of employees.	Hiring of Employees
		2. More strenuous work.	Various activities should be organized to lessen the stress level of the employees.

CONCLUSION:

The recruitment and selection questionnaire when carried out turned out to be a successful approach in knowing the feedback from the employees regarding the current practices, their dissatisfaction areas, areas to be really worked upon, and various aspects of hospital to be taken care of from an employee point of view. Because the major part of a hospital constitutes nurses, doctors and technicians only, their problem area, and satisfying area is of utmost importance to the hospital to gain more popularity among others that distinguish fortis from other hospitals.

LIMITATIONS OF THE STUDY:

1. The sample size taken was not adequate as the time and resources provided were not enough.
2. There was a limitation to interact with all the doctors during the study., because of time issues and their personal issues.
3. Not all employees were interested being part of the study.
4. Employees were afraid to tell the truth in fear of the losing their jobs.
5. Communication gap was the major obstacle in case of nurses.
6. Time of the study was day time so nurses and doctors having night shift were partially excluded from the study (unless they are on day duty)
7. Getting time from doctors to fill the form was difficult because of patient crowd and personal reasons.

APPENDIX:

QUESTIONNAIRE:

FEEDBACK FORM

HOSPITAL NAME:

DESIGNATION:

QUESTION : WHICH METHOD OF RECRUITMENT DID YOU OPTED FOR JOINING THE ORGANISATION?

- A. COMPANY WEB PORTAL
- B. ONLINE JOB PORTALS
- C. RECRUITMENT CONSULTANCY
- D. PERSONAL REFERENCES
- E. SOCIAL NETWORKING
- F. OTHERS, PLEASE SPECIFY

QUESTION : WHAT ARE THE METHODS OPTED BY YOUR ORGANISATION FOR SELECTION PROCESS?

- A. WRITTEN EXAM + INTERVIEW
- B. PSYCHOMETRIC INTERVIEW
- C. DIRECT INTERVIEW(CONCERNED DEPPT + HR)
- D. ON JOB ASSESSMENT
- E. CASE STUDY
- F. GROUP DISCUSSION

QUESTION : DO YOU THINK THE CURRENT RECRUITMENT AND SELECTION PROCEDURE IS QUITE RIGID IN TERMS OF ELIGIBILITY CRITERIA?

- A. YES
- B. NO

QUESTION : WAS THE JOB DESCRIPTION(JD) SHARED WITH YOU BEFORE THE RECRUITMENT PROCESS?

- A. YES
- B. NO

QUESTION : IF THIS IS NOT YOUR FIRST JOB, HOW WOULD YOU COMPARE THE RECRUITMENT PROCESS FROM THE LAST JOB? AND REASON FOR THE SAME?

HIGHLY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED
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QUESTION : GIVE YOUR OPINION ABOUT THE RECRUITMENT PROCESS OF YOUR ORGANISATION ON THE FOLLOWING PARAMETERS:

S.NO.	PARAMETERS			OPINION		
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	LESS WAITING TIME	1	2	3	4	5
2	RESPONSIVE	1	2	3	4	5
3	AMBIGUOUS	1	2	3	4	5
4	STANDARDISED AND SYSTEMATIC	1	2	3	4	5
5	PROFILE SPECIFIC	1	2	3	4	5
6	PROVISION OF FEEDBACK	1	2	3	4	5
7	DOCUMENTATION REVIEW	1	2	3	4	5
8	APPOINTMENT SCHEDULING	1	2	3	4	5

QUESTION : GIVE YOUR OPINION ABOUT THE RECRUITER's BEHAVIOUR WHILE DEALING WITH YOU DURING THE RECRUITMENT?

S.NO.	PARAMETERS	OPINION				
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	PUNCTUAL	1	2	3	4	5
2	RELIABLE	1	2	3	4	5
3	COMMUNICATION SKILLS	1	2	3	4	5
4	LISTENING SKILLS	1	2	3	4	5
5	CONFIDENCE	1	2	3	4	5

QUESTION : GIVE YOUR OPINION ON WHY YOU CHOSE FORTIS?

S.NO.	PARAMETERS			OPINION		
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	ORGANISATIONAL CULTURE	1	2	3	4	5
2	STRESS FREE ENVIORNMENT	1	2	3	4	5
3	WORK LIFE BALANCE	1	2	3	4	5
4	CAREER GROWTH	1	2	3	4	5

QUESTION: HOW WOULD YOU RATE YOUR EXPERIENCE DURING THE RECRUITMENT PROCESS ON THE SCALE OF 0-10. (0 MININUM, 10-MAXIMUM)

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