INTRODUCTION

Until 1997, job seekers in India would wait the whole week for the weekly supplements of various newspapers, or sundry employment journals and gazettes to learn about the vacancies and job openings in the industry. Then came the Internet and threatened to push the days of white envelopes to oblivion. In India, a forerunner in ushering in the change in the way one looks at job-hunting today is a relatively small, but rapidly growing company, Naukri.com. Today, it is regarded as one of the most resourceful destinations for job seekers, ranging from a seasoned professional to a recent graduate. According to the CEO of Naukri.com, the major challenge that the organization currently faces is the management of growth. The company had steadily grown from Rs. 40 lacs to Rs. 1 crore to a Rs. 20 crore company in the year 2004. The next year’s target is Rs. 45 crores. Management of such rapid growth in such a short period of time requires effective strategies not only to attract talent, but also to retain it. Therefore, in the middle of 2004, the challenges facing Naukri.com involved the issues related to organizing its e-business and the proper management of its growth.

JOB SEARCH METHODS AND THE ADVENT OF E-RECRUITMENT

Job Search Methods: General Approaches

Several methods have been recognized as the standard methods of job search in the U.S. and other parts of the world (http://www.bls.gov/oco/...
Job Search at Naukri.com

oco20042.htm). A representative list of these methods, along with their comparative description, is provided below.

(i) **Personal contacts / Networking** – In this method, the family, friends, and acquaintances of the job seeker offer one of the most effective ways to find a job. They may help the candidate directly or put him/her in touch with someone else who can. Such *networking* can lead to information about specific job openings, many of which may not be publicly posted. Networking, or referrals, has emerged as one of the most productive ways to find a job in recent years, and has been loosely defined as follows -- *When you let others know that you are looking for a job, and they let someone else know, and so on*

(ii) **Executive Search Firms** – The job seeker may contact firms which specialize in searching executives for their clients with a certain background and qualification. However, an executive search firm’s primary function is usually to find “stars” for their clients, and they place less emphasis on placing outplaced or unemployed candidates.

(iii) **Business Directories / Company Sites** – A relatively recent approach towards job search is to visit various companies’ sites on the Internet which are in the area of expertise of the candidate. A list of major companies in a specific field may be available at sites such as Hoovers.com. At a company’s site, links, such as, *Employment Opportunities, Careers, Join Us*, and so on, are provided. E-mail addresses are usually provided so that the interested candidates could mail their resumes electronically. Alternatively, the candidate may directly contact the company by getting its contact information from business directories.

(iv) **Employment Agencies and Career Consultants** – Most of the employment agencies operate on a commission basis, with the fee dependent upon a percentage of the salary paid to a successful applicant, paid either by the candidate or the hiring company. Although employment agencies can help save time and contact employers, the commission costs may sometimes outweigh the benefits. There are other agencies which usually specialize in jobs for secretaries, administrative assistants, clerks, and other clerical workers. They may sometimes test the prospective candidates in typing, Word, Excel, Access, PowerPoint or other skills, and may even provide training for the same.

(v) **Job Fairs** – Many companies send their representatives to job fairs for the purpose of recruiting new candidates. These fairs are generally held at large convention or outplacement career centers, and promoted in local newspapers or on the Internet. These events provide great networking opportunities with prospective employers.

(vi) **School Career Planning and Placement Offices** – College/university placement offices help their students and alumni find jobs. They set up appointments and allow recruiters to use their facilities for interviews. Placement offices may also have lists of jobs for on-campus, regional, nonprofit, and government organizations. Students can receive career counseling and testing and job search advice. At career resource centers, the students may attend workshops on such topics as job search strategy, resume writing, letter writing, and effective interviewing; critique drafts of resumes and watch videotapes of mock interviews; explore files of resumes and references; and attend job fairs conducted by the placement office. These remain one of the easiest and most attractive methods of finding a job.

(vii) **Classified Ads** – The “Wanted” ads in the newspapers is one of the most traditional methods of recruitment. However, one must