



National Employability Report Hotel Management Graduates

Annual Report 2012

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Introduction

The Indian hospitality industry is experiencing an exponential growth. The industry has recorded a double digit growth of 11% in revenue. New international chains are entering the booming Indian hospitality sector and existing major national and international players are expanding their footprints to Tier II and Tier III cities. Many a global hospitality major such as Marriott, Accor, Best Western and Carlson have announced significant additions to their existing portfolio of hotels by 2015/16.

A joint study conducted by PWC and CII notes that the biggest challenge in the way of the growth of Indian hospitality Industry will be inadequate supply of quality talent. There has been a noticeably substantial jump in the demand for Hotel Management graduates from the hospitality sector as well as from other verticals such as Airlines, Luxury Retail, BPOs, etc. High attrition rates and frequent job-hopping have turned measuring and improving employee productivity into a critical factor for growth. Companies are looking to create metrics and ratios for measuring employee efficiency qualitatively as well as quantitatively.

Sectors hiring from Hotel Management Institutes	
Hospitality Sector	Hotels, Restaurants
Other Service Sector	Airlines, Luxury Retail, BPOs...

Table 1: Sectors hiring from hotel management

Indian Hotel Management Education	
Number of Colleges	800- 1000
Number of students passing out per year	15,000
Prominent University	NCHMCT
Courses offered	BHM, BHMCT, B. Sc., MBA, M. Sc., Diploma, Certificate

Table 2: Indian hotel management education

Around 800–1000 Hotel Management institutes including both private and government colleges are there in India. Out of these, the most prominent and recognized university being the NCHMCT (National Council of Hotel Management & Catering Technology). There are 31 Government and 12 Private colleges affiliated to the NCHMCT. Besides the NCHMCT, there are also other universities which include Osmania University, Punjab Technical University, Uttarakhand Technical University, and Andhra University, etc.

Around 15000–18000 Hotel Management students pass out from these colleges every year. The various courses in Hotel Management include 3-year BHM/B. Sc. in Hotel Management, 2-year M. Sc. /MBA in Hotel Management, 4-year BHMCT, 2-year diploma courses and various certificate courses ranging from 6 months to 2 years. Students generally do not choose any specialization for graduate courses except in the case of the 4-year BHMCT course, which offers specializations in Food Production/ Front Office/ Housekeeping/ F&B in the final year of study.

It is no wonder that quality manpower is emerging as the single biggest issue faced by Indian hospitality industry today. Going by current numbers, only around 60% of all Hotel Management students across the nation actually join the Indian hospitality industry every year. Even amongst these 60%, only a select few have the right aptitude, knowledge and required behavioral skills and personality traits to work in the industry. Corporates and academicians have started unanimously agreeing that education should become more employment oriented. The target should be to provide adequate skills development training, from the supply end, and employability assessments acting as feedback at the demand end, which will help both in goal-setting and tracking progress to make a larger proportion

of candidates in India employable. This National Employability Report on Hotel Management candidates is a leap forward toward achieving this target.

This report aims to assess the employability of Hotel Management candidates in India. The report embarks upon analyzing the employability variances across various groups to gain an understanding of the needs and the gaps. Today as the Indian hospitality industry braces for a clear growth path, the supply side has not been able to maintain the same pace. Quality talent is one of the biggest hurdles faced by the industry. Only 60% of Hotel Management students join the Indian hospitality industry every year. Even amongst these 60%, a select few have the right aptitude, knowledge and skill to work in the industry. The present report attempts to explore the reasons why almost 65% of candidates who pass out from Hotel Management institutes every year turn out to be unemployable for Hospitality jobs and how this demand–supply gap can be bridged.

Understanding the status quo will enable targeted intervention in different groups and kinds of colleges. Such measurement is necessary at regular intervals in order to understand and measure the effectiveness of remedial actions. It acts like a tracking mechanism to see how India is progressing year on year toward building a powerful, enlightened and equitable nation. Aspiring Minds is committed to actively provide feedback about employability and higher education to all stakeholders through a yearly report card.

With commitment to the development and progress of education and employment in India!

Executive Summary

The key findings of the National Employability Study for Hotel Management graduates are:

- ***The percentage of Hotel Management candidates those are directly hireable for a hospitality job after college is quite low (6% to 18%).***

Only 6–18% of students passing out from Hotel Management institutes are fit to work in the hospitality sector. Candidates scored low on fundamental skills like English language skill, Logical Ability and soft skills like Self-Management, Quality Orientation, Managerial Skills etc. This indicates that Hotel Management institutes are unable to either attract or train the right kind of talent. The current boom in hospitality companies means that the need for trained manpower far exceeds the current supply. On top of that only a small percentage of those candidates are actually ready to hire for a job. This points toward a scenario where there are unfilled vacancies on one hand and unemployable youth on the other. However, there are also a good number of candidates (20–28%) who can become employable after some orientation and training by Hospitality companies.

- ***A sizeable number of candidates are unemployable because of their lack in English Language skills***

Almost 19–43% of candidates are unemployable in hospitality profiles because of their low scores in the English language skills. English is the preferred language of communication in almost all luxury hotels and premium restaurants. Different profiles like Front Office and Housekeeping require candidates with different levels of understanding in English. Candidates who can neither write nor speak basic English deem unsuitable for any customer-facing role in a Hospitality company.

- ***Females are more hireable (8 -32%) as compared to males (6 - 16%) across all profiles***

Even though females in Hotel Management colleges have better cognitive skills and behavioral competencies as compared to their males counterparts, the females vs. males ratio in Hotel Management colleges is quite low. Females come out as more hireable and more trainable than males. Globally it has been seen that females have higher conscientiousness as compared to males, and also have better people skills, which makes them more service oriented and thus more suited to hospitality industry. Efforts might be required to encourage more females in Hotel Management education and jobs across the nation.

- ***Employability of IHMs is significantly higher than non- IHMS and yet almost 50% of the employable pool of Hotel Management candidates is invisible to recruiters.***

Employability of IHMs (39–49%) is significantly higher than that of Non-IHMs (25–31%). Since most companies restrict themselves to visiting IHMs and few other institutes, hospitality companies miss out on almost 50% of employable candidates, i.e. around 3000 candidates who are studying in the bottom 600 percentile Hotel Management institutions. Due to budgetary and other constraints, most hospitality companies would visit top 300–400 odd colleges and end up missing the talent pool available in the rest of colleges. Efforts are needed to bridge the gap between deserving candidates studying in such colleges and the prospective employers.

Methodology of Study

The report is based on a sample of more than 3,000 Hotel Management students from 120+ Hotel Management colleges across multiple Indian states who underwent a 2-hour Aspiring Minds' AMCAT-Hospitality Test, which is India's only Competency-based assessment instrument for the hospitality industry. The analysis and findings of this report are based on the results of these students on AMCAT- Hospitality. All these candidates graduated in 2012.

AMCAT-Hospitality is a Computer-based standardized and adaptive test which is used by hospitality companies as an employability test. AMCAT-Hospitality covers all aptitude and personality parameters for determining employability in the hospitality sector such as English communication, Logical Ability, personality competencies like Customer Orientation, Team Work & Co-operation, Sales Orientation, etc. Details about the test are given in the Glossary section of the report.

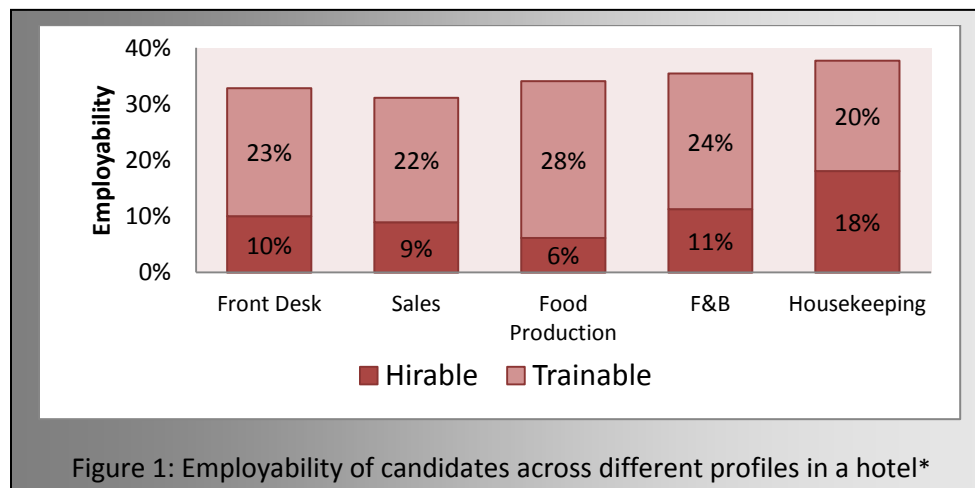
The test was conducted under a proctored and credible environment ensured by Aspiring Minds. Employability has been quantified based on the benchmarking studies done at various companies in the hospitality sector by Aspiring Minds. The benchmarks for employability in a profile and sector have been defined by a theoretical understanding and empirical validation of the aptitude, personality and skills required. The benchmarks established for different profiles ensure, both elimination of unsuccessful candidates for a job (type I error) and inclusion of all candidates who will be successful in the given job (elimination of type II error). Based on their AMCAT-Hospitality scores, the candidates have been classified as a) Hirable, b) Trainable and c) Unsuitable. The same has been validated among multiple companies in the hospitality sector. Together with the AMCAT- Hospitality scores, the various demographic details of the candidates are also captured by Aspiring Minds' testing platform, which has enabled a comprehensive and meaningful analysis provided in the report.

I. Employability by Specialization

In the hospitality industry, the major departments of work for a Hotel Management graduate are:

- Food and Beverage – looks after food and beverage outlets of the organization
- Front Office – looks after selling rooms, registration of guests and providing information
- Sales – looks after selling room rights to corporates
- Food Production – looks after preparation of food for guests
- Housekeeping - Looks after keeping the property clean, hygienic and comfortable. Also responsible for accommodation operations

The candidate may opt to join any one of the above departments based upon his/her interest, educational qualification, aptitude, knowledge and skills. Each of the above profiles demands different aptitude, personality and skills. For example, a benchmarking study done by Aspiring Minds on a leading international brand of hotels found that to be successful in an F&B profile, a candidate needs to have good communication skills, high customer orientation and average managerial skills. Based on many such benchmarking exercises and Meta-analytical studies, Aspiring Minds designed a competency matrix for each of these profiles. Depending on the AMCAT-Hospitality scores of the candidates in these competencies, the candidates were provided a job-suitability score for various profiles. The proportion of BHM graduates that are hireable and trainable is shown in Figure 1.



* Food Production profile needs special skills apart from the competencies measured and reported herein.

Hirable: Candidates who can be directly hired for the job. Defined on the basis of their aptitude and behavioral competencies.

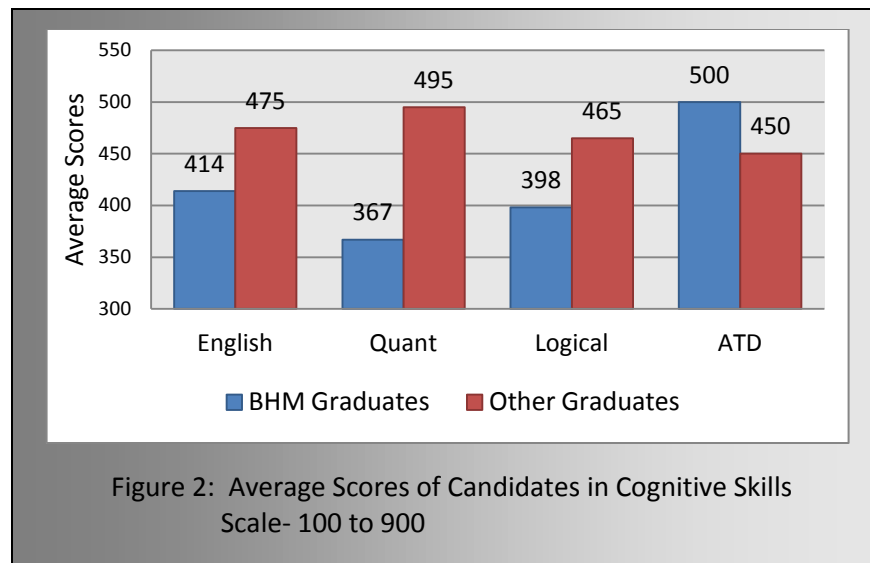
Trainable: Candidates who can join work post training in their respective departments. Defined on the basis of their aptitude and behavioral competencies.

Employable: Candidates who are either 'hirable' OR 'trainable'. Since training is an integral part of most hospitality companies' orientation program, 'trainable' candidates have been bracketed in the 'employable' sphere.

Observations:

1. Only 10% of candidates passing out from Hotel Management institutes are directly hireable for a Front-Office Role. Since this is a direct customer-facing role and a customer's most important point of contact, a Front Office candidate is like the flag bearer for the hotel. Most of the sales as well as complaint handling and issue resolution happen at the front office. Thus, understandably, this role requires the best of people with good communication skills, high problem solving skills, good interpersonal skills and stress-handling capacity. Nearly 23% candidates are found to be suitable to join Front Office after proper training and grooming by the company. Thus, 67% of students passing out from Hotel Management institutes are not fit to join a hospitality company as a Front Office Manager.
2. A substantial percentage of the hotel's revenue is through corporate sales for which its Sales team is responsible. This role requires a candidate to be well informed and knowledgeable about all aspects and departments of the hotel and also have good salesmanship. Candidates who have good communication skills, strong customer orientation and sales orientation, generally do well in such roles. They also need to be self-motivated and have a strong focus toward performance to achieve their sales targets. Candidate's scores indicate that around 9% of candidates passing out are directly hireable for such a role, while another 22% can become hireable after some amount of guidance and training for Sales roles.
3. Candidates in Food Production should be creative and have good team spirit and high Attention to Details. The job also requires a person to handle stress and deadline pressure comfortably. Only 6 % of candidates passing out have the right aptitude and personality to join Food Production profile directly. Another 28% can join after some training for the role and its requirements.
4. As mentioned earlier, Food & Beverage candidates should have good communication and interpersonal skills along with managerial skills and Logical Ability. Around 11% of candidates are directly hireable and another 24% can become hireable after 6–8 months of training.
5. Housekeeping requires candidates to have very high Attention to Detail and ability to handle pressure. They should be careful about quality and comfortable with repetitive work. We observe that a good percentage of candidates, i.e. 18% and 20%, are hireable and trainable, respectively.

The next section is a comparative study of average scores of candidates from hotel management colleges and candidates from other graduate courses like B.Com, B.A, B.Sc. etc, on cognitive skills and behavioral competencies.



- Candidates from hotel management colleges have significantly low scores in English as compared to other graduates.** Today hospitality industry is demanding students to be well versed in a foreign language and English is considered as a basic requirement, lack of English language skills can be an important area of concern for both colleges and corporates. An article by Times of India claims that in today's scenario, a candidate's knowledge of English would decide his/ her employability quotient¹. Institutes should aim at honing English language skills of hotel management students by introducing bridge courses.
- Hotel management candidates have lower average scores in Quantitative Ability and Logical Ability as compared to other graduate students.** The moderately low scores on Logical Ability might be an area of concern for recruiters. It is well proven that a candidate's Logical Ability is strongly correlated to his trainability, ability to learn new things and problem handling. In a hotel where employees have to continuously handle angry customers, demanding guests; their Logical Ability becomes a significant indicator of Guest Satisfaction. On the other hand, Logical Ability is very difficult to measure objectively in an interview or Group Discussion. Companies need to have a standardized and objective assessment that measures Logical Ability of candidates and then check whether an overall increase in scores of employees leads to better performance by them.
- Hotel management candidates have higher average scores in Attention to Details as compared to other graduate students.** This is very promising and encouraging as employees in the service industry are expected to be high on attention to details to ensure complete guests satisfaction.
- Most candidates scored average on Ability to Handle Pressure, Sales Orientation, Customer Orientation and Interpersonal Skills.** The reason might be that these competencies are required from almost every candidate who aspires to join hospitality industry or any service industry for that matter.
- Candidates scored quite low on Managerial Skills which explains why only a handful of candidates who pass out are suitable for a Management Trainee position in any department.** Hotel Management institutes need to train candidates on team skills, effective delegation and other managerial skills.

Understanding Needs and Gaps

It would be quite interesting to have a close look at the factors that are responsible for making 70–85% of Hotel Management candidates unemployable.

What are the key skills that they lack and what can companies or colleges do to bridge this widening gap?

Is the problem because the Hotel Management institutes have failed to update their course curriculum since ages?

Is it because Hotels & Restaurants have become complacent in hiring the right candidates?

Or is it because students are no longer attracted by the glamour of this industry and do not take up Hotel Management course as a choice?

The demand–supply gap of good talent is increasing every day in this industry and these problems are not going to vanish magically soon. To resolve each aspect of the problem, the first step certainly would be to understand it in depth.

A detailed scores analysis for all the profiles brought about the following observations:

1. **Front Office - A maximum number of candidates are not employable because of their low Sales Orientation (56%) and Self Management (49%) skills.** Both these competencies are absolutely essential for a Front Office Profile. Employees at the Front Desk are the first and the last point of contact for guests. Most of the sales, up-sale, cross-sales etc happens at the Front Desk. Most of complaints handling and problem solving also takes place at Front Desk. Hence the employees need to have high Emotional Stability in order to deal with guests effectively and ensure complete guests satisfaction. English came out to be another area of concern with 48% candidates found to be not employable because of their low scores in English.
2. **Sales- A good chunk of the total candidates do not qualify for a Sales role because they lack on Interpersonal Relations (64%) and Performance Focus (58%).** Irrespective of the sector, industry or company, Sales is all about building relations and target achievement. A candidate who lacks in even one of these skills cannot possibly have a successful sales career. Almost 43% candidates got rejected due to their low scores in English. To understand the influence of personality on sales performance, Aspiring Minds had done some additional benchmarking study in a leading Hotel chain in India. The detailed study can be accessed at:
www.aspiringminds.in/researchcell/articles/improving_online_by_hiring_high_performing_sales_personnel_through_scientific_process.html
3. **Food Production- Majority of candidates were rejected because of their low scores in behavioral competencies like Quality Orientation (60%), Ability to Handle Pressure (54%) and Creativity (43%).** Kitchen staff needs to maintain strict standards of quality in hygiene, preparation, taste and presentation of food and also needs to do fire fighting on a regular basis. Every guest has a unique taste and unique demand, materials go out of stock, perishable items have to be taken care of... the list of things that can go

wrong is endless. Thus candidates need to have high standards of quality and should be emotionally stable to handle pressure situations. Creativity becomes more and more important as an employee climbs the hierarchy level in kitchen since innovation and differentiation are the key ingredients of a successful chef. Candidates who lack creativity are doomed to have a slow career growth leading to frustration and attrition.

4. **Food and Beverage**- An F&B position is often the most difficult as well as most desired position in a hotel. An employee working in the F&B department has to have complete knowledge of the menu and dishes served, a strong eye for detail, ability to manage staff and delegate efficiently and a strong sense of customer orientation. He should know how to deal with different types of guests in their preferred way. He should also have sales skills. It is therefore quite obvious that most good hotels and restaurants are extremely choosy when it comes to their F&B staff. Every steward, bartender, manager is directly responsible for guest satisfaction. A regular guest would probably tolerate an average dish but would never accept a rude steward. Given this, it is crystal clear that **a majority of students are unemployable for the F&B profile because of lack of Quality Orientation (66%), Managerial Skills (66%), English Language (43%) and Customer Orientation (40%).**

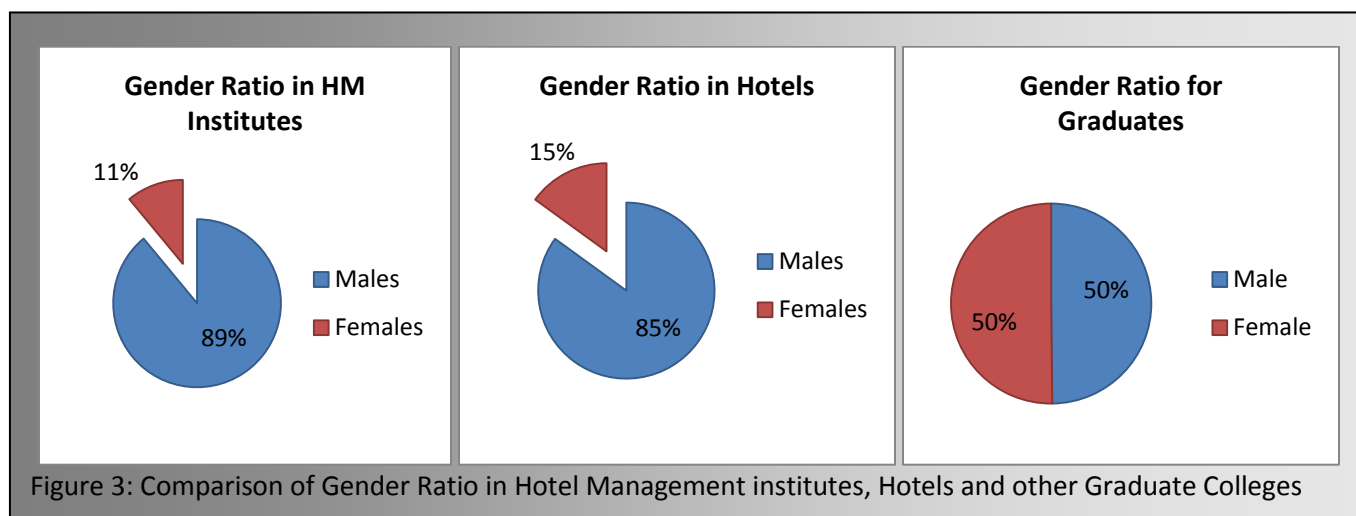
5. **Housekeeping**- Though considered being unglamorous, tedious and repetitive, Housekeeping is definitely one of the most critical jobs in any Hotel/ Restaurant. Often the attrition rates are highest for this role as new employees realize that they cannot stand the work load and mental pressure required by the job. A candidate's personality can be a significant predictor of his future performance in such roles. Candidates with high Emotional Stability and Low Openness to Experience tend to do well in such roles and also tend to stick for longer durations in the company. **Most of the candidates who were unemployable for a Housekeeping role had low Ability to Handle Pressure (69%) and Quality Orientation (56%). Another important reason was low Customer Orientation (56%)** – a Housekeeping employee has to enter the private space of a guest and often interact with him and try and meet his various needs in the room. A certain amount of Customer Orientation is certainly necessary for such interactions.

Food for thought

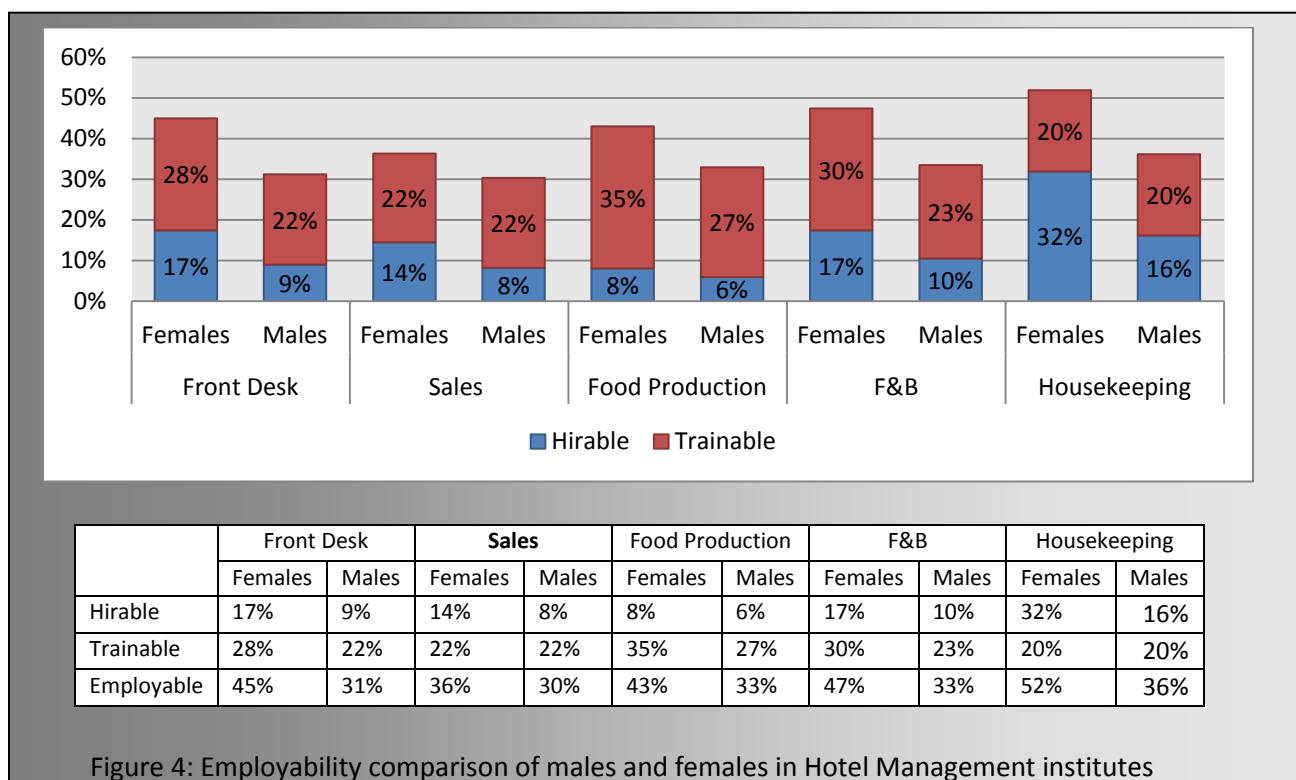
Various research and benchmarking studies have established a strong correlation between a candidate's cognitive and behavioral competencies and his on-job performance. So the question that arises now is that how can recruiters objectively and reliably assess these competencies in a standardized manner at the time of recruitment itself to select the right candidate leading to increased revenue and organizational efficiency.

II. Employability by Gender

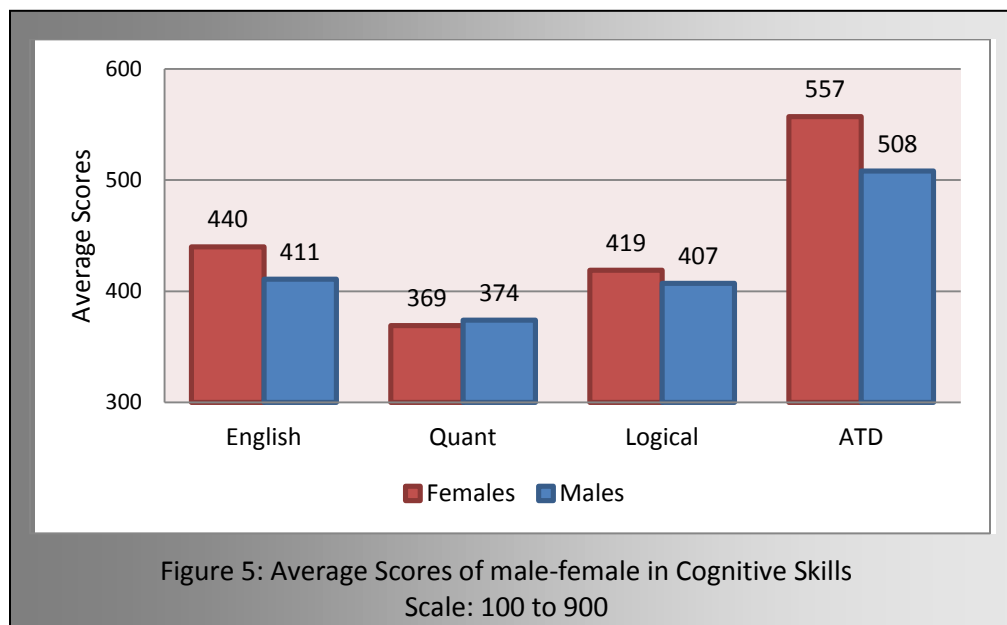
The gender ratio in Hotel Management institutes is heavily skewed in favor of males. There are just 11% females as compared to 89% males in Hotel Management institutes. Whereas in the hospitality industry, there are only 15% female employees as compared to 85% males across profiles and hierarchy levels.



If we compare the Gender Ratio in Hotel Management institutes to Gender Ratio in other graduate courses, there is a lot of difference between the two. Graduate gender ratio is almost 1:1 for males and females. International ratio of males and females in the hospitality sector is 54% males to 46% females. This indicates that the gender ratio in Indian hospitality is skewed in favor of males, as compared to the gender ratio in the global hospitality industry.



Comparing the employability of males and females hotel management candidates, it comes out that that females are more hireable as well as trainable across profiles in a hospitality company. In fact, the percentage of hireable females is almost double that of hireable males for the Housekeeping and Front Office profile.



The high employability of females is quite obvious given the fact that they scored better than males in almost all cognitive skills and behavioral competencies. Few observations:

- **Females are significantly better than males in English Language and Attention to Detail skills.**
- In terms of behavioral competencies, **females score significantly better than males in Customer Orientation and Team Work & Co-operation**, which makes them more responsive towards customers and easy to work with. Also they have higher Self Management skills and Ability to Handle Pressure. These enable them to be emotionally more stable and resilient than males. Global trends indicate that women are better in a) conscientiousness and b) people/customer-oriented jobs. Hence, it is not surprising that females come out to be more employable for the hospitality industry.

The above observations indicate that even though the number of females pursuing Hotel Management is quite low, they are significantly better than their male counterparts. A recent cover story by Hospitalitybizindia magazine talked to top women executives in different departments in various Indian hotels and found that women are more effective and successful in departments such as housekeeping, front office, sales, marketing and public relations – departments with roles requiring empathy and high conscientiousness².

Food for thought:

Is a job in hospitality industry no more aspired by Indian females? What can the industry do to change this mindset?

III. Employability Variances in Campuses

It is a well-known fact that the quality of intake, education and outcome varies dramatically across the Hotel Management campuses in India. So, it is pertinent to understand *how much* variation is there. Is it that most colleges have similar quality, with a few outliers, or whether there is a large variance? What are the reasons for these variations? This section attempts to provide answers to such nagging questions.

a. IHMs vs. Rest of Colleges

This section compares the Employability of candidates studying in the NCHMCT affiliated 31 IHMs with candidates in rest of the Hotel Management colleges including both Private and Government colleges.

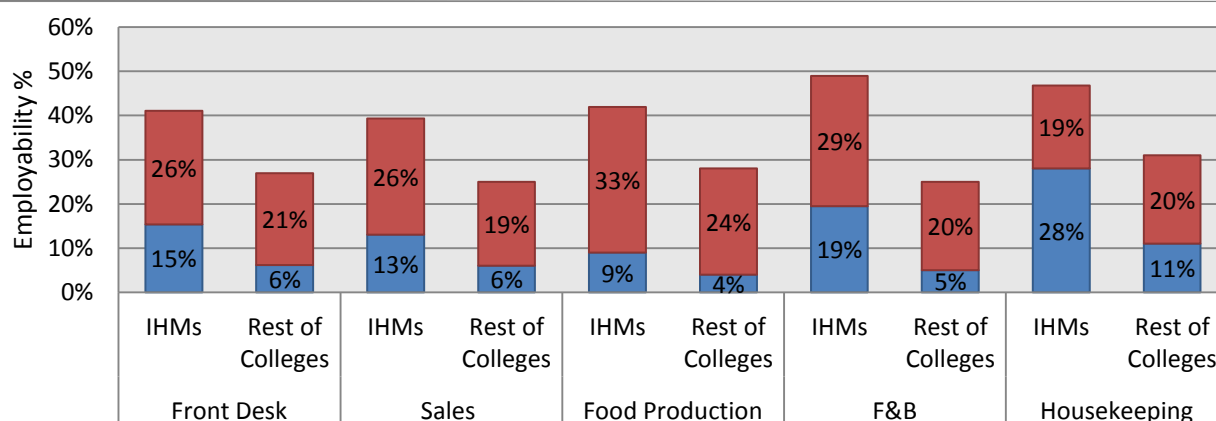


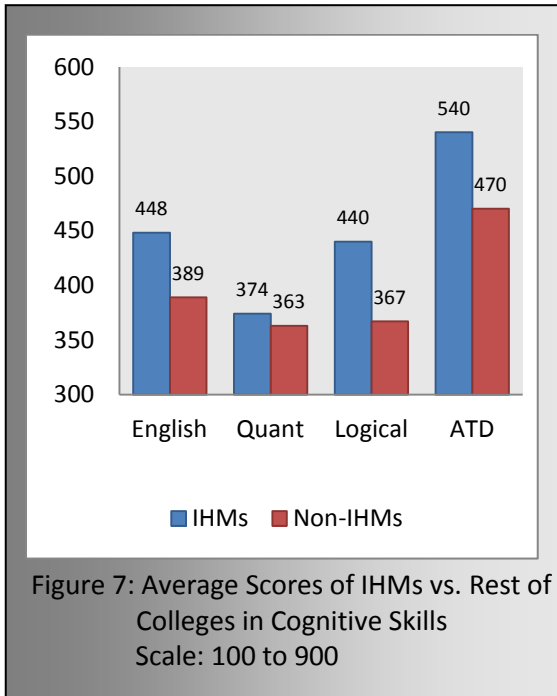
Figure 6: Employability in IHMs vs. Rest of the Colleges

There is a clear differentiation between the quality of education at IHMs vs. the rest of the colleges. Employability is significantly higher for IHMs across all profiles. Though, it can't be contested that the quality of education at IHMs is better than a majority of private colleges, senior leaders from the hospitality industry also feel that IHMs also attract better talent. Dilip Puri, Managing Director, India, and Regional Vice-President - South Asia, Starwood Asia Pacific Resorts, says that, "Many of the government-sponsored IHM's are very good, but more so for the better quality of students they attract than for any cutting-edge teaching technologies".³

The employability at IHMs also stands at a moderate level of 39 - 49%, which means that almost half of candidates passing out from these premiere institutes are also not employable. Probably this is the reason why industry is

calling for increased corporate-campus partnerships and many hotel chains are planning to create their own supply base of talent instead of relying on other institutes. ³

The study investigated the cause of such differences in employability in IHMs and Non-IHM institutes.



		Hirable Candidates	Trainable Candidates
Front Desk	IHMs	64%	47%
	Non - IHMs	36%	53%
Sales	IHMs	61%	50%
	Non - IHMs	39%	50%
Food Production	IHMs	61%	49%
	Non - IHMs	39%	51%
F&B	IHMs	72%	51%
	Non - IHMs	28%	49%
Housekeeping	IHMs	65%	40%
	Non - IHMs	35%	60%

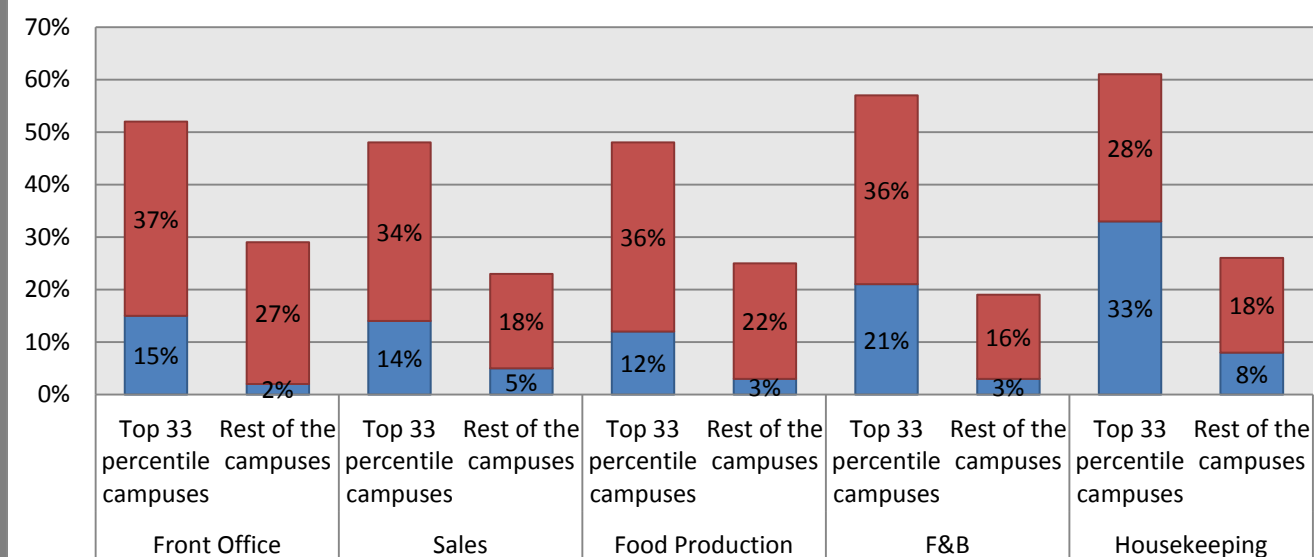
Table 3: Breakup of Employable candidates in IHMs and Non-IHMs

The students from IHMs have scored better in every cognitive module as well as behavioral competency. The difference between scores is quite significant for most parameters, but not quantitative ability. This is in accordance with the industry view that IHMs stand apart from the rest of private as well as government- sponsored Hotel Management institutes.

Table 3 indicates that 28% to 39% of hirable candidates and 49% to 60% of trainable candidates are currently studying in Non- IHMs. This means that companies that restrict themselves to visiting only IHMs are missing out on a large chunk of the available talent pie.

b. Employability according to College Rank

In this section, we make a study of the distributional properties of employability across colleges. The employability of each Hotel Management college was determined and accordingly the college was ranked. Based on these ranking, the colleges were divided into two groups – the top one-third colleges and the bottom two-third colleges, i.e. top 33 percentile campuses and the rest of the campuses.



	Front Desk		Sales		Food Production		F&B		Housekeeping	
	Top 33%ile Colleges	Rest Colleges	Top 33%ile Colleges	Rest Colleges	Top 33%ile Colleges	Rest Colleges	Top 33%ile Colleges	Rest Colleges	Top 33%ile Colleges	Rest Colleges
Hirable	15%	2%	14%	5%	12%	3%	21%	3%	33%	8%
Trainable	37%	27%	34%	18%	36%	22%	36%	16%	28%	18%
Employable	52%	29%	48%	23%	48%	25%	57%	19%	61%	26%

Figure 8: Employability in Top 33 Percentile Colleges vs. Rest Colleges

Assuming there are around 900 institutes providing Hotel Management education in India, around 300 colleges would fall in the Top 33 percentile bracket. Figure 8 indicates that the top 300 colleges have an employability of 48–61%, while the bottom 600 colleges have an employability of 19–26%. This implies that almost an equal number of employable candidates are there in the top 300 campuses as compared to the rest (See Table 2 for more details). Considering that very few hospitality companies in India has a campus recruitment program beyond the top 300 campuses, it can be derived that almost half of the employable pool, i.e., around 3,000 employable candidates in the country, is invisible to recruiters.

		Hirable Candidates	Trainable Candidates
Front Desk	Top 33%ile Colleges	59%	41%
	Rest of the Colleges	41%	59%
Sales	Top 33%ile Colleges	48%	43%
	Rest of the Colleges	52%	57%
Food Production	Top 33%ile Colleges	51%	39%
	Rest of the Colleges	49%	61%
F&B	Top 33%ile Colleges	56%	45%
	Rest of the Colleges	44%	55%
Housekeeping	Top 33%ile Colleges	54%	32%
	Rest of the Colleges	46%	68%

Table 4: Breakup of Employable candidates in Top 33 Percentile colleges and rest of the colleges

The above table shows that 41 -52% of *Hirable* candidates and 55- 68% of *Trainable* candidates are parked in the bottom 600 colleges where hardly any companies go for placements. Efforts are needed in this direction to bridge the gap between these employable candidates in the bottom 600 colleges and their prospective corporates employers.

Food for thought:

How can companies reach out to the 50% of employable pool in the bottom 600 colleges which are currently inaccessible to them?

Glossary

I. AMCAT-Hospitality Test Modules

Our English Test module uses a variety of internationally standardized resources for framing questions aimed at determining the candidate's ability to understand a) the written text, b) the spoken word and c) effective communication through written documents. The test broadly covers the following areas:

- A wide-ranging Vocabulary to cope with general and specific terminology
- Syntax and sentence structure
- Comprehension exercises designed to test a candidate's ability to read fluently and understand correctly.
- The ability to understand and use suitable phrases that enrich the meaning of what is conveyed.
- Time management and accuracy in conformity with the examiner's criteria.

b) Quantitative Ability

The Quantitative Ability assesses the candidate's basic understanding of numbers and applications, i.e., fractions, decimals, negative, positive, odd and even numbers, rational numbers, etc. The candidate should know how to do basic operations on these numbers, understand concepts of factors/divisibility and have good practice on algebra.

Apart from operations on numbers, the candidate should know how to convert a real-world problem into equations, which could be solved to find an unknown quantity. The candidate is tested on Word Problems representing various scenarios to assess the same.

c) Logical Ability

The logical ability section assesses capacity of an individual to interpret things objectively, to be able to perceive and interpret trends to make generalizations and be able to analyze assumptions behind an argument/statement. These abilities are primary for success of a candidate in the industry. The abilities are divided into the following sections:

- Deductive Reasoning: Assesses the ability to synthesize information and derive conclusions
- Inductive Reasoning: Assesses the ability to learn by example, imitation or hit-and-trial. This also provides an indication of how creative the individual is.
- Abductive Reasoning: Assesses the critical thinking ability of an individual to see through loopholes in an argument or group of statements

All these abilities are tested both using numerical and verbal stimuli. Coachable questions have been identified and removed.

d) Attention to Detail

Attention to Details module evaluates the suitability of a candidate for a job where being attentive to even the smallest of details is very critical to the success of the job. Following are the sections covered in our Attention to Details test module:

- Letter Occurrence
- Number Set
- Passage Inference
- Rules
- Parameters
- Image Comparison – Visual
- Visual Attention to Details

e) Aspiring Minds Personality Inventory (AMPI)

Aspiring Minds Personality Inventory (AMPI) is the first statistically validated personality inventory designed for personality analysis of Indians for providing inputs for selection in corporates. AMPI is based on the five-factor model, which is by far the only scientifically validated and reliable personality model for job selection.

- AMPI measures five broad-based traits: Extraversion, Conscientiousness, Neuroticism, Openness to Experience and Agreeableness. These traits show high correlation with long-term on-job performance.
- AMPI items are constructed with the Indian context and linguistic capabilities in mind.
- AMPI items have been tested and validated for statistical reliability under faking and social desirability scenarios. Different norms are available for such conditions.
- All scales of AMPI have reliability (cronbach alpha) of more than 0.70.
- Multiple statistically constructed norms are available for scoring within applicants of a particular degree, particular experience and the use of inventory for different purposes and scenarios.

II. Competencies Definition

We define the Personality Competencies as given below:

- a) **Customer Orientation** is defined as a candidate's ability to:
 - i) Act to meet customer needs responsively
 - ii) Be cooperative, non-confronting and trusting
 - iii) Be warm, polite and empathetic to the customer
- b) **Quality Orientation** is defined as a candidate's ability to:
 - i) Complete works conscientiously, on time and with high quality
 - ii) Be organized, disciplined and regular
 - iii) Be industrious and hardworking
- c) **Interpersonal Relations** is defined as a candidate's ability to:
 - i) Maintain good relations with a variety of people
 - ii) Listening and communication skills
 - iii) Develop trust and likability
- d) **Managerial Skills** is defined as a candidate's ability to:
 - i) Do planning and delegation
 - ii) Do team development
 - iii) Mobilizing resources
 - iv) Handle crisis situations effectively
- e) **Sales Orientation** is defined as a candidate's ability to:
 - i) Initiate, persuade and negotiate
 - ii) Be outgoing, talkative and prospecting
 - iii) Be optimistic and genuinely wants to meet the needs of customer
- f) **Self-Discipline** is defined as a candidate's ability to:
 - i) Be disciplined, organized and orderly
 - ii) Stay composed, positive and unflappable even in trying moments
- g) **Ability to Handle Pressure** is defined as a candidate's ability to:
 - i) Handle stressful situations with customers/co-workers
 - ii) Handle pressure, remain calm, composed and focused
- h) **Comfort with Repetitive Work** is defined as a candidate's ability to:
 - i) Do repetitive work without getting bored
 - ii) Not get distracted from work in other things
- i) **Performance Focus** is defined as a candidate's ability to:
 - i) Be result-oriented and set challenging goals
 - ii) Work consistently toward the goal in a self-disciplined manner

- j) **Creativity** is defined as a candidate's ability to:
 - i) Generate novel and innovative ideas for developing or improving something new
 - ii) Display high level of curiosity
 - iii) Challenge conventional practices in a constructive manner

- k) **Team work and Co-operation** is defined as a candidate's ability to:
 - i) Balance a focus on task with attention to relationships
 - ii) Collaborate, sharing plans, information and resources
 - iii) Promote a friendly and cooperative climate

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About Aspiring Minds

Aspiring Minds is India's leading employability measurement company, headquartered in Gurgaon. The state of the art assessment tools developed by Aspiring Minds have been used across industry verticals to help recruit the right people, develop profile-wise employability benchmarks and assess workforce health.

Aspiring Minds' intelligent adaptive assessments span across Language, Cognitive skills, Domain knowledge and Personality. A strong in-house research and development team with alumni from IITs and MIT form the development back bone of the patent pending assessment tools.

AMCAT® - our flagship product is India's Largest Employability Test. Conducted across the country throughout the year, tens of thousands of candidates secure their dream jobs every year through AMCAT.

The management from IITs and IIMs, more than 110 full-time employees, and a pan-India operational presence have helped leading corporations across industry verticals improve their recruitment process efficiency and the quality of talent being acquired. Aspiring Minds products and solutions have been adopted by leading corporates including Tata Motors, HCL, Genpact, HDFC, SBI Life, L&T Finance, Park Hotels, Four Seasons Hotel, Mahindra Resorts, Godrej, Sapient, Accenture, among others.



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