

# Summer Internships: A Significant Channel Of Talent Acquisition

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## Abstract:

**Background:** Talent acquisition is a crucial component of human resource management, and it has evolved significantly in recent years to include a variety of strategies such as campus recruitment, employee referrals, and summer internships. Because they provide students with practical experience and enable organizations to evaluate their talent, summer internships have emerged as a strategic tool for identifying and hiring future talent.

**Materials and Methods:** A descriptive research design and structured questionnaire were used to collect primary data for the study. Sixty-six students and young professionals with prior summer internship experience made up the sample. Cross-tabulation analysis was used to evaluate the effectiveness of internships as channels for acquiring talent. The important variables examined for this were: the type of organization interned in, length of the internship, status of the stipend, role clarity and skill development from the perspective of the participants.

**Results:** Structured internships, particularly those with well-defined roles and opportunities for skill development, are associated with a higher chance of employment after the internship. Private businesses were more likely to offer stipends and structured feedback, which helped with talent acquisition. The importance of internships for candidate engagement and employer branding is highlighted by the significant percentage of respondents who said they would be willing to return to the same company after their internship.

**Conclusion:** The study concludes that summer internships are a useful and calculated way to find talent. Companies that invest in well-designed internship programs early in the hiring cycle stand a better chance of attracting, evaluating, and keeping talented people.

**Key-Words:** Summer Internships; Talent Acquisition; Employer Branding; Recruitment Strategy; Human Resource Management.

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## I. Introduction

Talent Acquisition involves the process of identifying, attracting, and hiring skilled individuals who can contribute to the company's success (SmartRecruiters, n.d.; Dewar & Lybrand, 2023). It is a critical component of an organization. In order to effectively meet their talent needs and align with their long-term goals, organizations should utilize a variety of sources, as the Indian job market is diverse and constantly changing (AIHR, n.d.). Job portals and online recruitment platforms, campus recruitment, social media, employee recommendations, and more are some ways that companies can find talent (Indeed Editorial Team, n.d.). Talent acquisition as a process is common for all levels of employees, whether for entry-level roles or senior executive positions.

Particularly for project-based work, summer internships have emerged as a crucial source of talent for a company (Oxford Scholastica, n.d.; Leeds, 2018). Employers can interact with up-and-coming talent at an early stage of their careers by sourcing talent through summer internships. This could introduce novel concepts and new viewpoints to the workplace. Because summer internships are selective, they give the company access to talent while allowing them to evaluate a candidate's potential for a future full-time position. Effective summer internships also improve a company's reputation and connections with academic institutions, guaranteeing a consistent flow of fresh talent in the future (Leeds, 2018).

Summer internships, according to Oxford Scholastica (n.d.), are a perfect means through which students transition from an academic environment to a professional one. Through such internships, students are able to acquire practical knowledge, apply knowledge acquired in class to real-life situations, and gain wise knowledge about the industry. Summer internships provide undecided students with an opportunity to test different career options, thus sharpen their interests and make informed decisions regarding their future. Moreover, such internships provide an opportunity to form a good professional network, gain mentorship, and learn work ethics in practice.

From a long-term career point of view, students who perform well in their internships get an opportunity to be considered to join the company full-time after graduating (Leeds, 2018; Deloitte, n.d.). Thus, in addition to

the experience gained, summer internships are a crucial stage in the formation of a competent and proficient professional.

Summer internships are extremely crucial in talent acquisition and career development (Oxford Scholastica, n.d.). They provide a platform for organizations to test and train future employees while offering pupils the practical exposure and exposure in the industry. Internships equip students with technical and people-related attitudes, which make them job-ready. Organizations benefit from fostering innovation, strengthening industry-academic ties, and maintaining a steady pipeline of talent (Oxford Scholastica, n.d.; Leeds, 2018). Such findings can therefore be used in improving curriculum at academic institutions, preparing more adequately for life in the real world. Findings of this study may greatly help companies and students in developing mutually beneficial programs for internships.

## **II. Literature Review**

### **Internships as a Talent Acquisition Strategy**

Internships, particularly summer internships, are being used by organizations more and more as a strategic tool to find, engage, and hire future talent. The increasing focus on early talent pipeline development, employer branding, and work exposure highlights the importance of internships in the broader talent acquisition framework. By integrating theoretical and empirical insights, this review charts the evolution of talent acquisition, its strategies, and how internships are an essential tool in this field.

### **Evolution of Talent Acquisition and the Role of Internships**

The strategic process of finding, luring, and employing qualified people who share an organization's long-term objectives is known as talent acquisition (SmartRecruiters, n.d.; Dewar & Lybrand, 2023). It goes beyond traditional hiring and is essential for succession planning, employer branding, and workforce planning (AIHR, n.d.). Initiatives for diversity and inclusion, ensuring that new hires fit in with the company culture, and foreseeing future leadership requirements are all part of talent acquisition. Teams are generally stronger and turnover rates are lower in organizations that place a higher priority on long-term plans than on filling open positions (AIHR, n.d.; Indeed Editorial Team, n.d.).

This theoretical framework is also supported by academic literature. Parthasarathy and Pingle (2014) draw attention to global trends and the growing need for more flexible hiring practices. Tripathy (2014) asserts that by employing proactive and strategic approaches to talent acquisition, businesses can get past current challenges and align hiring with broader HR objectives.

Modern tools and tactics, like internal recommendations, social media sourcing, and data-driven platforms, are increasingly being used in addition to traditional recruitment techniques (Indeed Editorial Team, n.d.; Lal, 2020). In this sense, internships are now an essential component of talent acquisition plans. Internships are stepping stones to successful careers because they give students real-world experience and allow companies to identify potential talent early on (Baijal, 2013). Furthermore, Walford-Wright and Scott-Jackson (2018) claim that integrating digital platforms and people analytics can enhance sourcing and selection strategies.

### **Internships as a Strategic Talent Acquisition Tool**

Summer internships are planned initiatives that assist students in bridging the gap between their academic understanding and practical work experience. These short assignments expose students to the industry and help employers identify and evaluate potential talent (Oxford Scholastica, n.d., Leeds, 2018). Internships promote mutual gain; interns develop networks and experience, and employers assess candidates' skills, motivation, and cultural fit before making full-time employment offers (Oxford Scholastica, n.d.).

This is in line with the findings of Bhagavan and Pathy (2013), who examined internal sourcing strategies like employee referrals as trustworthy tools for early engagement. According to Nirmala and Uma Devi (2016), internships are also crucial for innovations in campus hiring, particularly in evaluating student competencies.

The usefulness of internships in pre-employment evaluation is reaffirmed by Srivastava and Bhatnagar (2008). Their case study at Motorola India MDB found that rigorous internship evaluations led to better employee engagement and cultural alignment.

### **Internships, Employer Branding, and Organizational Strategy**

Organizing internship programs is another strategy to build a strong employer brand. By developing programs that offer instruction, direction, and concrete contributions, companies position themselves as desirable employers for emerging talent (Oxford Scholastica, n.d., Leeds, 2018). By developing favorable relationships with the organization, interns often end up serving as long-term ambassadors.

Internships helped a multinational company build a strong talent pipeline and improve its campus branding, claim Priyanka et al. (2015). Similarly, Raza (2024) shows how internships are incorporated into Deloitte's larger HR strategy to enhance candidate preparedness and cultural fit.

In today's dynamic job market, reaching Gen Z and self-taught professionals through internship programs signifies a shift in acquisition strategy. Forward-thinking organizations are using internships not just to fill roles, but to build inclusive, future-ready workforces (AIHR, n.d., Indeed Editorial Team, n.d.).

### Closing the Gap: Career Readiness and Internship Structure

Internships are a crucial phase of transition for students beginning their careers. According to Oxford Scholastica (n.d.), they introduce individuals to mentorship relationships, industry standards, and real-world problem-solving techniques. These experiences can help students build networks, refine their interests, and improve their employability.

Successful internships require skill development, individualized coaching, and structured learning, claim Shebaro et al. (2022). Both employers and students gain from these programs' facilitation of workforce integration and promotion of leadership development.

### Benefits of Summer Internships

For students to advance both professionally and personally, summer internships are crucial. Through enabling students to apply theoretical knowledge in real-life industry settings, they enable them to gain a stronger understanding of their area of study from a scholarly point of view. Employers value highly the soft skills of problem-solving, teamwork, and communication developed through internships (Oxford Scholastica, n.d.; Leeds, 2018). Moreover, they help in the determination of interests, the development of sound professional connections, the gaining of mentorship, and even job offers after graduating (Deloitte, n.d.; Management Consulted, n.d.).

All things considered, internships strengthen the ties between academia and industry and equip students with the knowledge and abilities they need to confidently enter the workforce. The literature makes clear that summer internships have evolved into a strategic asset for acquiring talent. Internships are crucial components of contemporary HR strategies, as they enhance workforce planning, candidate readiness, and employer branding.

## III. Methodology

The research used a structured approach to extract the required information:

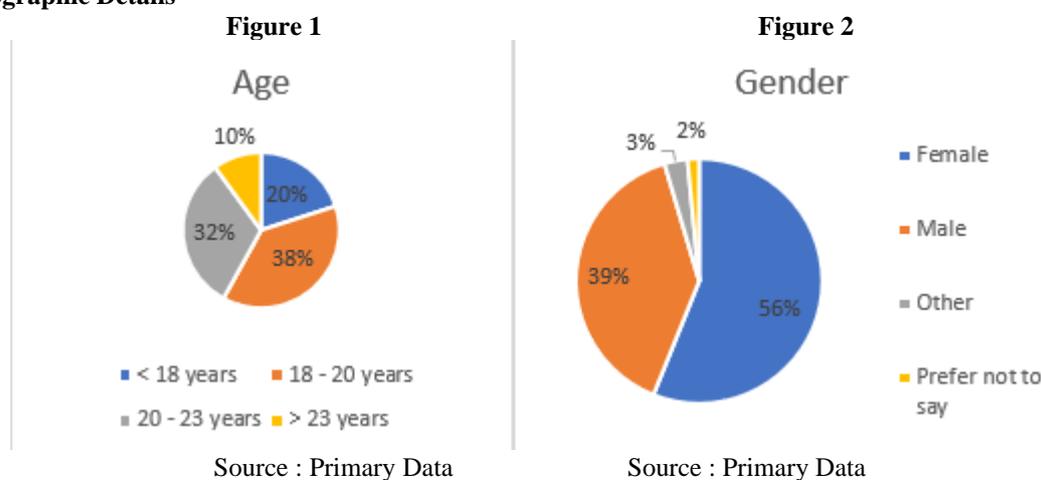
**Data Collection:** Primary and secondary data were collected. The primary data is the result of a purposive sampling of students and professionals who have completed summer internships. The secondary data comprises of academic journals, industry reports and internet sources.

**Sampling Method:** The method of purposive sampling ensured that the research was conducted with students who have completed internship and are truly relevant to the topic.

**Sample Size:** The 66 responses gathered are useful for the perspectives of students and benefits of summer interns to the organization.

## IV. Results

### Demographic Details

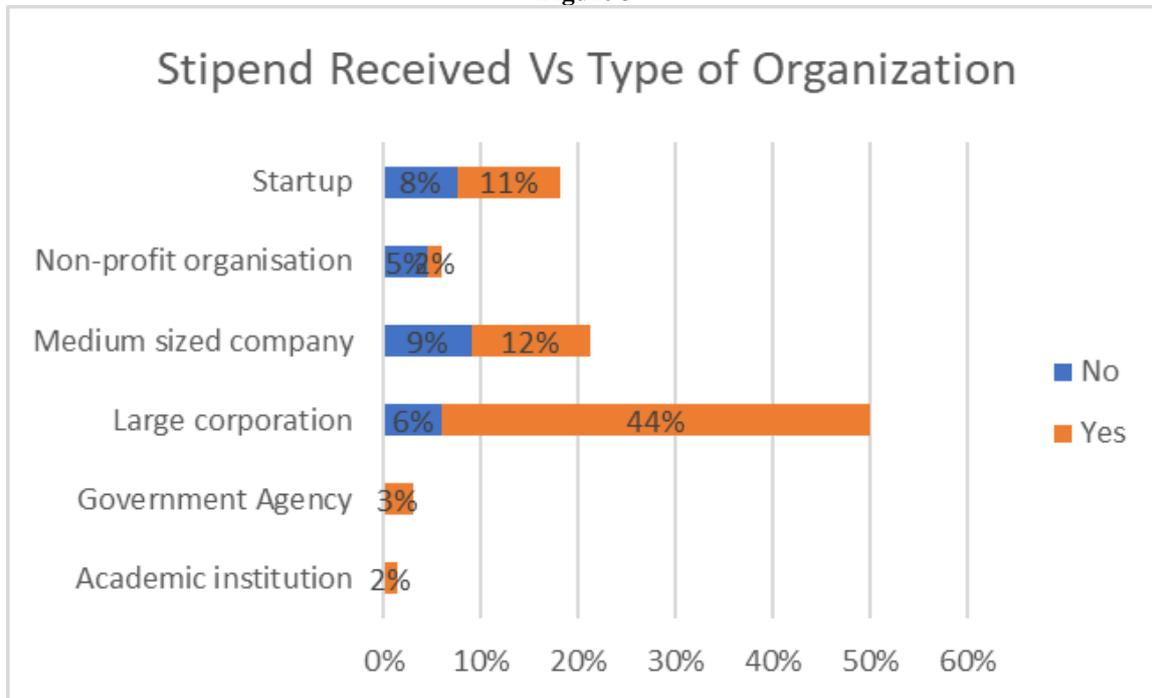


With 70% of respondents being between the ages of 18 and 23, the dataset is primarily representative of a young demographic. The results are most applicable to students or those in their early careers. Although the results may not be as applicable to older age groups, it does identify a critical audience for organisations that focus on youth engagement, education, or entry-level jobs. Organizations targeting this demographic can tailor their strategies to suit the needs and preferences of young adults, particularly those transitioning into higher education or the workforce.

The gender demographic makeup can help researchers or organisations think about gender-specific insights and work towards greater inclusivity in future study designs or engagements. Measures of inclusivity in order to amplify the voices of the underrepresented can present a more balanced view so that the insights derived are equitable and comprehensive.

**Relation between status of stipend and type of organization interned in**

**Figure 3**



Source: Primary Data

Figure 3 shows stark variations on the distribution of stipends among different organizations. A high number of stipend opportunities were offered by large corporations. Medium enterprises and startups also provide stipends but at relatively fewer rates. Academic institutions and government agencies, although providing invaluable experiences for learning, are places that offer fewer incentives of stipend. This pattern shows how these organizations rank monetary rewards compared to other benefits. Firms that are resource-constrained, especially startups and non-profits, tend to offer more 'practical benefits' or networking opportunities rather than a stipend. Students seeking financial rewards are more likely to find them in a large corporation, but diversity of experience and practical exposure can be found in mid-sized companies and startups.

**Perception of individuals on quality of internship and its relevance to their field**

**Table 1**

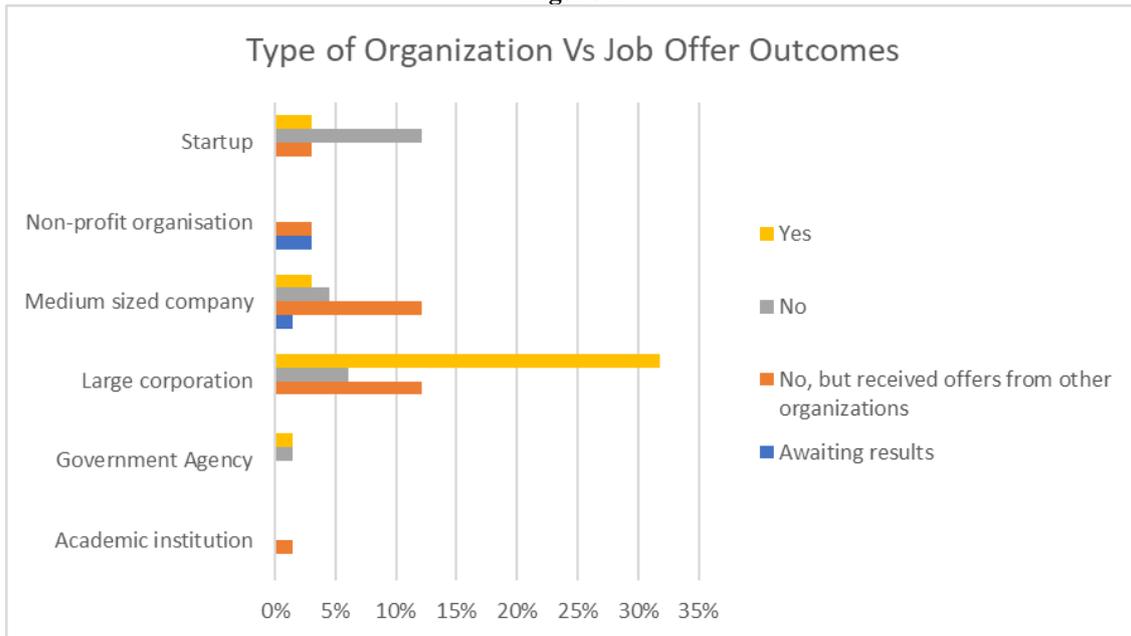
| Quality of Internship | Relevance Score |           |            |            |            | Grand Total |
|-----------------------|-----------------|-----------|------------|------------|------------|-------------|
|                       | 1               | 2         | 3          | 4          | 5          |             |
| Excellent             | 2%              | 5%        | 8%         | 14%        | 6%         | 33%         |
| Fair                  | 0%              | 0%        | 9%         | 18%        | 0%         | 27%         |
| Good                  | 0%              | 5%        | 9%         | 14%        | 5%         | 32%         |
| Poor                  | 0%              | 0%        | 0%         | 8%         | 0%         | 8%          |
| <b>Grand Total</b>    | <b>2%</b>       | <b>9%</b> | <b>26%</b> | <b>53%</b> | <b>11%</b> | <b>100%</b> |

Source: Primary Data

The quality of internships heavily falls on the positive side, with 53% of respondents rating their internship experience on relatively higher scale of "4" (Good). In addition, 33% rated their experiences as "Excellent," showing a high level of satisfaction. This distribution shows that, generally, internships are effective in meeting expectations for professional growth, skill development, and exposure. The data points out that an internship is a valuable tool and experience for students and for early-career professionals such that they benefit themselves and have an enriching experience.

Relation between type of organization and job offer outcomes

Figure 4

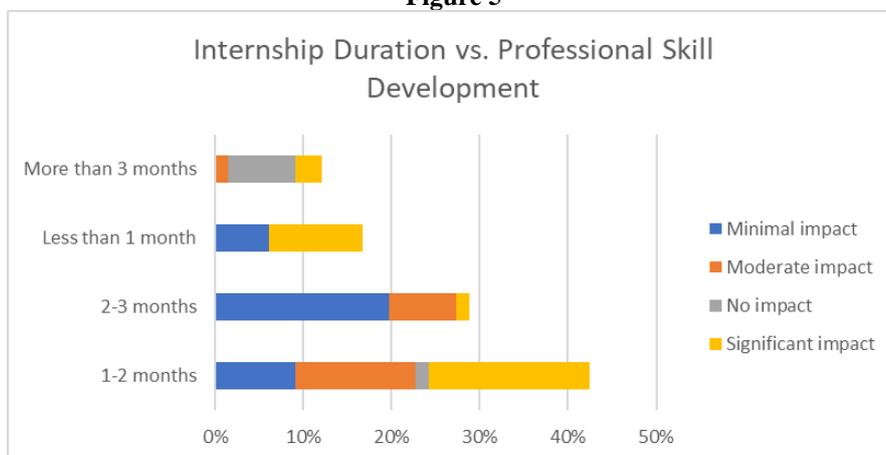


Source: Primary Data

Job outcomes after the internship also indicate that the largest firms are most likely to have a career path to employment, with 32% of interns receiving offers from these companies. However, medium-sized companies and startups vary, with startups showing that 12% of respondents received no offers and only 3% were offered a role within the same company. Notably, 32% of respondents had received offers from organizations other than where they interned; this may indicate enhanced employability skills or deliberate career planning by the interns. Academic institutions and government agencies reveal minimal post-internship conversion to jobs, which again would suggest a focus on building skills or exposure rather than direct employment outcomes. This data emphasizes the use of internships as stepping stones, even when direct employment is not provided, it can boost a person's professional network and employability in larger job markets. From the perspective of an organization, improving conversion rates can be a competitive advantage in attracting the best talent.

Individuals' perception on the effect of internship duration on their professional skill development

Figure 5



Source: Primary Data

Internship duration certainly impacts individual's career. 18% of the respondents reported profound impact on their careers in internships lasting 1–2 months. There was less impact from shorter than one month or three months and longer than three months internships. Shorter internships did not seem to engage participants meaningfully, while longer ones risk the decline of engagement or diminishing returns. The programs that lasted for 2–3 months were moderately impactful but not as effective as the ideal length of 1–2 months. The data

highlights the importance of finding the right balance of the length of the program in terms of meaningful contribution, skill development and completing the project without overwhelming the interns. This insight may help organizations properly frame their internship duration and structure, bringing value both to the intern and to the organization.

**Individuals’ perception on the quality of mentorship received and its influence on their career**

**Table 2**

| Mentorship Quality | Career Influence |                |                    |               | Grand Total |
|--------------------|------------------|----------------|--------------------|---------------|-------------|
|                    | No, not at all   | No, not really | Yes, significantly | Yes, somewhat |             |
| Excellent          | 0%               | 2%             | 14%                | 14%           | 29%         |
| Fair               | 0%               | 3%             | 6%                 | 11%           | 20%         |
| Good               | 2%               | 8%             | 12%                | 18%           | 39%         |
| Poor               | 3%               | 0%             | 3%                 | 6%            | 12%         |
| <b>Grand Total</b> | <b>5%</b>        | <b>12%</b>     | <b>35%</b>         | <b>48%</b>    | <b>100%</b> |

Source: Primary Data

The quality of mentorship has a deep influence on the career paths of interns. Participants who had "Excellent" mentorship reported the highest level of influence on their career. Poor mentorship, on the other hand, negatively impacted perceived career influence, indicating its crucial role in shaping meaningful internship experiences. Interns who received very good mentorship were exposed to structured direction, consistent feedback, and support through difficult times; they showed improved confidence and professional readiness. Fair mentorship exhibited a mediocre result, reflecting either a lack of consistency or engagement. Organizations can greatly improve the experience of their interns if they provide mentorship in the form of assigning specific mentors or having regular check-ins. This study suggests that mentorship is key to career growth and supportive, impactful internships.

**Individuals’ perception on how challenges faced by them affect their recommendation likelihood of the organization**

**Table 3**

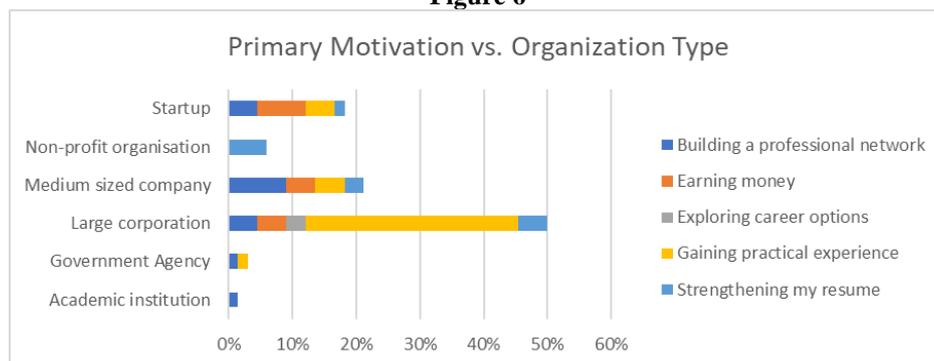
| Challenges                                   | Likelihood to Recommend |           |            |            |            | Grand Total |
|--|-------------------------|-----------|------------|------------|------------|-------------|
|  | 1                       | 2         | 3          | 4          | 5          |             |
| Adapting to the work culture                 | 0%                      | 2%        | 3%         | 18%        | 5%         | 27%         |
| Balancing internship with other commitments  | 2%                      | 0%        | 11%        | 20%        | 5%         | 36%         |
| Lack of proper guidance/mentorship           | 0%                      | 0%        | 5%         | 5%         | 2%         | 11%         |
| Understanding the tasks and responsibilities | 0%                      | 3%        | 6%         | 9%         | 8%         | 26%         |
| <b>Grand Total</b>                           | <b>2%</b>               | <b>5%</b> | <b>24%</b> | <b>52%</b> | <b>18%</b> | <b>100%</b> |

Source: Primary Data

Balancing internship commitments with other engagements remains the most challenging part. Indeed, 20% of the respondents stated it was highly challenging. Adopting work culture proved difficult for 18%. Many of these problems have been related to time pressures due to the difficulty in handling such demands or even an unclear onboarding process. Interns who did not get a clear understanding of their responsibilities complained more often, implying a need for more precise roles and expectations. Organizations can rectify this by creating flexibility in schedules, onboarding training, and continuous support. Such moves are likely to make a massive difference in the intern's experiences, which can make them suggest the program to their peers and friends. By cutting these barriers to success, organizations can establish themselves as leaders in internship provision.

**Relation between type of organization and the primary motivation of interns**

**Figure 6**

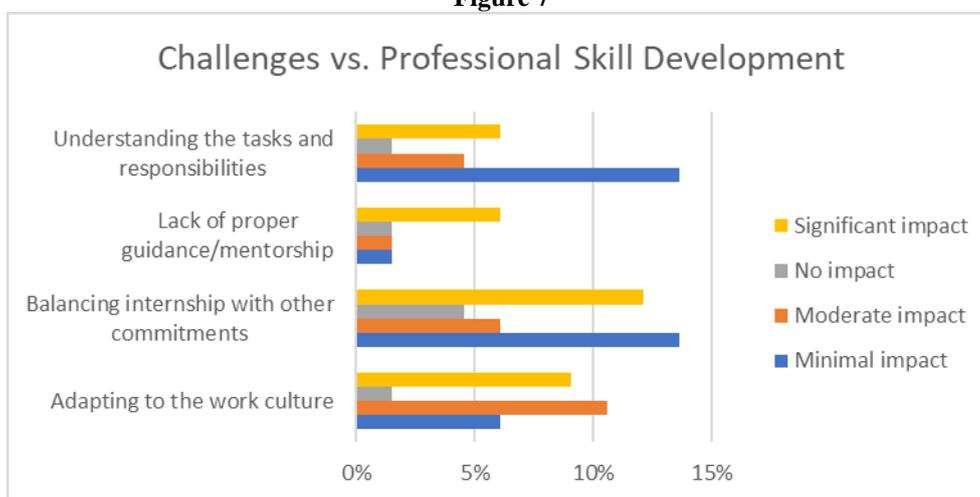


Source: Primary Data

The key motivating factor for the interns, irrespective of the type of organization, is to gain practical experience (44%). Among these large corporations took precedence because they offered ample exposure for the practical application of their skills. Building professional network and earning money were found to be other primary motivators. Non-profit organizations and academic institutions, while having less tangible benefits, did contribute to interns looking for niche experiences. The emphasis on practical experience is crucial for structured, skill-based internship programs that meet the expectations of interns. Companies whose tasks are aligned with these motivations will be more likely to attract and retain the best talent.

**Individuals’ perception on challenges faced and its effect on their professional skill development**

**Figure 7**



Source: Primary Data

The interns cited balancing internships with other commitments and adjustment to work culture as major challenges. Though less commonly cited, a lack of mentorship was another common barrier to the development of skills for some. Organizations can address these barriers by providing supportive environments that offer clear guidance and manageable workloads. Internships that are more focused on professional growth through structured projects and mentorship will be better at promoting skill development.

**V. Conclusion**

**Implication**

**From an Organizational Perspective:** Internships become an important source in determining the skills, work ethic, and cultural fit of the candidate through real-world testing. They tend to form relationships with academic institutions that can supply a steady supply of future workers. A benefit that organizations reap is through new ideas, innovation, and a renewed sense of energy brought in by interns into the workplace.

**From a Student Perspective:** Internships help students apply the theoretical knowledge gained in the classroom to real-life situations, hence sharpening their problem-solving and technical skills. They give students an opportunity to network and seek mentorship as well as exposing them to work dynamics that are crucial for career advancement.

**Mutual Benefit:** Internships create a mutually beneficial dynamic: organizations gain motivated, skilled individuals, while students receive invaluable industry exposure and opportunities for career advancement.

**Conclusion**

Summer internships have emerged as a critical component of both talent acquisition and professional development, bridging the gap between academic learning and industry experience. The research has clearly shown that, besides benefiting students by equipping them with practical knowledge and professional exposure, internships are a strategic recruitment tool for organizations.

From the organizational perspective, the use of internships is an ongoing evaluation process whereby future employees can be evaluated in real work environments prior to being employed on a full-time scale. Organizations also get the advantage of economical recruitment of fresh talent and infusion of fresh ideas from young minds. Moreover, organizations get to project their brand name and goodwill with the academic world so that the pool of qualified applicants is never dry. In spite of occasional problems like the absence of well-planned programs of internships, lack of proper mentoring, and mismatch of skill from time to time, organizations are still supposed to make the most of such internship programs.

For a student, an internship is a most crucial step in career life. It offers the chance to be exposed to a professional workplace in applying theoretical knowledge into practical ones. In addition to technical expertise, interns gain a great proportion of the soft skills of teamwork, communication, adaptation, and problem-solving. Internships also expose individuals to networking opportunities where students get to meet industry professionals whom they may connect and possibly get recommendations from in future career development. Employability is enhanced through experience gained from internships in that most organizations value candidates with experience in hands-on work compared to those with only educational certifications. Though this may be beneficial in numerous ways, challenges in job roles not being well defined, insufficient guidance, and a discrepancy in academic area of specialization and job assignments are realized. All this can be improved to ensure the experience during an internship is organized and productive.

Mutual advantage of summer internships is one of the major findings of the study. It fosters a vibrant learning environment in which industry exposure is gained by the students while organizations test candidates. Yet, both industry and educational institutions need to collaborate in order to strengthen the framework and efficacy of the internships. Firms must provide well-specified internships with well-established objectives and guidance, while educational institutions must provide improved prep training to align with those of the students and industry demands.

This is also a sound rationale for the standardization of internship programs so that the learning outcomes are consistent. A well-established framework of internship with clearly defined responsibility, evaluation measures, and feedback will make the experience of employers and students more productive and fulfilling. Moreover, closer partnerships between education and industry can enable the development of internship programs that are specifically adapted to meet the career goals and skill levels of the students in order to make them an effective talent acquisition tool.

In short, summer internships are crucial to the development of future professionals and are equally helpful to organizations in creating talent pipelines. In overcoming the issues and in structuring organized programs, summer internships can be even more effective tools for talent acquisition and professional development. It will rely on the dedication of businesses, educational institutions and students to provide a learning environment, mentorship, and industry-savvy interactions

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