**Part One: Sources of Recruitment for Hiring 100 Sales Professionals**

To hire 100 sales professionals comprising of 80 freshers, 15 team leaders, and 5 managers the six effective recruitment sources have been identified, leveraging both internal and external methods. Below are the sources and their justifications:

1. **Campus Recruitment** 
   * Ideal for hiring the 80 freshers. Campus recruitment targets fashion institutes, business schools, and universities with relevant programs. These candidates bring theoretical knowledge of the apparel industry, fresh ideas, enthusiasm, and adaptability to Pehenava’s culture. With stores across pan India, this method ensures a diverse talent pool.
2. **Job Portals** 
   * Platforms like Naukri, Indeed and LinkedIn allow us to post openings for all positions like freshers, team leaders, and managers. This external source provides wide reach across India, attracting diverse candidates with varying experience levels, which is critical for a company with a national presence.
3. **Employee Referrals** 
   * For the 15-team leader and 5 manager positions, encouraging our 5,000 employees to refer candidates from their networks ensures cultural fit and leverages existing employees’ understanding of job requirements. This also boosts morale by involving staff in the hiring process.
4. **Social Media Recruitment** 
   * Using LinkedIn, Facebook, and Instagram, we can target candidates for all roles, particularly those with strong networking and communication skills which are key for sales professionals. This method aligns with the apparel industry’s focus on visibility and engagement.
5. **Walk-in Interviews** 
   * For the 80 fresher positions, walk-in interviews offer an efficient way to screen large numbers of entry-level candidates quickly. This is practical for filling multiple roles across various store locations in a short timeframe.
6. **Internal Job Postings** 
   * For team leaders and managers posting openings internally first taps into our existing talent pool of 5,000 employees. This promotes loyalty, provides growth opportunities and retains experienced staff familiar with Pehenava’s operations.

**Part Two: Key Competencies for Sales Managers and Assessment Tools**

For the 5 sales manager positions, six critical competencies each with a description, observable behavior indicators, and tools to assess performance have been identified. These ensures’ that managers can lead teams and drive sales effectively in the apparel industry.

1. **Leadership** 
   * **Description:** The ability to inspire, motivate, and guide the sales team toward achieving targets and company goals.
   * **Observable Behavior Indicators:** 
     + Sets clear goals and expectations for the team.
     + Provides regular feedback and coaching.
     + Recognizes and rewards achievements.
     + Leads by example with professionalism.
   * **Assessment Tools:** 
     + **Interviews:** Ask about past leadership experiences.
     + **Role Plays:** Simulate motivating a team member to meet sales targets.
2. **Communication** 
   * **Description:** The ability to convey information clearly and effectively to team members, customers, and stakeholders.
   * **Observable Behavior Indicators:** 
     + Listens actively and responds appropriately.
     + Uses suitable language and tone.
     + Presents ideas logically.
     + Handles difficult conversations diplomatically.
   * **Assessment Tools:** 
     + **Interviews:** Evaluate past communication examples.
     + **Role Plays:** Assess clarity in customer interactions.
     + **Written Tests:** Check email or report-writing skills.
3. **Sales Skills** 
   * **Description:** Proficiency in sales techniques and strategies tailored to the apparel industry.
   * **Observable Behavior Indicators:** 
     + Demonstrates product knowledge (e.g., fabric benefits).
     + Uses effective closing techniques.
     + Builds rapport with customers.
     + Adapts approach based on feedback.
   * **Assessment Tools:** 
     + **Case Studies:** Propose strategies for selling a new collection.
     + **Role Plays:** Simulate a sales pitch to a client.
4. **Customer Service** 
   * **Description: Commitment to ensuring customer satisfaction and loyalty.**
   * **Observable Behavior Indicators:** 
     + Responds promptly to inquiries or complaints.
     + Exceeds customer expectations.
     + Maintains a positive attitude.
     + Follows up post-interaction.
   * **Assessment Tools:** 
     + **Role Plays:** Handle a customer complaint about a defective item.
5. **Analytical Skills** 
   * **Description:** Ability to analyze sales data, identify trends, and make data-driven decisions.
   * **Observable Behavior Indicators:** 
     + Reviews sales reports regularly.
     + Identifies patterns in data.
     + Forecasts sales and sets targets.
     + Recommends actions based on analysis.
   * **Assessment Tools:** 
     + **Written Tests:** Interpret sample sales data.
     + **Case Studies:** Decide inventory adjustments based on trends.
6. **Team Management** 
   * **Description:** Skill in managing team dynamics, resolving conflicts, and fostering collaboration.
   * **Observable Behavior Indicators:** 
     + Encourages open communication.
     + Resolves conflicts fairly.
     + Delegates tasks effectively.
     + Promotes teamwork.
   * **Assessment Tools:** 
     + **Interviews:** Discuss past team management examples.
     + **Role Plays:** Address a team dispute over sales territories.