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As Per Revised Syllabus under CBCGS System of BMS  
Course under Mumbai University w.e.f. June, 2017

**Vipul's™**  
**RECRUITMENT**  
**AND**  
**SELECTION**

**(BMS Second Year : Third Semester)**  
**(HR Group - Elective)**

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**FOURTH REVISED EDITION**



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## Question Paper Pattern

Maximum Marks: 75

Duration: 2½ Hrs.

Questions to be Set: 05

All Questions are Compulsory Carrying 15 Marks each.

Q-1	Objective Questions (A) Sub Questions to be asked 10 and to be answered any 08 (B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns, Fill in the blanks)	15 Marks
Q-2	Full Length Question OR	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question OR	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question OR	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	(A) Theory Questions (B) Theory Questions	08 Marks 07Marks
Q-5	OR Short Notes: To be asked 05 To be answered 03	15 Marks

*Note: Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.*

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# UNIT - I

## Chapter 1

# Recruitment, Job Analysis and Job Design

- **RECRUITMENT:**
- Meaning, Objectives, Scope and Definition, Importance and relevance of Recruitment.
- **JOB ANALYSIS:**
- Concept, Specifications, Description, Process and Methods, Uses of Job Analysis
- **JOB DESIGN:**
- Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.
- **SOURCE OR TYPE OF RECRUITMENT:**
- (a) Direct/Indirect, (b) Internal/ External.
- Internal Sources
- External Sources
- **TECHNIQUE OF RECRUITMENT:**
- Traditional vs. Modern Recruitment
- **EVALUATION OF RECRUITMENT:**
- Outsourcing Programme



## (A) RECRUITMENT

### RECRUITMENT FUNCTION:

The term recruitment may be defined as the process to discover sources of manpower to meet the requirements or the staffing schedule and to employ effective measures for attracting that manpower in adequate number to facilitate the selection of an efficient working force. Recruitment is the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected.

**Edwin B Flippo** defined Recruitment as *"the process of searching for prospective employee and stimulating them to apply for jobs in the organisation."*

**Dale Yoder** defined Recruitment as *"the process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."*

According to **Mart and T. Telsang**, *"Recruitment is the generating of applications or applicants for a specific position."*

**Prof. R. W. Griffin** said, *"Recruitment is the process of attracting individuals to apply for jobs that are open."*

**Decenzo and S. P. Robbins** have defined, *"Recruitment is the process discovering the potential for actual or anticipated organizational vacancies."*

Recruitment is therefore a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organisation.



## RECRUITMENT POLICY:

Recruitment policy of an organisation is derived from the personnel policy of the same organisation. The first important task of recruitment function is to frame a suitable recruitment policy. This policy helps achieve the organisation's objectives through recruitment of suitably skilled employees and to clarify the roles, responsibilities, expectations and standards in recruitment across the organisation. It is to be followed by all those involved in the recruitment process. The recruitment policy of certain companies consider recruiting the best possible candidates from outside the organisation, while certain others consider recruiting employees based on recommendations of present employees or from amongst the present employees themselves.

A sound recruitment policy calls for adopting a scientific process of recruitment, i.e. modern and scientific techniques. Recruitment policy also requires one to consider the high cost of managerial turnover. Unless a company adopts a suitable recruitment policy, it may not be possible for the company to select the right candidate for the right job. A sound recruitment policy therefore needs to:

- (1) Identify the recruitment needs of the organisation
- (2) Identify the preferred sources of recruitment
- (3) Frame suitable criteria for selection
- (4) Consider the cost of recruitment

### **Example:**

*In Tata, there is a system to recruit employees for unskilled/low-skilled jobs from the existing employees. For managerial jobs, Tata advertises the vacancies in leading newspapers or*



*professional journals, conduct campus interviews or even approach recruitment consultants.*

The following factors should be taken into account while formulating the recruitment policy of the organisation are:

- (1) Government policies
- (2) Personal policies of other competing organisations
- (3) Organisations personnel policies
- (4) Recruitment sources
- (5) Recruitment needs
- (6) Recruitment systems and procedures
- (7) Selection criteria etc.

Generally personnel policies provide a variety of guidelines to be spelt out in the recruitment policy. After formulation of recruitment policies, the management has to decide whether to do the recruitment function in a centralized or decentralized way.

## **OBJECTIVES OF RECRUITMENT:**

Competent human resources at the right positions in the organisation can be a core competency or a strategic advantage for it. The objective of the recruitment process is to obtain the right number and quality of employees that can be selected in order to help the organisation to achieve its goals and objectives. Some of the objectives of recruitment are:

- (1) **Finding Qualified Candidates:** The main objective of recruitment is to find qualified candidates thereby creating a pool of candidates who are talented which will help in selection effectively. It will enable the selection of right person for the right job. Candidates can be selected as per



required skills, experience and qualification which could be of a help even for future reference.

- (2) **Attract and Engage Top Talent:** A hiring manager's job is to find and connect with the talent that has the requisite skill-set for the desired profile. There should be proper job description and job specifications to attract the suitable candidates for the desired positions.
- (3) **Quality of Hires is improved:** Improving the quality of hire metric is one of the most crucial objectives of recruitment and selection. Scrutiny of applications and shortlisting the candidates as per desired vacancy helps the hiring managers to focus more time on the suitable candidates thereby improving the quality. **Ascertain Who Fits in the Company Culture**
- (4) **Appointing as per Company's Culture:** Both Organisation and Individual growth requires fitting in the company as an essential for the growth to achieve organisational vision. Therefore, talent experts must zero in on candidates that will adhere to the company's work culture. This can be achieved by using personality assessments and other such tools to identify people who are most likely to fit well in your workplace's culture and environment.
- (5) **Streamline the Process:** Organisations Streamline the process that begins right from pre-screening, which involves collecting necessary information about the candidate. Use technology in the HR processes should be made during screening, interviewing, or shortlisting. Shortlisting of resumes need to be done as there may be some resumes that would not be suitable to the desired vacancy. An automated system will help to show the resumes that are closely to the critical skills and requirements of the job that can significantly streamline the first stage of hiring. It helps take



the process to the interview round faster. Quality of hires and cultural fit hiring are two building blocks of building effective employee recruitment and selection strategy. New hire brings some value proposition to a company. So, the hire needs to be in sync with what the company envisions.

- (6) **Challenges in Improving the Quality of Hires:** The quality of new hires is essential for organizations. If a candidate is not the right fit, he or she will not be happy, and the organization will suffer. This can lead to an increase in voluntary turnover and a decrease in overall employee engagement. Companies grapple with various other problems while evaluating the quality of their hires. Some of them are listed below:
- (7) **Building a Strong Employer Brand:** Strong Employer Brand is very essential. Brand building is not merely limited to having a sound social media presence. Quality candidates search for a strong employer brand and an excellent work culture. Organizations often fail to cater to the wants of the employee.
- (8) **Recruiting Right Talent in a Short Time:** The need to fill a role quickly is one of the most significant challenges to hiring good quality talent. Hiring on a tight deadline always presents the risk of recruiters opting for the most qualified candidate available, and not the best candidate for the position.
- (9) **Identifying Quality Candidates:** While the quality of hire is a priority for HR and talent leaders, organizations have no standard for defining, measuring, and improving this critical metric. Identifying quality candidates becomes a roadblock when candidates possess a variety of skills but don't appear to be cultural fits.



## SCOPE OF RECRUITMENT:

The need for recruitment may be due to:

- ◆ Vacancies due to promotions, transfers, termination, death, labour turnover etc.
- ◆ Creation of new vacancies due to growth, expansion and diversification of business activities.

The scope of recruitment process is very wide to cover the following aspects:

- (i) Identify the number of vacancies arising in the organisation.
- (ii) To structure different recruitment policies for different categories of employees.
- (iii) Ensures a fair comparison of recruitment policy with general policy.
- (iv) Create a pool of candidates to facilitate scientific selection. Recruitment helps to manage the vacancies by finding best talents to fill them.
- (v) It extends to the whole organisation to corporate office, sites and branches spread across the globe.
- (vi) It covers people at all levels of management right from workers, clerical staff, officers, junior management, middle management and senior management cadres.

## PROCESS OF RECRUITMENT:

The process of recruitment consists of a number of sequential steps:

- (1) **Identify the required numbers and sources of supply:** After identifying the number of vacancies to be filled, the HR department identifies the number and type of employees needed and the possible sources of supply.



- (2) **Publicize job details:** The company needs to give detailed information about the job opportunity, growth prospects, compensation details and other conditions of service.
- (3) **Encouraging prospective job seekers to apply in large numbers:** In order to save time and resources in screening and short listing the candidates, the recruiter company must encourage only qualified people to apply for the vacant positions.
- (4) **Evaluating recruiting effort:** It is better to evaluate the recruiting effort after filling up vacancies with a view to finding out whether the company is able to meet the recruiting criteria. The evaluation process would certainly help companies to learn from past mistakes and accordingly modify their methods (like depending upon external sources and not internal, hiring only experienced candidates etc.)

## **IMPORTANCE AND RELEVANCE OF RECRUITMENT:**

The organisation makes job vacancies known to a larger number of people through advertisement and publicity. Recruitment is the first step of staffing. The general purpose of recruitment is to provide a pool of qualified job candidates. In a constantly changing business world, companies need to hire people who are adaptable, loyal, knowledgeable, dependable and confident, thereby creating a foundation for success. Recruitment is important as it helps organisation in the following:

- (1) Determine the present and future requirements of the firm in line with its personnel – planning and job – analysis activities.



- (2) Cost is one of the major reasons why effective recruitment and selection is important. Poor recruitment practices can result in financial losses.
- (3) Increase the pool of candidates at minimum possible cost.
- (4) Increase organisational and individual effectiveness in the short run and long run.
- (5) Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- (6) Help reduce the probability that job applicants once recruited and selected will leave the organisation only after a short period of time.
- (7) Meet the organisations legal and social obligations regarding the composition of its workforce.
- (8) Begin identifying and preparing potential job applicants who will be appropriate candidates.
- (9) Increase organisation and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

Recruitment clears the way for selection, orientation, induction and retention.

Recruitment is the first contact that a company makes with the potential employees. It is through recruitment that many individuals will come to know the company and eventually decide whether they wish to join or no. An effective approach to recruitment can help a company successfully compete for limited human resources and attract the best possible candidates. Improper recruitment and selection practices can often result in high turnover or involuntary separations.



Recruitment becomes relevant because it:

- ◆ Attracts highly qualified and competent people
- ◆ Ensures that the selected candidates are retained for a longer period of time
- ◆ Ensures that there is a match between cost and benefit
- ◆ Help the firm create more culturally diverse work force.
- ◆ Recruiting staff is a very costly exercise.

It is also an essential part of any business and it pays to do it properly. When organisations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organisation longer. In such circumstances, the organisation's initial and ongoing investment in them is well rewarded.

## (B) JOB ANALYSIS

In order to achieve effective HRP, the duties involved and the skills required for performing all the jobs in an organisation have been taken care of. This information can be obtained through the analysis of work, known as 'Job Analysis'. A job is a bundle of related tasks. The whole lot of tasks relating to recruitment constitutes a job. Job / work necessarily carry monetary consideration (wages or salaries) in organisations. The nature of work and how managers organize work is a critical element affecting human resource activities.

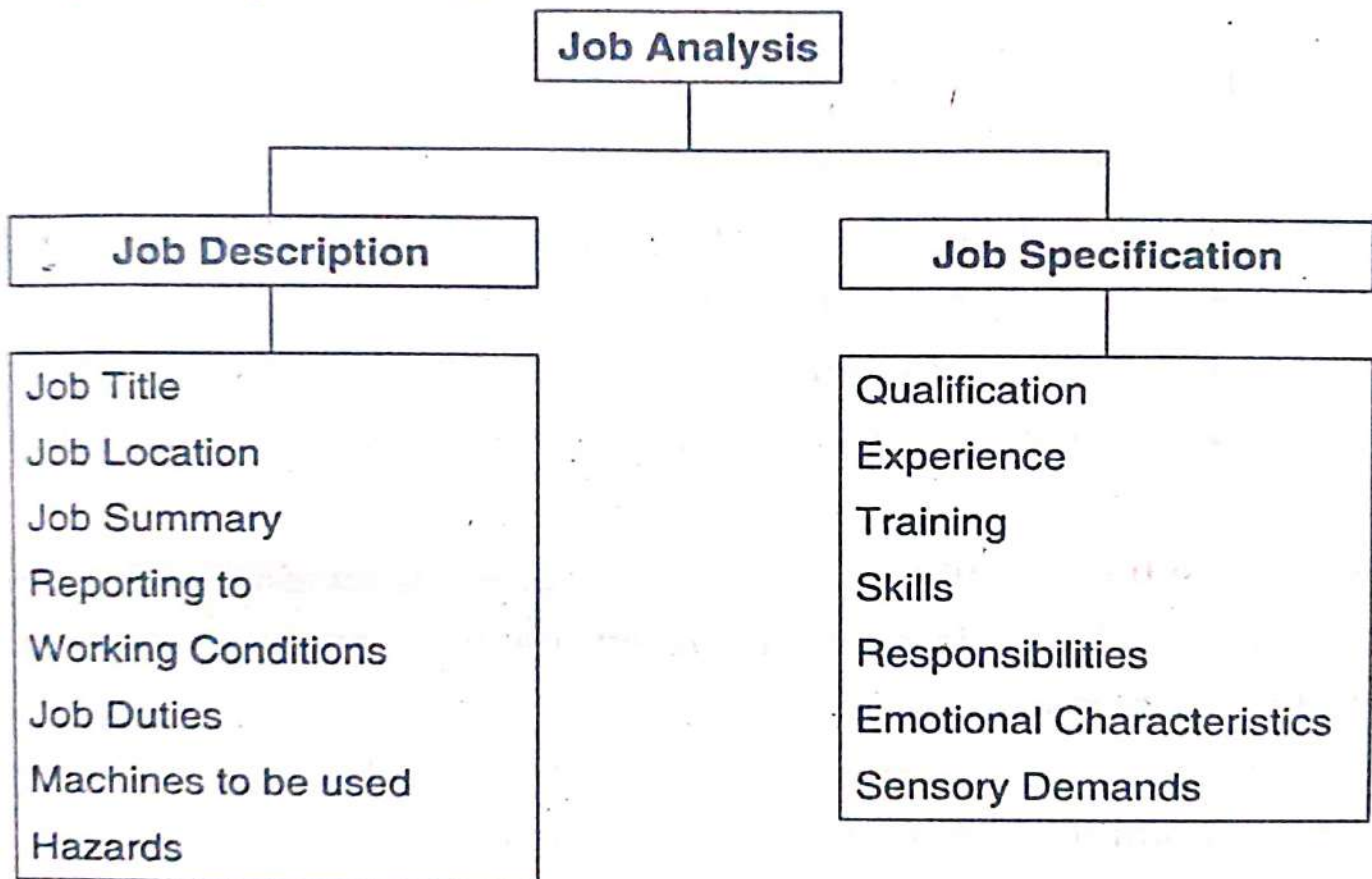
Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. It is the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the



skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others. Job Analysis is therefore a detailed examination of the (i) tasks (performance elements) that make up a job (ii) conditions under which they are performed, and (iii) what the job requires in terms of aptitudes, attitudes, knowledge, skills etc. of the employee.

The process of job analysis results in two sets of data:

- (I) Job Description
- (II) Job Specification



### (I) JOB DESCRIPTION:

It indicates all that a job involves – tasks and responsibilities, job title, duties, machines, working conditions, tools and equipments etc. Job Description is an important document, which is basically descriptive in nature and contains a statement of job analysis. It provides both organisational information (like location in structure, authority etc.) and functional information



(what the work is). It gives information about the scope of job activities, major responsibilities and positioning of the job in the organisation. This information gives the worker, analyst, and supervisor a clear idea of what the worker must do to meet the demands of the job.

According to Earnest Dale:

- (i) The job description should indicate the scope and nature of the work including all-important relationships.
- (ii) The job description should be clear regarding the work of the position, duties etc.
- (iii) More specific words should be selected to show:
  - The kind of work
  - The degree of complexity
  - The degree of skill required
  - The extent to which problems are standardized
  - The extent of worker's responsibility for each phase of the work

### Uses of Job Description:

Job description is necessary in an organisation because of the following reasons:

- (1) It helps to recruit the right candidates because it clearly communicates the duties to be performed.
- (2) Helps in the development of job specification
- (3) Helps to decide hiring criteria and interview questions based on the duties and qualifications outlined in the job description.
- (4) Identifying areas where the employee does not adequately meet the qualifications of the position and therefore needs training.

- (5) Helps each employee understand their importance in the organisation, including in relation to other positions, and their duties and responsibilities.
- (6) Ensures that the work carried out by staff is aligned with the organisation's mission.
- (7) Acts as a basic document used in developing performance standards
- (8) Develop a consistent salary structure that is based on relative levels of duties, responsibilities and qualifications of each position in the organisation.
- (9) Acts as a tool during the orientation of new employees, to learn duties and responsibilities

### **Contents of Job Description:**

Following are the main content of a job description it usually consist of following details or data:

- (1) **Job Description:** A statement containing items such as:
  - ◆ Job title / Job identification / organisation position
  - ◆ Location
  - ◆ Job summary
  - ◆ Duties
  - ◆ Machines, tools and equipment
  - ◆ Materials and forms used
  - ◆ Supervision given or received
  - ◆ Working conditions
  - ◆ Hazards
- (2) **Job identification or Organisation Position:** This includes the job title, department, division and plant of the job. The job title identifies and designates the job properly. The department, division etc., indicate the



name of the department where it is situated and the location give the name of the place.

- (3) **Job summary:** This serves two important purposes. Firstly it gives additional identification information when a job title is not adequate; and secondly it gives a summary about that particular job.
- (4) **Job duties and responsibilities:** This gives a total listing of duties along with the percentage of time devoted to each duty.
- (5) **Relation to other jobs:** This gives the particular person an understanding where his job is located in the job hierarchy.
- (6) **Supervision:** This will give an idea about the number of persons to be supervised along with their job titles and the extent of supervision.
- (7) **Machine:** This will give information about the tool, machines and equipment to be used.
- (8) **Working Conditions:** It gives information about the environment in which a jobholder must work.
- (9) **Hazards:** It gives us the nature of risks of life, their possibilities of occurrence etc.

## (II) JOB SPECIFICATION:

Job Specification translates the job description into terms of the human qualifications, which are required for performance of a job. They are intended to serve as a guide in hiring and job evaluation. Job specification is a written statement of qualifications, traits, physical and mental characteristics that an individual must possess to perform the job duties and discharge responsibilities effectively. Job specification is usually developed with the co-operation of personnel department and various supervisors in the organisation.



## **Job Specification Information:**

Firstly a list of all jobs in the company and their exact location is listed. Then there is a write up of information about each of the jobs. Usually this information includes:

- (1) **Physical specifications:** Physical specifications include the physical qualifications or physical capacities that vary from job to job. Physical qualifications or capacities include physical features like height, weight, chest, vision, hearing, ability to lift weight, ability to carry weight, health, age, capacity to use or operate machines, tools, equipment etc.
- (2) **Mental specifications:** Mental specifications include ability to perform, arithmetical calculations, to interpret data, to read electrical circuits, ability to plan, reading abilities, scientific abilities, judgment, ability to concentrate, ability to handle variable factors, general intelligence, memory etc.
- (3) **Emotional and social specifications:** Emotional and social specifications are more important for the post of managers, supervisors, foremen etc. These include emotional stability, flexibility, social adaptability in human relationships, personal appearance including dress, posture etc.
- (4) **Behavioural Specifications:** Behavioural specifications play an important role in selecting the candidates for higher-level jobs in the organisational hierarchy. This specification seeks to describe the acts of managers rather than the traits that cause the acts. These specifications include judgments, research, creativity, teaching ability, maturity, trial of conciliation, self-reliance, dominance etc.



### Uses of Job Specification:

Job Specification helps to know the following important and necessary information:

- (i) It is used to match the right person to the job.
- (ii) Described on the basis of job description, job specification helps candidates analyse whether are eligible to apply for a particular job vacancy or not.
- (iii) It helps recruiting team of an organisation understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- (iv) Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills etc.
- (v) It helps in selecting the most appropriate candidate for a particular job.

Job specifications are mostly based on the experience and knowledge of supervisors and personnel managers. They give their opinion as to who do they think should be considered for a job in terms of education, intelligence, training etc. However, there should be a fit between job demands (job description) and abilities required to discharge the tasks (job specification) in order to efficiently accomplish the goals of the company.

### Process of Job Analysis:

The process of job analysis must be conducted in a logical manner, following appropriate management and professional psychometric practices. Therefore, a multistage process usually is followed, regardless of the job analysis methods used.



- (1) **Identification of Job Analysis Purpose:** The first step in the process is to determine the need of conducting job analysis and the desired output. Spending human efforts, energy as well as money is useless until HR managers know the basic purpose of collecting data and the use of such data.
- (2) **Who Will Conduct Job Analysis:** The second most important step in the process of job analysis is to decide who will conduct it. Some companies prefer getting it done by their own HR department while others outsource it by hiring job analysis consultants. Job analysis consultants may prove to be extremely helpful as they offer unbiased advice, guidelines and methods.
- (3) **How to Conduct the Process:** Deciding the way in which job analysis process needs to be conducted is the next step. A planned approach about how to carry the whole process is required in order to investigate a specific job.
- (4) **Strategic Decision Making:** This includes deciding the extent of employee involvement in the process, the level of details to be collected and recorded, sources from where data is to be collected, data collection methods, the processing of information and segregation of collected data.
- (5) **Training of Job Analyst:** Next is to train the job analyst about how to conduct the process and use the selected methods for collection and recoding of job data.
- (6) **Preparation of Job Analysis Process:** The next step is communication within the organisation to ensure that the employees offer their full support to the job analyst. The stage also involves preparation of documents, questionnaires, interviews and feedback forms.



(7) **Data Collection:** Next is to collect job-related data including educational qualifications of employees, skills and abilities required to perform the job, working conditions, job activities, reporting hierarchy, required human traits, job activities, duties and responsibilities involved and employee behaviour. This data can be collected through various methods like:

- ◆ Job Performance
- ◆ Personal Observation
- ◆ Interview
- ◆ Questionnaire
- ◆ Critical Incidents
- ◆ Log Records

(8) **Documentation, Verification and Review:** Proper documentation is done to verify the authenticity of collected data and then review it. This is the final information that is used to describe a specific job.

(9) **Developing Job Description and Job Specification:** Next step is to segregate the collected data in to useful information. Job Description describes the roles, activities, duties and responsibilities of the job while job specification is a statement of educational qualification, experience, personal traits and skills required to perform the job.

Thus, the process of job analysis helps in identifying the worth of specific job, utilizing the human talent in the best possible manner, eliminating unneeded jobs and setting realistic performance measurement standards.

## **Methods of Job Analysis / Methods of Collecting Job Data:**

There are several ways to conduct a job analysis i.e. collect data about the job. According to George R. Terry, the make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job analysis.

Information on a job may be obtained from three principal sources:

- (a) From the employees who actually perform a job
- (b) From other employees such as supervisors and foremen who watch the workers doing a job and thereby acquire knowledge about it
- (c) From outside observers specially appointed to watch employees performing a job. Such outside persons are called the trade job analysts. Sometimes, special job reviewing committees are also established.

Following are the commonly used methods or approaches utilized in analysing jobs. The methods can be classified under two heads:

- (A) Qualitative Techniques.
- (B) Quantitative Techniques.

### **(A) QUALITATIVE TECHNIQUES:**

- (1) **Personal Observation:** In this method, the job analyst carefully observes the job holder at work and records what he/she does and also notes down the time taken for completing a given task. He also observes the materials and equipment used, the working conditions and probable hazards.



This is a simple method and data collected are accurate because of direct observation. However it may be time consuming and inapplicable to jobs which involve mental activities that cannot be observed. Also the analyst needs to be trained and this involves cost. The observation method may be used for repetitive, unskilled and semi – skilled jobs. Better results can be achieved if this method is supplemented with other methods.

- (2) **Questionnaires:** Job holders fill in the given structured questionnaires (either standard or prepared by the analyst) which are then approved by their supervisors. The idea in issuing questionnaire is to elicit the necessary information from job-holders so that any error may first be discussed with the employee and, after due corrections, may be submitted to the job analyst. However, the information received is often unorganized and incoherent. The replies may be too vague and misleading but atleast they give the job holder an opportunity to express his / her feelings about the job and can provide useful leads for further clarifications.

The major advantage of questionnaire method is that information on large number of jobs can be collected in a relatively short period of time. It saves time and is relatively less expensive. All job holders can participate in this method.

However, some follow up observations and discussions are necessary to clarify inadequately filled in questionnaires and interpretation.

- (3) **Personal Interview:** Here the analyst interviews the jobholder and his / her supervisor to elicit information about the job. A structured interview form is used to record the information. During the interview, the analyst must make



judgements about the information to be included and its degree of importance.

Interview method involves talking to the job holder who is in a good position to describe what they do. But however it is time-consuming and costly.

The effectiveness of interview method depends on the interviewer and on the ability of the job holder to make it meaningful.

- (4) **Checklists:** A checklist is similar to a questionnaire, but the response sheet contains fewer subjective judgements and tends to be either yes or no types. Checklists can cover many activities and job holders tick only those that are included in their jobs.

It can be used in large firms that have a large number of people assigned to a particular job. However it is a costly method. It requires specialists to prepare checklist.

- (5) **Maintenance of Log Book / Diary:** This method requires the job holders to record in detail their activities each day. They are supposed to maintain a daily record of duties performed, marking the time at which each task is started and finished.

If done faithfully, this technique is accurate and eliminates errors caused by memory lapses the job holder makes while answering questionnaires and checklists.

However, this system is incomplete, for it does not give any desirable data on supervisor relationship, the equipment used, and working conditions. Moreover, it is time-consuming.

- (6) **Technical Conference Method:** In this method, services of supervisors who possess extensive knowledge about a job are used. Here a conference of supervisors / experts who provide details of the job is held. However this methods lack



accuracy because the actual job holders are not involved in collecting information.

The above techniques of job analysis are commonly used in organisations.

### **(B) Quantitative Techniques:**

On occasions where these narrative approaches are not appropriate, especially when a quantitative value has to be assigned to the job, a more quantitative approach has to be adopted. The three quantitative approaches are:

- (1) Position Analysis Questionnaire:** The Position Analysis Questionnaire (PAQ) is a well-known job analysis instrument. Although it is labelled a questionnaire, the PAQ is actually designed to be completed by a trained job analyst who interviews the SMEs (e.g., job incumbents and their supervisors) The PAQ was designed to measure job component validity of attributes presented in aptitude tests. Job component validity is the relationship between test scores and skills required for good job performance. There are 195 behaviour-related statements in the PAQ divided into six major sections: information input, mental process, work output, relationships with others, job context, and other job characteristics.
- (2) Management Position Description Questionnaire (MPDQ):** This is a highly structured questionnaire containing 208 items relating to managerial responsibilities, restrictions, demands etc. These 208 items are grouped under various categories like supervision, public and customer relations, advanced financial responsibility, autonomy of actions etc.
- (3) Functional Job Analysis (FJA):** It is a worker oriented job analytical approach which attempts to describe the whole person on the job. FJA produces standardized occupational



information specific to the performance of the work and the performer. It utilizes a compiled inventory of the various functions or work activities that can make up any job and that assumes that each job involves three broad worker functions: (1) data (2) people (3) things.

### **Uses of Information (JA):**

Job Analysis is useful for overall management of all personnel activities.

- (1) **Human Resource Planning (HRP):** Job Analysis is useful in HRP as it determines labour needs in concrete terms and coordinates the activities of the work force. It provides all the information about the job and job holder, along with his/her duties and responsibilities.
- (2) **Recruitment and Selection:** Job analysis provides information about what the job entails and what human characteristics are required in order to perform these activities. This information, in the form of job descriptions and specifications, helps management officials decide what sort of people they need to recruit and select. Job analysis precedes recruitment it enables the HR manager to locate places to obtain employees for openings anticipated in the future. Similarly selection of a qualified person is possible after having a clear and precise understanding of what a job entails.
- (3) **Training and Development:** Job Analysis is useful for an HRD manager as it helps him / her to know what a given job demands in terms of knowledge and skills. The job description shows the activities and skills, and therefore suitable and effective training programme can be designed.
- (4) **Job Evaluation:** On the basis of job description and job specification, job evaluation can be determined. Job



- evaluation involves determining the relative worth of a job for the purpose of establishing wage and salary differentials.
- (5) **Compensation:** Job analysis information is crucial for estimating the value of each job and its appropriate compensation / remuneration. Compensation (salary and bonus) usually depends on the job's required skill and education level, safety hazards, degree of responsibility, etc. - all these factors can be assessed through job analysis.
- (6) **Performance Appraisal:** A performance appraisal compares each employee's actual performance with his or her performance standards. Such assessment is used by the managers as a basis for awarding promotions, effecting transfers or ascertaining training needs.
- (7) **Personnel Information:** Organisations generally maintain computerized personnel information systems which is helpful in:
- ◆ Improve administrative efficiency
  - ◆ Provide factual basis for decisions.
- (8) **Discovering Unassigned Duties:** Job Analysis can also help reveal unassigned duties. For example, a company's production manager says an employee is responsible for ten duties, such as production scheduling and raw material purchasing. Missing, however, may be managing raw material inventories. On further study, it may be revealed that none of the other manufacturing employees are responsible for inventory management, either. From review of other jobs like these, it may become clear that someone should be managing raw material inventories. Therefore, an essential unassigned duty has been revealed.
- (9) **Safety and Health:** JA provides an opportunity for identifying hazardous conditions and unhealthy



environmental factors so that corrective measures may be taken to minimize and avoid the possibility of accidents.

**(10) Job Re-engineering:** Job analysis provides information which enables us to change jobs in order to permit their being manned by personnel with specific characteristics and qualifications. This takes two forms:

**(a) Industrial Engineering Activity,** which is concerned with operational analysis, motion study, work simplification methods and improvements in the place of work and its measurement, and aims at improving efficiency, reducing unit labour costs, and establishing the production standard which the employee is expected to meet; and

**(b) Human Engineering Activity,** which takes into consideration human capabilities, both physical and psychological, and prepares the ground for complex operations of industrial administration, increased efficiency and better productivity.

### ***Advantages of Job Analysis:***

- (1) Provides First Hand Job-Related Information:** The job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related info.
- (2) Helps in Creating Right Job-Employee Fit:** This is one of the most crucial management activities. Filling the right person in a right job vacancy is a test of skills, understanding and competencies of HR managers. Job Analysis helps them



understand what type of employee will be suitable to deliver a specific job successfully.

- (3) **Helps in Establishing Effective Hiring Practices:** Who is to be filled where and when? Who to target and how for a specific job opening? Job analysis process gives answers to all these questions and helps managers in creating, establishing and maintaining effective hiring practices.
- (4) **Guides through Performance Evaluation and Appraisal Processes:** Job Analysis helps managers evaluating the performance of employees by comparing the standard or desired output with delivered or actual output. On these bases, they appraise their performances. The process helps in deciding whom to promote and when. It also guides managers in understanding the skill gaps so that right person can be fit at that particular place in order to get desired output.
- (5) **Helps in Analyzing Training & Development Needs:** The process of job analysis gives answer to following questions:
  - (a) Who to impart training.
  - (b) When to impart training.
  - (c) What should be the content of training.
  - (d) What should be the type of training: behavioural or technical.
  - (e) Who will conduct training.
- (6) **Helps in Deciding Compensation Package for a Specific Job:** A genuine and unbiased process of job analysis helps managers in determining the appropriate compensation package and benefits and allowances for a particular job. This is done on the basis of responsibilities and hazards involved in a job.



### ***Disadvantages of Job Analysis:***

- (1) **Time Consuming:** The biggest disadvantage of Job Analysis process is that it is very time consuming. It is a major limitation especially when jobs change frequently.
- (2) **Involves Personal Biasness:** If the observer or job analyst is an employee of the same organization, the process may involve his or her personal likes and dislikes. This is a major hindrance in collecting genuine and accurate data.
- (3) **Source of Data is Extremely Small:** Because of small sample size, the source of collecting data is extremely small. Therefore, information collected from few individuals needs to be standardized.
- (4) **Involves Lots of Human Efforts:** The process involves lots of human efforts. As every job carries different information and there is no set pattern, customized information is to be collected for different jobs. The process needs to be conducted separately for collecting and recording job-related data.
- (5) **Job Analyst May Not Possess Appropriate Skills:** If job analyst is not aware of the objective of job analysis process or does not possess appropriate skills to conduct the process, it is a sheer wastage of company's resources. He or she needs to be trained in order to get authentic data.
- (6) **Mental Abilities Can not be Directly Observed:** Last but not the least, mental abilities such as intellect, emotional characteristics, knowledge, aptitude, psychic and endurance are intangible things that can not be observed or measured directly. People act differently in different situations. Therefore, general standards can not be set for mental abilities.



## (C) JOB DESIGN

The HR specialists emphasize that besides rewards, the job itself is a major source of motivation. The process of assigning tasks to a job, including interdependency of those tasks with other jobs, is called Job Design. A job is a set of tasks assigned to and performed by one person. Some jobs have very few tasks, each requiring limited skill or effort. Other jobs include a very complex set of tasks and can be accomplished by only a few highly trained professionals.

Job design (also referred to as work design or task design) is the specification of contents, methods and relationship of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder. The aim of a job design is to improve job satisfaction, to improve output, to improve quality and to reduce employee problems (e.g., grievances, absenteeism). Job design primarily focuses in on designing the process of transformation of inputs into outputs and considers the human and organisational factors that impact that transformation.

According to **Michael Armstrong**, *"Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues."*

The process of job design has been defined as, *"specification of the contents, methods, and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder."*

Job design is the process of:

- (a) Deciding the contents of the job.



(b) Deciding methods to carry out the job.

(c) Deciding the relationship which exists in the organisation.

Job analysis helps to develop job design and job design matches the requirements of the job with the human qualities required to do the job. Through job design, organisations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise. Identifying the components of a given job is an integral part of job design. Designing or redesigning jobs encompasses many factors, and a number of different techniques are available to the manager. Job design has been equated with job enrichment, a technique developed by Frederick Herzberg, but job design is much broader than job enrichment.

### **THEORIES OF JOB DESIGN:**

The basis for job design theory is organisation theory, which can be classified broadly into three schools of thought: the classical, the behavioural, and the situational.

(1) **Classical theory** was expounded in early writings of Max Weber and Henri Fayol. For the classicist, any organisation achieves efficiency through its division of labour. Managers identify the overall purpose of the organisation and then divide this overall purpose into jobs, each rationally related to the whole. Jobs are, in turn, grouped to create work groups, divisions, and departments. Finally, each group is assigned a supervisor, who is responsible for monitoring the work of subordinates and reporting the results to his or her own superior.



- (2) **Behavioural theory:** Unlike the classicist, the behaviouralist is less interested in allocating specific tasks to specific jobs, making sure that the authority matches the position, and then trying to attain higher efficiency through specialization of labour. Behaviouralists prefer simple organisational structure, decentralized decision-making and informal departmentalization.
- (3) **Situational theory:** Advocates of this theory stress the influence of the external environment on the allocation of responsibilities and tasks within the organisation, work groups, and jobs. Allocating responsibilities and tasks means creating a structure. Appropriate structures differ according to technology, markets, production, research, and information.

### **BENEFITS OF JOB DESIGN:**

The following are the benefits of a good job design:

- (1) **Employee Input:** A good job design enables a good job feedback. Employees have the option to vary tasks as per their personal and social needs, habits and circumstances in the workplace.
- (2) **Employee Training:** Training is an integral part of job design. Contrary to the philosophy of "leave them alone" job design lays due emphasis on training people so that are well aware of what their job demands and how it is to be done.
- (3) **Work / Rest Schedules:** Job design offers good work and rest schedule by clearly defining the number of hours an individual has to spend in his/her job.
- (4) **Adjustments:** A good job designs allows for adjustments for physically demanding jobs by minimising the energy spent



doing the job and by aligning the manpower requirements for the same.

Job design is a continuous and ever evolving process that is aimed at helping employees make adjustments with the changes in the workplace. The end goal is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.

## **TECHNIQUES OF JOB DESIGN:**

(1) **Job Rotation:** Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. It is a job design method in which the employee performs different jobs, but, more or less, of the same nature. Job rotation aims at enhancing motivation, increasing productivity, improving the organisation's performance and providing new opportunities to improve the skills of workers. However, work may get disrupted as rotated employees take time to adjust. Also it can de-motivate intelligent and ambitious trainees who seek specific responsibilities in their chosen speciality. According to Herzberg, Job rotation is merely "substituting one zero for another zero".

### **Advantages of Job Rotation:**

- ◆ Job rotation is a way to overcome boredom and monotony.
- ◆ It is likely to increase intrinsic reward potential of a job because of different skills and abilities needed to perform it.
- ◆ Workers become competent in several jobs rather than only one, which in turn benefits the organisation.



- ◆ Knowing a variety of jobs improve the worker's self-image provides personal growth and makes the worker more valuable to the organisation.
- ◆ Periodic job changing can also improve interdepartmental co-operation, employees become more understanding of each other's problems.

#### Disadvantages of Job Rotation:

- ◆ An employee does not gain a particular specialization.
- ◆ Moving from one job to another also gets irritating because the normal routine of an employee is disturbed and also time is wasted in adjusting to the new job. The employee may feel alienated when he / she is rotated from job to job.
- ◆ Training costs are increased.

(2) **Job Enlargement:** Job enlargement refers to the expansion of the number of different tasks performed by an employee in a single job. Frederick Herzberg referred to the addition of interrelated tasks as 'horizontal job loading'. Job enlargement is the combining of various operations at a similar level in to one job to provide more variety for workers and thus increase their motivation and satisfaction. An enlarged job can motivate the employee as it provides:

- Task variety to reduce the level of boredom
- Meaningful work modules
- Utilization of physical and mental abilities and skills
- Work at their own pace
- More meaningful performance feedback

Job enlargement may lead to increase in the training costs. Unions may also argue to increase the salary because of the increased workload.



(3) **Job Enrichment:** The term Job enrichment was first coined by Herzberg in his famous research with motivators and maintenance factors. It simply means adding a few more motivators to a job to make it more rewarding. Frederick Herzberg viewed job enrichment as 'vertical job loading' because it also includes tasks formerly performed by someone at a higher level where planning and control are involved. According to Herzberg, an enriched job has the following characteristics:

- ◆ Direct feedback.
- ◆ Client / Customer relationship.
- ◆ New learning.
- ◆ Scheduling own work.
- ◆ Unique experience.
- ◆ Control over resources.
- ◆ Direct communication with people using the output.
- ◆ Personal accountability.

Job enlargement seeks to improve both task efficiency and human satisfaction by building into people's jobs, greater scope for personal achievement and recognition, more challenging work and greater opportunity for individual advancement and growth.

Job enlargement benefits employees and organisations in terms of increased motivation, performance, satisfaction, job involvement and reduced absenteeism. It fulfils certain psychological needs of job holders. It begins improvement in job performance and increases productivity. However, job enrichment is not a substitute for good management.

(4) **Job Engineering:** Job engineering focuses on the tasks to be performed, methods to be used, workflows among



employees, layout of the workplace, performance standards and interdependencies among people and machines. Specialization of labour is the hallmark of job engineering. High level of specialization is intended to:

- ◆ Allow employees to learn a task rapidly.
- ◆ Permit short work cycles so that performance can be almost automatic and involve little or no mental effort.
- ◆ Make hiring easier because low – skilled people can be easily trained and paid relatively low wages.
- ◆ Reduce the need for supervision, using simplified jobs and standardization.

Although job engineering can also create boring jobs, it remains an important job design approach because the resulting cost savings can be measured immediately and easily.

- (5) **Socio-technical Systems:** This approach focuses on organisations as being made up of people with various competencies (social system) who use tools, machines and techniques (technical system) to create goods or services valued by customers and other stakeholders. Thus the social and technical systems need to be designed with respect to one another and to the demands of customers, suppliers and other stakeholders in the external environment.
- (6) **Ergonomics:** Ergonomics is another approach to job design that focuses on minimizing the physical demands and risks of work. This approach helps ensure that job demands are consistent with people's physical capabilities to perform them with least risk. It involves the design of aids used to perform the tasks. Where jobs are well designed through ergonomics, workers report less physical effort and fatigue,



fewer aches and pains and hence fewer health complaints. However, such equipment investment is high and so is the training requirement.

## FACTORS AFFECTING JOB DESIGN:

Job design is affected by organisational, environmental and behavioural factors. If the job is not properly designed, then it has to be redesigned.

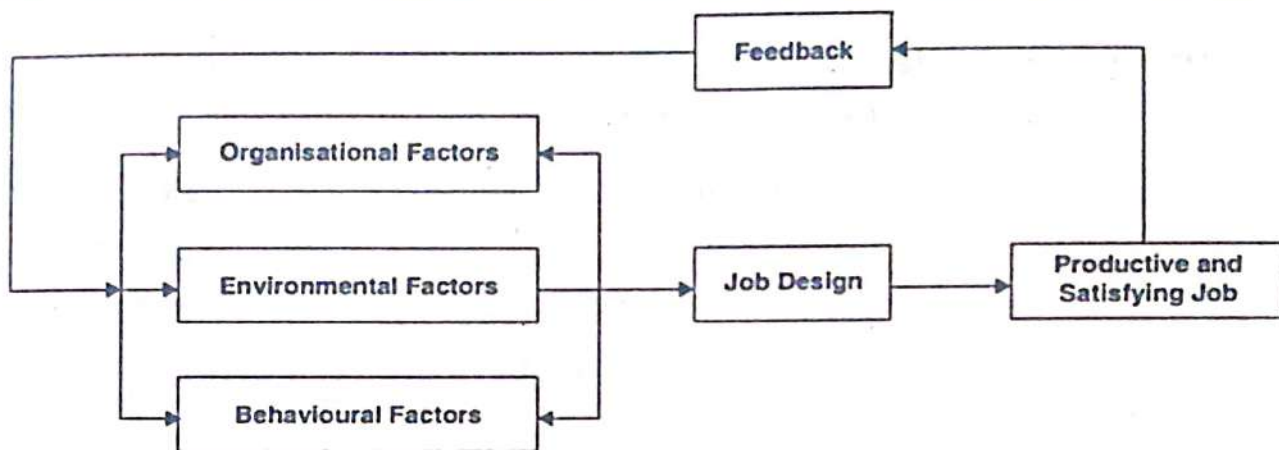


Fig. 1.1 – Factors Affecting Job Design

### (A) ORGANISATIONAL FACTORS:

Organisational factors include characteristics of task, work flow, ergonomics and work practices.

- (1) **Characteristics of Task:** Job design requires the assembly of a number of tasks into a job or a group of jobs. An individual may carry out one main task which consists of a number of interrelated elements or functions. On the other hand, task functions may be split between a team working closely together or along an assembly line. In complex jobs, individuals may carry out a variety of connected tasks, each with a number of functions, or these tasks may be allocated to a group of workers or divided between them. Complexity in a job may be a reflection of the number and variety of



tasks to be carried out, or the range and scope of the decisions that have to be made, or the difficulty of predicting the outcome of decisions.

A completely integrated job includes the following three elements:

- (i) **Planning:** This involves deciding the course of action, timing and the resource required.
- (ii) **Executing:** This means implementation or carrying out the plan
- (iii) **Controlling:** This involves monitoring the performance and taking corrective action wherever required.

Organisational goals and objectives are spelt out to the employees in terms of output, quality and financial targets. Further the methodology to do the work is defined, resources are assembled. Performance is monitored and controlled. Responsibility in a job is measured by the amount of authority someone has to put to do all this. The ideal job design is to integrate the three elements.

- (2) **Work Flow:** The work flow is highly influenced by the nature of product or service as the product / service usually suggests the sequence of work and then the balance between the jobs.
- (3) **Ergonomics:** Ergonomics is concerned with designing and shaping jobs to fit the physical abilities and characteristics of individuals so as to enable them to perform effectively. It ensures that job demands are consistent with peoples physical capabilities to perform them with least risk. Ergonomics does not alter the nature of work but the location of tools, equipments, other facilities etc. keeping in mind that the handling of job is primary consideration.



(4) **Work Practices:** Work practices are set ways of performing works that arise from tradition or collective wishes of employees. For long the work practices were determined by time and motion study which determined the standard time needed to complete a task. The study required careful observations by competent engineers. Now a new technique has emerged, which if introduced, can drastically alter the work practices. This technique known as Maynard Operating Sequence Technique (MOST) uses a standard formula to list the motion sequences in the form of index values. However, this technique is not welcomed by the workers.

#### **(B) ENVIRONMENTAL FACTORS:**

Job design is affected by external factors like employee abilities and availability and social and cultural expectations.

(1) **Employee Abilities and Availability:** Employee skills, abilities and efficiency play a crucial role while designing of the jobs. These factors are actually taken into consideration. Designing a job that is more demanding and above their skill set will lead to decreased productivity.

(2) **Social and Cultural Expectations:** Jobs are becoming more employee centred than process centred. Therefore they are designed keeping the employees in consideration. Literacy, knowledge and awareness among workers have improved considerably, so also their expectations from jobs.

#### **(C) BEHAVIOURAL FACTORS:**

Behavioural or Human factors are those that pertain to the human need and that need to be satisfied for ensuring productivity at workplace. Higher level needs are more significant in this context. The dimensions include elements like autonomy, diversity, feedback, use of abilities and variety.



- (1) **Autonomy:** Autonomy is being responsible for what one does. It is the freedom to control ones responses to the environment. Employees should work in an open environment that gives them authority to make decisions. Autonomy promotes creativity, independence and leads to increased efficiency.
- (2) **Feedback:** Feedback should be an integral part of work. Each employee should receive proper feedback about his work performance.
- (3) **Diversity:** Repetitive jobs often make work monotonous which leads to boredom. A job should carry sufficient diversity and variety so that it remains as interesting with every passing day. Job variety / diversity should be given due importance while designing a job.
- (4) **Use of Skills and Abilities:** Job should be employee rather than process centred. Though due emphasis needs to be given to the latter but job should be designed in a manner such that an employee is able to make full use of his abilities and perform the job effectively.

### CONTEMPORARY ISSUES IN JOB DESIGN:

Job design is a systematic organisation of job-related tasks, responsibilities, functions and duties. It is a continuous process of integration of content related to job in order to achieve certain objectives. The process plays a vital role as it affects the productivity of employees and organisations. However, there are a number of existing issues emerged recently while designing the jobs in organisations. Firms use approaches like telecommunicating, task revision, skill development etc. to motivate their employees.



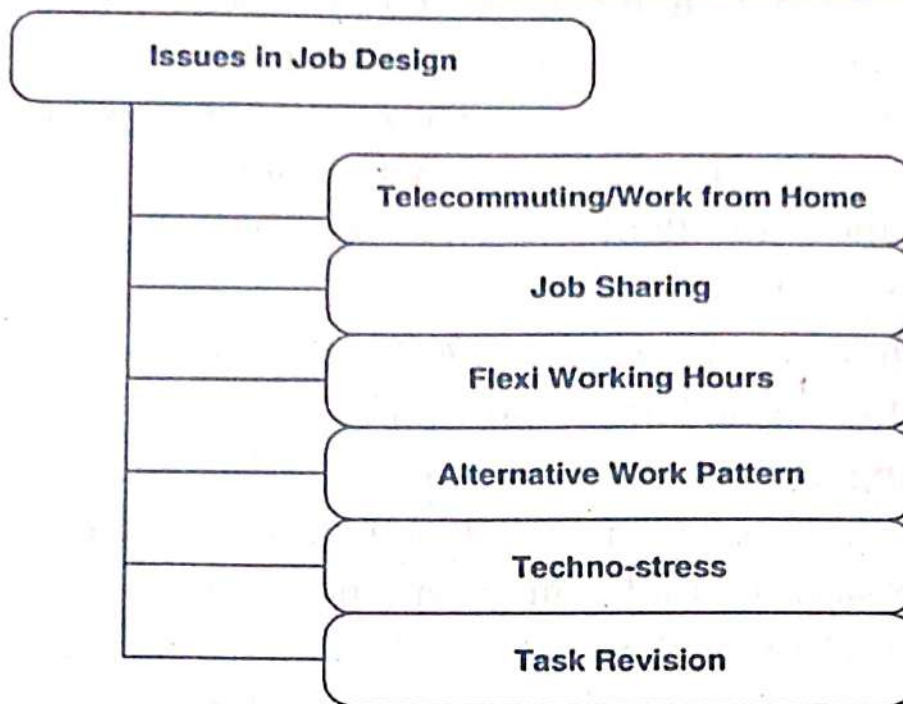


Fig. 1.2 –

- (1) **Telecommunicating:** facilitates the employees work away from company's main location. Telecommunicating may extend working in a combination of satellite, office and main office locations. This approach facilitates better fit between organisations demands and employee expectations. Telecommuting or work from home is considered as the best alternative of working from the actual office.

The concept of virtual office is gaining more and more popularity because of ease and convenience associated with it. By using computer networks, fax machines, telephones and internet connection, employees can communicate and perform the job from home. It eliminates the need of coming to office everyday and offers employees the convenience to work at the comfort of their home. Though there are lots of advantages associated with this working style but it suffers from many limitations. It allows employees to stay at home and manage their job tasks and functions without actually



being present in the office but it doesn't allow them to communicate with other employees and establish relationships with them. They only deal with machines whole day, thus lose creativity. Moreover, it is a great hindrance in their way as it does not allow skill upgradation.

(2) **Job Sharing:** This is an example of alternative work pattern. It is the second most preferable alternative of traditional working styles where two or more individuals share the responsibilities of a full time job. They divide the tasks, responsibilities and compensation according to their mutual consent. This option is generally used by women who are on maternity leave or have family and kids to look after but want to continue their job. These days, organisations are open to this kind of working style where two or more individuals can share a job. It can be implemented in several ways:

- Each working a half day, five days a week
- Each working two or three full days a week
- Each working every other week
- Each working alternate months or seasons

Job Sharing is common in legal, financial and advertising service sectors. It enables a company to retain valued employees who, for personal reasons, no longer want to work full time.

(3) **Flexi-Working Hours:** These days, organisations allow their employees to work according to the timings that suit them best. There are 3-4 working schedules and individuals can choose any one of them depending upon their availability. Employees can work in early hours as well as night hours. This is good for those individuals who have colleges or some



other engagements during the day or specific hours of the day. The best part is that unlike telecommuting, flexi-timings give them chance to communicate with other employees too.

- (4) **Alternative Work-Patterns:** Companies these days allow their employees to work on alternate months or seasons. Though the concept is not that common in India but can be seen in European and American world of work. They also have the option of working two to three full days and can relax after that. The employees can even work for fixed number of hours and then attend to their personal needs during the left days.
- (5) **Technostress:** Technostress is the stress caused by new and advancing technologies in the workplace, mostly by information technology. Advanced information technologies enable organisations to keep a check on employees' performance even when they choose to work from home. Because of the introduction of new machines, there performance can be electronically monitored even when they are not aware of it.
- (6) **Task Revision:** Task revision is modification of existing work design by reducing or adding the new job duties and responsibilities to a specific job. It seeks to modify an incorrectly designed job. Whenever there is role ambiguity task revision seeks to rectify it and make the task more specific and meaningful. Task revision is a form of role innovation that modifies the job to achieve better performance.



## (D) SOURCE OR TYPE OF RECRUITMENT

There are several sources of obtaining candidates and they can be classified as under:

- (a) Direct / Indirect
- (b) Internal / External

### (a) Direct / Indirect Method:

- (i) **Direct Method:** Under this method, the organisation tries to establish contacts with the candidates seeking jobs.

These include Campus Interviews and keeping a live register of job seekers. Usually used for jobs requiring technical or professional skills, organisations may visit IITs, IIMs and other Agricultural, Engineering and Diploma colleges and Universities and recruit candidates for various jobs. Under this method, information about jobs and profile of persons available for jobs is exchanged and preliminary screening done. The educational institutions help the recruiting companies by arranging the interviews, furnishing space and other facilities.

Some organisations maintain live registers/records of job applicants and refer to them as and when the need arises. Usually in all such cases, preliminary screening is completed by examining the application form filled by the candidate and/or preliminary interview. The recruiting organisations must keep in touch with such institutions; send them brochures indicating the future job openings and prospects on the basis of which the concerned students can be approached.

Another direct method of recruitment is where the employees of recruiting organisation are told about the existence of particular vacancies which they bring to the



notice of their relatives, friends and known people and stimulate them to apply.

Recruiting organisations send recruiters to seminars, set up stalls at exhibition and trade fairs and use mobile offices to approach suitable candidates.

**(ii) Indirect Method:** These include advertisement in the print media, radio, television, trade, professional and technical journals etc. It is appropriate to clearly state the responsibilities and requirements along with definite hints about the compensation, prospects etc.

This method is appropriate where there is ample supply of talent which is geographically or otherwise spread out and when the purpose of the organisation is to reach out to a larger target group. However, it is not always possible to get key professionals or those with rare skills through this method. Indirect method of recruitment is used in the following circumstances:

- The recruiting organisation is not in a position to find suitable candidates to be promoted to fill up the higher posts
- When vast territory is to be captured
- When scientific, professional and technical posts requiring sophisticated skills are to be filled.

#### **(b) Internal/External Methods of Recruitment:**

The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process. The candidates may be available inside or outside the organisation. Basically, there are two sources of recruitment i.e., internal and external sources.

Internal Recruitment / Internal Source of Recruitment seeks application for position among those who are currently



employed. They include candidates who are already on the pay-roll of the organisation. These sources include present employees, employee referrals, former employees and former applicants.

External Recruitment / External Source of Recruitment is the assessment of an available pool of job candidates, other than existing staff, to see if there are any sufficiently skilled or qualified personnel to fill and perform existing job vacancies. It is the process of searching from outside of the current employee pool to fill the vacant positions in an organisation. This takes place in the following circumstances:

- ◆ When suitably qualified people are not available
- ◆ When the organisation feels it is necessary to inject new blood into it for fresh ideas, initiatives etc.
- ◆ When it is diversifying into new avenues
- ◆ When it is merging with other organisation

External recruitment include professional or trade associations, advertisements, employment exchanges, colleges/universities, walk - ins, displaced persons etc.

Let us study in detail about the internal and external sources of recruitment.

### **(A) INTERNAL SOURCES:**

The Internal sources of recruitment include:

#### **(1) Notification:**

When the organisation determining the nature of the vacancies, duties, requirements and other information, posting them in the form of a public announcement on the corporate websites, bulletin boards or internal journals, thereby attracting relevant persons to apply for these vacancies.



## (2) Promotions:

Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. Promotion is defined as giving higher position to the employee, which carries high status more responsibilities and higher status. Promotion means advancement of employee in terms of pay and status also improvement in working conditions.

According to **Dale Yoder**, "*Promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest; attracts capable individuals; necessitates logical training for advancement; and forms an effective reward for loyalty and cooperation, long service, etc.*"

According to **Edwin Flippo**, "*Promotion involves a change from one job to another that is better in terms of status and responsibilities.*"

Promotions are used to fill the positions which are more important to fill rather than the present position of employee. It can be filled by external recruitment but employees having eligibility and experience must be appointed for their motivation. This method of recruitment saves a lot of time, money and efforts because the company does not have to train the existing employee. Since the employee has already worked with the company. He is familiar with the working culture and working style. It is a method of encouraging efficient workers.

### **Objectives of Promotion:**

The following are the purposes or objectives of promotion:

- To recognize an employee's skill and knowledge and utilize it to improve the organisational effectiveness.



- To reward and motivate employees leading to higher productivity.
- To develop competitive spirit and inculcate the zeal in the employees to acquire skill, knowledge etc.
- To promote employees satisfaction and boost their morale.
- To build loyalty, commitment and a sense of belongingness among the employees.
- To promote good human relations
- To retain skilled and talented people.
- To attract trained, competent and hardworking people.
- To impress the other employees that opportunities are available to them too if they also perform well.

### **Promotion Policy:**

Organisations should introduce an impartial and suitable promotion policy. This avoids injustice to the workers and benefits the capable and deserving employees. Such policy should be communicated effectively to all the employees in order to avoid promotion related possible grievances later. Following are the characteristics of a sound promotion policy:

- ◆ It must provide equal opportunities for promotion across the jobs, departments, and regions.
- ◆ It must be applied uniformly to all employees irrespective of their background.
- ◆ It must be fair and impartial.
- ◆ The basis of promotion must be clearly specified and made known to the employees.
- ◆ It must be correlated with career planning. Both hasty and delayed promotions must be avoided as these ultimately adversely affect the organisational effectiveness.



- ◆ Promotion must be made on trial basis. The progress of the employee must be monitored. In case, the promoted employee does not make the required progress, provision must be there in the promotion policy to revert him/her to the former post.
- ◆ The policy must be good blending of promotions made from both inside and outside the organisation.

### **Types of Promotion:**

Promotion given to employees in an organisation can be classified into three types:

- (i) **Horizontal promotion:** When an employee is shifted in the same category, it is called 'horizontal promotion'. E.g.: A junior clerk promoted to senior clerk. Such promotion may take place when an employee shifts within the same department, from one department to other or from one plant to another plant.
- (ii) **Vertical Promotion:** This is the kind of promotion when an employee is promoted from a lower category to higher category involving increase in salary, status, authority and responsibility. Generally, promotion means 'vertical promotion'.
- (iii) **Dry Promotion:** When promotion is made without increase in salary, it is called 'dry promotion'. For example, a lower level manager is promoted to senior level manager without increase in salary or pay. Such promotion is given when either there is resource/fund crunch in the organisation or some employees crave more for status or authority than money.

### **Basis of Promotion:**

Organisations adopt different bases of promotion depending upon their nature, size, management etc. Generally they may



combine two or more bases of promotion. The well-established basis of promotion is:

(a) Promotion by Seniority i.e., length of service

(b) Promotion by Merit, i.e. performance

**(a) Promotion by Seniority:**

Seniority refers to relative length of service in the same job and in the same organisation. The logic behind considering seniority as basis of promotion is that there is a positive correlation between the length of service in the same job and the amount of knowledge and the level of skill acquired by an employee in an organisation. This system is also based on the custom that the first in should be given first chance in all benefits and privileges. This method is generally followed in unionized organisations, public sector undertakings, educational institutions etc. In this method, the competence, ability and skill of the person being promoted is not considered.

The advantages of seniority as a basis of promotion are:

- ◆ It is relatively easy to measure the length of service and judge the seniority. Hence it is easy to administer.
- ◆ There would be full support of the trade unions to this system.
- ◆ Every party trust the management's action as there is no scope for favouritism and discrimination in the judgment.
- ◆ It gives a sense of certainty of getting promotion to every employee and of their turn of promotion.
- ◆ Senior employees will have a sense of satisfaction to this system as the older employees are respected and their inefficiency cannot be pointed out.
- ◆ It minimizes the scope for grievances and conflicts regarding promotions.



- ◆ This system seems to serve the purpose in the sense that employees may learn more with increase in the length of service.

In spite of these merits, this system also suffers from certain limitations. They are:

- ◆ It demotivates the young and more competent employees and results in employees turnover particularly among the dynamic force.
- ◆ It kills the zeal and interest to develop as everybody will be promoted with or without improvement.
- ◆ The promoted employees may not have the necessary competence and skills.

#### **(b) Promotion by Merit:**

The hard work and dedicated of committed employees can be rewarded by promoting them. Merit is taken to denote an individual employees skill, knowledge, ability, efficiency and aptitude as measured from educational, training and past employment record.

The advantages of merit system of promotion are:

- ◆ It results in optimum utilization of human resources in an organisation.
- ◆ Competent employees are motivated to exert all their resources and contribute them to the organisational efficiency and effectiveness.
- ◆ It continuously encourages the employees to acquire new skill, knowledge etc., for all-round development.
- ◆ It increases productivity

Despite these advantages the merit system suffers from some demerits. They are:

- ◆ Measurement or judging of merit is highly difficult.



- ◆ Many people, particularly trade union leaders, distrust the management's integrity in judging merit. This method is strongly opposed by the trade unions.
- ◆ The senior employees may be de motivated.
- ◆ Merit denotes mostly the past achievement, efficiency but not the future success. Hence, the purpose of promotion may not be served if merit is taken as sole criteria for promotion.

Merit should mean future potentiality but not past performance in case of promotion. Hence, it is suggested that organisations should measure the future potentiality of the candidate based on the requirements of a job to which he is going to be promoted and take it as merit rather than the past performance. However, past performance can be considered in evaluating and forecasting future success. Some of the demerits of this system can be avoided if the organisation views the merit as future potentiality. Thus the two main basis of promotion enjoy certain advantages and at the same time limitations. Hence, a combination of both of them may be regarded as an effective basis of promotion.

### (3) Transfers:

Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. It simply implies horizontal or lateral movement of an employee from one job to another without any increase in pay, status or responsibilities. Usually transfer takes place between jobs paying approximately the same salaries. It can be also defined as change in job within the organisation where the new job is substantially equal to the old in terms of pay, status and responsibilities. It can be also due to changes in organisational structure or change in volume of work.



### Reasons for employee transfers:

- ◆ To avoid favouritism and nepotism.
- ◆ To avoid monotony in the work of an employee.
- ◆ Makes an employee accountable for the work done.
- ◆ Avoid excess dependency on particular employee, leading to loss control over subordinates.
- ◆ To create transparency among the employees and their work.
- ◆ To maintain healthy relationship in between all the staff members to maintain harmonious environment.

### Types of Transfer:

Most of the transfers generally carried out in organisations are:

- (a) **Production Transfer:** There may be shortage or surplus in certain departments of an organisation. Such transfers are resorted to when there is a need of manpower in one department and surplus manpower in other department. Such transfers are made to meet the company requirements. The surplus employees of one department/section might be absorbed in other place where there is a requirement. This type of transfer is made to avoid lay-off of efficient employees by providing them with alternative positions in the same organisation.
- (b) **Replacement Transfers:** This takes place to replace the old employee who has been in the organisation for a long time in order to give him some relief from the heavy pressure of work. This type of transfer is made when all operations are declining but management wants to retain the long-service employee as long as possible. Replacement transfer helps avoid lay off of senior employees.



- (c) **Remedial Transfers or Personnel Transfers:** These transfers are made to rectify the situation caused by faulty selection and placement procedures. Such transfers are made to rectify mistakes in placement and recruitments. If the initial placement of an individual is faulty or has not adjusted to work his transfer to a more appropriate job is always desirable.
- (d) **Versatility Transfer:** Versatility transfer is for the purpose of providing management with a more versatile group of employees. This type of transfer will increase the versatility of the employee by shifting him from one job to another. The employee gets an opportunity for varied job experience, gain varied and broader job experience by moving from one department to another.
- (e) **Shift transfers:** This type of transfer is common where the organisation carries out their operations in more than one shift. Employees can be shifted from morning shift to evening or night shift and so on. Shift transfer is mostly affected on special request from employees.
- (f) **Penal transfer:** Sometimes transfer is used as a concealed penalty. This is widely practiced in India. A trade union activist or a trouble-maker may be transferred to a remote branch where he cannot continue his activities.

Some transfers may involve a decrease in duties and in pay. This type of transfer should better be called downgrading or bumping, since it is used to protect employment opportunities for employees displaced from higher rated jobs. They are downgraded to less desirable jobs, bumping junior employees, who in turn may be laid off.



#### **(4) Reference:**

Employee referral means using personal contacts to locate job opportunities. It is the recommendation from a current employee regarding a job applicant. Employees working in the organisation are encouraged to recommend the names of their friends, relatives working in other organisations for a possible vacancy in the near future. The present employees know both the company and the candidate being recommended.

In this method, the referrer recommends his familiar and suitable internal staff according to the requirement of vacancies for the HR department. The most common is the supervisors recommendation as they can better understand their subordinates ability, and make the referrer and the vacancy achieve a better match, which is reliable.

In fact, this has become a very popular way of recruiting people in the highly competitive information technology industry nowadays. Companies may even offer rewards to employees whose recommendations are accepted – after the routine screening and examining process is over – and job offers extended to the suggested candidates.

#### **Advantages of Internal Sources:**

The following are the advantages of internal sources of recruitment:

- (i) Improves Morale:** When an employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfils the other requirements). This leads to motivation among the employees.
- (ii) No Error in Selection:** When an employee is selected from inside, there is a least possibility of errors in selection since



every company maintains complete record of its employees and can judge them in a better manner.

- (iii) **Promotes Loyalty:** It promotes loyalty, commitment and a sense of belongingness among the present employees as they feel secured on account of chances of advancement.
- (iv) **Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation. Thus the cost of training, induction, period of adaptability can be reduced to a large extent.
- (v) **Self-Development:** It encourages self-development among the employees as they can look forward to occupy higher posts.
- (vi) **Other advantages:**
  - ◆ Employees higher level need can be satisfied
  - ◆ Trade unions can be satisfied
  - ◆ Social responsibility towards the employees can be discharged
  - ◆ The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon.

#### **Disadvantages of Internal Sources:**

- (i) It discourages capable persons from outside to join the concern.
- (ii) There is lack of fresh and new talent in the organisation.
- (iii) It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organisation.
- (iv) For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.



- (v) If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.

In spite of the limitations of internal sources, it is frequently used as a source of recruitment for lower positions. It may lead to nepotism and favouritism. The employees may be employed on the basis of their recommendation and not suitability.

**(B) EXTERNAL SOURCES:**

The following are the methods of external sources of recruitment:

- (1) **Campus Recruitment:** Colleges, universities and other educational institutes are fertile ground for recruiters. Here the recruitment process is conducted within the educational institutes or in a common place to provide jobs to students pursuing or in the stage of completing the programme. Under campus recruitment industries visit the colleges to select students depending on their ability to work, capability, focus and aim. It helps the organisation to identify the right kind of talent required for the job. The Indian Institutes of Management (IIMs) and the Indian Institutes of technology (IITs) are on the top of the lists of avenues for companies like Hindustan Unilever, Citibank, L&T, Reliance etc.

Campus Recruitment is often an expensive method. It involves a cumbersome process it helps the organisation to pick up the candidates according to their needs. This type of recruitment is gaining popularity in India due to following reasons:

- ◆ Changes in the economic front provide new opportunities in the home country.
- ◆ Quality of life of India has improved considerably



- ◆ Procedure for obtaining work permits abroad is getting difficult day by day.
- ◆ Love and affection for the home country compels them to seek the jobs here
- ◆ Campus recruitment even though expensive is a major source of recruitment for various prestigious companies.

(2) **Advertisement:** This constitutes a popular method of seeking recruits because of its wide reach. It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply. They are the most familiar form of employment advertising. Newspaper is the most common medium of advertisement. For highly specialized recruits, advertisements may be placed in professional / business journals.

Preparing good advertisement is a specialized task. A number of factors influence the response rate to advertisement. There are three important variables – identification of the company, labour – market conditions and the degree to which specific requirements are included in the advertisement.

If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency. Large companies with national reputation will seldom use blind ads to fill lower – level positions. Though blind ads can assist recruiters in finding qualified applicants, many individuals are reluctant to apply.



Experienced advertisers use a four – point guide called AIDA to construct their advertisement:

- ◆ Attract Attention.
- ◆ Develop Interest in the Job.
- ◆ Create Desire.
- ◆ Instigate Action.

Job advertisements must contain the following information:

- (a) The job content (primary tasks and responsibilities).
- (b) A realistic description of working conditions, particularly if they are unusual.
- (c) Location of the job.
- (d) The compensation, including fringe benefits.
- (e) Job specifications.
- (f) Growth prospects.
- (g) To whom one applies.

A recruitment advertisement has to sell the idea that the company and the job are perfect for the candidate. Also it enhances the corporate image of the company.

- (3) **Job Boards:** A job board is a website that facilitates job hunting and range from large scale generalist sites to niche job boards for job categories such as engineering, legal, insurance, social work, teaching, mobile app development as well as cross-sector categories. Users can deposit their résumés and submit them to potential employers and recruiters for review, while employers and recruiters can post job ads and search for potential employees. From an employer's perspective, it's an advertising and publicity vehicle. Most job boards will post the name of the employer, a brief description of the job, a location, qualifications





required for the job, an application deadline, and the method of application, which often includes a hypertext link to the employer's online application site.

Job seekers must check the job board every few days to see if any job offers that suit them. From a candidate's perspective, a job board is a place to look for a job. Job Board may be organized around specific occupations, locations or even to certain specific types of work. This method is gaining popularity as it is easy and more cost-effective to list jobs with Internet companies. Job boards have significantly replaced advertisements due to the economy factor.

Job boards can be classified into private and government boards as well as boards that require a subscription and boards that do not.

◆ **Government Job Boards:**

Government job boards are job boards run by government entities at the local, state and federal level. They are free to use. Some government agencies, such as unemployment offices, may post jobs offered by private sector employers.

◆ **Private Job Boards:**

Private job boards fall into two categories: company job boards and public job boards. Company job boards are usually found as a webpage of the company's human resources department and list the jobs currently available with the company. Public job boards, on the other hand, are sort of like the employment section of a newspaper. They list jobs available from different public sector and private sector employers. Some public boards are national in scope and some are regional or local. Some boards may post all types of jobs, while some may focus on a particular profession.



### ◆ Portals / Websites:

A job portal, also known as a career portal, is a modern name for an online job board that helps applicants find jobs and aids employers to locate ideal candidates. Career websites, such as Monster, Indeed and Simply Hired, have job portals that offer a broad range of jobs in a vast number of fields. Some government agencies, non-profit organisations, universities and private businesses have their own job portals that applicants can access on the organisation's website.

An employment website is a web site that deals specifically with employment or careers. Many employment websites are designed to allow employers to post job requirements for a position to be filled. Other employment sites offer employer reviews, career and job-search advice, and describe different job descriptions or employers. Through a job website a prospective employee can locate and fill out a job application or submit resumes over the Internet for the advertised position.

Job Portal is an effective medium which helps the employers as well as the job seekers at the same time. Most prospective candidates use internet to find out what is new in the job market. Naukri.com, Monsterindia.com, Timesjob.com are the popular job portals that provide attractive job opportunities. The advancements in the technology allows the employers to computerize resume, conduct online interviews, psychometric test and so on.

There is an increasing trend among the companies to set up their own websites for attracting the candidates. These organisational websites enable the prospective employees to understand the organisational culture and work practices before applying online. Such sites help in maintaining





confidentiality of the job seeker. Further job seekers can also provide exclusive information about themselves which normally does not form a part of their resume. Many organisations like ICICI, Reliance etc. have their own organisational websites.

- (4) **Internship:** An internship consists of an exchange of services for experience between the student and an organisation. Students can also use an internship to determine if they have an interest in a particular career, create a network of contacts or gain school credit. Unlike a trainee program, employment at the completion of an internship is not guaranteed. Some interns find permanent, paid employment with the organisations for which they have worked. This can be a significant benefit to the employer as experienced interns often need little or no training when they begin regular employment.

Internships exist in a wide variety of industries. An internship may be paid, unpaid, or partially paid in the form of a stipend. Stipends are a fixed amount of money that is paid on regular basis. Usually, interns are paid through stipends on a monthly basis. Paid internships are common in professional fields including medicine, architecture, science, engineering, law, business technology, and advertising.

The types of internships are:

- ◆ **Work experience internship:** Most often this will be in the second or third year of the college period. The placement can be from 2 months to one full year. During this period, the student is expected to use the things has learnt in college and put them into practice which enables them to gain work experience.





- ◆ **Research internship:** This is mostly done by students who are in their final year to do research for a particular company. The topic can be chosen by the student themselves. The findings of the research are compiled and presented in the form of a research report.
- ◆ **Virtual Internships:** This provides the capacity to gain job experience without the conventional requirement of being physically present in an office. The internship is conducted via virtual means, such as phone, email, and web communication. Virtual interns generally have the opportunity to work at their own pace and convenience and hence this concept is gaining popularity in the recent times.

Internship opportunities in India are career specific, college students often choose internships based on the program they have chosen. Students often see it as a way to develop their capabilities by practically applying the academic elements of their degree and as an opportunity to learn about the work environment. Internships for MBA graduates are most common in India than other courses and it is often called as 'Summer Internship'.

Most of the students apply for internships during their summer and winter breaks. In some universities, internship during the college breaks is compulsory and a part of the curriculum. It is common that previous interns would become employees to the organisation once they have acquired the necessary skills and experience. Moreover many engineering college students also term their training period in certain industrial organisation as an internship.

- (5) **Placement Consultancies:** Companies do not simply rely on newspapers or job portals advertisements to post a vacancy. Job seekers can also be contacted by a third party, namely



Placement Agency / Consultancy. Placement Consultancies are responsible for attracting candidates and matching them to temporary or permanent positions with the client companies. They help to build better relationships and also gain a better understanding of clients recruitment needs. They attract candidates by drafting advertisements used in wide range of media as well as through networking, headhunting, referrals. They screen candidates, interview them, do background checks, match them, and place them in the clients company. They also provide advice to both clients and candidates on salary levels, training requirements and career opportunities.

Recruitment consultants provide a vital link between clients and candidates. They play a diverse role that involves:

- ◆ Manage different databases of jobseekers and employees as per their eligibility and requirements, respectively.
- ◆ Collect and brief the profile of the job such as job responsibilities, desired experience, remuneration etc.
- ◆ Go through the database of job seekers registered with them.
- ◆ Update database on a day-to-day basis.
- ◆ Contact Job seekers via phone, email, walk-ins, etc.
- ◆ Inform job seekers about the interview schedules and prepare them for the same.
- ◆ Headhunting - identifying and approaching suitable candidates who may already be in work.
- ◆ Receiving and reviewing applications, managing interviews and tests and creating a shortlist of candidates for the client.



- ◆ Briefing the candidate about the responsibilities, salary and benefits of the job in question.
- ◆ Preparing CVs and correspondence to forward to clients in respect of suitable applicants.
- ◆ Negotiating pay and salary rates and finalizing arrangements between client and candidates.
- ◆ Reviewing recruitment policies to ensure effectiveness of selection techniques and recruitment programmes.

Placement Consultants have bridged the gap in between the job-seeking candidates and the recruiters by providing countable services in the Recruitment industry. They are not just helpful in matching the company's requirements for a particular vacancy with the candidate's profile but also help in briefing the job role, qualification eligibility, salary compensation, etc. that saves a lot of time and money for both parties.

### **Traditional Methods of Recruitment:**

#### **(a) In-house:**

Many employers undertake their own in-house recruitment, using their human resources department, front-line hiring managers and recruitment personnel who handle targeted functions and populations. In addition to coordinating with the agencies mentioned above, in-house recruiters may advertise job vacancies on their own website and other job boards, coordinate internal employee referrals, target and headhunt external candidates just like an external agency or search firm, work with external associations, trade groups and/or focus on campus graduate recruitment. Some large employers choose to outsource all or some of their recruitment process. However a more common approach is for employers to introduce referral schemes



where employees are encouraged to source new staff from within their own network.

**(b) Internal Recruitment:**

Internal recruitment refers to the process of a candidate being selected from the existing workforce of a company to take up a new job in the same organisation, like a promotion, or to provide career development opportunity, or to meet a specific or urgent organisational need.

A temporary internal appointment for a period of a few months sometimes occurs, after which the employee would normally be expected to return to their previous job. This is known as a secondment; someone on a secondment is said to be seconded to the new team. Secondments may also take place between related organisations.

Lateral hire may refer to the hiring of someone into a position that is at the same organisational level or salary from another, similar organisation or to an employee moving from one position to another within the same organisation, possibly luring them with a better salary and the promise of better career opportunities.

An internal recruiter is a member of the company or organisation and works in the human resources department. Internal recruiters may be multifunctional, serving in an HR generalist role or in a specific role focusing all their time on recruiting. Activities vary from firm to firm but may include, screening CVs or résumés, conducting aptitude or psychological testing, interviewing, undertaking reference and background checks, hiring; administering contracts, advising candidates on benefits, conducting exit interviews with employees leaving the organisation etc. They can be permanent employees or hired as contractors for this purpose. Contract recruiters tend to move



around between multiple companies, working at each one for a short time as needed for specific hiring purposes. The responsibility is to filter candidates as per the requirements of each client.

Internal recruitment has various advantages like:

- ◆ **Cost Cutting:** Company can save money by internal hiring. Existing employee is already working so his expectations are usually lesser than an external one. Also internal recruitment does not require costly advertisements in newspaper but just notifications on staff notice board, inside the in-house magazines or communication via other internal tools.
- ◆ **Time Saving:** Since the employee is already working, so hiring and orientation is not required which normally takes a week or more. Existing resource can move to his new role quite quickly.
- ◆ **Reduces the Training Duration:** Existing employee is already aware about the product and the company, its projects in case of promotion in same department, it saves training cost and time both. Even if they may be hired for different role even then training duration will be shorter than that required for an external candidate.
- ◆ **Reduces the risk of wrong hiring:** The organisation already knows well the attitude, work proficiency, commitment and professional behaviour of the internal employee so the chances of inappropriate recruiting are minimal. Existing employee is well aware about the company's culture and environment so he will work with more enthusiasm and confidence.
- ◆ **Helps in employee retention:** Most of the time employee leaves the job because company fails in meeting his



professional expectations. But if company provides everything what any eligible employee deserves, then he would not leave his existing job.

What so ever would be the way of hiring, the objective of any organisation is hiring talented, skilled, highly dedicated and committed employees and this should be done in a fair and impartial manner.

**(c) On Campus:**

Campus placement / Campus interview / On campus method of recruitment is the program conducted within educational institutes or in a common place to provide jobs to students pursuing or in the stage of completing the programme. For this purpose, industries visit the colleges to select students depending on their ability to work, capability, focus and interest. The growth of Management Institutes, IITs and engineering colleges has given wider scope and popularity to the on campus method of recruitment. The recruitment companies pass on the information about the company and vacancies available. Applications are collected from interested students who are then interviewed. The most suitable candidates are selected and asked to join the organisation after the result declaration. This method is quick, easy and economical and also convenient to both candidates as well as organisations. The major objective of campus placement is to identify the talented and qualified professionals before they complete their education. This process reduces the time for an industry to pick the candidates according to their need.

For example: GE visits select Management and Engineering campuses across India to attract the best talent for suitable positions. On-campus recruiting events are an essential part of GE's hiring process. The recruitment process starts with GE sharing specific profile. Based on students interest and



applications received, they shortlist the profiles as per their eligibility criteria, conduct a Group Discussion and Aptitude Test (specific for Engineering campuses only), followed by interviews by an experienced panel of GE leaders.

On Campus method of recruitment follows a systematic procedure:

- (1) **Pre-Placement Talk:** A presentation about the company will be made during the pre-placement talk. This presentation includes information like selection procedure, company's achievement, candidates' scope of improvement within the organisation if selected, salary, employment benefits. Usually this presentation ends up with question and answer session, where the students are given chance to ask questions.
- (2) **Educational qualification:** Companies who are interested in campus visit for recruitment purpose will have specific qualification criteria that include marks or grade range and also specific program. Like some companies may prefer only engineering students whereas others may prefer candidates with finance background.
- (3) **Written Test:** Qualified students have to undergo a simple aptitude test but depending on company and the position looking for, the difficulty level of the test may be decided.
- (4) **Group discussion:** Most of the companies will have this round as a filtering round. This round may or may not be conducted. Here, a common topic is placed before the group and a formal discussion or knowledge sharing is expected by the judge. Purpose of this round is to check communication skills, etiquette of person, listening ability, convincing power, group leadership, leader or follower and many more



things are evaluated on the basis of requirement or the particular intention of the company.

- (5) **Technical Interview:** Based on outcome of the above process, students will further undergo a round called technical round. This round evaluates the technical ability of the students. In most of the cases this will be an individual round but it may be grouped with the formal interview.
- (6) **Formal interview:** This is the final round of the selection process, where the student's stability and his confidence level towards the particular work is evaluated. The interview focuses on overall personality of the candidate. The more practical application knowledge a candidate has the more chances of his / her selection. So having worked on projects in the industry, internships in relevant companies and industry visits to brands in the same sector will enhance a candidate's chance of selection.
- (7) **Post-Placement Talk:** Once the student is selected, he will be given an offer letter. Company's executive may provide guidelines about joining procedure and other prerequisites if needed.
- (8) **Employment and Traditional Agency:** A traditional agency/ Employment agency, historically has had a physical location, where a candidate visits a local branch for a short interview and an assessment before being taken onto the agency's books. Recruitment consultants work to match their pool of candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a contract or direct basis.



Employment agencies operate in both public as well as private sectors. Such agencies make necessary arrangements and select the suitable staff required by an organisation. They place advertisements, conduct tests, and make necessary arrangements for the interviews. The details of the candidates are provided to the employers which helps them to make the best selection.

The commercial recruitment industry is based on the goal of providing a candidate to a client for a price. On one hand, there are agencies that are paid only if they deliver a candidate that successfully stays with the client beyond the agreed probationary period. On the other end, there are agencies that are paid a retainer to focus on a client's needs and achieve milestones in search for the right candidate, and then again are paid a percentage of the candidate's salary when a candidate is placed and stays with the organisation beyond the probationary period.

#### **(d) Recruitment Broker:**

An agency / consultancy representing multiple 'Traditional agencies' with a physical location is called a broker. A client employs the broker who supplies candidates from potentially multiple recruitment agencies. The consultants work to match their pool of candidates to the Brokers' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a contract or direct basis. The broker fee is paid by the recruitment agency as a percentage of the placement rather than direct from the client.

#### **Modern Methods of Recruitment:**

(1) **Recruitment Booths:** Employers are invited to set up a recruitment booth in high traffic locations to interact face to face with students. Recruitment booths may be scheduled in



conjunction with an information session – meet and greet to maximize the employers on campus exposure. Recruitment booths are normally set up from morning to evening and may be located near the department or programme areas targeted for recruitment.

Employers service staff coordinates the schedule, location, parking, infrastructure etc. Recruitment booths can be directly booked using online job boards. Such booths facilitate a positive impression of the company on the prospective employees. Here the company executives can take the initial interviews and then direct the eligible candidates for the next at the company premises. However a few companies may finalize the recruitment decision at the booth itself.

- (2) **Niche recruitments:** The word “niche” means “a distinct segment of a market”. In the context of HRM, it means ‘Specialized recruiters’ who exist to seek staff with a very narrow specialty. These firms can produce superior results due to their ability to channel all of their resources into networking for a very specific skill set. This specialization in staffing allows them to offer more jobs for their specific demographic, which in turn attracts more specialized candidates from that specific demographic over time building large databases.

Niche firms tend to be more focused on building ongoing relationships with their candidates, as the same candidates may be placed many times throughout their careers. A niche job board targets a certain industry or community. For instance, “CrunchBoard” where they target tech savvy employees who read things like TechCrunch, TechCrunch IT and other technology based sources. There is basically a niche job board for every industry imaginable; truckers,



restaurants, retail, healthcare and marketing. The advantages of niche is that it is a much more controlled group of specialized talent – so recruiters can find high quality candidates with the skills and education that they need. This saves a lot of time.

Online resources have developed to help find niche recruiters. Niche firms also develop knowledge on specific employment trends within their industry of focus (e.g., the energy industry) and are able to identify demographic shifts such as aging and its impact on the industry.

Amongst the social networks and niche recruiting, one of the fastest growing recruiting trends is to use Twitter and Instagram. Twitter, the micro-blogging site allows connecting and sharing information with anyone in the world. Jobs are being shared and talent communities are targeted through the use of hashtags. Instagram is a photo and video sharing site with over 300 million users and one of the most downloaded social media apps around. Companies are experiencing a growth in sales by posting pictures of their products, services and organisation culture online.

Some of the best niche job sites are:

- ◆ **AllRetailJobs.com:** The number one job board for retail industry
- ◆ **CollegeRecruiter.com:** The leading job board for students searching for internships and recent graduates looking for entry-level jobs
- ◆ **CrunchBoard:** This gives access to the millions of technology and business savvy readers of TechCrunch, MobileCrunch, CrunchGear, TechCrunch IT and is one



of the most popular job boards for internet and tech jobs.

- ◆ **SnagaJob:** The largest part-time and full-time hourly job resource.

Thus niche recruitment is a very attractive proposition for employers searching for sustainability professionals, because a specialist niche recruiter can make an introduction to a specific candidate quickly, saving valuable time and money.

- (3) **Internet Recruitment:** During the past years, HR processes and procedures have been supported by everything from complicated file – folder systems to automation, going from usage of multiple systems and databases to a single version of the whole system. However, now are the days of e-HR (e stands for electronic).

HR professional needs to be aware of and knowledgeable enough to adopt the new technology for the benefit of his / her businesses. Internet has had the most revolutionary effect on recruitment practices. Currently, employers can electronically screen candidates' soft attributes, direct potential hires to a special website for online skill assessment, conduct background checks over the Internet, interview candidates via videoconferencing, and manage the entire process with web – based software. It is a common process adopted by recruiting firms such as monster.com, naukri.com and clickjobs.com.

e-HRM can contribute to enhanced performance of HR in four ways:

- ◆ self service
- ◆ call centres



- ◆ productivity improvement
- ◆ outsourcing

Using company intranet, all the employees can self-service many of the transactions, such as updating personal information. A centralized call centre can be created within the organisation. These activities lead to enhanced productivity of the organisation. Technology has made it easier to outsource the non – core functions to specialist service providers.

e-HRM is the complete integration of all HR systems and processes based on common HR data and information and on interdependent tools and processes. It has the potential to change all traditional HRM functions. The major implications of using electronic media in support of HR activities are:

#### Implications of e-HRM:

HRM Practices	Implications of e – HRM
(1) Analysis and design of work:	Employees in geographically dispersed locations can work together in virtual teams using videoconferencing, e –mail etc.
(2) Recruiting	Post job openings online where candidates can apply.
(3) Selection	Online tests can be administered, interviews taken online
(4) Training	Training modules can be learnt online at the employees pace and convenience.



HRM Practices	Implications of e – HRM
(5) Compensation and benefits	Employees can review salary and bonus details and seek details and seek information about and enrol in benefit plans

Companies benefit immensely through cost savings, speed enhancement and extended worldwide candidate reach which the Internet offers. From the job seekers' perspective, the Internet allows for searches over the broader array of geographic and company postings than was possible before. Use of internet enables companies to search for talent across time and distance constraints.

There are negatives associated with Internet recruiting. For example, broader exposure might result in many unqualified applicants applying for jobs. More resumes need to be reviewed, more e-mails dealt with and specialization applicant tracking software may be needed to handle the large number of applicants. Most importantly, replacing the traditional recruiters with computerized systems may make the recruitment process impersonal and inflexible leading to a negative impact on applicants' attraction. Another problem is that the recruiters are likely to miss out many competent applicants who lack access to Internet. Further, applicants may perceive that online systems are more likely to invade privacy than other recruitment processes. Misuse of confidential information by companies is possible. Therefore many applicants are less willing to use online recruiting.

In spite of the drawbacks, today both job givers as well as job seekers find Internet as one of the most effective source of recruiting and its usage in future.



(4) **Service Recruitment:** Service Recruitment is also called as Recruitment process outsourcing (RPO), which is a form of business process outsourcing (BPO) where an employer outsources or transfers all or part of its recruitment activities to an external service provider. The Recruitment Process Outsourcing Association defines RPO as follows: “when a provider acts as a company’s internal recruitment function for a portion or all of its jobs. RPO providers manage the entire recruiting/hiring process from job profiling through the onboarding of the new hire, including staff, technology, method and reporting.

A properly managed RPO will improve a company’s time to hire, increase the quality of the candidate pool, provide verifiable metrics, reduce cost and improve governmental compliance”. RPO providers offer specific services that are designed to improve what the client is already doing for recruiting, or work with a company’s recruiters to do more and to do better.

(5) **Recruitment Websites and Job Search Engine:** Recruitment websites include job boards, usually with a job search engine, a meta-search engine, which searches across multiple websites, and a résumé or curriculum vitae (CV) database. Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a résumé to be included in searches by member companies. Fees are charged for job postings and access to search resumes. Websites capture candidate details and then pool them in client accessed candidate management interfaces (also online).

Key players in this sector provide e-recruitment software and services to organisations of all sizes and within numerous industry sectors, who want to e-enable entirely or



partly their recruitment process in order to improve business performance. The online software provided by those who specialize in online recruitment helps organisations attract, test, recruit, employ and retain quality staff with a minimal amount of administration. Online recruitment websites can be very helpful to find candidates that are very actively looking for work and post their resumes online. Online sites may not attract the "passive" candidates who might respond favourably to an opportunity presented to them through other means. However, some candidates who are actively looking to change jobs may be hesitant to put their resumes on the job boards, for fear that their companies, co-workers, customers or others might see their resumes.

- (6) **Job Search Engines:** Job search engines aggregate job listings from all over the Internet and provide large volumes of job listings as quickly as possible. They aggregate job listings from job boards and employer websites.

For example:

- ◆ **Indeed.com:** Indeed is one of the most popular top job search engine. It aggregates postings from various other job sites such as Monster, CareerBuilder, Journalism Jobs etc. One can search by city, state, or zip code and narrow the results down by salary, job type, title, and other filters, then save the searches for later use. For a more advanced search, Indeed uses a keyword progression that helps one refine the search even further. Their mobile product comes in handy when searching on the go. Not all job search engines lets one post a resume, but Indeed enables this so one can be found by recruiters online.



- ◆ **LinkUp:** LinkUp is among the best job search engines. It acts like Google by indexing company web pages and delivering the most up-to-date and relevant job data. This approach helps avoid scams and latent or duplicate listings because it pulls information only from one source -- the company itself. Other job search engine sites may include listings from other job sites, which may not be updated with the same regularity.
- ◆ **SimplyHired:** SimplyHired includes some special features that other job search engines do not. They offer one of the largest job pools because they pull job listings from around the web, including those from social-media sources. Its mobile apps are some of the best in the industry, integrating with the web version to save and access previous searches. Additionally, SimplyHired's mobile solution enables to quickly apply to jobs from mobile devices.

The information stored on the World Wide Web is constantly expanding, making it increasingly impossible for a single search engine to index the entire web for resources. A metasearch engine is a solution to overcome this limitation. By combining multiple results from different search engines, a metasearch engine is able to enhance the user's experience for retrieving information, as less effort is required in order to access more materials. A metasearch engine is efficient, as it is capable of generating a large volume of data.

- (7) **Social Recruiting:** Social recruiting (social hiring or social media recruitment) is recruiting candidates by using social platforms as talent databases or for advertising. Popular social media sites used for recruiting include LinkedIn,



Facebook, Twitter, Google+ etc. Social recruiting is recruitment using social media. Social recruiting uses social media profiles, blogs, and online communities as a talent database to find and search for passive candidate data and information. It also uses social media to advertise jobs either through

HR vendors or through crowd sourcing where job seekers and others share job openings within their online social networks. Today more and more companies are using social media in their recruitment process. The primary duty of a social media recruiter includes coordinating candidate sourcing by utilizing all available recruiting tools including: social media, job boards; employee referrals, recruiting tools and vendors, and others.

It is difficult to determine the effectiveness and rate on investment of social recruiting since applicants do not usually apply through the social channels which first attracted them. In May 2013, Maximum Employment Marketing Group released the Social Recruitment Monitor, which ranks the reach, engagement, and interactivity of employers' social recruiting efforts around the world.

Social recruitment increasingly sits at an intersection of a number of fast-moving areas including social networking, recruitment and now cloud computing. Additionally, mobile recruiting is gaining popularity especially with the rise in tablet and smart phone usage.

- (8) Candidate Paid Recruiters:** Some recruiters work by accepting payments from job seekers, and in return helps them to find a job. They are national firms that specialize in finding positions for people. They generate revenue for the company they work for by successfully finding candidates for their clients' vacancies. They tap into the "unpublished



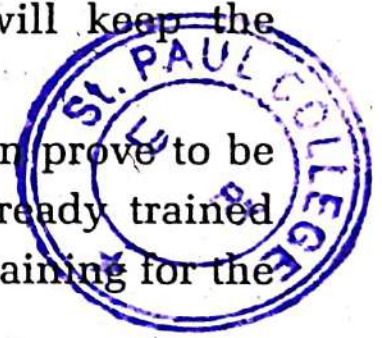
market" and use extensive research and networking to find jobs that are not posted. Such recruiters often refer to themselves as "personal marketers" and "job application services" rather than as recruiters.

### Merits of External Sources:

- ◆ **Availability of Suitable Persons:** Internal sources, sometimes, may not be able to supply suitable persons from within. External sources do give a wide choice to the management. A large number of applicants may be willing to join the organisation. They will also be suitable as per the requirements of skill, training and education.
- ◆ **Brings New Ideas:** The selection of persons from outside sources will have the benefit of new ideas. The persons having experience in other concerns will be able to suggest new things and methods. This will keep the organisation in a competitive position.
- ◆ **Economical:** This method of recruitment can prove to be economical because new employees are already trained and experienced and do not require much training for the jobs.

### Demerits of External Sources:

- ◆ **Demoralisation:** When new persons from outside join the organisation then present employees feel demoralised because these positions should have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.
- ◆ **Lack of Co-Operation:** The old staff may not co-operate with the new employees because they feel that their right has been snatched away by them. This problem will be





acute especially when persons for higher positions are recruited from outside.

- ◆ **Expensive:** The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews. In spite of all this if suitable persons are not available, then the whole process will have to be repeated.
- ◆ **Problem of Maladjustment:** There may be a possibility that the new entrants have not been able to adjust in the new environment. They may not temperamentally adjust with the new persons. In such cases either the persons may leave themselves or management may have to replace them. These things have adverse effect on the working of the organisation.

#### **Suitability of External Sources of Recruitment:**

External sources of recruitment are suitable for the following reasons:

- (i) The required qualities such as will, skill, talent, knowledge etc., are available from external sources.
- (ii) It can help in bringing new ideas, better techniques and improved methods to the organisation.
- (iii) The selection of candidates will be without preconceived notions or reservations.
- (iv) The cost of employees will be minimum because candidates selected in this method will be placed in the minimum pay scale.
- (v) The entry of new persons with varied experience and talent will help in human resource mix.



- (vi) The existing employees will also broaden their personality.
- (vii) The entry of qualitative persons from outside will be in the long-run interest of the organisation.

## (E) TECHNIQUE OF RECRUITMENT

Recruitment techniques are the means or media by which management contacts prospective employees or provide necessary information or exchanges ideas in order to stimulate them to apply for jobs. Management uses different types of techniques to stimulate internal and external candidates.

Techniques of Recruitment are divided into two viz. Traditional and Modern

### **Traditional Techniques of Recruitment:**

- (1) **Promotions:** Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level.
- (2) **Transfers:** Employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the places of their choice.
- (3) **Advertising:** Advertising is a widely accepted technique of recruitment, though it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company and stimulates them to apply for jobs. It includes advertising through different media like newspapers, magazines of all kind, television etc. The technique of advertising should aim at (i) attracting attention of the prospective candidates



(ii) creating and maintaining interest and stimulating action by the candidates.

Management in order to achieve these objectives of advertising has to:

- ◆ Analyse job requirements
- ◆ Decide who does what
- ◆ Write the copy
- ◆ Design the advertisement
- ◆ Plan and select the media and
- ◆ Evaluate response.

### **Modern Techniques of Recruitment:**

- (1) **Scouting:** Scouting means sending the representation of the organisations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs. The representatives provide information about the company and exchange information and ideas and clarify the doubts of the candidates.
- (2) **Salary and Perks:** Companies stimulate the prospective candidates by offering higher level salary, more perks, quick promotions etc.
- (3) **ESOPs:** Companies recently started stimulating the employees by offering stock ownership to the employees through their Employees Stock Ownership Programmes (ESOPs).

The modern sources of Recruitment are:

- (1) **Employee Referrals:** Present employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organisational culture of their company.



As such they can make preliminary judgment regarding the match between the job and their friends and relatives.

- (2) **Campus Recruitment:** These candidates are directly recruited by the Co; from their college/educational institution. They are inexperienced as far as work experience is concerned.
- (3) **Private Employment Agencies/Consultants:** Public employment agencies or consultants like ABC Consultants in India perform recruitment functions on behalf of a client company by charging fees. Line managers are relieved from recruitment functions and can concentrate on operational activities.
- (4) **Public Employment Exchanges:** The Government set up Public Employment Exchanges in the country to provide information about vacancies to the candidates and to help the organisation in finding out suitable candidates. As per the Employment Exchange act 1959, makes it obligatory for public sector and private sector enterprises in India to fill certain types of vacancies through public employment exchanges.
- (5) **Professional Organisations:** Professional organisations or associations maintain complete bio-data of their members and provide the same to various organisations on requisition. They act as an exchange between their members and recruiting firm.
- (6) **Data Banks:** The management can collect the bio-data of the candidates from different sources like Employment Exchange, Educational Training Institutes, candidates etc. and feed them in the computer. It will become another source and the co can get the particulars as and when required.



- (7) **Casual Applicants:** Depending on the image of the organisation its prompt response participation of the organisation in the local activities, level of unemployment, candidates apply casually for jobs through mail or handover the application in the Personnel dept. This would be a suitable source for temporary and lower level jobs.
- (8) **Similar Organisations:** Generally experienced candidates are available in organisations producing similar products or are engaged in similar business. The Management can get potential candidates from this source.
- (9) **Trade Unions:** Generally unemployed or underemployed persons or employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment due to latter rapport with the management.
- (10) **Walk In:** The busy organisation and rapid changing companies do not find time to perform various functions of recruitment. Therefore they advise the potential candidates to attend for an interview directly and without a prior application on a specified date, time and at a specified place.
- (11) **Consult In:** The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates and advise the company regarding the filling up of the positions. Head hunters are also called search consultants.
- (12) **Body Shopping:** Professional organisations and the hi-tech training develop the pool of human resource for the possible employment. The prospective employers contact



these organisations to recruit the candidates. Otherwise the organisations themselves approach the prospective employers to place their human resources. These professional and training institutions are called body shoppers and these activities are known as body shopping. Body shopping is used mostly for computer professionals. Body shopping is also known as employee leasing activity.

- (13) **Mergers and Acquisitions:** Business alliances like acquisitions, mergers and take over help in getting human resources. In addition the companies do also alliances in sharing their human resource on adhoc basis.
- (14) **E-recruitment:** The technological revolution in telecommunications helped the organisations to use internet as a source of recruitment. Organisations advertise the job vacancies through the World Wide Web (www). The job seekers send their applications through e-mail using the internet.
- (15) **Outsourcing:** Some organisations recently started developing human resource pool by employing the candidates for them. These organisations do not utilize the human resources; instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis.

There are various differences between the traditional and modern techniques of recruitment.

Traditional techniques of recruitment are very time consuming as they involve numerous processes right from posting vacancies in newspaper, stimulating them to apply and then sorting out the applications received. On the other hand, modern techniques like the online systems, the job openings are



posted instantly, responses are received quickly which can be then sorted as per the requirements. This saves a lot of time.

When a firm adopts traditional techniques of recruitment, there is a huge paper work involved which increases the cost whereas; modern techniques of recruitment are cost effective.

In case of traditional techniques, the advertisements of vacancies appear for a limited time thereby lowering the success rate. However, in case of modern techniques, the advertisement remains for a very long time; may be weeks, months or longer thereby increasing the chances of people visiting the page and responding to the advertisement thereby increasing the success rate.

Under traditional methods the next process can be carried out only after the previous phase has been completed leaving. Therefore there is no scope for parallel processing. This not only increase time but possibility of error being passed from one stage to other. In case of modern techniques, processing is done parallelly. Thus error can be identified and corrected then and there and not carried forward.

The traditional techniques of recruitment can reach to a limited number of people whereas modern techniques reaches out to people beyond boundaries of geographical and national restrictions giving access to larger pool of talented and qualified people.

Traditional techniques have personal touch and hence various requirements of the job can be discussed in detail. Modern techniques are such that they lack personal touch.

Traditional techniques are suitable for small organisations. Modern techniques are suitable and used by large organisations.



Lastly, traditional techniques of recruitment can even be used with technically incompetent staff whereas modern techniques require well trained and technically competent staff.

To summarize,

	Traditional	Modern
1.	Traditional methods are very time consuming as they involve numerous processes right from posting vacancies in newspaper to awaiting for responses and then sort the applications received.	Under modern methods like online systems, the job openings are posted instantly, responses are received quickly which can be then sorted as per the requirements. This saves a lot of time.
2.	There is a huge paper work involved which increases the cost.	Modern methods of recruitment are very cost effective. They facilitate paper less work procedures.
3.	Under traditional methods the next process can be carried out only after the previous phase has been completed. Thus there is no scope for parallel processing. This not only increases time but also the possibility of error being passed from one stage to other.	Under modern systems, processing can be done parallelly. Thus errors can be identified and corrected then and there. This reduces the possibility of carry forward of such errors.



	<b>Traditional</b>	<b>Modern</b>
4.	The advertisement appears for a limited time. This lowers the success rate.	The advertisement remains for as long as one wishes may be couple of months. This increases the chances of people visiting the page. The response rate becomes higher and hence the success rate increases
5.	It reaches to limited pool of people. Therefore the coverage is narrow.	It reaches out to people beyond boundaries of geographical and national restrictions giving access to larger pool of talented and qualified people.
6.	Traditional methods offer no way of assessing a candidate's eligibility and personality and his/her suitability for the job apart from the job criteria.	Modern methods can enable the recruiter to gauge the person's capability and competence which can be used to pre-screen the applicants. For e.g.: a small test or quiz can be sent to the applicant and he can be judged on some criteria.
7.	Traditional methods have personal touch and hence various requirements of the job can be discussed	Modern methods lack personal touch.



	<b>Traditional</b>	<b>Modern</b>
8.	Traditional methods are suitable for small organisations.	Suitable and used by large organisations
9.	Traditional methods can be also used with technically incompetent staff.	Modern methods well trained and technically competent staff is required.

## **(F) EVALUATION OF RECRUITMENT**

Evaluation and control is necessary as considerable costs are incurred in the recruitment process. The costs incurred are:

- (i) Salaries for recruiters.
- (ii) Cost of advertisements or other recruitment methods.
- (iii) Recruitment overheads and administrative expenses.
- (iv) Management and professional time spent on preparing job description, job specification, agency liaison etc.
- (v) Cost of overtime and outsourcing while the vacancies remain unfulfilled.
- (vi) Cost of recruiting suitable candidates for the selection process.

Statistical information on the cost of advertisements, time taken for the process and the suitability of candidates for consideration in the selection process should be gathered and evaluated.

A comprehensive evaluation of recruitment strategy allows organisation to identify internal capability and gaps, employee commitment levels and the corresponding cost effectiveness of



that strategy. It provides the basis for improving the recruitment process for future use.

The recruitment process has the objective of searching for and obtaining applications from job – seekers in sufficient numbers and quality. Keeping this objective in mind, evaluation of recruitment process might include:

- (i) Return rate of applications sent out
- (ii) Number of suitable candidates for selection
- (iii) Retention and performance of the candidates selected
- (iv) Cost of recruitment process
- (v) Time lapsed data etc.

The evaluation of recruitment methods might include:

- (i) Number of initial enquiries received which resulted in completed application forms
- (ii) Number of candidates at various stages of the recruitment and selection process, especially those short listed
- (iii) Number of candidates recruited
- (iv) Number of candidates retained in the organisation after six months.

It should be noted that evaluating the recruitment strategy can sometimes be difficult and time consuming.

## **OUTSOURCING:**

When a company wants to focus its resources on core competencies, it looks to outsource some of its services. Several organisations outsource part of their work to outside parties. Outsourcing is a regular feature both in public sector and private sector. Most organisations have surplus labour and they do not want to worsen the problem by hiring more people. Hence the need for off – loading some work to outside agencies. Also at



times, when organisation cannot handle all aspects of a business process internally, they outsource. Outsourcing is contracting with another company or person to do a particular function. Almost every organisation outsources in some way. The function outsourced is normally non-core to the business. Outsourcing is normally done for those jobs that require technical expertise and when the organisation wishes to focus on the core business. Functions like compensation, recruitment, logistics, maintenance etc. are usually out sourced.

Many a times organisations outsource their entire recruitment function to external agencies. A formal contract for recruitment related services is negotiated with the external agency. This is known as Recruitment Process Outsourcing. It may involve strategic consulting for talent acquisition, sourcing for select departments or skills, or total outsourcing of the recruiting function.

#### **Advantages of Outsourcing:**

- ◆ **Reduces Costs:** Outsourcing eliminates the need to hire individuals in-house. Hence recruitment and operational costs can be minimized to a great extent.
- ◆ **Specialization and Expertise:** Most of the times tasks are outsourced to vendors who specialize in a particular field. They have equipment and technical expertise, to complete the task effectively thereby enhancing the quality of the final product.
- ◆ **Allows HR to be more focused on core process rather than the supporting ones:** Outsourcing the supporting processes enables the organisation to spend more time to strengthen their core business process
- ◆ **Risk-sharing:** Outsourcing certain components of the business process helps the organisation to shift certain



responsibilities to the outsourced vendor. Thus risks can be shared.

### **Disadvantages of Outsourcing:**

While outsourcing human resource functions provide cost effective alternatives to staffing, there are some disadvantages:

- ◆ **Poor Performance:** Organisations outsource to limit costs, however decreased costs may result in decreased quality of performance by the outsourced provider. This may lead to an overall negative impact on the entire organisation.
- ◆ **Company Security:** When an organisation outsources its human resource activities like payroll and maintenance of human resource information system (HRIS), it involves a risk of exposing confidential information to a third-party.
- ◆ **Hidden costs:** Outsourcing most of the times is cost-effective. However, at times the hidden costs involved in signing a contract may turn out to be a costly affair.
- ◆ **Lack of customer focus:** An outsourced vendor may be catering to the expertise-needs of multiple organisations at a time. In such situations vendors may lack complete focus on a particular organisation tasks
- ◆ **Quality Control:** At times the services provided by the outsourced vendor may not be up to the desired expectation. A company's standards for quality control may differ from that of the outsource sub-contractor.

Outsourcing is widely used across organisations, is primarily undertaken to provide companies the competitive edge, can also result in easier management and better productivity based on how effectively the process is managed.



# QUESTIONS

1) Fill in the blanks:

- (a) \_\_\_\_\_ is the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. (recruitment, selection, hiring)
- (b) \_\_\_\_\_ is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. (recruitment, selection, hiring)
- (c) The \_\_\_\_\_ factors should be taken into account while formulating the recruitment policy of the organisation. (Government policies, knowledge, experience)
- (d) Identify the required numbers and sources of supply is the \_\_\_\_\_ step in recruitment process. (first, second, third)
- (e) A job is a bundle of related \_\_\_\_\_. (tasks, opportunities, responsibilities)
- (f) Job specification includes \_\_\_\_\_. (training, job duties, job summary)
- (g) The \_\_\_\_\_ should be clear regarding the work of the position, duties etc. (job description, job specification, job summary)
- (h) \_\_\_\_\_ include physical features like height, weight, chest, vision, hearing, ability to lift weight, ability to carry weight, health, age, capacity to use or operate machines, tools, equipment etc. (physical specification, mental specification, emotional specification)
- (i) The Position Analysis Questionnaire (PAQ) is a well-known \_\_\_\_\_ instrument. (job analysis, job description, job specification)
- (j) MPDQ is a highly structured questionnaire containing \_\_\_\_\_ items relating to managerial responsibilities, restrictions, demands etc. (208, 315, 450)

[Ans.: (a - recruitment); (b - Recruitment); (c - Government policies); (d - first); (e - tasks); (f - training); (g - job description); (h - Physical specification); (i - job analysis); (j - 208)]



(2) State whether the following statements are True or False:

- (a) Situational theory was expounded in early writings of Max Weber and Henri Fayol.
- (b) Job design is also referred to as work design or task design.
- (c) Position Analysis Questionnaire is a qualitative technique.
- (d) Machine will give information about the tool, machines and equipment to be used.
- (e) The process of assigning tasks to a job, including interdependency of those tasks with other jobs, is called Job Design.
- (f) An unstructured interview form is used to record the information.
- (g) Behaviour lists prefer simple organisational structure, decentralized decision-making and informal departmentalization.
- (h) Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks.
- (i) Job specification allow employees to learn a task rapidly.
- (j) When an employee is shifted in the same category, it is called 'horizontal promotion'.

[Ans.: (a - False); (b - True); (c - False); (d - True); (e - True); (f - False); (g - True); (h - True); (i - False); (j - True)]

(3) Match the following group:

Group 'A'	Group 'B'
(a) Job enrichment	(i) Creating a structure
(b) Situational theory	(ii) Horizontal job loading
(c) Job enlargement	(iii) Organizational factor
(d) Characteristics of job	(iv) Freedom to control ones responses
(e) Autonomy	(v) Flexi working hours
(f) Issues in job design	(vi) Radio



(g) Indirect method	(vii) Promotion
(h) Internal source of recruitment	(viii) Advantages of internal source
(i) Improves morale	(ix) IIM
(j) External source of recruitment	(x) New learning

[Ans.: (a - i); (b - vi); (c - ii); (d - iii); (e - iv); (f - v); (g - x); (h - vii); (i - viii); (j - ix)]

- (4) Define Recruitment. Explain its process.
- (5) Explain the sources of recruitment.
- (6) Define Recruitment. Explain its objectives and importance. (Nov. 17)
- (7) What do you mean by Recruitment and evaluate the need and importance of Recruitment. (Oct. 18)
- (8) What are the features of recruitment and state in brief the direct and indirect sources of recruitment? (March 18)
- (9) What are the features of Recruitment and state in brief the Internal and External sources of recruitment? (Oct. 18)
- (10) Explain in brief the Job analysis process.
- (11) Discuss the pros and cons of outsourcing.
- (12) What are the advantages and disadvantages of outsourcing? (April 19)
- (13) What are the different methods of job analysis? (April 19)
- (14) Differentiate between modern and traditional techniques of recruitment.
- (15) What are the uses of job analysis?
- (16) Define job analysis and explain the uses and contents of job description. (Nov. 17)
- (17) Define job analysis and explain the two important areas of job analysis.
  - (a) Job description. (March 18; Oct. 18)
  - (b) Job specification. (March 18; Oct. 18)



- (18) Define job design. What are the techniques of job design? (Nov. 17)
- (19) Define Job Design and explain the modern techniques of Job Design. (Oct. 18)
- (20) What are the factors affecting job design? (April 19)
- (21) Write short notes on:
- (a) Recruitment.
  - (b) Job Analysis. (April 19)
  - (c) Job Design.
  - (d) Job enrichment. (Nov. 17)
  - (e) Job Enlargement. (March 18)
  - (f) Method of Personal Interview. (March 18)



## UNIT - II

### Chapter 2

# Selection

## (Screening and Interview)

- **SELECTION:**
- Definition
- Purpose of Selection
- Criteria for Selection
- Process of Selection
- **SCREENING:**
- Methods of Screening Job Applicants
- Pre and Post Screening in Selection
- Benefits of Screening in Recruitment
- Pre Screening Requirements and Steps
- **INTERVIEW:**
- Definition
- Purpose of Interview
- Features of Interview
- Methods of Interview
- Types of Interview
- Guidelines for Interview (for Interviewer and for Interviewee)
- Do's and Don'ts of the Interview
- Types of Selection Test
- Effective Interviewing Techniques
- Hurdles in Selection
- Ways to Overcome Hurdles
- Questions



## (A) SELECTION

### DEFINITION:

Selection can be defined as process of choosing the right person for the right job from a pool of different candidates who applied for a certain job. To select means to choose. Selection is a part of the recruitment function. It is the process of choosing people by obtaining and assessing information about the applicants (age, qualification, experience and qualities) with a view of matching these with the job requirements and picking up the most suitable candidates. The choices are made by elimination of the unsuitable at successive stages of the selection process.

### PURPOSE OF SELECTION:

The purpose of selection is to pick up the most suitable persons who would match the requirements of the job and the organisation. The emphasis in selection is, therefore, on the optimal match between the person and the job.

A secondary objective in selection could be to choose the best person available. However, there could be a real problem with such an objective if the Job is not appropriate for the person concerned. It may become difficult for organisations to retain their best people in jobs that do not offer opportunities for them to harness their potential; instead they may lead to problems of monotony, boredom and frustration among Individuals and increased and increased turnover of staff for the organisation.



## **CRITERIA FOR SELECTION:**

Selection decisions are usually based on how an applicant is rated in terms of the likelihood of success on the job. The criterion of selection needs to be critical to the job. The key job dimensions identified in job analysis and job description provide the basis for determining relevant criteria. Generally, educational qualifications, technical skills and achievements are used as the basis for selection. It is seen that certain job requirements can be measured more easily and accurately than certain others. The core job skills like sensory motor skills and manipulative skills and achievement can be measured relatively more accurately than one's aptitude, interest and personality traits. Integrity loyalty, initiative/drive/ resourcefulness and intelligence/mental alertness are the key attributes influencing the selection of managerial employees. All these attributes being subjective are hard to assess accurately, yet are widely accepted.

## **PROCESS OF SELECTION:**

The selection process begins with the job specification. The more clearly and precisely it is done the less would be the number of qualified applicants. Suppose the purpose is to select management trainees. If the qualification prescribed is MBA, the number of applicants may be in hundred. If the qualification is graduation in any discipline, the number of applicants may be in thousand. However, the reputation of the firm, the job content, compensation package, location, etc. are some factors that influence the response to any, recruitment drive. But Job specification does plays an important role in deciding the quantity and, quality of response from prospective applicants. The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. The successive stages in the selection

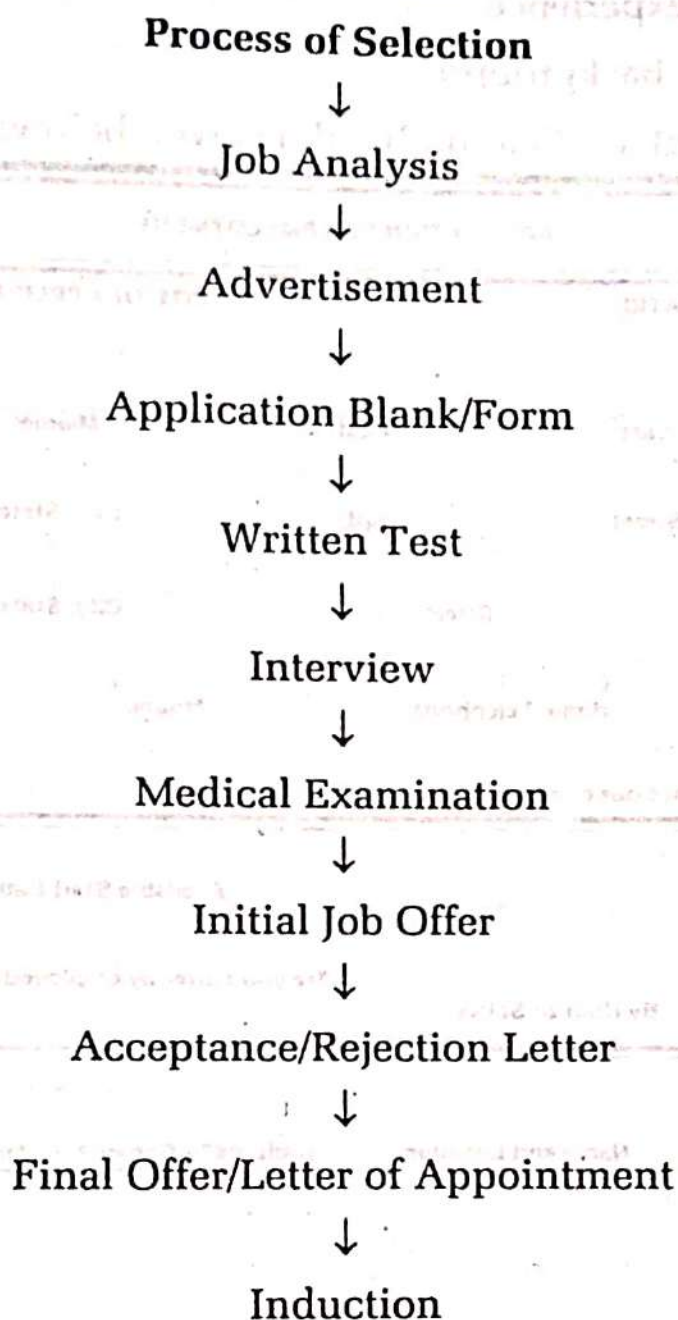


process are referred to as hurdles that the applicants should cross. Not all selection processes, however, include all these stages. The complexity of the selection process usually increases with the increase in the skill level and job level (responsibility and accountability) of the position for which selection is being made. The sequencing of the hurdles also may vary from job to job and organisation to organisation.

The process of selection is not the same in all organisations; it can be different in many organisations depending upon the nature of that organisation. However, following are the steps in selection process that is approved by most organisations.

- (1) **Job analysis:** The very first step in the selection procedure is the job analysis. The HR department prepares the job description and specification for the jobs which are vacant. This gives details for the jobs which are vacant. This gives details about the name of the job, qualification, qualities required and work conditions etc. In other words, it specifies the nature of the job and the qualities and qualifications of the person performing the same.
- (2) **Advertisement:** Based on the information collected in step 1, the HR department prepares an advertisement and publishes it in a leading newspapers. The advertisement conveys details about the last date for application, the address to which the application must be sent etc.





**Fig. 2.1 – Process of Selection**

(3) **Application blank/form:** Application blank is the application form to be filled by the candidate when he applies for a job in the company. The application blank collects information consisting of the following four parts:

- (a) Personal details
- (b) Educational details







- (4) **Written test:** The applications which have been received are screened by the HR department and those applications which are incomplete are rejected. The other candidates are called for the written test. Arrangement for the written test is looked after the HR department i.e. question papers, answer papers, examination centres and hall tickets etc.
- (5) **Interview:** Candidates who have successfully cleared the test are called for an interview. The entire responsibility for conducting the interview lies with the HR department i.e. they look after the panel of interviewers, refreshments, informing candidates etc.
- (6) **Medical examination:** The candidates who have successfully cleared the interview are asked to take a medical exam. This medical exam may be conducted by the organisation itself (army). The organisation may have a tie up with the hospital or the candidate may be asked to get a certificate from his family doctor.
- (7) **Initial job offer:** Candidates who successfully clear the medical exam are given an initial job offer by the company stating the details regarding salary, terms of employment, employment bond if any etc. The candidate is given some time to think over the offer and to accept or reject.
- (8) **Acceptance/rejection:** Candidates who are happy with the offer send their acceptance within a specified time limit to show that they are ready to work with the company.
- (9) **Letter of appointment/final job offer:** Candidates who send their acceptance are given the letter of appointment. The letter will state the name of the job. The salary and other benefits, number of medical leaves and casual leaves, details of employment bond if any etc. It will also state the date on



which the employee is required to start duty in the company.

- (10) Induction:** On the date of joining the employee is introduced to the company and other employees through an elaborate induction program.

## **(B) SCREENING**

Screening of applications involves a brief review of details of the prospective candidates based on their job application. The screening criteria should be based on minimum required competencies and occupational requirements as reflected in job posting.

### **METHODS OF SCREENING JOB APPLICANTS:**

- (1) Cover letter:** The applicant's cover letter should be brief and well-drafted to provide an overview of their most relevant work experience for the job. It must justify the reasons why the candidate is qualified for a particular position. It should be error free, simple and easy to understand. Poorly constructed cover letters may result in the elimination of a potential candidate.
- (2) Resume:** The applicant's resume should include the skillset, qualifications and experience listed in the job posting. The keywords must match with the qualities required for a particular post. Also the employment gaps if any must be clearly stated. Resume must be well-organized, brief and tailored to the specific position.
- (3) Assessment tools:** Some companies use assessment tools to evaluate a candidate's potential fit with the company. These tools measure specific personality traits along with the



candidate's approach to relevant scenarios, and allow employers to automatically eliminate those who don't provide the desired responses.

- (4) **Phone interview:** It is a means to interact briefly with potential candidates over phone in order to get idea of their verbal abilities. The conversation must be brief and only a few selected questions must be asked over the phone. Relevant notes must be taken down to facilitate the comparison of the candidates at a later stage. The telephonic interview must not only elicit the quality of responses but also provide the candidate's understanding of and enthusiasm for the position.

A well-conducted pre-screening process gives the employer some initial insight into the applicants. Further a full on to one interview to probe more deeply into each applicant's most relevant skills and experience can be conducted.

### **PRE AND POST SCREENING IN SELECTION:**

The prescreening in recruitment helps to minimize the number of job candidates to be invited for the job interview. The prescreening is about the matching of the job resumes to the advertised required skills and competencies of the new hire. The pre-screening is not the same as the phone job interview. The phone interview is the next step, which helps to reduce the number of job interviews to be scheduled. The prescreening is about finding the fundamental requirements in job resumes.

### **BENEFITS OF PRESCREENING IN RECRUITMENT:**

Currently, the people can apply for a new job by one single click in most cases. The prescreening is the essential recruitment



process step to handle all applicants with the required care and not to overload HR Recruiters and managers.

The prescreening matches the skills mentioned in the job resume and the job cover letter with the real requirements of the hiring manager. The prescreening is not about the pure administration of job resumes.

The prescreening can be conducted by the inexperienced HR Recruiter. The fresh HR Recruiter needs to gain knowledge about job resumes and has to learn to find the key points in job resume to be asked during the job interview.

The prescreening eliminates job hoppers, people with unexplained holes in their career paths, misspelled job resumes and general applications to hundreds of different job positions across many organisations.

### **PRESCREENING REQUIREMENTS:**

The prescreening has to be based on the matching of the job description and the job resumes received. The HR Recruiter has to see the essential requirements made by the hiring manager and make a detailed comparison with the job resume.

It is difficult to make a timely and valuable prescreening, when no match with the job description is possible. The hiring manager has to deliver the document for the job vacancy opening.

The prescreening is a part of the operational recruitment; the excellent job description is a basis for the decision making.

### **STEPS IN PRESREENING PROCESS:**

The HR Recruiter has to collect all job resumes for the job vacancy. It is essential to set the goal of the number of job



resumes to be passed to the phase of the phone interview. It is always beneficial to select up to 20-30 job resumes to be phone interviewed at max.

The HR Recruiter should make the process as quick as possible. The HR Recruiter should quickly review the job resume for the grammar style, clarity of the job resume and holes in the job resume. The job resume not meeting the quality criteria should be rejected immediately.

The HR Recruiter should match the skills and competencies to the required level in the next step with the rest of job resumes. It is always beneficial to evaluate resumes in percentages. The job resumes can be ranked later when it is needed.

The successful job resumes should be taken to the next step – the phone interview. The rest of job resumes should be rejected immediately.

Once the prescreening process is completed, selection tests are administered and interview is conducted, the post screening is done in which the employer indulges in reference checking and finally there is negotiating job offer:

An employer may decide to check the prospective employees references before making an “offer of employment” to him/her. Therefore the applicant should prepare the key references in advance. It is advisable to try and have the following people available as reference: ones previous boss or supervisor; a co-worker who is familiar with one’s recent contributions; and a personal reference – possibly a friend, relative or a professional such as an accountant, teacher, lawyer - who can vouch for him/her.

As for negotiating the job offer, it is generally advisable to get it in writing so that both employee and the employer are clear about the terms being presented. Start date, salary and benefits,



job title, probation period (if any), holiday entitlement, should all be clearly spelled out. This will ensure an accurate record of the final agreement.

## (C) INTERVIEW

The word "interview" comes from "inter" and "view". "Inter" means in between and "View" means to see. It is a process in which the employer gets an opportunity to see whether the candidate is suitable for the position vacant, and the candidate tries to prove that he/she possesses the desired skill and knowledge. It is the oldest method and often used to gather information. Interviews have become an integral part of social and business life. From the play home, where parents seek admission for the child to the old age home where senior citizens seek admission, entry and exit interviews, there are many interviews that take place in one's life. The interviews may be private or public, formal or informal, social or business, personal or telephonic and career related or otherwise. The interview is a face to face interpersonal role situation in which the person called the interviewer asks a person being interviewed questions designed to gather information about a problem area.

It is a two-way communication where the questions are asked by the interviewer to obtain information from the interviewee. The crux of the matter is that your prospective employer is interested in you only if you have the desired skills, qualification and knowledge.

**Scott and others** defined interview as, "*An interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons.*"



In other words "An interview is an attempt to secure maximum amount of information from the candidate concerning his suitability for the job under consideration."

The Oxford Advance Learner's dictionary provides the following different description of an interview:

- ◆ A formal meeting at which somebody is asked to see if they are suitable for a particular job or course of study of a college university.
- ◆ Private meeting between people where questions are asked and answered.
- ◆ To ask somebody about their lives, opinions especially on radio or television or newspaper or magazine.

### **PURPOSE OF INTERVIEW:**

- (1) Job employment interview for selection of suitable person on basis of their qualification and experience.
- (2) Interview held by some company for periodic review of workers.
- (3) Exit interview is held to determine a person's reason for leaving the organisation.
- (4) Interviews conducted by the company personnel to gather information on matters like attitude, working conditions, managerial effectiveness.
- (5) An interview given by a celebrity in question-answer session to selected audience.

### **FEATURES OF INTERVIEW:**

- (1) There is a definite purpose and is known both to the interviewer and interviewee.



- (2) Both the parties need to prepare for the communication event.
- (3) All interviews are prearranged.
- (4) There are atleast two participants in the event- an interviewer and interviewee.
- (5) There is a clear exchange of information. The information exchanged may or may not be kept secret.

## METHODS OF INTERVIEW:

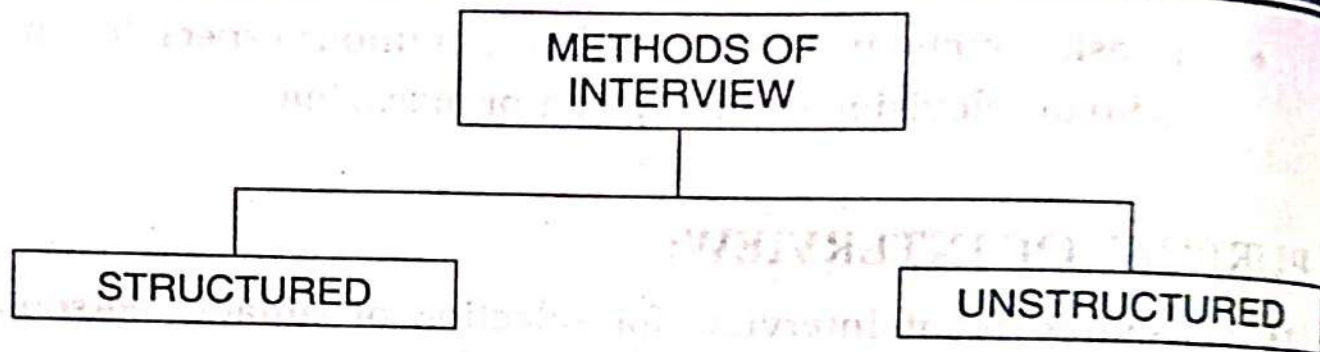


Fig. 2.3 -

- (1) **Structured Interview:** It is also called as Patterned or Guided or Standardised or Direct Interview. It is a pre-planned interview which is designed carefully designed with high degree of accuracy and precision. Under this method a list of questions are prepared by the interviewer in advance to ask the interviewee. The questions are on the basis of job specification, and to secure information from the candidate.

The questions would be asked in a particular order with very little deviation, ideal and standard answers to the set questions are also determined in advance. Therefore there is no scope for bias on the part of the interviewer. An adequate opportunity is given to the candidate to express his ideas and viewpoints.



The objective of this type of interview is to find facts and not awarding any judgment. It measures personality, motivation and interest of the candidate, because this information cannot be secured from elsewhere. This type of interview is useful in selection of semi-skilled employees. It assists in proper evaluation of the personality, attitude and motivation of the candidate. It guards against faulty conclusion, due to bias.

- (2) **Unstructured Interview:** It is also called as unguided or non-planned or non-directive interview. There is no sequence of questions or any formats to follow, so the interview pursues points of interests as they come up with response to questions or the answers given by the applicant. The interview is a conversation with no prepared questions. The interviewer should explain the purpose and the particular focus of the interview. The interviewer uses the questioning strategy to explore the work the job holder performs. Listening and taking notes are very important. The questions and responses enable the interview to be controlled. **The interviewer should be highly skilled and competent.** It is very flexible in nature, candidate feels very comfortable and free. Full freedom is given to him to discuss and express his points of view and ideas. The basic objectives of this type of interview are to find out the feeling, desire or problems of the candidate.

## TYPES OF INTERVIEW:

- (1) **The selection interview:** The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do a job. While you have the skills to perform the tasks that are required by the job in question, the employer needs to know if you have



personality necessary to fit in. The job candidates are invited back for several interviews with different people before a final selection is made.

- (2) **The group interview:** In this type, several job candidates are interviewed at once. The interviewers are trying to separate the leaders from the followers. In any group there is a natural process that takes place where the group stratifies into leaders and followers. The interviewer may also be trying to find out if you are a team player. There is nothing more to do than act naturally. Acting like a leader, if you are not, may put you into a job for which you are not appropriate. Here the board poses a problem to be solved and then sits back and watches which candidate takes the lead in formulating an answer.
- (3) **Panel Interview:** It means an employee is interviewed by a group (panel) of interviewers. On the other hand, it allows each interviewer to pick up on the candidate's answers and ask the questions from the answers. The candidate is interviewed by several people at once. It can be quiet intimidating as questions are fired on you. You should try to remain calm and establish rapport with each member of the panel. Make eye contact with each member of the panel while you answer their question. The panel consists of minimum two persons and maximum ten people. Candidate must be confident, should not hesitate while answering a question.
- (4) **Promotion interview:** A person who is due for promotion is interviewed even if there is no other candidate for the post. The purpose is to measure the attitude of the person and his fitness to take up the responsibility of the higher post. The interview provides an opportunity to the management to make the persons aware of the responsibilities he will have



to shoulder. If more than one person for promotion, then the interview can be partly a basis for selection. If the decision has been taken, the unsuccessful candidate may be told the basis of the decision, and about their chance of promotion later.

- (5) **Depth Interview:** This is a semi-structured interview. The candidate has to give detailed information about his background, special interest areas etc. He also has to give detailed information about his subject. Depth interview tries to find out if the candidate is an expert in his subject or not. The interviewer must have a good understanding of human behaviour.
- (6) **Exit Interview:** This interview is conducted by the HRD manger when the employee leaves the organisation. Exit interview is taken to find out why the employee is leaving the company. Sometimes, the employee may be asked to withdraw his resignation by providing some incentives. Exit interviews are taken to create a good image of the company in the minds of the employees who are leaving the company. They help the company to make sound HRD policies, to create a favourable work environment, to develop employee loyalty and reduce labour turnover.
- (7) **Assessment or Appraisal interview:** Periodic assessment of employees may be done by several methods like completing self-assessment forms, assessment of performance by supervisors and colleagues opinion, but an interview is invaluable in assessing an employee's attitude to the job. It is possible to find out employer's ambition, motivation, interest and the state of his morale only by face to face, frank and confidential talk.
- (8) **Periodical interview:** It helps to develop and maintain personal contact with employees of all grades. Detailed the



service records and formal assessment records may be, they are not a substitute for personal meeting and talk. It gives an opportunity to each side to know the other better, and contributes to employee relations.

- (9) **Problem interview:** An employee whose performance is unsatisfactory in spite of warnings by his superior represents a problem in the management of the staff. An interview is more likely to show a solution than just another warning. At the interview, it is possible to find out the reason for the employee's poor performance. Example: domestic or personal problem, poor health and dissatisfaction with the job.
- (10) **Stress interview:** This type of interview puts the interviewee into difficulties in order to test his reaction to stress situations. This interview method is used only for selecting persons for posts in which the person must be able to face difficult situations without getting upset. Example: post of college teacher, a labour welfare officer, a factory manager or any executive who has to face pressure from people. In this interview the candidate is made uncomfortable by a series of rude and discourteous questions. The aim is to help identify the hypersensitive applicants and those with low or high stress tolerance and who might be expected to overreact to mild criticism with anger and abuse.
- (11) **Walk-in interview:** These are generally panel interviews which may be structured, unstructured or sequential. In this kind of interview no specific candidates are called for interview, but those candidates who are eligible can come and attend the interview with their valid documents and resume. There is no written tests and candidates are selected only through the interview.



There are various methods of conducting interviews. The type of interview chosen by the company should be in line with the purpose and objectives for conducting the same.

### **GUIDELINES FOR INTERVIEW:**

Interview process requires investment of resources. Hence it should be well planned and conducted in a systematic manner.

### **GUIDELINES FOR INTERVIEWER:**

There are a set of guidelines that have to be kept in mind by the interviewer before conducting an interview.

- (1) **Prior Information:** Interviewers generally have some prior information about job candidates through application blanks, on line screening results etc. This can cause the interviewer to have a favourable or unfavourable attitude towards the applicant before meeting him personally.
- (2) **Establish Interview Plan:** The interviewer must be very clear about the basic purpose of the interview. Accordingly specific areas on which questions to asked must be short listed.
- (3) **Prepare list of questions that are directly related to the job responsibilities:** The interviewer must scan the job description and prepare an exhaustive list of questions that relate to those responsibilities. Behavioural questions, can also be asked to understand the past performance and behaviour as previous successes are a good indicator of future performance.
- (4) **Review the candidate's resume before the interview:** Review of the resume will help to prepare questions to be asked at the time of interview. It also shows the candidate that the interviewer has invested time to ensure a productive interview.



- (5) **Outline the interview structure for the candidate:** The interviewer must develop a brief description about the company profile, outline the job duties and then ask questions to the candidate. Sufficient time must also be given to the candidates to ask questions if any. This would set up the parameters of the interview and keep it focused.
- (6) **Interviewer must talk minimum during the interview process:** It is suggested that the interviewer must talk for only about 30% of the time and allow candidates to describe their skills and qualifications. However the interviewer must make sure that all the questions are covered in depth.
- (7) **Be an active listener:** The interviewer must try to understand, comprehend and gain insight in replies given by the interviewee. The interviewer must provide full information of the job so as to provide a realistic picture to the candidate.
- (8) **Watch nonverbal signal:** An applicant's facial expression, gestures, body language, etc. provide clues to that person's attitudes and feelings. The interviewers must understand such non-verbal clues and must also be aware of what they themselves are communicating non verbally.
- (9) **Use questions effectively:** In order to elicit a truthful answer the questions must be framed as objectively as possible giving no indication of the desired responses.
- (10) **Be polite but a true professional:** The interviewer must not spend his time chatting with the interviewee. This would lead to hiring of a candidate on the basis of personal liking giving no chance to the truly qualified candidates.
- (11) **Separate facts from inferences:** During the interview, the interviewer must record factual information and later on record the inferences and interpretations of the facts.



Whether the interview is by email, phone, video conferencing or in person, it is necessary that candidates must be informed whether they are selected or not.

### **PREPARATION OF THE INTERVIEWEE:**

Given the significance of performing at one's best at the interview, the preparation has to be done well in advance and should cover many areas. The knowledge related and subject specific inputs apart, success in the interview calls for a positive orientation, high level of self-confidence, active listening, effective communication, pleasing disposition, noticeable interpersonal skills and the right temperament.

Preparation of the interview starts with a good homework. Try to learn as much as you can about the organisation. The line of business, track record, strength, weakness, hierarchical structure, values and future plans. Find out the details about the job offer – how many vacancies, place of posting, remuneration package, work culture, job description, attributes and so on.

### **GUIDELINES FOR THE INTERVIEWEE:**

- (1) **Be prepared for the interview:** A candidate must be very clear about the purpose of the event. He has to be well prepared about the questions in his area of interest, his present position, the position he has applied for, Nature of organisation, history, its current activities, etc. His knowledge on all such questions will impress the interviewer. He must be prepared for the unexpected.
- (2) **Have a presentable appearance:** Everybody expects a pleasant personality. The interviewee must be dressed formally.



- (3) Show interest by making use of effective body language:** Make eye to eye contact with the panel to show your confidence. This will show your genuine interest and your interest in the organisation. Sit straight with confidence in a chair offered with the hands neatly locked on the lap or comfortably placed on the arms of the chair.
- (4) The entire questions must be correctly and completely answered:** The primary aim is to exchange information effectively. If an interview is not clear about certain questions there is no harm in admitting it. Following things he should he should take care of:
- (a) He should never bluff.
  - (b) Be honest and polite.
  - (c) Avoid talking too much.
  - (d) Avoid criticism of the previous employer.
  - (e) Thank the interviewer for sparing time for you.
  - (f) Do not hesitate to ask any questions to seek clarifications regarding the company profile, service condition, etc.
  - (g) Don't be nervous while entering the interview room.
  - (h) Greet the interviewers with a smile.
  - (i) Do not sit until you have been asked for. Even be careful of the posture in which you sit. Sit in a natural, composed manner.
  - (j) Where the interviewer starts conversation, pay attention to what he says. Do not interrupt him. Respond to him only at the appropriate time.
  - (k) Give relevant answers to the questions.
  - (l) Don't try to make an exhibition of your knowledge. Don't boast your capabilities.



- (m) Be positive in your attitude. Express your enthusiasm for the job and the company.
- (n) Don't keep shifting you seat. Don't bite or chew you finger nail. Do not play with the paper weight on the table.
- (o) When asked a question about the previous job, be frank and avoid criticism.

## **DO'S AND DON'TS OF THE INTERVIEW:**

### **Do's:**

- (1) **Early arrival:** Arrive 10 minutes early.
- (2) **Clarify questions:** Answer the questions asked by the employer.
- (3) **Give your qualifications:** Stress the accomplishments that are pertinent to the job.
- (4) **Conduct yourself professionally:** Smile and eye to eye contact is very essential.
- (5) **Prepare in advance** tough questions so that your weakness turns into strength.
- (6) **Make your first impression** professional one.

### **Don'ts:**

- (1) Don't answer vague questions.
- (2) Never interrupt the employer.
- (3) Don't smoke, chew gum or place anything on the employers desk.
- (4) Do not lie.
- (5) You have a right to be assertive.



## TYPES OF SELECTION TEST:

Different selection test are adopted by different organisation depending upon their requirements. These tests are specialized test which have been scientifically tested and hence they are also known as scientific test. Different types of test can be explained with the help of following diagram:

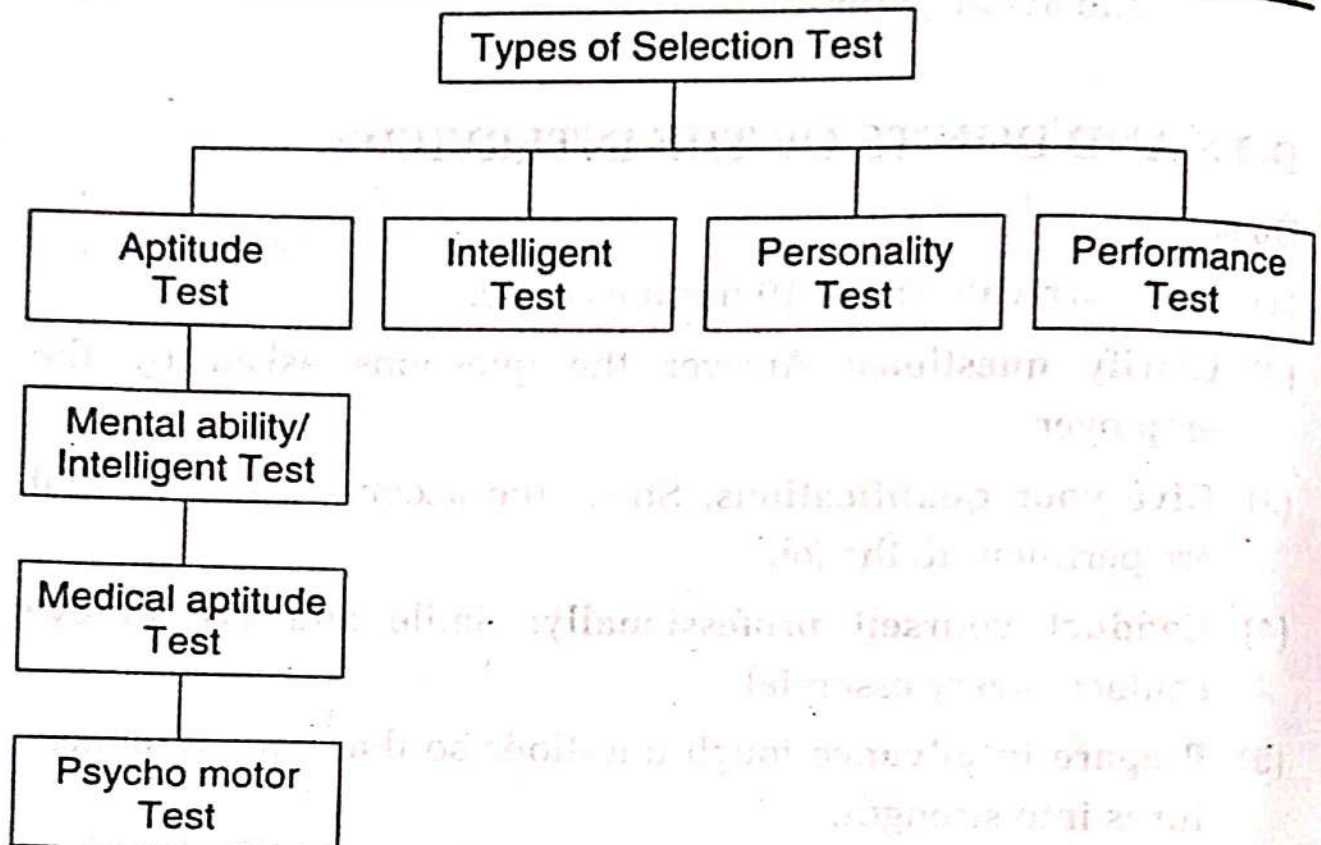


Fig. 2.4 -

(1) **Aptitude test:** Aptitude tests are test which assess the potential and ability of a candidate. It enables to find out whether the candidate is suitable for the job. The job may be managerial technical or clerical. The different types of aptitude test are the following:

(a) **Mental ability/mental intelligence test:** This test is used to measure the overall intelligence and intellectual ability of the candidate to deal with problems. It judges the decision making abilities.



- (b) **Mechanical aptitude test:** This test deals with the ability of the candidate to do mechanical work. It is used to judge and measure the specialized knowledge and problem solving ability. It is used for technical and maintenance staff.
- (c) **Psycho motor test:** This test judges the motor skills the hand and eye co-ordination and evaluates the ability to do jobs like packing, quality testing, quality inspection etc.
- (2) **Intelligence test:** This test measures the numerical skills and reasoning abilities of the candidates. Such abilities become important in decision making. The test consists of logical reasoning ability, data interpretation, comprehension skills and basic language skills.
- (3) **Personality test:** In this test the emotional ability or the emotional quotient is tested. This test judges the ability to work in a group, inter personal skills, ability to understand and handle conflicts and judge motivation levels. This test is becoming very popular now days.
- (4) **Performance test:** This test judges and evaluates the acquired knowledge and experience of the knowledge and experience of the individual and his speed and accuracy in performing a job. It is used to test performance of typist, data entry operators etc.

## **EFFECTIVE INTERVIEWING TECHNIQUES:**

- (1) **Conduct a "job analysis":** Interviewers should consult the subject matter experts to generate a specific list of the most important aspects of the job and things required to perform it successfully. This will not only make the interview more



- relevant to the job, but job candidates and interviewers will also be able to view the interview more positively.
- (2) **Prepare questions in advance:** An interview format in which all job candidates are asked the same specific questions helps to avoid irrelevant content. Asking uniform questions facilitate direct and easy comparison of candidates responses.
  - (3) **Prepare to be flexible:** Interviews that simply move on to the next question, without leaving room for follow-up questions often do not collect enough information from candidates. Furthermore, both job candidates and interviewers perceive this format more negatively.
  - (4) **Ensure the interview isn't too short or too long:** Since it is important that all candidates get the same opportunity to answer the same questions without feeling rushed it is best to limit the number of interview questions.
  - (5) **Focus on the interview while it is being conducted:** The interviewer must focus on the core requirements of the job. Questions relating to personal life of the candidates must be avoided as far as possible.
  - (6) **Include more than one interviewer:** The use of multiple interviewers greatly increases the reliability of the interview process. Different interviewers in separate, subsequent interviews are more likely to agree on the right candidate.
  - (7) **Take detailed notes:** Note taking creates a professional atmosphere for the interview and makes a candidate feel respected, listened to and encouraged. This not only generates records for future reference but also helps interviewers to discuss about specific features of the interviewee.



## HURDLES IN SELECTION:

Selection is a process of finding the right person for the job. There are some hurdles that takes place while selection. They are as follows:

- (1) **Ineffective Recruitment:** Sometimes selection process gets affected due to ineffective recruitment initiatives. If the recruiter fails to attract qualified candidates (in recruitment process) then it is obvious that right candidate will not be selected (in selection process). Therefore, ineffective recruitment will definitely influence selection.
- (2) **Perception:** Our inability to understand others accurately is probably the most fundamental barrier to select right candidate. Selection demands an individual or a group to assess a candidate comparing competencies of others, in order to find out the right persons for the jobs. But our views are highly personalized. We all perceive the world differently. Our limited perceptual ability is obviously a stumbling block to the objective and rational selection of people.
- (3) **Stereotyping:** This is one of the most common barrier to selection. In stereotyping, we generally categorize the candidates such as:
  - ◆ All professors and teachers are absent minded
  - ◆ All females are basically sincere and honest
  - ◆ All civil servants are boring
  - ◆ Candidates with Science background are intelligent etc.This leads to biased selection of candidates.
- (4) **Gender Issue:** Gender issue also hampers effective selection. In early days, men predominately held managerial jobs and if those jobs are viewed as being primarily masculine in



nature, such stereotyping may produce negative reaction in selecting right candidates.

- (5) **Age/Race Issue:** In many selections, age and race of the candidates are considered rather than their skills, abilities or experiences. This leads to bias selection.
- (6) **Halo Effect:** Another barrier to selection is halo effect, which can be negative or positive. In halo effect the personal characteristics influence or overwhelms the interviewers and this lead to wrong selection.
- (7) **Quota System:** Quota system also influences effective selection.
- (8) **Fairness:** Selection requires that no individual should be discriminated based on religion, region, race or gender. But the less number of women and other less privileged sections of society in the middle and senior management positions and open discrimination in job advertisements and in the selection process would suggest that all the efforts to minimize inequity have not been very effective.
- (9) **Validity:** Validity refers to tests that help to predict job performance of an incumbent. A test that has been validated can differentiate between the employees who can perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success.
- (10) **Reliability:** A reliable method is one, which will produce consistent results every time it is conducted. Like a validated test, a reliable test may fail to predict job performance with precision.
- (11) **Pressure:** This occurs when politicians, bureaucrats, relatives, friends, and peers try to influence on the selectors



to pick particular candidate. In public sector, this barrier mostly influenced a good selection.

- (12) **Nepotism/Favouritism:** This is one of major/common barrier to effective selection in both public and private sectors.
- (13) **Cost and time:** Sometimes due to insufficient time and budget, right person cannot be selected.

### **WAYS TO OVERCOME HURDLES:**

- (1) The selection committee should be clear about the selection criteria.
- (2) The selection should be done keeping in mind the present and future needs of the company.
- (3) The selection process should be free from political influence, contacts of friends and relatives.
- (4) It should be free from negative images of the people in mind.
- (5) It should have reliability in the selection process.
- (6) The selection process must be validated so as to predict the success of the job in the future.
- (7) There must not be any pressure on the members of the selection committee to ensure objectivity in the selection process.

## **QUESTIONS**

### **(1) Fill in the blanks:**

- (a) \_\_\_\_\_ can be defined as process of choosing the right person for the right job from a pool of different candidates who applied for a certain job. (Recruitment, selection, training)
- (b) The selection process begins with the \_\_\_\_\_. (job specification, job description, job summary)



- (c) The \_\_\_\_\_ process begins with the job specification.  
(selection, recruitment, job enlargement)
- (d) The \_\_\_\_\_ department prepares the job description and specification for the jobs which are vacant. (Hr, finance, marketing)
- (e) The applicant's \_\_\_\_\_ should be brief and well-drafted.  
(cover letter, resume, application)
- (f) \_\_\_\_\_ interview is held to determine a person's reason for leaving the organisation. (Exit, personal, written)
- (g) \_\_\_\_\_ test judges the motor skills the hand and eye co-ordination and evaluates the ability to do jobs like packing, quality testing, quality inspection etc. (Psycho motor test, Mechanical, Intelligent)
- (h) \_\_\_\_\_ is one of the most common barrier to selection.  
(Stereotyping, perception, gender issue)
- (i) Preparation of the interview starts with a good homework \_\_\_\_\_.  
(interview, selection, recruitment)
- (j) The \_\_\_\_\_ process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. (selection, training, induction)

*[Ans.: (a - Recruitment); (b - job specification); (c - selection); (d - Hr); (e - cover letter); (f - Exit); (g - Psycho motor test); (h - Stereotyping); (i - interview); (j - selection)]*

**(2) State whether the following statements are True or False:**

- (a) Problem interview puts the interviewee into difficulties in order to test his reaction to stress situations.
- (b) Periodical interview gives an opportunity to each side to know the order better, and contributes to employee relations.
- (c) Exit interview is taken to find out why the employee is leaving the company.
- (d) There is no sequence of questions or any formats to follow, in structured interview.
- (e) Selection is the oldest method and often used to gather information.



- (f) The post screening is done in which the employer indulges in reference checking and finally there is negotiating job offer.
- (g) The pre-screening is about finding the fundamental requirements in job resumes.
- (h) The applicant's resume should include the skill set, qualifications and experience listed in the job posting.
- (i) Application blank is the application form to be filled by the candidate when he applies for a job in the company.
- (j) The advertisement conveys details about the last date for application, the address to which the application must be sent etc.

[Ans.: (a - False); (b - True); (c - True); (d - True); (e - False); (f - True); (g - True); (h - True); (i - True); (j - True)]

(3) Match the following group:

Group 'A'	Group 'B'
(a) Job analysis	(i) Personal details
(b) Application Blank	(ii) Well organised
(c) Resume	(iii) Early arrival
(d) Structured interview	(iv) Do not lie
(e) Do's of interview	(v) Decision making ability
(f) Don't of interview	(vi) First step in selection process
(g) Mental ability	(vii) Questionnaire is used
(h) Stereotyping	(viii) Influences personal characteristics
(i) Halo effect	(ix) Mental ability test
(j) Aptitude test	(x) Hurdle in selection

[Ans.: (a - i); (b - vi); (c - ii); (d - iii); (e - iv); (f - v); (g - x); (h - vii); (i - viii); (j - ix)]

- (4) What is the meaning of selection? Describe the steps in the process of selection. (Oct. 18)
- (5) Discuss the various types of selection tests and state the different criteria for selection. (March 18)



- (6) Explain the selection process with diagram. *(Nov. 17)*
- (7) Explain the different types of selection tests. *(Oct. 18)*
- (8) What are the hurdles in selection process and ways to overcome them? *(Nov. 17)*
- (9) What is an Application Blank and state its contents. *(Oct. 18)*
- (10) What is Interviewing and Discuss the guidelines to be followed by the interviewer and the interviewee for the effective conduct of interviews. *(Oct. 18)*
- (11) What are the guidelines for effective interview? *(April 19)*
- (12) Explain the types of interview. *(Nov. 17; April 19)*
- (13) How can organisation make Advertisement effective. Design a format of an advertisement for the post of HR manager for a leading New paper. *(Oct. 18)*
- (14) Explain the pre and post screening in selection process. *(April 19)*
- (15) Enumerate the guidelines to be followed by the interviewer and the interviewee for effective selection process. *(March 18)*
- (16) Discuss the importance of an Interview in the selection process and also state its limitations in brief. *(Oct. 18)*
- (17) Write short notes on:
  - (a) Selection. *(April 19)*
  - (b) Screening.
  - (c) Interview.
  - (d) Group Discussion. *(Nov. 17)*



## UNIT - III

### Chapter 3

# Induction

- **INDUCTION:**
- Definition
- Purpose of Induction
- Induction Process
- Types of Induction
- Advantages and Limitations of / Problems in Induction
- Requisites of an Effective Induction Programme
- Consequences of Effective Induction
- Trends in Induction
- **ORIENTATION AND ONBOARDING:**
- Meaning
- Types of Orientation Programme
- Stages of Orientation
- Orientation Process
- Onboarding Process
- **EMPLOYEE SOCIALISATION:**
- Meaning and Definition
- Features of Socialisation
- Types of Socialisation
- Phases/Stages of Socialisation
- Socialisation Tactics
- **CURRENT TRENDS IN RECRUITMENT AND SELECTION STRATEGIES:**
- Service Industry, Legal Sector, IT Sector, Finance Sector, Media Industry
- Questions



## (A) INDUCTION

### DEFINITION:

Induction also called as Orientation is designed to provide a new employee with the information he or she needs to function comfortably and effectively in the organisation. It is a planned introduction of new hires to their jobs, their peers and the company.

The orientation programme includes the following information:

- (1) General information about of the daily routine.
- (2) A review of the firms history, objectives, operations, products, services,
- (3) A detailed presentation of company's policies, work rules, employee benefits.

Induction helps to reduce the anxiety levels among the new workers by helping them to adjust to the new work environment. Well planned induction training helps the new employee to identify himself with the organisation and its policies and procedures. An induction program may be conducted at a particular centre for all employees or at different places (branches of the company) for different employees. Normally the new employees are called together to the staff training college for the induction program.

According to Michael Armstrong "Induction is the process of receiving and welcoming an employee when he first joins a company and giving him basic information he needs to settle down quickly and happily and start work".

Lecture, handbook, film, group seminar are used to impart the information to new employees about the environment of the job



and the organisation in order to make the new employee acquaint himself with the following needs:

**(1) About the Company:**

- ◆ History, growth, organisation and management, products, market, customers etc. of the company.
- ◆ Basic conditions of employment- hours of work, shift, holidays, retirement benefits.
- ◆ Pay, allowances, deductions.
- ◆ Sickness rules, information – pay – sick leave.
- ◆ Leave rules – casual, special, earned – holidays, vacation.
- ◆ Work rules, work-load, use of materials, equipment, machine.
- ◆ Disciplinary rules and procedure.
- ◆ Career path, promotion channel.
- ◆ Grievance procedure.
- ◆ Unions, negotiating machinery.
- ◆ Education, training and development facilities.
- ◆ Health, safety, medical care arrangements.
- ◆ Canteen and restaurant facilities.
- ◆ Social benefits and welfare facilities.
- ◆ Telephone calls and correspondence.
- ◆ Travelling and subsistence expenses.
- ◆ Uniforms, clothing.
- ◆ Various employees – their designations – position in the organisation.

**(2) About the Department:** The departmental head concerned introduces the new employee to the important employees and describes briefly about the department and the job.



Then the supervisor concerned introduces the employee to all the employees in the section/unit, describes in detail the job or work, material, machine, equipment with which the worker has to work, process of production, place of employee's job and its significance in the process of production, his position in departmental organisation structure, work distribution, assignment, working hours, shift, quality/standard to be maintained, customer/users of the product/service etc.

### (3) About the Superiors, Subordinates etc.:

- ◆ Introduce the new employee to the superior to whom he should report.
- ◆ Introduce to other superiors with whom his work is indirectly related.
- ◆ Introduce him to his subordinates with whom he has to work.
- ◆ Introduce to the subordinates who will report to him.
- ◆ Introduce to his colleagues.

### PURPOSE OF INDUCTION:

- (1) Putting new employees at ease.
- (2) Creating interest in his job and the company.
- (3) Providing basic information about the company.
- (4) Indicating the standards of performance and behaviour expected of him.
- (5) Informing about the training facilities.
- (6) Creating a feeling of social security.
- (7) Minimizing the reality shock which would be caused due to incompatibility caused between the employee expectations and actually what the company provides or offers regarding



pay, benefits, status, working conditions, responsibility, opportunity for growth, innovations, creative ideas, etc.

## **INDUCTION PROCESS:**

- (1) Reporting for duty at a certain place to the head of the department concerned.
- (2) The head of the department welcomes new employee.
- (3) Introduction to the organisational/ branch head introduces to important employees and describes about the organisation.
- (4) Departmental head introduces to all the employees of the department, describes the department, total work of, the department, etc.
- (5) Supervisor concerned introduces co-workers in that section/ unit to the work/job, material, machine.
- (6) Providing information about the duties, responsibilities, rights, facilities, provisions, welfare measures etc.
- (7) Supervisors clarifies the doubts of the new employees about the work.

## **TYPES OF INDUCTION**

### **(A) FORMAL INDUCTION:**

Formal Induction is a lengthy and time consuming process that is normally done by the HR representative, mostly carried out by large organisations.

It is a planned attempt to introduce new employees to the organisation, job and the working environment. It teaches the employees how error free job is to be performed and ensure well coordination amongst different parties.



Formal induction program provides a better chance to the organisation to win the new employees' loyalty and also fit into the new organisational culture easily. A formal induction programme, thus, includes the following contents:

- ◆ Brief history of the organisation.
- ◆ Organisational mission, vision, objectives and philosophies.
- ◆ Policies and procedures of the organisation.
- ◆ Rules and regulation of the organisation.
- ◆ Organisational structure and authority relationship.
- ◆ Terms and conditions of job including remuneration, working hours, promotional avenues, etc.
- ◆ Holidays and vacations
- ◆ Training, education benefits
- ◆ Welfare measures like subsidized canteen, transport, health and recreation facilities, etc.
- ◆ Job safety measures

#### **(B) INFORMAL INDUCTION:**

Informal induction is unplanned and ad hoc, mostly carried by medium and small scale business. Here the new employees learn through trial and error method. They get familiar with the work and work environment by themselves. It is done in brief where a few details of the company and its activities are brought to the notice of the new employee and they are supposed to familiarize themselves to the same. By using this method, employees are likely to make lot of errors thereby creating big losses to the organisation due to the unstructured nature of the induction.

Informal induction may also create lot of stress in the minds of the employees thereby leading to labour turnover. It can be



either done by the supervisor himself or the existing employees by through regular conversations about the rules, regulations and other details of the organisation

Another classification of Induction programme is as follows:

- (1) **Organisational Induction:** This is used when a new employee is oriented to the evolution of the organisation, its mission, vision, goals, strategies and set up. New recruits are also briefed about the history of the current state of the organisation, its financial position and accounting ratios.
- (2) **Departmental Induction:** This is used when a new employee is oriented to a particular department where he/she has to work, and the inter dependence of various departments, the suppliers and the customers. They are told about related departments such as planning, store, quality control and maintenance department.
- (3) **Job Induction:** The new recruits are oriented to the job or tasks they are supposed to perform. They should learn the duties, responsibilities, working conditions, criticality of the job, inspection criteria etc.
- (4) **Human Induction:** The new recruits are introduced to all the personnel with whom they have to interact frequently. In case of salesperson, they are introduced to the customers. The major customers are invited to the organisations when the new recruits are introduced.

### ADVANTAGES OF INDUCTION:

- (1) First impression matters a good deal and results in less turnover.
- (2) Newcomer adjusts himself to the work quickly, and it saves the time of the supervisor.



- (3) Reduces employee dissatisfaction, absenteeism and grievances.
- (4) Develops a sense of belongingness and commitment.
- (5) It helps to build a two-way channel of communication between the management and the workers.
- (6) Proper induction facilitates informal relations and promotes teamwork among employees.
- (7) It helps develop good interpersonal relations.
- (8) A formal induction programme establishes the interest of the company towards new recruits and gives them a good start.
- (9) It provides information about the organisation, job and employee welfare facilities.

### **LIMITATIONS / PROBLEMS IN INDUCTION:**

- (1) Busy or untrained supervisors may fail in carrying out the programme.
- (2) Employee is overwhelmed with too much information in short time.
- (3) Employee is overloaded with forms to complete.
- (4) The induction programme fails, if the employee is misplaced.
- (5) Some organisation resort to "trial by fire" orientation.
- (6) Employee's mistake can damage the company.

### **REQUISITES OF AN EFFECTIVE INDUCTION PROGRAMME:**

Orientation programmes to be effective must be based on serious considerations to attitudes, behaviour, and information that employees need. The following are the requisites to be taken in consideration for an effective induction programme:



- (1) Feed forward of the possible problems and solution therefore.
- (2) A warm and friendly welcome will reduce the possible problems.
- (3) A phased induction programme would place the new employee at ease and learn slowly.
- (4) Periodical follow-up and filling the gaps in the information would reduce the problems.
- (5) Attaching a colleague to the new employee for a month would reduce the new employee's anxiety.
- (6) Providing written and documented information through video cassettes and computer floppies would make the induction programme less loaded.

### **CONSEQUENCES OF INEFFECTIVE INDUCTION:**

If an induction programme is not organised effectively, the new recruits will never understand the organisation and their role in it. This may lead the new recruits to exhibit the following characteristics:

- (1) Inability to work as a member of a team.
- (2) Attitude not suitable to the healthy work environment.
- (3) Make themselves fault finders rather than fact finders.
- (4) Suffer from low morale, especially if the employee is a fresher.
- (5) Suffer from loss of productivity on account of inadequate work knowledge.
- (6) Fail to work to their highest potential due to lack of motivation, commitment and belongingness.



## TRENDS IN INDUCTION:

The contents of the induction programme is changing with the changing times. It is getting broader to incorporate the following emerging issues:

- (1) At present, the organisations are going beyond induction to the broader "on-boarding" process, keeping in mind the employee experience from their first contact with the organisation.
- (2) Few chalk and talk sessions and multimedia presentations or active learning tasks are practiced.
- (3) Organisations are moving away from the practices of discussing values and culture.
- (4) Technology is used widely in the induction programme.
- (5) Wide range of personnel are involved in designing the curriculum development to ensure that the content continues to match the organisation profile.
- (6) Socialization issues are stressed in the induction programmes and are organised for cross functional team building which improve inter-organisational communication. Cultural issues are given more importance in the induction programme.

## (B) ORIENTATION AND ONBOARDING

### MEANING:

A new employee orientation, (sometimes referred to as employee on-boarding), introduces new employees to the organisation and their new role. Beyond providing information about the organisation's policies and procedures, an effective orientation should make the new employee feel comfortable, helping them to learn about their role and the organisation's culture and values.



Developing and facilitating a new employee orientation takes time. Too often, busy workplaces forego a proper orientation in the hopes that new recruits will 'figure it out' as they get to work. But in fact, by taking the time to properly orient new hires, employers will increase that employee's chances of being successful. This could increase employee retention which saves the organisation time and money in recruitment in the long run.

Orientation is a process adopted for providing new recruits the basic information and background about the organisation. A good orientation programme provides answers to all the questions of the new recruits so that they can start the work in the right direction. Orientation programme can be organised in-house or off-site, preferably with the audio-visual tools. It can be done in the following ways such as question - answer, simple discussion, role-playing, simulations etc. Today, orientation is not a stand-alone event but part of a bigger process, often called onboarding. Some view onboarding as just a buzzword for orientation or something that occurs at large companies only, but it's actually an opportunity for small and midsize businesses to do more to ensure that new employees become productive and satisfied members of their staff.

The employee onboarding process goes beyond mere practicality and acknowledges that what new employees learn in their first few weeks has long-term effects on their ability to tackle the challenges of today's faster-paced business environment. It covers matters related to training, scheduled milestones, mentoring programs and interactive meetings.

A good orientation will enable a new employee to be successful by:

- ◆ Reducing the anxiety of the employee



- ◆ Sharing relevant organisational information and beginning a process of learning about the organisation's mission and work
- ◆ Socializing the employee to the culture of the organisation, including the values, behaviours, formal and informal practices, etc.
- ◆ Building relationship between the new employee and colleagues, including managers or supervisors

The programme must cover the following aspects:

- (1) A welcome address to make the new employee motivated and comfortable.
- (2) An overview of the organisation to cover activities, both inside and outside the employees department to highlight the image and convey a good sense of company's product and services.
- (3) Insight of corporate culture to communicate union-management relations.
- (4) Availability of flexi time and telecommunication system for employees.
- (5) The company's history to ensure employee retention.
- (6) Expected work habits and policies relating to working hours, vacations, breaks and dress code.

### **TYPES OF ORIENTATION PROGRAMME:**

- (1) **Formal or Informal:** In formal orientation, the management has a structured programme which is executed when the new employees join the firm. The new member is likely to think and act like an executive, a management trainee, or a management professor. In Informal orientation, new hires are directly put on the jobs and they are expected to adjust .



themselves with the work and company. It is desirable to maintain individual differences. Innovative ideas to solve organisational problems and healthy questioning of the status quo are likely to be generated by a person who has been inducted informally.

- (2) **Individual and Collective:** Individual approach is likely to develop far homogeneous vies than collective orientation. Individual orientation is more likely to preserve individual differences and perspectives. Orienting each person separately is expensive and time consuming. Collective orientation of the new hires solves the problem of time consuming and costly. Most large firms tend to have collective orientation approach.
- (3) **Serial or Disjunctive:** In serial orientation, the experience employee inducts a new hire. He acts as a tutor and a model of the new employee. When new firms do not have predecessors available to guide them or to model their behaviour upon, the orientation becomes disjunctive. Serial orientation maintains customs and traditions. Consistent use of this strategy will ensure a minimum amount of change within the firm over time. Disjunctive induction is likely to produce more incentives and creative employees because they are not burdened with traditions.
- (4) **Investiture and Divestiture:** Investiture orientation seeks to ratify the usefulness of the characteristics that the person brings to the new job. Most high level appointments follow this approach, because a person is appointed as an executive on the basis of what one can bring to the organisation. The new hires are given the freedom to select their office furnishings and subordinates and to make other decisions that will reflect on their performance.



Divestiture orientation, on the other hand, seeks to make minor modifications in the characteristics of the new hire, albeit, one was selected based on one's potential for performance. This is done to seek a better fit between a new member and the organisation. The premise between divestiture strategies is to dismantle the old mind-set of the new member so that instilling a new set of values or norms becomes easy.

Orientation programmes range from brief, informal introductions to lengthy, formal programmes.

### **STAGES OF ORIENTATION:**

Orientation introduces new employees to the hiring organisation. Orientation typically refers to the process of induction of new employees in a firm or the introduction of existing employees to new technologies, procedures, co-workers or environment. This initiation activity must be comprehensive and provide complete information about the physical workplace, procedures, policies and expected performance, together with information about working hours, benefits, breaks, payroll arrangements and other routine matters.

#### **STAGE 1: GENERAL INTRODUCTION:**

The human resources department typically administers this preliminary, general introduction stage. This stage typically has two parts: the first about the employing firm itself and the second about the specific job. In the first part, new recruits are introduced to the firm, its aims, objectives, culture, organisational structure, strategic plan, customers/market and history. The second part entails recruits often being given a tour of the firm's facilities, introduced to procedures, policies and job-specific information (such as employee activities, services, incentives, benefits, employee relations, fair employment



induction

practices and overtime provisions). The general introduction stage can be a one-day program or take longer, depending upon the size of the firm and the number of employees undergoing orientation.

### **STAGE 2: SPECIFIC ORIENTATION:**

Specific orientation follows the general introduction stage. In this stage, an employee is given job- or task-specific orientation typically by her immediate supervisor. Information about a particular department, its facilities (lunchroom, lavatory, coatroom) and employees, general information about breaks, absences, parking facilities and personal phone call/email/Internet policy, and standards of performance and essential job functions are made clear. Some organisations assign "buddies", who are existing employees, to new recruits to facilitate this process. This stage can also include instructions on safety precautions and job health, safe use of protective devices and equipment, fire protection procedures and smoking regulations, states Courtney Price in her book "Group Practice Personnel Policies Manual."

### **STAGE 3: FOLLOW-UP:**

Perhaps the most important orientation stage is the follow-up stage. In this stage a supervisor meets with an employee to inquire about issues and questions raised. The follow-up stage is important because it allows management to measure the effectiveness of the orientation program, address unanswered employee queries and cover topics the general and specific orientation stages overlooked. The follow-up stage typically ensues one week to one month after employee induction.

### **Importance of a Well-Designed Orientation Program:**

A well-designed, methodical orientation program lays the foundation for an employee's career, provides information that



helps employees adapt faster, encourages confidence, reduces ambiguity, improves employee retention, encourages communication and contributes to a more productive and effective workforce, says S. Nyambegera in the book "Human Resource Management." Furthermore, well-designed orientation programs reduce anxiety, stress and establish realistic job expectations.

### ORIENTATION PROCESS:

- ◆ Make introductions (new colleagues, a mentor or orientation 'buddy', managers, etc.).
- ◆ Give a tour of the assigned workspace and the rest of the office/facility including:
  - Where to safely put belonging (if not in their office).
  - Where to hang coat, store lunch; location of the washrooms.
  - Location of the photocopier, fax machine, and supplies, etc.
  - Provide an organisational overview, including an organisational chart if available.
- ◆ Review new employee's job duties and responsibilities including:
  - Job description and expected outcomes.
  - Identify work to be accomplished in the first days/weeks.
  - Provide relevant reports and information needed for the job.
  - Explain how the job relates to other roles in the organisation.



- ◆ Review work expectations and schedule:
  - Start and finish times, lunch time and breaks.
  - Probationary period.
  - Appropriate safety procedures.
- ◆ Review HR and administration procedures including:
  - Necessary paperwork for pay and benefits.
  - Employee policies and procedures manual.
  - Travel and reimbursement processes.
  - Absences, leave, vacation, etc.
  - Telephone and email protocol, internet use policy.
  - Review health, fire and safety procedures.
  - Review the performance management system, learning and development plans.
  - Explain the internal communication processes including staff meetings.

Many organisations have the 'nuts and bolts' of a new employee orientation process in place, meaning the information is already available. But beyond the what, it is just as important to consider how to share this information, when to schedule addressing the different elements and who needs to be involved to make for an engaging orientation process.

## **ONBOARDING PROCESS:**

### ***(A) Employee Onboarding: Easing First-Day Anxieties:***

Even though new employees have likely been on the company premises previously during the interview phase, their experiences on the first day of work will leave a lasting impression. Employers need to offer a first-day welcome to begin the process of making them feel at home.



The receptionist should be informed well in advance that a new employee is arriving and make sure that this person greets the newcomer warmly. If possible, someone can be arranged to personally escort the new hire to his workstation or office and introduced to other members of the working team.

The new hire should know how glad the employers are to have him/ her on board and that he would be provided with a comprehensive introduction to the company and the job within the next few days.

### ***(B) Onboarding During the First Week:***

During the employee onboarding process, the HR manager must go over the basics about their small or midsize business, some of which may have been covered in the interview:

- ◆ Mention the company's basic products or services.
- ◆ Size and general organisation of the company.
- ◆ An overview of the industry and where the business fits into the overall picture (Who's your chief competition?)
- ◆ Company's mission statement and values.
- ◆ Company goals and strategic objectives.
- ◆ Organisational culture.
- ◆ Make sure that the newcomer knows whom to call – and how – for questions and emergencies.
- ◆ Taking the Onboarding Process Through the Second Week and Beyond.

A key part of the employee onboarding process is early follow-up. The HR managers or supervising managers should meet with employees at predetermined points: two weeks after the first day on the job, a month after, two months or at intervals that work best for each job's complexity and changeability.



These times are when they can check in with new team members to find out how things are going for them. How well do they understand the business and their roles? Do they have any questions that have not been answered? Next they should assess the value of training programs. Are they helpful? Do they address the right areas? Are they worth the time being spent on them? What future developmental experiences would employees like to see?

There are many elements of an orientation that should be prepared in advance of a new employee starting work to ensure a smooth on-boarding process:

- ◆ Advise board members and staff of the new employee's name, position, and start date.
- ◆ Arrange for and equip a workspace with the necessary furniture, equipment and supplies (ensure that all equipment is working).
- ◆ If applicable, set up email address, phone extension, prepare business cards, office keys, etc.
- ◆ Add the employee to organisational lists (telephone, email, website directory).
- ◆ Prepare documents for the new employee (copy of job description, relevant reports or organisational documents).
- ◆ Ensure the staff handbook is up-to-date.
- ◆ Contact the new employee to confirm where and when they should report on the first day.
- ◆ Plan the orientation process including what will happen on the first day, week and month.
- ◆ Set up the orientation team – who will be doing what in the orientation process.





- ◆ Decide what meaningful tasks the new employee will start on and prepare the necessary background material.

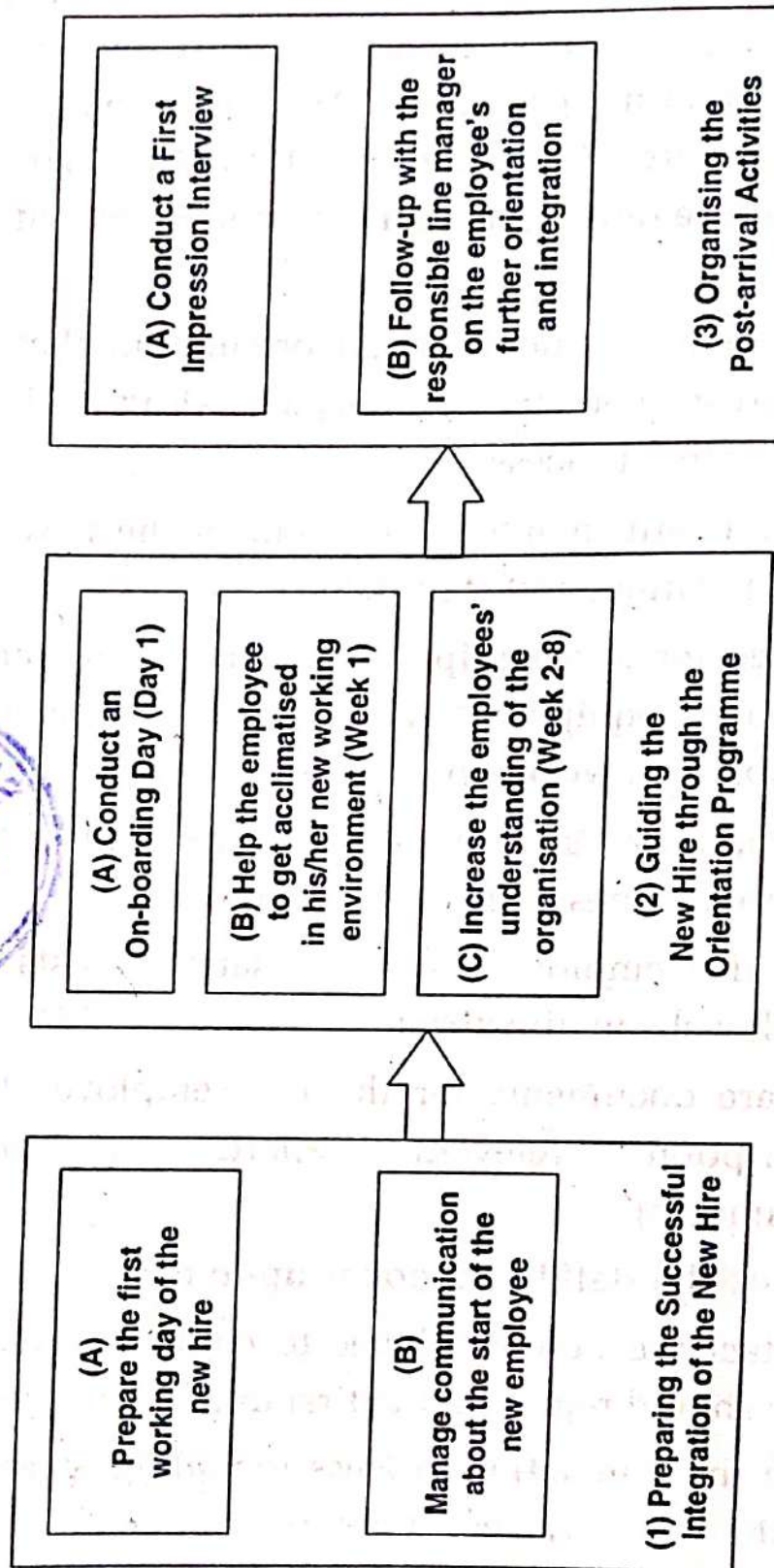


Fig. 3.1 – Steps for Onboarding New Employees



## (C) EMPLOYEE SOCIALIZATION

### MEANING AND DEFINITION:

Through the process of socialisation, the individual becomes a social person and attains his personality. Green defined socialisation *“as the process by which the child acquires a cultural content, along with selfhood and personality.”*

According to **Lundberg**, socialisation consists of the *“complex processes of interaction through which the individual learns the habits, skills, beliefs and standard of judgement that are necessary for his effective participation in social groups and communities.”*

**Peter Worsley** explains socialisation *“as the process of transmission of culture, the process whereby men learn the rules and practices of social groups.”*

**H. M. Johnson** defines socialisation as *“learning that enables the learner to perform social roles.”* He further says that it is a *“process by which individuals acquire the already existing culture of groups they come into.”*

The heart of socialisation, to quote **Kingsley Davis** *“is the emergence and gradual development of the self or ego. It is in terms of the self that personality takes shape and the mind comes to function.”* It is the process by which the new-born individual, as he grows up, acquires the values of the group and is moulded into a social being.

Socialisation takes place at different stages such as primary, secondary and adult. The primary stage involves the socialisation of the young child in the family. The secondary stage involves the school and the third stage is adult socialisation.

Socialisation is, thus, a process of cultural learning whereby a new person acquires necessary skills and education to play a



regular part in a social system. The process is essentially the same in all societies, though institutional arrangements vary. The process continues throughout life as each new situation arises. Socialisation is the process of fitting individuals into particular forms of group life, transforming human organism into social being and transmitting established cultural traditions.

### FEATURES OF SOCIALISATION:

Socialisation not only helps in the maintenance and preservation of social values and norms but it is the process through which values and norms are transmitted from one generation to another generation.

Features of socialisation may be discussed as under:

- (1) **Inculcates basic discipline:** Socialisation inculcates basic discipline. A person learns to control his impulses. He may show a disciplined behaviour to gain social approval.
- (2) **Helps to control human behaviour:** It helps to control human behaviour. An individual from birth to death undergoes training and his behaviour is controlled by numerous ways. In order to maintain the social order, there are definite procedures or mechanism in society. These procedures become part of the man's life and man gets adjusted to the society. Through socialisation, society intends to control the behaviour of its-members unconsciously.
- (3) **Socialisation is rapid if there is more humanity among the agencies of socialisation:** Socialisation takes place rapidly if the agencies' of socialisation are more unanimous in their ideas and skills. When there is conflict between the ideas, examples and skills transmitted in home and those



transmitted by school or peer, socialisation of the individual tends to be slower and ineffective.

- (4) **Socialisation takes place formally and informally:** Formal socialisation takes through direct instruction and education in schools and colleges. Family is, however, the primary and the most influential source of education. Children learn their language, customs, norms and values in the family.
- (5) **Socialisation is continuous process:** Socialisation is a life-long process. It does not cease when a child becomes an adult. As socialisation does not cease when a child becomes an adult, internalisation of culture continues from generation to generation. Society perpetuates itself through the internalisation of culture. Its members transmit culture to the next generation and society continues to exist.

## TYPES OF SOCIALISATION:

Socialization is broadly defined as "a process in which an individual acquires the attitudes, behaviours and knowledge needed to successfully participate as an organisational member." Socialization is an ongoing process that sometimes lasts for a year. It represents a sense-making process that helps new hires adapt, form work relationships and find their place in the organisation.

- (1) **Primary Socialisation:** Primary socialisation refers to socialisation of the infant in the primary or earliest years of his life. It is a process by which the infant learns language and cognitive skills, internalises norms and values. The infant learns the ways of a given grouping and is moulded into an effective social participant of that group.

The norms of society become part of the personality of the individual. The child does not have a sense of wrong



and right. By direct and indirect observation and experience, he gradually learns the norms relating to wrong and right things. The primary socialisation takes place in the family.

- (2) **Secondary Socialisation:** The process can be seen at work outside the immediate family, in the 'peer group'. The growing child learns very important lessons in social conduct from his peers. He also learns lessons in the school. Hence, socialisation continues beyond and outside the family environment. Secondary socialisation generally refers to the social training received by the child in institutional or formal settings and continues throughout the rest of his life.
- (3) **Adult Socialisation:** In the adult socialisation, actors enter roles (for example, becoming an employee, a husband or wife) for which primary and secondary socialisation may not have prepared them fully. Adult socialisation teaches people to take on new duties. The aim of adult socialisation is to bring change in the views of the individual. Adult socialisation is more likely to change overt behaviour, whereas child socialisation moulds basic values.
- (4) **Anticipatory Socialisation:** Anticipatory socialisation refers to a process by which men learn the culture of a group with the anticipation of joining that group. As a person learns the proper beliefs, values and norms of a status or group to which he aspires, he is learning how to act in his new role.
- (5) **Re-socialisation:** Re-Socialisation refers to the process of discarding former behaviour patterns and accepting new ones as part of a transition in one's life. Such re-socialisation takes place mostly when a social role is radically changed. It involves abandonment of one way of life for another which is not only different from the former but incompatible with it. For example, when a criminal is rehabilitated, he has to change his role radically.



## PHASES / STAGES OF SOCIALISATION:

- (1) **Anticipatory socialization:** This stage occurs before new hires join the organisation. Through interacting with representatives of the company (e.g., recruiters, managers), new hires develop expectations about the company and the job prior to organisational entry.
- (2) **Encounter:** When new employees begin a new job, they start to learn about job tasks and receive training. Managers can exert their influence by helping new employees understand their roles and duties. Also, by understanding the stresses and issues that newcomers experience, managers can help cultivate a high-quality work relationship with newcomers.
- (3) **Settling in:** New employees begin to feel comfortable with their job demands and social relationships. They will be interested in the company's evaluation of their performance and in learning about potential career opportunities within the company. Regardless of the years of work experience that new employees have, knowing the technical and social aspects specific to the job and the company is essential to function in a new environment.

## SOCIALISATION TACTICS:

*Socialization tactics* refer to the manner in which organisations structure the early work experiences of new members. There are six socialization tactics that vary on a bipolar continuum and include:

- ◆ **Collective versus Individual Tactics:** A number of new members are socialized as a group, going through the same experiences and facing the same challenges.



- ◆ **Formal versus Informal Tactics:** Formal tactics involve segregating newcomers from regular organisational members and providing them with formal learning experiences during the period of socialization.
- ◆ **Sequential versus Random Tactics:** The sequential tactic involves a fixed sequence of steps leading to the assumption of the role, compared with the random tactic in which there is an ambiguous or changing sequence.
- ◆ **Fixed versus Variable Tactics:** Fixed socialization consists of a timetable for the assumption of the role.
- ◆ **Serial versus Disjunctive Tactics:** The serial tactic refers to a process where newcomers are socialized by experienced members of the organisation.
- ◆ **Investiture versus Divestiture Tactics:** Divestiture tactics refer to what is also known as debasement and hazing. Organisations put new members through a series of experiences that are designed to humble them and strip away some of their initial self-confidence.
- ◆ **Institutionalized versus Individualized Socialization:** The six socialization tactics can be grouped into two separate patterns of socialization. Institutionalized socialization consists of collective, formal, sequential, fixed, serial, and investiture tactics. Individualized socialization consists of individual, informal, random, variable, disjunctive, and divestiture tactics. Institutionalized socialization reflects a more structured program of socialization and reduces newcomers' feelings of uncertainty. Individualized socialization reflects a relative absence of structure and so the early work experiences of newcomers are somewhat uncertain. The tactics can also be distinguished in terms of the context in which information is presented to new



hires, the content provided to new hires, and the social aspects of socialization.

Institutionalized socialization tactics are effective in promoting organisational loyalty, esprit de corps, and uniformity of behaviour among those being socialized. When socialization is individualized, new members are more likely to take on the particular characteristics and style of their socializers. Therefore, uniformity is less likely under individualized socialization.

## **(D) CURRENT TRENDS IN RECRUITMENT AND SELECTION STRATEGIES**

Due to fast increasing globalisation with increasing shortage of skilled staff and technology advancement, it has resulted in large scale changes in the recruitment and selection. It is apparent that the most significant changes to recruitment involve the development of professional employment organisations (P.E.O.'s), the use of email and the internet for sourcing jobs and candidates and the continuing trend towards contractors and temporary staff. Widening gaps between demand and supply of skilled workers mean that recruitment will see a more competitive hiring and spending environment in 2015. In the coming year, 69% of recruiters expect to see competition increase. In the face of more challenging recruitment, what trends do recruiters need to keep up with ensuring successful sourcing and hiring in 2015? Here are the five key trends that you need to know about.

The following trend is followed in various industries:

### **(1) SERVICE INDUSTRY:**

Recruitment and selection practices in the services sector are as varied as the types of positions in this sector. The



areas that are counter-cyclical or non-cyclical, however, may require stronger or more creative recruitment practices. Many of the job areas that grow during economic recessions do so because there are fewer attractive job options available. Thus, during strong economic conditions, these areas (i.e., health care, day care, amusement and recreation, and private colleges) may have difficulty recruiting job applicants, and may need to be more innovative in their approach. During strong economic times, this may also mean that these counter-cyclical areas may find a lack of suitable job candidates, which may mean that selection criteria are changed, such that some skills are trained by the organisation rather than having them present upon hire.



The three industries within the services division that experienced the most growth in the last decade have been:

- (1) business services,
- (2) health care, and
- (3) social services.

The business services areas in which the largest number of jobs was gained were personnel supply and computer services. The personnel supply area includes organisations such as temporary employment agencies, traditional employment agencies, and other organisations that supply



labour to other companies. The computer services industry includes mass-produced software, custom programming, custom computer systems design, and computer leasing. The primary reason for growth in both of these areas has been changes in business processes.

In the health care industry, there were four components that added large numbers of jobs: offices of physicians and other practitioners, nursing and personal care facilities, hospitals, and home health care. The third industry that gained the most jobs in the services division is social services. Social services encompass day-care for children, residential care for the elderly, and other family services; engineering and management services; private education; recreation and amusement; and membership organisations (e.g., houses of worship).

The reasons for growth in the largest growth area of the services division – the business-oriented services – can be linked to three broad economic developments relevant to those services: contractual arrangements, increased construction activity, and changes in technology.

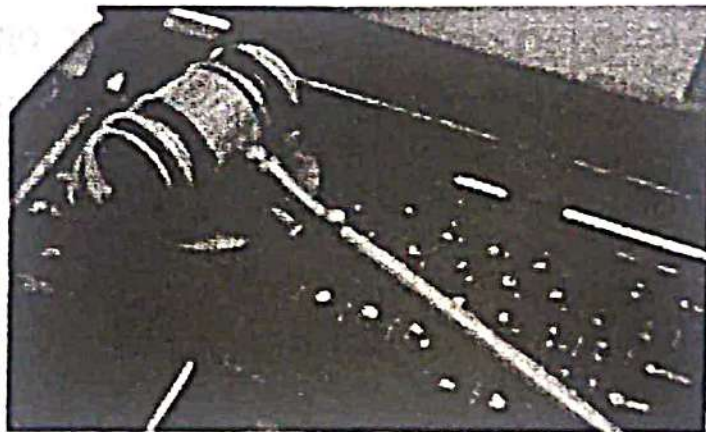
First, contractual labour arrangements, such as outsourcing, have created opportunities in the field of personnel supply (e.g., temporary agencies and employee leasing). This is due primarily to the increased demand for temporary employees that want more flexibility in staffing and more control over labour costs. Additionally, as temporary and leasing agencies provide more training for the employees that they place with companies, this has made use of such agencies more attractive to many companies. A related reason for increased demand of such agencies is that many core employees are hired after a stint as temporary employees, which reduces recruitment and



staffing costs for the companies utilizing temporary agencies. These contractual labour arrangements have also contributed to the growth of management services, such as consulting and facilities support. Finally, engineering services have changed; many engineers now operate under these new contractual arrangements rather than working for one employer as an employee.

The second major economic development that has led to growth in jobs in business-oriented services is the increase in construction activity. More construction brings higher demand for engineering, architecture, surveying, landscaping, and horticultural services. The third major economic development, improved technology, has driven a higher demand for computer services, such as computer repair, technical support, and software development. Management and engineering services, in the form of consulting, have also grown with this improved computer technology

## (2) LEGAL SECTOR:



Quality is the key to any services performed. The days when clients had to be satisfied with the work that the attorneys provided no longer exists. Clients and customers are more demanding in the recent times. To satisfy such clients, law firms are looking for specialized talents with



experience in demanding practice areas. Researchers forecast that intellectual property, insurance, medical malpractice, labour, patent, and commercial litigation will be some of the hot areas in the legal industry. Therefore, it would be a good idea for job aspirants to undergo training/specialize in the areas noted below would be worth considering for job aspirants:

Legal professionals and law departments are seen doing more of compliance work. Traditionally, this was an area that was under the finance department. The financial crisis slowly moved this area to the legal sector. The changing regulatory requirements have forced corporate to focus on compliance and seek the advice of legal professional to stay up to date and comply the requirements. Financial institutions, energy and utilities companies, telecom companies are the most popular clients for lawyers who specialize in this area. Therefore, updating regulatory requirements in these areas would be a good choice for a person seeking job in this sector. Staying up to date with the data protection laws and the health care laws is also important.

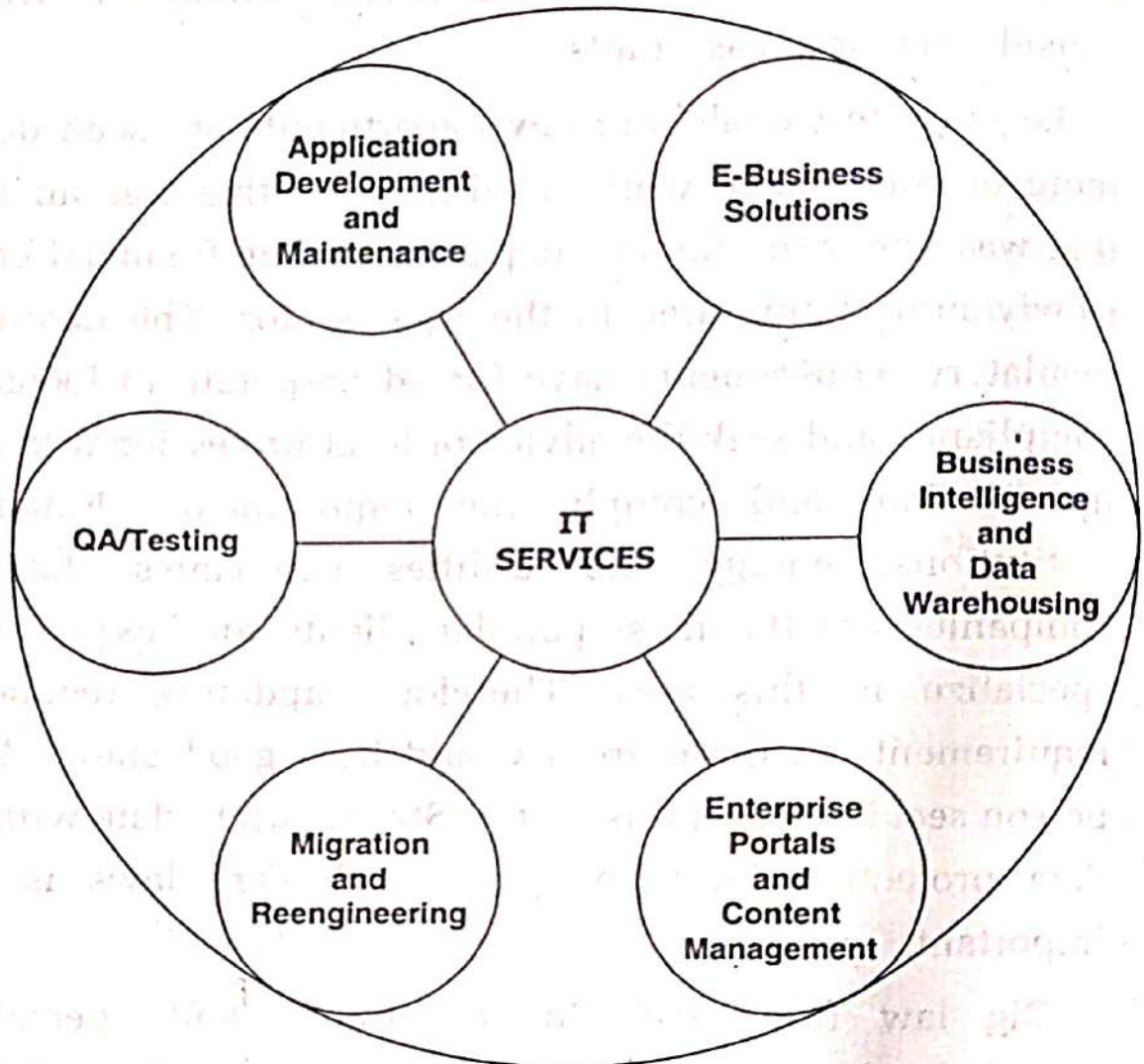
Big law firms look for experience and specialized knowledge in areas such as health care, insurance, labour law, commercial law, litigation, as in such increase in litigation is fuelling demand for skilled litigation. Technological developments allow legal work product to be segmented and shipped to any part of the world. Such legal outsourcing of attorney support services takes advantage of low labour costs, while maintaining confidentiality. Social media will increasingly be an essential tool of corporate



recruiters and HR departments. It would be a great idea for job aspirants to stay updated in areas such as e-discovery, compliance, litigation practice, issuance, labour, and IP laws. The general trend for legal job hiring is positive.

### **(3) INFORMATION TECHNOLOGY (IT) SECTOR:**

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**Fig. 3.2 –**

Competent IT professionals are in high demand across the country allowing many workers to be highly selective when it comes to where and when they want to work. Understanding the top trends of IT recruitment is important in order to reach the best candidates and fill open positions.



Here's what every recruiter should know about the IT job market.

- (a) **Widening skills gap means companies pump money into their recruitment budgets.** With thousands of opportunities available each year, organisations are eager to search out the right and most talented candidates. The major problem is the gap between the skills required and the skill sets applicants have. Institutions must work hard to align their courses with what is required in the companies, or else the gap of skills will keep widening and encouraging companies to spend more into their recruiting budgets.
- (b) **Innovative HR software will change the face of recruitment.** There are numerous online tools offering great and effective solutions to organisations seeking to upgrade their recruiting. In the coming year, improved HR technology will remain a trend. With the staffing market of \$416 billion globally, and with so much money investing in the system, the recruiting segment is expected to wear a different look as companies are looking for better solutions. The upcoming trend that is taking the market into its stride is the concept of crowd sourced recruiting, in which companies will utilize the power of the networks of experts to offer the right talents to their clients.
- (c) **Companies will leverage mobile hiring tools.** With the growing iniquitousness of mobile phones, an estimated 83 percent of job seekers use their mobile phone to search for job openings. Still, only 20 percent of Fortune 500 companies have mobile-friendly career sites. But this trend is going to change and more and more applications will be submitted via mobile phones.



Savvy companies will understand this trend and shift some of their focus to mobile recruiting.

- (d) **Succession planning may influence recruiting.** Many boomers hold key positions in their respective firms, and their retirements will surely impact the functioning of their companies, especially taking into account the skills gap stated above. Companies will increase their recruitment budgets as younger staff members will be promoted to fill the key positions and their desks will remain vacant for some time.

#### (4) FINANCE SECTOR:

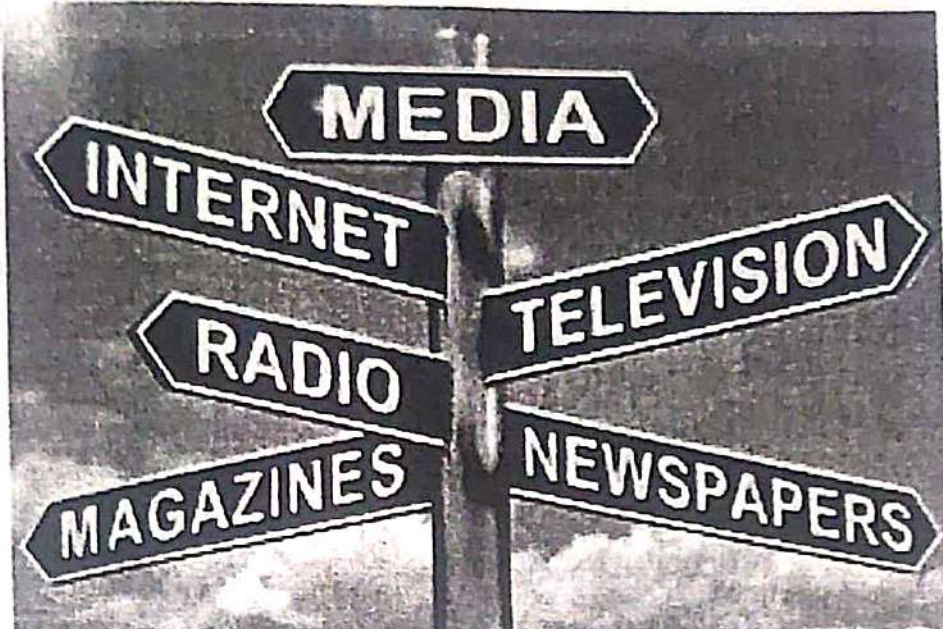
The Finance sector expected to recruit about 8.4 million people as per the growth rate each year. The workforce requirement in the finance sector may create up to 20 lakh new jobs in the next 5-10 years. Moreover issuance of new licences and efforts being made by the RBI and the Government to expand financial services into rural areas, the hiring trend may further get a boost from the public sector banks.

Since most banking workforce is scheduled to retire in the times to come, they would be in dire need of fresh talent. The finance sector is likely to generate 7-10 lakh jobs in the coming decade and the sector would be the among top job creators in 2016. Apart from the on-rolls employment there is significant contractual employment across all the above segments through various financial positions such as Direct Selling Agents (DSAs), Insurance agents, Mutual Fund Advisors, etc. The finance industry is challenged by competitive pressures, changes in customer loyalty, stringent regulatory environment and entry of new players, all of which are pressuring the organisations to adopt new



business models, streamline operations and improve the recruitment process.

(5) **MEDIA INDUSTRY:**



The Indian media and entertainment (M&E) industry is one of the fastest growing industries in the country. Its various segments – film, television, advertising, print media, music and digital among others – has witnessed tremendous growth in the last few years. The digital medium has come to its own and is among the fastest growing segments.

Media and advertising is amongst the most influential industries, as it directly connects with mass audience across geographies. The industry makes a real impact on the people by entertaining them with use of audio visuals (films and videos), keep them informed with newspapers and magazines and create brand awareness by advertising. The growing demand along with advanced technology has encouraged the in-flow of investment in the sector.

Creative use of technology and work effectiveness is the key drivers of media industry. Due to the varied structures many media groups in the country are speedily recruiting newer young talent to create a unique recognition for



themselves due to which starting a Career in media industry is the latest trend among many youngsters.

Opportunities in media industry are varied that offers great opportunities for media recruitment. Most of these opportunity lies in the area of animation, mass communication, film industry, television, FM radio, advertisement and event management. It offers various high profile advertising media jobs that are in constant public glare and can help to earn a good income.

## QUESTIONS

(1) Fill in the blanks:

- (a) \_\_\_\_\_ is a planned introduction of new hires to their jobs, their peers and the company. (induction, selection, recruitment)
- (b) Reporting for duty at a certain place to the head of the department concerned is \_\_\_\_\_ process. (induction, selection, recruitment)
- (c) \_\_\_\_\_ induction may also create lot of stress in the minds of the employees thereby leading to labour turnover. (informal, formal, casual)
- (d) Putting new employees at ease is the \_\_\_\_\_ of induction. (purpose, feature, merit)
- (e) \_\_\_\_\_ is used when a new employee is oriented to the evolution of the organisation. (organisational, departmental, job induction)
- (f) Develops a sense of belongingness and commitment is a merit of \_\_\_\_\_. (induction, selection, recruitment)
- (g) \_\_\_\_\_ induction may also create lot of stress in the minds of the employees thereby leading to labour turnover. (informal, formal, casual)
- (h) \_\_\_\_\_ induction is a lengthy and time consuming process. (informal, formal, casual)
- (i) A good \_\_\_\_\_ reduces the anxiety of the employee. (orientation, induction, training)



- (j) \_\_\_\_\_ issues are stressed in the induction programmes.  
(Socialisation, on boarding, recruitment)

[Ans.: (a - Induction); (b - induction); (c - Informal); (d - purpose); (e - organisational); (f - induction); (g - Informal); (h - Informal); (i - orientation); (j - Socialisation)]

- (2) State whether the following statements are True or False:

- (a) Opportunities in media industry are varied that offers great opportunities for media recruitment.
- (b) Legal professionals and law departments are seen doing more of compliance work.
- (c) Institutionalized socialization consists of collective, formal, sequential, fixed, serial, and investiture tactics.
- (d) Variable socialization consists of a timetable for the assumption of the role.
- (e) Re-Socialisation refers to the process of discarding former behaviour patterns and accepting new ones as part of a transition in one's life.
- (f) ADULT socialisation can be seen at work outside the immediate family, in the 'peer group'.
- (g) Specific orientation follows the general introduction stage.
- (h) The new member is likely to think and act like an executive, a management trainee, or a management professor in informal orientation.
- (i) Employee is overloaded with forms to complete is a demerit in induction.
- (j) They are told about related departments such as planning, store, quality control and maintenance department in departmental induction.

[Ans.: (a - True); (b - True); (c - True); (d - False); (e - True); (f - False); (g - True); (h - False); (i - True); (j - True)]

- (3) Match the following group:

Group 'A'	Group 'B'
(a) Orientation	(i) Inducts new hire
(b) Serial induction	(ii) Task specific
(c) Specific orientation	(iii) Task specific
(d) Socialisation	(iv) Early years of life
(e) Primary socialisation	(v) Segregating newcomers
(f) Formal tactic	(vi) On boarding

[Ans.: (a - vi); (b - i); (c - ii); (d - iii); (e - iv); (f - v)]



- (4) What is induction process?
- (5) What is induction process? Describe the importance. *(Nov. 17)*
- (6) State the benefits of induction and discuss the various types of induction programmes. *(March 18)*
- (7) State the requisites of an effective Induction programme and discuss the various types of Inductions. *(Oct. 18)*
- (8) Discuss the various types of induction programmes and State the guidelines for an effective induction programme. *(Oct. 18)*
- (9) Define orientation and explain the different types of orientation programmes. *(March 18; Oct. 18)*
- (10) What is the meaning of Orientation and explain the different stages of orientation process. *(Oct. 18)*
- (11) Describe the importance of orientation.
- (12) Explain the types on orientation.
- (13) Describe the types and importance of orientation. *(April 19)*
- (14) What is socialization and its phases? *(Nov. 17)*
- (15) What is socialization? What are the various socialization tactics? *(March 18; Oct. 18)*
- (16) Define socialisation? What are the various types of socialisation? *(Oct. 18)*
- (17) What are the different types of socialisation? *(April 19)*
- (18) What are the current trends of recruitment selection strategies in various sectors?
- (19) What are the current trends of recruitment selection strategies in service sectors? *(April 19)*
- (20) What are the current trends of recruitment selection strategies in IT sector? *(Nov. 17)*
- (21) Write short notes on:
  - (a) Induction. *(April 19)*
  - (b) Orientation.
  - (c) Onboarding.
  - (d) Employee Socialisation.
  - (e) Boarding. *(Nov. 17)*



## UNIT - IV

### Chapter 4

# Interview Preparation Guide and Social and Soft Skills

- **INTERVIEW PREPARATION GUIDE:**
- Biodata and CV
- Resume
- Professional Skills / Technical Knowledge
- Potential Errors with Biodata / CV / Resume Writing
- Requisites in Writing Effective Biodata / CV / Resume
- **SOCIAL AND SOFT SKILLS**
- Group Discussion (GD)
- Personal Interview
- Videoconferencing and Teleconferencing Skills
- Presentations
- Negotiation Skills
- **ETIQUETTE:**
- Need for Etiquette
- Types of Etiquette
- Basics of Business Etiquette
- Meeting Etiquettes
- Corporate Etiquettes
- Quitting Techniques and Mistakes made when Quitting Job
- **EXIT INTERVIEW**
- Questions



## (A) INTERVIEW PREPARATION GUIDE

Interviewing is a skill that can be enhanced through proper preparation and practice. Preparation can make the difference between getting an offer and getting rejected.

There is no one "best" way to prepare for an interview. Rather, there are specific and important strategies to enhance one's chances for interview success. Every interview is a learning experience, so learning that takes place during the preparation and actual interview process is useful for future interviews.

Initial preparation requires updating of one's resume; CV or bio-data that reflects the image of a person for the first time in front of the company in his absence.

### **BIODATA AND CV:**

#### **BIODATA:**

Bio data means "Biographical data" is defined as one's life and work experiences. The main focus on personal attributes like date of birth, religion, sex, race, nationality, PAN, passport, permanent and temporary residence, marital status, hobbies, height, weight, hair/skin/eye colour, and a photo etc. One cannot expect to predict all future behaviours from Biographical information, but it helps in individual selection in that it can give an image of most likely future behaviours based on an individual's prior learning history. Bio data is generally used in south Asia like India, Pakistan, Bangladesh etc. In India bio data is used for defence jobs, government jobs, or when applying for research grants etc.

#### **CV (CURRICULUM VITAE):**

CV means "course of life" i.e. the course of one's life. A curriculum vitae is more specifically focused on academic



achievements than resume. CV's are longer than resume as it more emphasis on completeness of one details. A CV documents career objective, educational and academic details, technical skill sets, strengths and weaknesses, academic honours and awards etc. A curriculum vitae should always be accompanied by a cover letter. A CV is preferred option for fresh graduates, people looking for a career change, and those applying for academic positions.

## RESUME:

Resume means "SUMMARY" in which one document background and skill set details for an employment. A simple resume may not longer than two or three pages of size A4. A good Resume may contain academic and professional qualifications, professional and voluntary experiences, achievements, accomplishments etc. Most applicants just highlight the experiences and the skill sets with project works in the resume. There are generally two types of resume:

- (a) Reverse chronological resume, the work experience is sorted chronologically on basis of number of years served in an organisation. And
- (b) Functional resume, the main focus is given on the require skill sets for an organisation.

Resume is more applicable for middle and senior level job where experiences and skill sets get more preference than academic qualifications.

The words bio-data, CV and resume are used interchangeably. However there is a difference between the three.



	Biodata	Resume	Curriculum Vitae (CV)
<b>(1) Definition:</b>	<p>A Biodata is a document which mainly contains the personal facts about a person. Sometimes, with the personal facts, it also contains the educational background, professional background, skills, hobbies, interest, strengths, potential, and achievements of a person.</p> <p>The personal facts a Biodata includes – a person's height, weight, father's name, Mother's name, gender, complexion, caste, religion, marital status, nationality, permanent address, date of birth etc.</p>	<p>A Resume is a short summary of your skills, education, experiences, accomplishments, ability and talent that plays a vital role when you like to become a top businessman, like to do non-profitable job, profitable job, or government job. A standard polished Resume can resolve the purpose of getting the interview calls quickly; choose the best formatting style for your Resume to impress the hiring manager at first glance.</p>	<p>The curriculum vitae is a document which includes the summary of your academic qualification, educational background, skills, work experiences, awards, honours, presentations, teaching experiences, degree research, publications and other vital details of an individual.</p>
<b>(2) Places Best Used:</b>	It is used in India.	The trend of a Resume is popular in Canada and US. Job seekers of these two places use CV to apply for international jobs, academic jobs, or research oriented job.	Exclusively, in the UK, Ireland, and New Zealand, companies demand for CV to screen-out the candidates for the job interviews.



(3) The best used for:	In India when people apply for government jobs, marriage purpose or for research grants where one has to submit descriptive essays.	It is best used to advertise your professional profile in the corporate world.	CVs are mainly used to applying for – intercontinental, health care, research, academic, teaching, scholarships, assistantships, fellowships, internships, and scientific jobs.
(4) Length of a Resume:	One page of a Biodata with personal facts is sufficient for marriage purpose, but if you want to consider it to showcase your personal & professional detail both, it may go up-to two - three pages.	Length of a Resume can reach up-to three pages depends on your industrial experiences and your needs.	There is no page limit for Curriculum Vitae, the only thing is – it is always being considered as larger in length as compared to Resume.

## RESUME CONTENTS / FORMAT / LAYOUT:

### Identification

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Email ID: \_\_\_\_\_

- ◆ **Career Objective:** Career objective should be drafted on the basis of skills and professional aspirations of the candidate. Do not copy paste what others have written in their resumes. Given below is career objective for better understanding:
- ◆ **Flawed:** Seeking employment in business environment offering an opportunity for my professional growth and aspirations.



- ◆ **Good:** Achieving excellence as a computer programmer.
- ◆ **Education**

Degree	University/College	Year	CGPA/Division

Employment / Work Experience: Always provide in reverse chronological order

Student Assistant

University of \_\_\_\_\_ 2000 – present prepared and processed

Sales Associate

Or

Give in a tabular form

S. No.	Designation	Company	Pay Scale

### PROFESSIONAL SKILLS/TECHNICAL KNOWLEDGE:

Managed a retail design studio producing over.....

Providing training .....

**(1) Professional affiliations (memberships, etc.):**

Membership of various professional organisations / societies, etc.

**(2) Activities and interests:**

Co-curricular (brief)

Any other special interest

**(3) Awards/Honours/Achievements:**

Academic/non-academic

Professional



**(4) References:**

- 2 from university/earlier organisation
- 1 from reputed person

**POTENTIAL ERRORS WITH BIO-DATA/CV/RESUME WRITING:**

The key to writing a successful bio – data / CV / resume is to adopt the you attitude and focus on your audience. Some common errors are:

- (a) **Too long:** The biodata / CV / resume is not concise, relevant and to the point.
- (b) **Too short or sketchy:** It does not give enough information for proper evaluation of the candidate.
- (c) **Hard to read:** A lack of white spaces and indentation, too small font size making it difficult for readers job more difficult.
- (d) **Too slick:** It appears to be written by someone rather than the applicant himself which raises many questions.
- (e) **Poorly reproduced:** The print is faint and difficult to read.
- (f) **Misspelled and grammatical problems:** Grammatical and spelling mistakes lack good verbal skills, which is important for the job.
- (g) **Boastful and Dishonest:** Overconfidence tone may make the reader wonder whether the applicant's self-evaluation is realistic.

**REQUISITES IN WRITING EFFECTIVE BIO-DATA / CV / RESUME:**

- (1) **Position title and Job description:** Provide your title, plus a detailed explanation of your detailed activities and



measurable results. Biodata / CV / Resume should tell the reader exactly what you have done.

- (2) **Clarity of dates and place:** Document your work history accurately. Don't leave the reader guessing where you were employed and for how long.
- (3) **Detail:** Specify your technical aspects of your past work or education.
- (4) **Proportion:** Give appropriate attention to jobs or educational credentials according to their length or importance of the reader.
- (5) **Relevancy:** Confine you CV to job related. Concentrate on the subject matter that addresses the need of the employer.
- (6) **Explicitness:** Leave nothing to imagination. Don't assume that the reader knows.
- (7) **Length:** Fill up only a page or two. If you write more than two pages it indicates that you cannot organise your thoughts or trying hard to make a good impression.
- (8) **Spelling, Grammar, Punctuation:** Create an error-free document that is representative of an educated person.
- (9) **Readability organise your thoughts in a clear, concise manner:** Avoid writing in a style that's either fragmented or long-winded. No resume have ever won a Nobel Prize for literature.
- (10) **Overall appearance and presentation:** Select proper visual format, font style and stationary. Resume readers have become used to a customary and predictable format. I f you deviate too much, or your resume takes too long effort to read, it will probably end up in a trash, even if you have a terrific background.



# FORMAT OF BIO-DATA:

**BIO-DATA**

Please affix your photograph here.

(ALL IN CAPITAL)

1. NAME: \_\_\_\_\_  
 (Surname) (Name) (Middle Name)

2. FATHER'S NAME: \_\_\_\_\_

3. a) DATE OF BIRTH: \_\_\_\_\_  
 b) AGE IN YEARS: \_\_\_\_\_

4. NATIONALITY: \_\_\_\_\_

5. MARTIAL STATUS: \_\_\_\_\_

6. a) ADDRESS (PERMANENT): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 CITY: \_\_\_\_\_ PINCODE: \_\_\_\_\_

b) ADDRESS FOR COMMUNICATION: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 CITY: \_\_\_\_\_ PINCODE: \_\_\_\_\_

7. CONTACT DETAILS: RESIDENCE: \_\_\_\_\_  
 OFFICE: \_\_\_\_\_  
 MOBILE: \_\_\_\_\_  
 E-MAIL ID: \_\_\_\_\_

8. EDUCATIONAL QUALIFICATIONS: *(Please use separate sheet if required.)*

Exam Passed	Year of passing	University/Board	Name of Institution	Main Subject/ Specialization	% age/ Marks

Fig. 4.1 -



## **(B) SOCIAL AND SOFT SKILLS**

Soft skills are personal attributes that describe an individual's ability to interact with others. Soft skills, also known as people skills, complement hard skills to enhance an individual's relationships, job performance and career prospects. It's often said that hard skills will get a person an interview but he/she need soft skills to get -- and keep -- the job. It is a sociological term relating to a person's "EQ" (Emotional Intelligence Quotient), the cluster of personality traits, social graces, communication, language, personal habits, friendliness, and optimism that characterize relationships with other people. Soft skills complement hard skills (part of a person's IQ), which are the occupational requirements of a job and many other activities.

Social skill is any skill facilitating interaction and communication with others. Social rules and relations are created, communicated, and changed in verbal and nonverbal ways. The process of learning such skills is called socialization.

**A combination of social skill and soft skill is required for an individual in order to be retained in the organisation in this competitive world.**

### **GROUP DISCUSSION (GD)**

Group discussions are nowadays taken as an important step in selection of employees both in private and public organisations. It is an effective tool in recruitment process. It is used to study the behaviour and attitudinal responses of the participants.



## DEFINITION:

A group discussion is a formal discussion which involves six to fifteen participants who sit in a group to discuss a topic or a case given for this purpose. They are asked to sit in a circular, semi-circular or U-shaped seating style. They may be given 40-45 minutes to discuss the topic or a case-study depending on its nature. It is a methodology used by an organisation to gauge whether the candidate possesses certain personality traits or skills that are desired of him. It is like a football or a hockey game where the players pass the ball to the team players and aim for a common goal. In GD, the group members have to interpret, analyse and argue so as to discuss the topic as a team.

## PERSONALITY TRAITS IN GD:

The important personality traits evaluated in GD are:

- ◆ **Reasoning ability:** Good reasoning skills will help a person to excel their ideas and opinions in a convincing and rational manner. It will help them to achieve a better score.
- ◆ **Leadership:** An effective leader discusses the topic assertively and tries to help the group reach its objective of the GD. Leadership in GD is never pre-defined. It is through persons performance that he/she emerges as a leader. A leader shows direction to the group whenever the group drifts away from the topic. He/she coordinate the efforts made by different team members in GD. He/She also contributes to the group with meaningful insights. There are three type of leaders that can emerge in GD. If one try to avoid confrontations and build a peaceful environment during the GD, he/she may be regarded as an amiable leader. If one try to incorporate



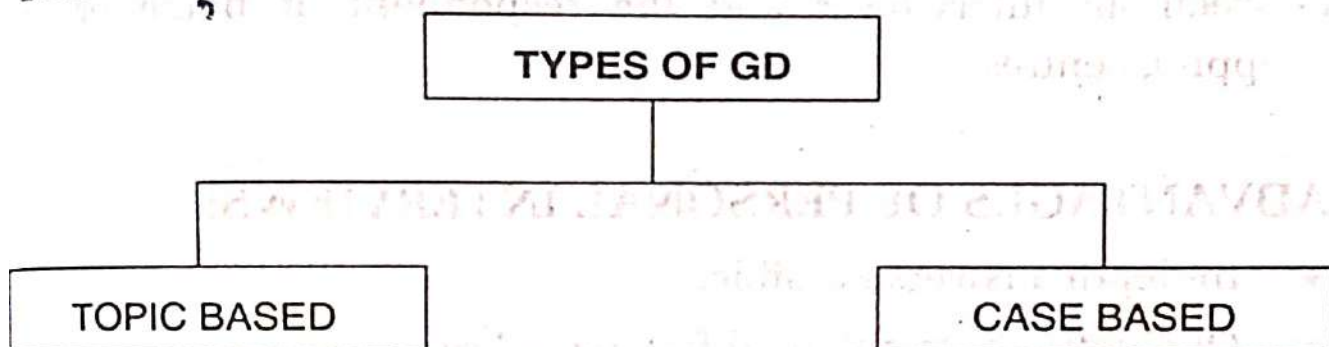
others opinions and respect others feelings and solve the turbulent situation with problem-solving approach, he/she may appear to be a democratic leader. If one oppose their values and views on others and dominate the discussions throughout, he/she may be authoritative leader.

- ◆ **Openness:** In GD, one must be open to ideas of others as well as evaluation of your own ideas – that is what flexibility is all about. Example: presume that Military services are not for women, while discussing this controversial topic some may get emotional about the topic and take a stand either in favour or against a topic.
- ◆ **Assertiveness:** One must put forth their point in the group in a very emphatic, positive and confident manner. Aggressiveness is all about forcing their point on the other person, which can be a threat to the group. An aggressive person uses negative body language while putting forth his point, whereas assertive person displays positive body language, both while listening and speaking to others.
- ◆ **Initiative:** Participants have a tendency to start a GD to get the initial benefits of the points. But that is a high risk – high return strategy. One should initiate GD only when they are well versed with the topic. If one starts and fail to contribute at regular intervals, it will create a negative impression that the initiative is taken for the sake of the initial points.
- ◆ **Motivation:** In order to exhibit good leadership skills, always try to encourage the participants. In GD, participants are more keen to speak than to listen. Many of them try to listen for most of the time which results in a negative trait of one's personality.



- ◆ **Attentive listening:** One should listen carefully to others when they present their views. This will help them in two ways. First, it will help to understand the ideas presented. Secondly, one can get their ideas analysed by others, which in turn enables them to critically ascertain their validation.
- ◆ **Awareness:** One must be aware of the things that are happening around, be it political, religious, financial or social development. As an educated person one must be aware of it. Their awareness will help in providing relevant examples, adequate facts and proper analysis in GD.

### TYPES OF GD:



#### TOPIC BASED:

- ◆ **Factual Topics:** Mostly groups are given topics which are factual in nature. These are related to day to day socio economic facts or environmental issues. Example: growth of tourism in India.
- ◆ **Abstract Topics:** They are given at higher level and are intangible in nature. One need to approach these topics with innovative and lateral thinking. Example: Blue is better than Green.
- ◆ **Controversial Topics:** In this type, participants have divided opinions. The topics are given to observe the maturity level



of participants on such issues. Example: Reservation should be abolished in India.

### **CASE BASED:**

These are real life stimulated situations. It involves some kind of problems which needs to be resolved. In this topics there are no right or wrong answers, but the approach to the solution is highly important.

## **PERSONAL INTERVIEW**

In the **personal interview**, the interviewer works directly with the interviewee. Unlike with mail surveys, the interviewer has the opportunity to probe or ask follow up questions. Interviews are generally easier for the interviewee, especially if what is sought are opinions and/or impressions. Face to face interview between an interviewer and the respondent at home or in shopping centres.

### **ADVANTAGES OF PERSONAL INTERVIEWS:**

- ◆ In-depth answers possible.
- ◆ Qualitative data obtained from small sample.
- ◆ Observation improves accuracy.
- ◆ Rapport leads to fewer refusals.

## **VIDEOCONFERENCING AND TELE CONFERENCING SKILLS**

A teleconference is a telephone meeting among two or more participants involving more sophisticated technology than a simple two-way phone connection. A teleconference can be an audio conference with one or both ends of the conference sharing a speaker phone. It can also take form of videoconference, in which the participants can see still or



motion video images of each other due to the high bandwidth of video.

A videoconference requires special telecommunication arrangements and a special room at each end. As equipment and high-bandwidth cabling become more commonplace endangering the secrecy of the information. It is possible that videoconferences can also be held from personal computers and even mobile setting Audio teleconferences are sometimes arranged over dial-up phone lines using bridging services that provide the necessary equipment for the call.

Video conferencing connects individuals in real time through audio and video communication over broadband networks enabling visual meetings and collaboration on digital documents and shared presentations. In the early days, participants use to be connected through central meeting rooms outfitted with video conference hardware, but new technologies allow participants to connect over a network through multiple devices like laptops, desktops, smartphones and tablets. Videoconferencing, is a method of conferencing but specifically with the use of video, where one can both hear and see the other party with whom the conference is being conducted.

Teleconferencing refers to holding a conference with a group of people, the individuals of which aren't necessarily present in the same location. To accomplish this, the group might rely on telephones, computers, televisions (video), the Internet, satellites or even radio.

## **ADVANTAGES:**

- (1) **Significant savings in the travel cost:** The most-apparent benefits of teleconferencing is reduced cost of travel. Businesses with multiple offices and federal governmental



- agencies with state offices can hold discussions, share critical information and conduct other meetings with employees through tele or video conferencing.
- (2) **Improved Communication:** It is a well-known fact that non-verbal communication constitutes about two-thirds of the communication between people. Video conferencing restores many visual cues necessary in long distance communication. Voice communication alone may not successfully convey or create essential social bonds and shared understandings. Audio conferencing and e-mail lose these non-verbal cues. It also helps companies to schedule short-notice or ad-hoc employee teleconferencing meetings or discussions.
  - (3) **Increased Productivity:** video conferencing enables to conduct important meetings more effectively. Video conferencing users have reported saving of at least of two hours a week with such technology. Teleconferencing allows dispersed employees to communicate with co-workers at headquarters, conduct long-distance meetings, strategic discussions, share grievances and tackle other human resource issues. Better employee engagement, understanding of roles and effective use of time leads to enhanced productivity.
  - (4) **Helps to fulfil Social Responsibility:** With help of video linkages employees can not only maintain relationships and but also conduct business globally without increasing carbon footprint or spending money on airline fare, lodging and meals. Adopting a video conferencing program is a great way to promote that company is "going green" which is a significant part of the CSR,
  - (5) **Retention of the Best Talent:** Communication helps to retain valuable employees who have to relocate or need to work



from home for a few days. This definitely saves on cost of training or recruiting fees associated with hiring a new employee. It also allows the employees to keep track of new policies, developments and add insights to the day-to-day operations.

- (6) **Improve and Maintain Business Relationships:** Unlike traditional conference calls, emails or texts, a live video conference allows the participants to see facial expressions and body language; making meetings more personal. Most video conferencing solutions offer recordings and storage of data which allows businesses to save and archive important online meetings. These recorded sessions can also be used as future training tools or for compliance regulations.
- (7) **Improve Work-Life Balance:** Video and tele-conferencing helps to conduct the meetings as per the scheduled time. All such stress caused due to the delays helps the employees to strike off golden balance between the personal and professional life.

## DISADVANTAGES:

- (1) **Difficulties in scheduling of the sessions:** It may be difficult to get everyone on the same page while scheduling a session. e.g. When a session is scheduled for the evening in the United States, it may be at 3:00 hrs in the morning in Australia. Such differences due to the time zone make it difficult to arrange for session through tele-conferencing. Also at times the member have to follow strict work schedules.
- (2) **High Cost:** Video and tele-conferencing definitely saves the travel cost. But however the same money can be used to purchase equipment involving a huge capital expenditure. It





would also further require special software and technical expert's help thereby adding to the cost.

- (3) **Complex technology and interruptions:** People teleconference using landlines, cell phones and Internet are likely to face interruptions when a call drops or internet connections go dead. So also people attend teleconferences while driving, talking on cell phones that can create static or other noise as the user moves in and out of dead zones. This happens when free or very inexpensive equipment's are used. Such equipment's are not suitable for businesses especially when important matters to be discussed.
- (4) **No Visual Presentation :** Video / tele conferencing lacks the ability to share graphs, charts, photos, reports, drawings, videos, product samples and other visual messages that are important to make a sale, enable co-workers to understand a new procedure. Hence before attending a teleconference that would benefit from visuals, it is better to upload the necessary documents on the company or the personal websites of the attendees.
- (5) **Lack of Body Language:** Teleconferencing doesn't enable the participants to read each other's body language, which can give clues to change the direction of the meetings. For example, someone slouching or tapping their fingers can be a signal that they are losing interest, or waiting for the conversation to get over. In a teleconferencing such changes in the cues are difficult to be traced.

## PRESENTATIONS

A presentation is the process of presenting a topic to an audience. It is typically a demonstration, lecture, or speech meant to inform, persuade, or build good will. The term can also



be used for a formal or ritualized introduction or offering, as with the presentation of a debutante.

## **PURPOSE OF PRESENTATION:**

The purpose of presentation includes defining both the topic and response desired from the audience. One should specify the purpose of presentation not only in terms of topic but also in terms of response their desire from the audience. Following presentations can be used:

- ◆ Stories
- ◆ Questions
- ◆ Pictures, cartoons, video-clips
- ◆ Sound- clips
- ◆ Audience participation
- ◆ Quotations
- ◆ Props
- ◆ Examples
- ◆ Analogies
- ◆ Statistics
- ◆ Body language, changing tone and pitch of voice.

## **STRUCTURING THE PRESENTATION:**

Structuring or organising the material clearly is vital for an effective presentation. A well organised presentation can make their message comprehensible, keep their audience happy, and boost their image as a speaker. There should be a well-known matter. The presentation should be in following forms:

**Introduction:** It should grab the attention, introduce topic, contain a strategy for establishing credibility, preview their



speech, establish rules for questions, and have a smooth transition to the main text.

**Main body:** Contains all topics organised in a logical sequence.

**Conclusion:** Contain signal, highlights, summary, closing statements, vote of thanks and invite questions.

## PREPARATION BEFORE PRESENTATION:

After establishing the purpose of presentation, some initial planning is needed before beginning the detailed work of gathering and organising information. One may coordinate this planning by asking questions: whom, where, what, when and how. These questions start the flow of information necessary for developing an effective presentation.

**To whom:** Every audience is different. Make the presentation informative and interesting to the more sophisticated members of audience, but do not talk over those who are less knowledgeable.

**Where and When:** What is the nature of the event and the place where the presentation was given? The setting affects factors such as seating arrangements, lighting conditions, possibility of using various audio-visual aids, and the ease of difficulty of conducting a dialogue with members of the audience.

**What and How:** There are many kinds of information – quantitative, qualitative, historical. Verbal, pictorial and predictive. The choice of what to present one must choose between different ways of organising the presentations, whether to use visual aids, and if so what kinds are further important questions. All of the choices help to determine an audience's response.



## PATTERNS OF PRESENTATIONS:

There are six basic patterns of presentations. We need to choose depending on our topic.

- (1) **Chronological:** It is one which the points are arranged in the way in which they occurred or are observed. One can use this as informative presentation. They may present business process or procedure such as developing a new product or giving set of instructions to their subordinates.
- (2) **Spatial:** It organises material according to how it is put together or where it is located physically. Some topics may be organised using this pattern include the safety requirements on the shop floor including placement of equipment, and technical details on the support required description of the company building with locations of its various divisions.
- (3) **Tropical/categorical:** It is "the most commonly followed pattern. Here one divides the topic into some logical themes or categories. Example: when one wants to present a proposal on new timely inventory system, he/she can divide the major benefits of this system into 3-4 categories and present them one by one.
- (4) **Cause and effect:** One want to discuss the causes of conflicts and the resultant effects in their presentation. The first part of speech must explain how and why conflicts are on the rise and then in the second part discuss the effects of conflicts on the progress and the environment of the organisations.
- (5) **Problem and solution:** It divides the information into two main sections, one that describes a problem and the other that describes a solution. This type is used when their general purpose is to convince the listener to support a



certain course of action. The pattern is designed to compel the listener to make some kind of change in opinion or behaviour by establishing that problem exists, then providing solution. In the problem section, one can present the different aspects of the problem and offer evidence of these problems. In the solution section, one can discuss the potential solution and support its effectiveness over others.

- (6) **Climatic:** In climatic pattern or order of importance, items are arranged from least important to most important. Example: while presenting the details of an accomplished project, one may start from the basic and slowly take the audience through various stages of project. It is flexible and guide the organisation of all or part of an example, comparison, contrast, cause and effect, description, etc.

## **MAIN BODY OF THE PRESENTATION:**

The following should be remembered while going a presentation:

- (1) **Message based approach:** This makes the fact secondary. Listeners should be presented with only those facts which support the message and are necessary to understand the message. The facts that one present should prove that their message is sound. Consider the situation, where one deliver a product presentation. Message can be divided into sub-topics such as product description, comparative study and advantage. Focus on their message and only on the facts that are vital for supporting the message.
- (2) **Creativity in presentation and speech:** The four steps in creative process are:
  - (a) **Preparation:** Know precisely what one want to achieve. Obtain detailed knowledge about their subject.



Converting content skills into process skills may help them prepare well. Example: when one want to talk about how to prepare for organisational change with their subordinates, instead of only talking about these details of change and its expected outcome, one can be creative by talking about people who resist change can then add on the other message.

- (b) **Incubation:** At this stage, allow the sub-conscious mind to take over and let their critical faculty relax. Think over the topic. Make a note of all the thoughts. The relevance of some of them may not be apparent for hours, days or week. Ideas come into being when thoughts collide, it is necessary to give some time for this to happen.
  - (c) **Illumination:** Creative ideas are break-through ideas. Remember to ensure that such ideas are well connected to the message.
  - (d) **Verification:** One need to allow their subconscious brain to take over and evaluate the suggestion it has been given by its sub-conscious counterpart. In other words, they are testing their assumption to check their validity.
- (3) **Mind mapping the presentation:** A mind map is the central idea. Mind maps become very good techniques for starting to think in purely associated ways. They are recognised as the most effective and versatile thinking tool available. It allows rapid expansion and exploration of an idea resulting in a clear and concise picture or map of all relevant interlinked points for inclusion. The use of shapes, colours adds to this simple and powerful too.



## **BASIC GUIDELINES FOR DESIGNING A PRESENTATION:**

- (1) List and prioritise three goals that are required want to connect with their audience. It's not enough just to talk to them. If there is no clarity within the presenter himself or herself than the audience will miss out the important points in the presentation.
- (2) Be clear of the type of audience that needs to be invited for the meeting. This will help in making with the invitation list. Members of the audience should be given clarity as to why they were chosen for presentation.
- (3) List three major points that are needed to be conveyed to the audience.
- (4) Be clear about the tone that is set for the presentation such as hopefulness, celebration, warning and teamwork.
- (5) Design a brief opening (5-10% of the total presentation time) that:
  - (a) Present the goals for the presentation.
  - (b) Clarifies the benefits of the presentation to the audience.
  - (c) Explains the overall layout of the presentation.
- (6) Prepare the body of presentation (70-80% of presentation time).
- (7) Design a brief closing (5-10% of presentation time) to summarise the key points of presentation.
- (8) Design time for questions and answers (10% of presentation time).



One should be handling out supplemental materials, example articles and reports along with making their presentations. They may also be handling copies of their presentation, Example handout of their slides for reference during presentation, using transparency slides or showing slides from personal computer onto a project screen.

- (1) If one plan to project their slides from the computer onto a project screen, then it is advisable to check the computer system before the audience enter the meeting room.
- (2) One should use a consistent layout or organisation of colours and images on their materials.
- (3) If one use transparencies on the overhead projector, then allocate one slide for every 3-5 minutes of their presentation. Include 5-8 lines of bulleted phrases on each slide.
- (4) If one provide supplemental information during their presentation, then their audience will be likely to read that information during presentation, rather than listening to them. Hence, handout the information after completing the presentation. Or hand out the information at the beginning of the presentation and ask them not to read until the presentation is completed.
- (5) If one hand out copies of their r slides, care should be taken that the text on the slides is large enough for the audience to read. Leave space on the handout for the audience to make notes on them.



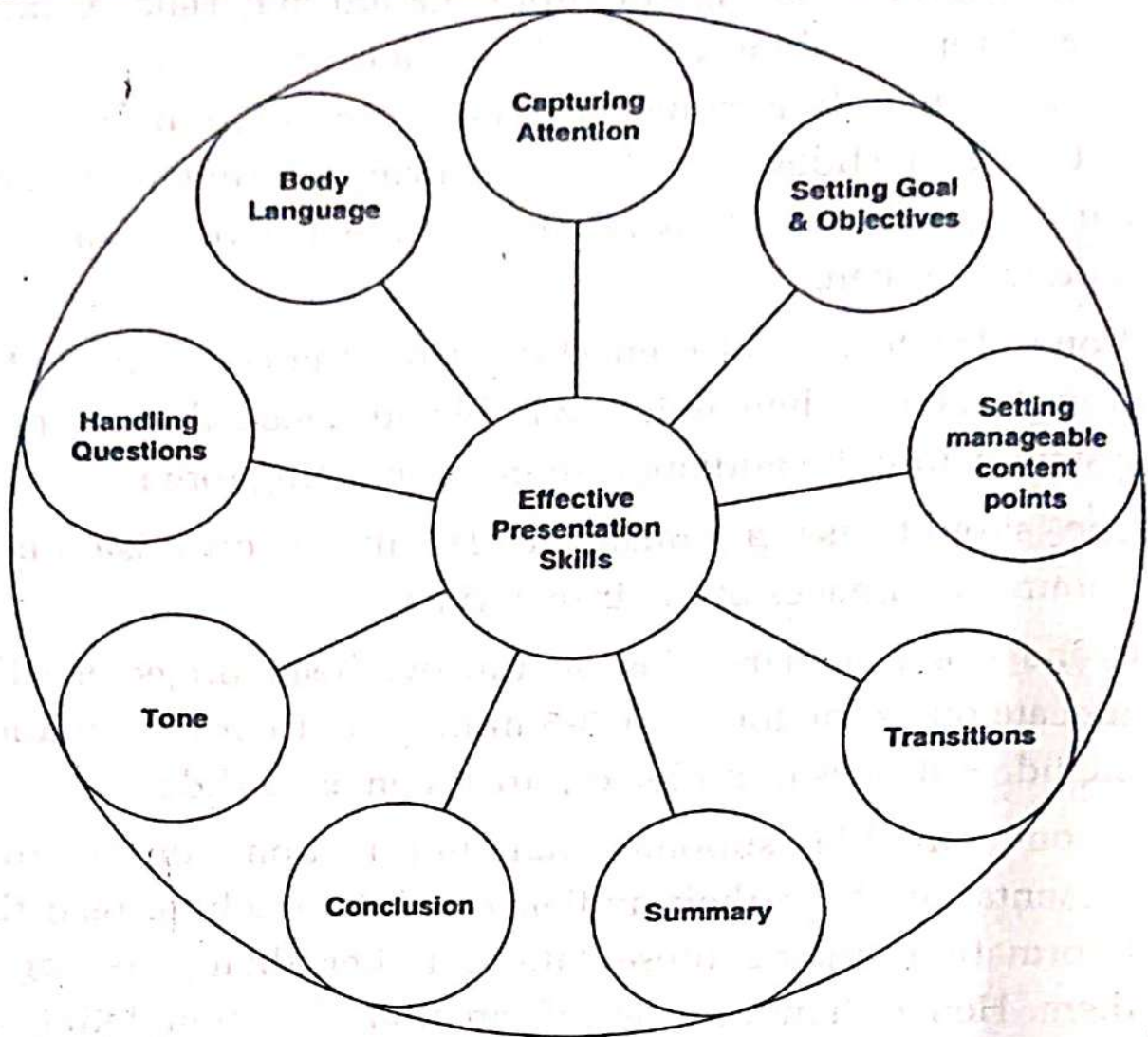


Fig. 4.2

## NEGOTIATION SKILLS

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute.

Job descriptions often list negotiation skills as a desirable asset for job candidates, but the ability to negotiate requires a collection of interpersonal and communication skills used together to bring a desired result. The circumstances of negotiation occur when two parties or groups of individuals disagree on the solution for a problem or the goal for a project or



contract. A successful negotiation requires the two parties to come together and hammer out an agreement that is acceptable to both.

- 1) **Problem Analysis:** Effective negotiators must have the skills to analyse a problem to determine the interests of each party in the negotiation. A detailed problem analysis identifies the issue, the interested parties and the outcome goals. For example, in an employer and employee contract negotiation, the problem or area where the parties disagree may be in salary or benefits. Identifying the issues for both sides can help to find a compromise for all parties.
- 2) **Preparation:** Before entering a bargaining meeting, the skilled negotiator prepares for the meeting. Preparation includes determining goals, areas for trade and alternatives to the stated goals. In addition, negotiators study the history of the relationship between the two parties and past negotiations to find areas of agreement and common goals. Past precedents and outcomes can set the tone for current negotiations.
- 3) **Active Listening:** Negotiators have the skills to listen actively to the other party during the debate. Active listening involves the ability to read body language as well as verbal communication. It is important to listen to the other party to find areas for compromise during the meeting. Instead of spending the bulk of the time in negotiation expounding the virtues of his viewpoint, the skilled negotiator will spend more time listening to the other party.
- 4) **Emotional Control:** It is vital that a negotiator have the ability to keep his emotions in check during the negotiation. While a negotiation on contentious issues can be frustrating, allowing emotions to take control during the meeting can lead to unfavourable results. For example, a manager



- frustrated with the lack of progress during a salary negotiation may concede more than is acceptable to the organisation in an attempt to end the frustration. On the other hand, employees negotiating a pay raise may become too emotionally involved to accept a compromise with management and take an all or nothing approach, which breaks down the communication between the two parties.
- (5) **Verbal Communication:** Negotiators must have the ability to communicate clearly and effectively to the other side during the negotiation. Misunderstandings can occur if the negotiator does not state his case clearly. During a bargaining meeting, an effective negotiator must have the skills to state his desired outcome as well as his reasoning.
  - (6) **Collaboration and Teamwork:** Negotiation is not necessarily a one side against another arrangement. Effective negotiators must have the skills to work together as a team and foster a collaborative atmosphere during negotiations. Those involved in a negotiation on both sides of the issue must work together to reach an agreeable solution.
  - (7) **Problem Solving:** Individuals with negotiation skills have the ability to seek a variety of solutions to problems. Instead of focusing on his ultimate goal for the negotiation, the individual with skills can focus on solving the problem, which may be a breakdown in communication, to benefit both sides of the issue.
  - (8) **Decision Making Ability:** Leaders with negotiation skills have the ability to act decisively during a negotiation. It may be necessary during a bargaining arrangement to agree to a compromise quickly to end a stalemate.
  - (9) **Interpersonal Skills:** Effective negotiators have the interpersonal skills to maintain a good working relationship



with those involved in the negotiation. Negotiators with patience and the ability to persuade others without using manipulation can maintain a positive atmosphere during a difficult negotiation.

- (10) **Ethics and Reliability:** Ethical standards and reliability in an effective negotiator promote a trusting environment for negotiations. Both sides in a negotiation must trust that the other party will follow through on promises and agreements. A negotiator must have the skills to execute on his promises after bargaining ends.

### **AESTHETIC SKILLS:**

It was a common perception that in the new century, there will be increasing demand for high skill level. This level of skill will be demanded because of nature of modern technology. Fundamental changes have taken place in two decades by the growing tendency to label personal characteristics, attitude and skills. Aesthetic skills occurred due to structural shift in employment. This industrial shift from manufacturing to service led to the need of the customers focussed oriented. The increase mobilisation of aesthetic is seen in the service sector with a particular reference to retail and hospitality industries.

Aesthetic skills are the attributes possessed by an individual at the point of entry into an organisation. This includes attributes like good looking, sounding right, etc. Employers seek workers who possess such skills to fit the goals and also appeals to their customers. It is becoming important in all professions. Witz et al 2003 says "We do not actually look for people with experience because we felt that was not particularly important. We wanted people that had a personality more than the skills because we felt we could train the people to do their job."



## (C) ETIQUETTE

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals.

Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

Etiquette refers to guidelines which control the way a responsible individual should behave in the society.

### NEED FOR ETIQUETTE:

- ◆ Etiquette makes a person a cultured individual who leaves his mark wherever he goes.
- ◆ Etiquette teaches an individual the way to talk, walk and most importantly behave in the society.
- ◆ Etiquette is essential for an everlasting first impression. The way an individual interact with their superiors, parents, fellow workers, friends speak a lot about their personality and up-bringing.
- ◆ Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

### TYPES OF ETIQUETTE:

- (1) **Social Etiquette:** Social etiquette is important for an individual as it teaches him how to behave in the society.



- (2) **Bathroom Etiquette:** Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. Always leave the restroom clean and tidy for the other person.
- (3) **Corporate Etiquette:** Corporate Etiquette refers to how an individual should behave while he is at work. Each one needs to maintain the decorum of the organisation. Don't loiter around unnecessary or peep into other's cubicles.
- (4) **Wedding Etiquette:** Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably.
- (5) **Meeting Etiquette:** Meeting Etiquette refers to styles one need to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference.
- (6) **Telephone Etiquette:** It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Always greet the other person. He / She should take care of his / her pitch and tone.
- (7) **Eating Etiquette:** Individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless and until everyone has finished eating.
- (8) **Business Etiquette:** Business Etiquette includes ways to conduct a certain business. Don't ever cheat customers. It is simply unethical.



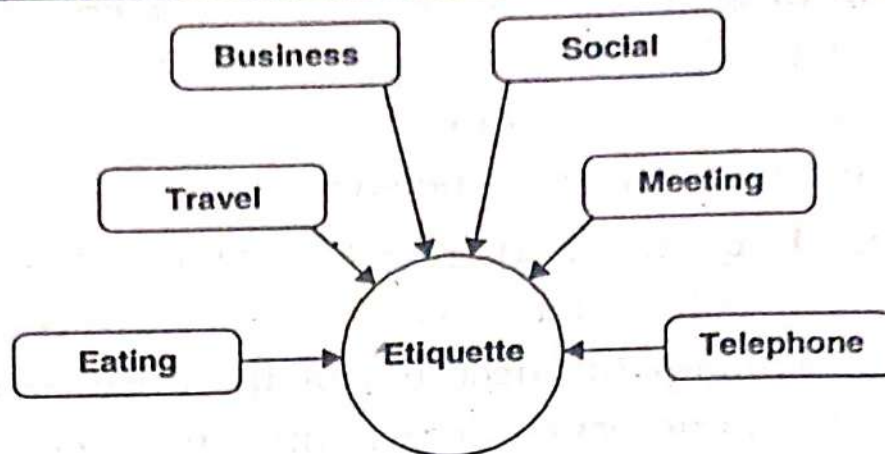


Fig. 4.3

## BASICS OF BUSINESS ETIQUETTE:

In the business world, good manners are essential for getting ahead. Proper etiquette can help people land jobs, get promotions and establish excellent relationships with others. The most successful businessmen and women know how to turn on the charm and exhibit their best business etiquette to get the job done professionally and effectively.

- (a) **Effective Communication:** Communication is the lifeblood of business. For people to get along, work in teams and establish professional relationships with one another, they must communicate with the appropriate etiquette. Listening skills are a main part of communication etiquette. When others are speaking one should not interrupt them. He/ she should employ active listening techniques, such as making good eye contact and showing the speaker that one is paying attention to them.
- (b) **Meetings:** The Society for Technical Communication says it is proper business etiquette to show up on time, or, preferably, a few minutes early to meetings. One must



always arrive a little earlier and come prepared with pen and paper.

- (c) **Attire:** The way an individual dress impacts whether he/she have good business etiquette. The business world is professional, and the people who work in it must dress to reflect that level of professionalism. One must ensure that he/ she has to be dressed in formal clothing that makes a good impression.
- (d) **Politeness:** One must make use of courteous words like 'please' and 'thank you' while interacting with others, in person or over written correspondence. Being polite makes one pleasant to work with and shows respect.
- (e) **Best Behaviour:** To be on the best behaviour, one must always give others utmost attention when they are speaking or conducting a presentation. The cell phone should be kept away during this time and one must not engage in side conversations with co-workers.
- (f) **Handshake:** Shaking hands with business counterparts establishes rapport and is in good form. For international interactions, one must do thorough research on how that culture greets one another professionally in business, as not all countries see shaking hands as a form of respect.
- (g) **Table Manners:** There will be times when one may have to attend a business lunch. Some tableside manners such as not speaking with the mouth full, using napkin and not setting bags or briefcases on the table must be kept in mind.
- (h) **Diplomacy:** One should be diplomatic when engaged in a business conversation, even if one disagrees with what others are saying.
- (i) **Tone:** One must never raise ones voice to others in the work environment, or use foul language toward them. Tone must



be as neutral as possible, and one must avoid "talking down" to others.

- (j) **Following Up:** Following up correspondence is seen as a proper gesture. After working with a client, customer or co-worker it is in good form to send a thank-you email or note, recognizing their business or efforts.

## MEETING ETIQUETTES:

- (a) **Be on time:** One must ensure to always reach on time for meetings. If possible, one can reach before time and prepare for the meeting.
- (b) **Make introductions:** If everyone doesn't know one another in the meeting room, one need to make introductions. The introduction should start with the person of the highest rank first.
- (c) **Have a strong agenda:** This is part of being prepared, but one should have a good, strong agenda so that one can stay on track. If one gets off track, there should be someone as a strong facilitator to get him back on track.
- (d) **Sit appropriately:** If it's a sit-down meeting, one needs to adjust the chair so that all are at equal height on the table.
- (e) **Speak up:** When people speak in meetings they need to speak clearly and loudly enough so that everyone hears what they're saying. Speaking softly is a subtle nonverbal action that can affect professionalism."
- (f) **Understand the unwritten speaking rules:** It is not polite to interrupt others, but in some meetings, one has to interrupt at some point or he/she won't be heard. The rules must be clearly understood so that one can have a productive meeting.



- (g) **Do not have the phone out:** A lot of people keep their phones on the table during meetings. This should not be done. Even if one is not looking at the phone, it can get distracting if it starts lighting up or it rings.
- (h) **Don't save all the questions for the end:** Queries should be raised at the appropriate time. One should not keep asking questions and adding stuff that doesn't need to be added, especially when everyone's getting ready to go.

### **CORPORATE ETIQUETTES:**

- ◆ It is essential for every individual to behave in a socially acceptable way.
- ◆ Etiquette refers to good manners which help an individual leave his mark in the society.
- ◆ An individual must know how to behave at the workplace. There is a huge difference between college and professional life. One needs to be disciplined at the workplace.

Corporate Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organisation and maintain the decorum of the place.

Corporate Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. People may not be taken seriously if they do not behave well in the workplace. One cannot behave the same in the work place as he/she behaves in their homes. They have to be professional and organised.

### **QUITTING TECHNIQUES:**

Leaving a job is a process filled with questions of professional courtesy: Is two weeks' notice to be given? Do one have to tell his/her boss in person? Should they notify their co-workers? A slighted employee may decide to sacrifice the stellar reputation



he or she has built in exchange for a grudging departure that violates professional etiquette.

Follow the steps below to ensure the exit is a smooth one.

- ◆ Let the employer know as soon as possible the minute the employee knows which day they are going to leave (or start a new job).
- ◆ Let the employer know to prepare for a termination date. That is the proper way to resign from a job.
- ◆ Express appreciation when it is final. He/She may want to write a letter of thanks, highlighting all the opportunities that have been extended to them. Keep the statements short and positive.
- ◆ Always get a resignation letter ready. If one haven't written one, the company might request for one.
- ◆ Be prepared for giving very good reasons for leaving. Be positive and do not speak against the current company, even if there was an unfair situation and so one have decided to leave. Sometimes company might call the employee in for a little "interview" to find out why they have decided to leave, so get ready.
- ◆ If one have a job with a heavy responsibility, it is better to give the company at least a month's notice to give sufficient time to find a replacement.
- ◆ Before leaving, bid good bye to all those whom one have worked for and indicate a wish to keep in touch with them.

### **MISTAKES MADE WHEN QUITTING JOB:**

- ◆ Never tell the employer about leaving the job unless very sure of the another job. Never use the job offer from another company to manipulate the current company for a raise.



- ◆ Don't complain about the current company to the future complain. (Complaining in general is not very attractive).
- ◆ Don't burn bridges.
- ◆ Don't complain about the former boss to the current boss and colleagues.
- ◆ Try to keep the excitement about the new job to ownself.
- ◆ Don't slack off on the current job for the reason of leaving in a few weeks.
- ◆ Employee should always help the company in making smooth transition of him/her leaving the job.
- ◆ Do not reveal company secrets, even after leaving

## (D) EXIT INTERVIEW

Exit interview is usually conducted by the HR Department when an employee needs an organisation for any reason. It aims at eliciting information about the job or related matters which might give the employer a better insight into what is right or wrong about the company. An employee who resigns is given an interview before he leaves.

In human resource terms, an exit interview is a survey that is conducted with an employee when he or she leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are most effective when the data is compiled and tracked over time.

The exit interview may be conducted through a variety of methods. Some of the methods include: in-person, over the telephone, on paper, and through the Internet.



## PROS AND CONS OF EACH METHOD OF EXIT INTERVIEWING:

### ➤ In-Person Exit Interviews:

With in-person exit interviews an HR representative meets individually with each terminating employee.

#### *Pros:*

- Can provide information regarding benefits and retrieve company property during the interview.
- Gives a personal touch to each employee.
- Can probe for more information on each question.

#### *Cons:*

- Employees may be afraid to share sensitive or negative information during an in-person interview.
- For larger companies, it may be too time consuming to interview every employee.
- It's difficult to track information received verbally during an interview.

### ➤ Telephone Exit Interviews:

Telephone Exit Interviews are conducted over the telephone by an HR Representative or an outside third party consultant.

#### *Pros:*

- Can probe for more information on each question.
- Can enter data into a tracking system while conducting the interview.
- Easier to schedule than in-person interviews.

#### *Cons:*

- Time consuming if done in-house by an HR Representative.
- Expensive if done with an outside consultant.



- Employees often reluctant to verbally share sensitive or negative information.

➤ **Paper and Pencil Exit Interviews:**

Paper and Pencil Exit Interviews are usually conducted by a form that is given to the employee on their last day or mailed to the employee's home.

*Pros:*

- Takes less time to provide a form compared with conducting an in person or phone interview.
- Employees can share information on paper that they may be reluctant to say in person.

*Cons:*

- Return rates for exit interview forms average just 30-35%
- Difficult and time consuming to compile and track the data from paper and pencil forms.

➤ **Online Exit Interview Management Systems:**

*Pros:*

- Employee self-service so easy for HR to administer.
- Employees comfortable sharing information by computer so more honest responses.
- Information automatically compiles and tracked.
- Reports available at a click of a button.

Hence, by conducting the exit interview in any of the forms will help the company to know the following:

- (1) Management can find out clearly and definitely the reason for the employees decision to leave and can clear up the misunderstandings or ill- feeling that might have developed.





- (2) The management tries to get the employees assessment of the company, an employee who is leaving the organisation for no reason to fear the management displeasure, and is likely to express his opinion frankly about the company's employee relations, public relations, sales policies opinion and will be a useful clue to the employee's opinion of their company.

### FORMAT OF EXIT INTERVIEW FORM:

<b>NAME:</b>
<b>JOB TITLE:</b>
<b>DIVISION / UNIT:</b>
<b>START DATE WITH ORGANISATION:</b>
<b>START DATE IN POSITION:</b>
<b>SEPARATION DATE:</b>
<b>TOTAL LENGTH OF SERVICE:</b>
<b>OTHER POSITIONS HELD WITH ORGANISATION:</b>

<b>1.</b>	Please describe the primary reason(s) you are leaving your current position.

<b>2.</b>	<b>Did dissatisfaction with any of the following factors influence your decision to leave?</b>	<b>YES</b>	<b>NO</b>
	Type of work		
	Working conditions (setting, schedule, travel, flexibility)		
	Pay		
	Supervisor		
	Location		
	Cost of living in area		
	Commute		



3. Please rate the following aspects of the job you are vacating. Use the 1 – 5 scale below.						
	1 Poor	2	3 Average	4	5 Excellent	
Type of work performed						
Fairness of workload						
Salary						
Working conditions						
Tools and equipment provided						
Training received						
Co-workers						
Supervision received						
Level of input in decisions that affected you						

4. Please rate the following aspects of the organisation overall. Use the 1 – 5 scale below.						
	1 Poor	2	3 Average	4	5 Excellent	
Recruitment process						
New employee orientation						
Training opportunities						
Career development opportunities						
Employee morale						
Fair treatment of employees						
Recognition for a job well done						
Support of work-life balance						
Cooperation within the agency						
Communication between management and employees						
Performance and development planning and evaluation						
Interest and investment in employees						
Commitment to customer service						
Concern with quality and excellence						
Administrative polices/procedures						



5. Please rate your supervisor on the following factors. Use the 1 – 5 scale below.						
		1 Never	2 Seldom	3 Often	4 Usually	5 Always
	Gave usable performance feedback					
	Recognized accomplishments					
	Clearly communicated expectations					
	Treated you fairly and respectfully					
	Coached, trained, & developed you					
	Provided leadership					
	Encouraged teamwork & cooperation					
	Resolved concerns promptly					
	Listened to suggestions & feedback					
	Kept employees informed					
	Supported work-life balance					
	Provided appropriate & challenging assignments					

Employee Signature : \_\_\_\_\_

Date : \_\_\_\_\_

## QUESTIONS

### (1) Fill in the blanks:

- (a) The main focus on personal attributes like date of birth, religion, sex, race, nationality, PAN, passport, permanent and temporary residence, marital status, hobbies, height, weight, hair/skin/eye colour, and a photo etc. is in \_\_\_\_\_.  
(biodata, resume, cv)
- (b) A \_\_\_\_\_ is a formal discussion which involves six to fifteen participants who sit in a group to discuss a topic or a case given for this purpose. (group discussion, meeting, interview)
- (c) In \_\_\_\_\_ mostly groups are given topics which are factual in nature. (factual, abstract, controversial)



- (d) \_\_\_\_\_ are real life stimulated situations. (case based, personal interviews, GD)
- (e) A \_\_\_\_\_ is the process of presenting a topic to an audience. It is typically a demonstration, lecture, or speech meant to inform, persuade, or build good will. (presentation, video conferencing, GD)

[Ans.: (a - biodata); (b - group discussion); (c - factual); (d - case based); (e - presentation)]

(2) State whether the following statements are True or False:

- (a) Bio data means "Biographical data" is defined as one's life and work experiences.
- (b) Reverse chronological resume, the main focus is given on the require skill sets for an organisation.
- (c) The biodata/ CV/resume is not concise, relevant and to the point.
- (d) Resume readers have become used to a customary and predictable format.
- (e) Resume readers have become used to a customary format.
- (f) A group discussion is a formal discussion which involves six to fifteen participants who sit in a group to discuss a topic or a case given for this purpose.
- (g) Leadership in GD is pre-defined.
- (h) A videoconference requires special telecommunication arrangements and a special room at each end.
- (i) A presentation is the process of presenting a topic to an audience. It is typically a demonstration, lecture, or speech meant to inform, persuade, or build good will.
- (j) Structuring or organising the material clearly is vital for an effective presentation.

[Ans.: (a - True); (b - False); (c - True); (d - True); (e - True); (f - True); (g - True); (h - True); (i - True); (j - True)]

(3) Match the following group:

Group 'A'	Group 'B'
(a) Presentation	(i) Team
(b) Collaboration	(ii) Stories



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