

Types of Interview

Informal Interview:

This may take place anywhere. The employer or a manager in the personnel department, may ask a few questions, like name, place of birth, previous experience, etc. It is not planned and is used widely when the labour market is tight and you need workers very badly. A friend or a relative of the employer may take a candidate to the house of the employer or manager where this type of interview may be conducted.

Formal Interview:

This is held in a more formal atmosphere in the employment office by the employment officer with the help of well-structured questions. The time and place of the interview are stipulated by the employment office.

Planned Interview:

This is a formal interview carefully planned. The interviewer has a plan of action worked out in relation to time to be devoted to each candidate, type of information to be sought, information to be given, the modality of interview and so on. He may use the plan with some amount of flexibility.

Patterned Interview:

This is also a planned interview but planned to a higher degree of accuracy, precision and exactitude. A list of questions and areas are carefully prepared. The interviewer goes down the list of questions, asking them one after another.

Depth Interview:

This is designed to intensively examine the candidate's background and thinking and to go into considerable detail on a particular subject to special interest to the candidate. The theory behind it is that if the candidate is found good in his area of special interest, the chances are high that if given a job he would take serious interest in it

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Stress Interview:

This is designed to test the candidate and his conduct and behavior by putting him under conditions of stress and strain. This is very useful to test the behavior of individuals under disagreeable and trying situations.

Group Interview:

This is designed to see how the candidates react to and against each other. All the candidates may be brought together in the office and they may be interviewed. The candidates may,

alternatively, be given a topic for discussion and be observed as to who will lead the discussion, how they will participate in the discussion, how each will make his presentation and how they will react to each other's views and presentation.

Panel Interview:

This is done by members of the interview board or a selection committee. This is done usually for supervisory and managerial positions. It pools the collective judgement and wisdom of members of the panel. The candidate may be asked to meet the panel individually for a fairly lengthy interview.

TESTS

According to Lee J. Gronbach “A test is a systematic procedure for comparing the behaviour of two or more persons”.

Purpose of Tests:

Tests, i.e. psychological tests are conducted for various purposes.

As regards selection tests, these are conducted mainly to fulfill the following purposes:

- (i) For the selection and placement of new employees.
- (ii) For appraising employees for promotional potentials.
- (iii) For counseling employees to enable them to perform better in their jobs.

William C. Byham puts the use of selection tests in these words: “The tests are the most misused, the least understood, yet the most valuable sources of information about applicants”.

Types of Tests:

➤ Aptitude Tests:

Aptitude tests measure ability and skills of the testee. These tests measure and indicate how well a person would be able to perform after training and not what he/she has done[^]. Thus, aptitude tests are used to predict the future ability/performance of a person.

There are two objectives of the aptitude tests. One to advise youth or jobseekers regarding field of activities in which they are likely to succeed. This is called ‘vocational guidance’. Second, to select best persons for jobs where, they may succeed. This test is called ‘vocational selection’.

Specific aptitude tests have been designed to measure special abilities to perform a job. Examples of such tests are Mechanical Aptitude Test, Clerical Aptitude Test, Artistic Aptitude Test, Musical Aptitude Test, Management Aptitude Test, Differential Aptitude Test, etc.

➤ Achievement Tests:

Achievement tests measure a person’s potential in a given area/job. In other words, these tests measure what a person can do based on skill or knowledge already acquired by him/her. Achievement tests are usually used for admission to specific courses in the academic institutions.

In these tests, grades in previous examinations are often used as indicators of achievement and potential for learning. Indian industries have now started conducting these tests to judge for themselves the level of proficiency attained rather than believing their scores in academic

examinations. Achievement tests are also known by the names, proficiency tests, performance, occupational or trade tests.

Achievement tests resemble those of aptitude tests. However, the difference lies in the usage of results. The line of difference between achievement and aptitude is very thin in the sense of past achievement and performance. This difference between the two can be exemplified with an example.

➤ **Intelligence Tests:**

Intelligence tests measure general ability for intellectual performance. The core concept underlying in intelligence test is mental age. It is presumed that with physical age, intelligence also grows. Exceptions to this may be there. So to say, if a five year old child does the test, for six years or above his/her mental age would be determined accordingly.

$$IQ = \text{Mental Age} / \text{Actual Age} \times 100$$

It means that the intelligence quotient is a ratio of mental age to actual age multiplying by 100(to remove decimal).

Intelligence testing in industry is based on the assumption that if the organisation can get bright, alert employees quick at learning, it can train them faster than those who are fewer well-endowed.

➤ **Interest Tests:**

These tests are designed to discover a person's area of interest, and to identify the kind of work that will satisfy him. Interest is a prerequisite to successfully perform some task. These tests owe their origin to the vocational efforts. The most widely used interest test is Kuder Reference Record. It consists of three forms.

The first form measures vocational interest such as mechanical, computational, artistic, literary, musical and clerical interest. Interests in personal areas such as group activities, avoiding conflicts etc., are measured by the second form of interest tests. The third form of interest test measures preference reactions to particular occupations like accountant, salesman, farmer, etc. The best known among these three forms of interest test is the Kuder Preference Record i.e. vocational test.

➤ **Personality Tests:**

These tests are also known as 'personality inventories'. These tests are designed to measure the dimensions of personality i.e., personality traits such as interpersonal competence, dominance-submission, extroversions-introversions, self-confidence, ability to lead and ambition.

➤ **Attitude Tests:**

These tests are designed to know the testee's tendencies towards favouring or otherwise to people, situations, actions, and a host of such other things. Attitudes are known from the responses of the testees / respondents because emotional overtones involved make it difficult to directly observe or measure attitude of the testee. Test of social desirability, authoritarianism, study of values, Machiavellianism and employees morale are the well-known examples of attitude tests.

➤ **Polygraph Tests:**

This test is designed to confirm the accuracy of information given on the application blank. Hence, it is considered as a form of employment test. Polygraph is a lie detector. Polygraph tests are found useful for the organisations that are highly vulnerable to theft or swindling. Examples of such organisations are departmental stores, banks, jewellery shops, etc.

Advantage of Testing:

Irrespective of the nature of tests, companies can derive the following benefits from a well planned test:

1. Predicts Future Performance:

A well designed test can predict the future performance of an individual. Thus, test can be used for hiring personnel, transfer or promotion of the personnel for higher positions.

2. Diagnoses the situation and behaviour:

Knowing why people behave the way one does requires understanding the particular variables/situation that cause behaviour. Here again, well planned tests help understand the situation. For example, though decline in productivity could be caused by a host of factors, tests can help understand such decline due to human factors.

3. Offers Benefits of Economy of Scale:

Conducting tests on the whole serves cost effective as it offers the benefits of economy of scale. This is because tests when administered to a group save on both time and cost.

4. Uncover what not covered by Other Devices:

One important advantage of conducting tests is that they uncover qualifications and talents of the testee that cannot be detected by application blanks and interviews.

5. Serve as Unbiased Tools:

Based on reliability and validity norms, tests do also serve as unbiased tools of selection process.

6. Quantify the Test Results:

Above all, tests being quantifiable yield themselves to scientific and statistical analyses. Thus, tests also save basis for research in personnel issues and matters. Valid job-related tests will also pay off in increasing ability to identify in advance those employees who will perform most effectively in the organisation.

Developing a Test Programme:

Developing a test programme is never simple. It requires careful planning, experiment, technical knowledge, etc. Services of experts in psychology and psychometrics and use of statistical techniques are also requisitioned.

The main steps generally involved in developing a sound test programme are following:

(1) Deciding the objectives of testing programme:

Developing a test programme starts with deciding the objectives it has to achieve. The objectives of the test programme may be hiring, promoting and counseling of people. Initially, test programme may be designed for a few jobs and then may be gradually expanded to cover all jobs in the organisation.

(ii) Analysing Jobs:

Jobs are duly analysed to identify as to which human traits and skills are necessary for effective performance of jobs.

(iii) Choosing tests to measure characteristics:

Several tests i.e. 'Battery of Tests' are chosen to measure different characteristics. The tests may be chosen keeping in view such factors as reliability, validity, ease of administration, level of difficulty, and the cost involved in different tests. The choice of the tests is generally based on certain parameters like experience, previous research and guesswork.

(iv) Administering the tests:

Once the tests are chosen, then these are administered on the applicants under consideration to measure the predetermined skills and traits.

(v) Establishing criteria of job success:

Success criteria are laid down in terms of output in quantity and quality, attendance record, rate of accidents, rate of promotion, professional achievement, etc.

(vi) Analysing the results of tests:

At last, the test scores secured by the applicant are carefully analysed in the light of success criteria. Based on this, the final decision is taken either to select the applicant for further processing or rejection.

Limitations of Tests:

Tests suffer from certain limitations also.

Hence, while applying tests for selection of candidates the following guidelines should be observed:

- (i) Tests should be used as supplements rather than as substitute for any method of selection.
- (ii) Tests are better at predicting failure than success. They often determine which applicants will not or cannot perform a job satisfactorily instead who can or will perform in effective and efficient manner.
- (iii) Tests are not precise measures of one's skills and traits but only samples of one's total behaviour. So to say, tests with highest scores do not necessarily mean better choices for a job than those with lower scores.
- (iv) Tests should be validated in the organisation in which these are administered. Here, validity means the degree to which a test actually measures what it is meant to measure.
- (v) In order to make the test scores comparable, tests should be administered under standard conditions to all applicants tested for a particular job".
- (vi) Tests should be designed, administered, interpreted and evaluated only by trained and competent persons.
- (vii) The candidates should be provided with samples of tests or answering queries so as to warm up them before the test is administered.

TRAINING AND DEVELOPMENT

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve.

Relation between Training and Development

There is a relation between training and development, and there is clear difference between the two based on goals to be achieved. Development is made to answer the **training problems**:

<i>TRAINING</i>	<i>DEVELOPMENT</i>
Training is meant for operatives	Development is meant for executives
It is reactive process	It is pro- active process
AIM: To develop additional skills	AIM: To develop the total personality
It is short term process	It is continuous process
OBJECTIVE: To meet the present need of an employee	OBJECTIVE: To meet the future need of an employee
Initiative is taken by the management	Initiative is taken by an individual.

Importance of Training and Development

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees. Competition and the business environment keeps changing, and hence it is critical to keep learning and pick up new skills. The importance of training and development is as follows:

- Optimum utilization of Human resources
- Development of skills like time management, leadership, team management etc
- To increase the productivity and enhance employee motivation

- To provide the zeal of team spirit
- For improvement of organization culture
- To improve quality, safety
- To increase profitability
- Improve the morale and corporate image

Need for Training and Development

Training and development of employees is a costly activity as it requires a lot quality inputs from trainers as well as employees. But it is essential that the company revises its goals and efficiencies with the changing environment. Here are a few critical reasons why the company endorses training and development sessions.

- When management thinks that there is a need to improve the performances of employees
- To set up the benchmark of improvement so far in the performance improvement effort
- To train about the specific job responsibility and skills like communication management, team management etc
- To test the new methodology for increasing the productivity

Advantages of training and development

Training and development has a cost attached to it. However, since it is beneficial for companies in the long run, they ensure employees are trained regularly. Some advantages are:

1. Helps employees develop new skills and increases their knowledge.
2. Improves efficiency and productivity of the individuals as well as the teams.
3. Proper training and development can remove bottle-necks in operations.
4. New & improved job positions can be created to make the organization leaner.
5. Keeps employees motivated and refreshes their goals, ambitions and contribution levels.

Disadvantages of training and development

Even though there are several advantages, some drawbacks of training and development are mentioned below:

1. It is an expensive process which includes arranging the correct trainers and engaging employees for non-revenue activities.
2. There is a risk that after the training and development session, the employee can quit the job.

Training and Development Process



Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:

1. Determine the need of training and development for individuals or teams
2. Establish specific objectives & goals which need to be achieved
3. Select the methods of training
4. Conduct and implement the programs for employees
5. Evaluate the output and performance post the training and development sessions.
6. Keep monitoring and evaluating the performances and again see if more training is required.

Hence, this concludes the definition of Training and Development along with its overview.

METHODS OF TRAINING

There are two methods through which managers can improve their knowledge and skills. One is through formal training and other is through on the job experiences. On the job training is very important since real learning takes place only when one practices what they have studied.

But it is also equally important in gaining knowledge through classroom learning. Learning becomes fruitful only when theory is combined with practice. Therefore on the job methods can be balanced with classroom training methods (off-the-job methods).

1. On-the-job Training (OJT) Methods:

This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

The advantages of OJT are as follows:

1. On the job method is a flexible method.
2. It is a less expensive method.
3. The trainee is highly motivated and encouraged to learn.
4. Much arrangement for the training is not required.

On-the-job training methods are as follows:

1. Job rotation:

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

2. Coaching:

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. Job instructions:

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

4. Committee assignments:

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

5. Internship training:

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

2. Off-the-job Methods:

On the job training methods have their own limitations, and in order to have the overall development of employee's off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods.

The following are some of the off-the-job techniques:

1. Case study method:

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. Incident method:

Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

3. Role play:

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming

different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

4. In-basket method:

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

5. Business games:

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

6. Grid training:

It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

7. Lectures:

This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

8. Simulation:

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

9. Management education:

At present universities and management institutes gives great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

10. Conferences:

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

