

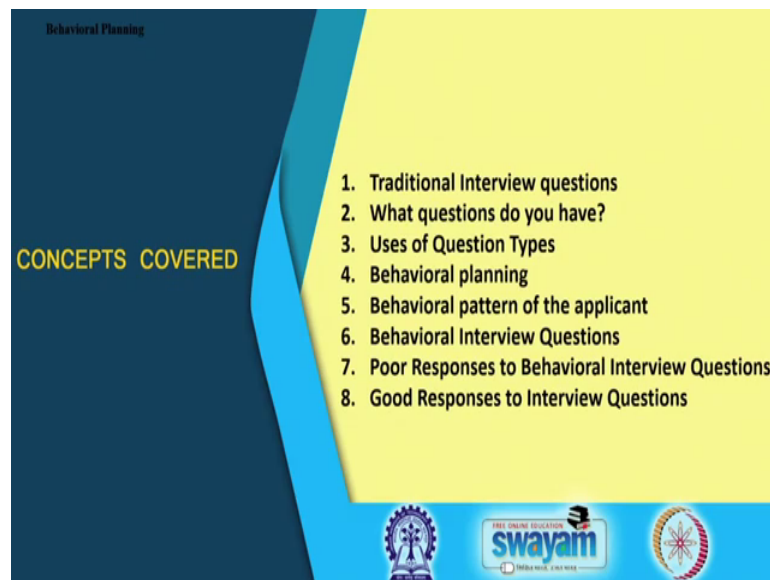
Employment Communication - A Lab Based Course
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Lecture - 36
Tackling Questions during Personal Interviews (PIS)

Hi friends, wish you a very good day. So, today we are going to do lecture number-36, Tackling Questions during Personal Interviews or PIS is in short. This is the heart of the four lectures, we have conducted on the personal interviews, because this is the most repeated question of the candidates or applicants or students, how do we answer the questions.

So, I will give you some tips, I will try my best, and of course remember that believe in yourself. And number 2, practice makes perfect. So, more and more, you believe in yourself and build your self-confidence; secondly more and more you practice, more and more interviews you give, and conduct mock sessions among your friends and peers and colleagues, the more you will be able to make a success of it on the d day.

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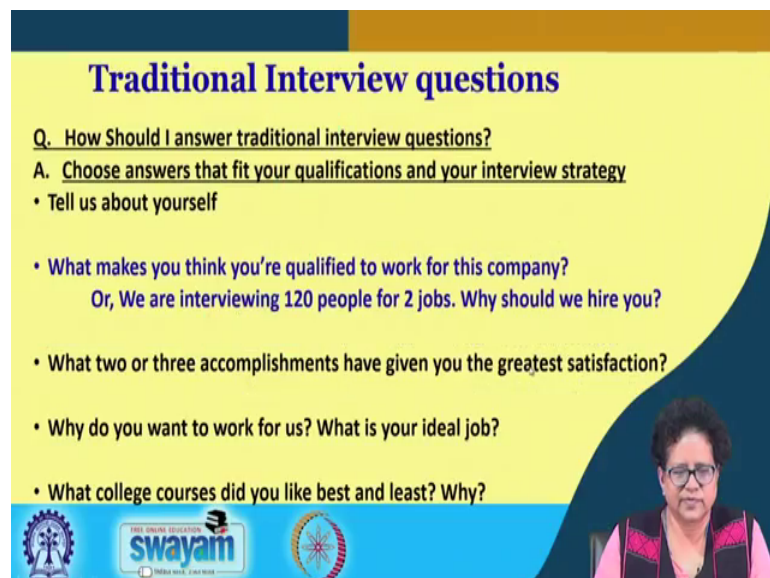
So, what are the concepts, I will be covering in the course of this lecture. First of all some traditional interview questions will be placed before you, and you can prepare it in advance. Then what kind of questions can you ask as a candidate or interviewee. Then the uses of question types, this is very important, because here I will be telling you

something which relates to both sides of the desk. If we have heard, and we have noted carefully in the previous lecture sets to series of lectures on personal interview in the last two lectures in a personal interview. We have heard that there are four types of questions open, closed, and we have heard of primary questions, and secondary questions.

So, let us look at the uses of these question types. And then we will come to behavioral planning, because this is the latest type of interviews which have been conducted. The organization, I repeat once again, the organization would like to know how you will behave. So, given a particular situation, how will you react, respond, what will you do, what will be your behavioral pattern at that point of time. In other words, the company would like to know what will be your situation and your situational response to it.

Then on the behalf of the applicant or the interviewee, this is number 5, this is also studied. What is the behavioral pattern or design or you know the kind of tendency of the candidate to react or respond or behave in a particular situation. Then what are the behavioral interview questions is number 6, we will cover today. Then we will study the poor responses to behavioral interview questions, and we will study also lastly good responses to interview questions. So, let us move forward.

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Traditional Interview questions

Q. How Should I answer traditional interview questions?

A. Choose answers that fit your qualifications and your interview strategy

- Tell us about yourself
- What makes you think you're qualified to work for this company?
Or, We are interviewing 120 people for 2 jobs. Why should we hire you?
- What two or three accomplishments have given you the greatest satisfaction?
- Why do you want to work for us? What is your ideal job?
- What college courses did you like best and least? Why?

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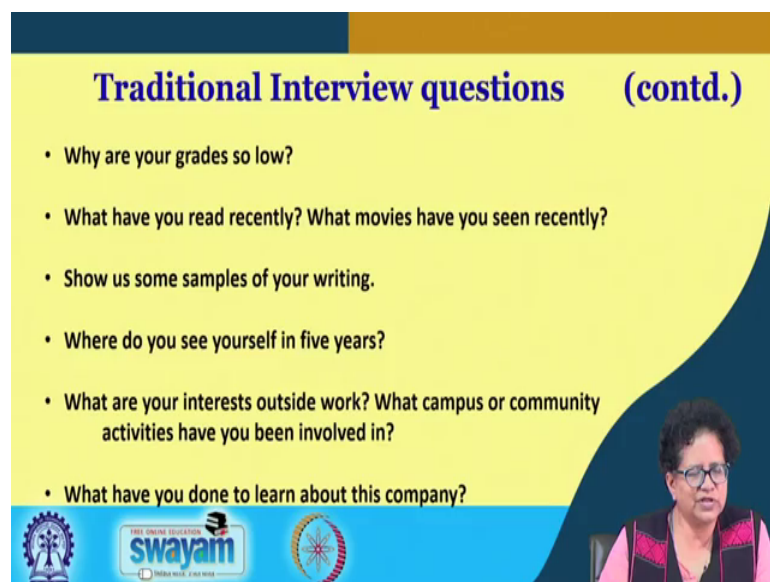
In traditional interviews, you have let us say, the bedrock the most important question, which should come to your mind as a candidate or applicant aspiring for a job is how should I answer traditional interview questions? I have 15 or 16 of them in the next few

slides. The point is there is one standard point one standard idea; you need to keep in your mind. You must choose answers that fit your qualifications, and your interview strategy should be more and more developing as you proceed on your career, as you develop your communication behaviors, and try to better and better your performance is successful interview sessions, during the course of your life and career.

So, I have the traditional interview questions in bulleted forms. Generally, the first one would be tell us about yourself. I am not going to give you the answer, because you will give the answer of who you are. The point is do you need to prepare these questions, and again I will not read all the questions, but I will read only those which are in blue highlighted fonts.

Think very sincerely about what would be your responds if you ask this question, what makes you think you are qualified to work for this company, and maybe they say the name or suppose it can be rephrased also like this. We are interviewing 120 people or we are interviewing almost 100 people for only two vacancies, why should we hire you?

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Traditional Interview questions (contd.)

- Why are your grades so low?
- What have you read recently? What movies have you seen recently?
- Show us some samples of your writing.
- Where do you see yourself in five years?
- What are your interests outside work? What campus or community activities have you been involved in?
- What have you done to learn about this company?

The slide includes logos for 'swayam' and a small video inset of a woman speaking.

So, think about your response to this kind of questions, which are also given on this slide. And moving further, we will come to the last.

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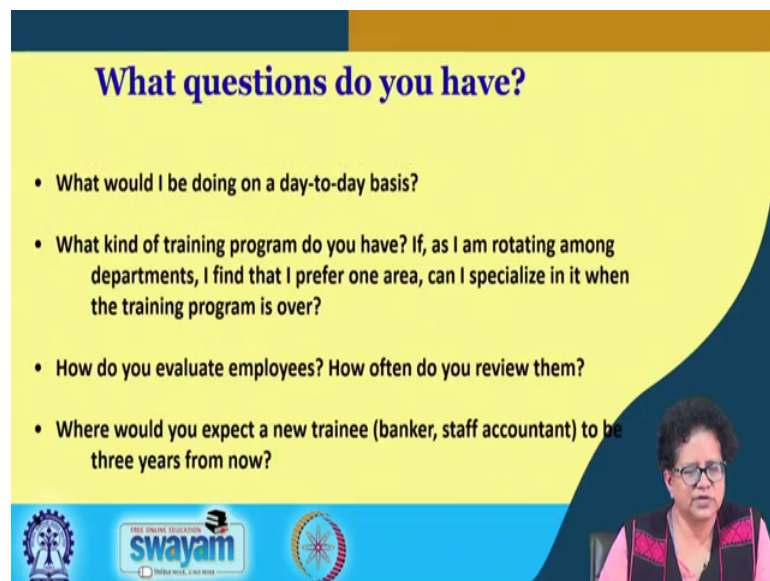
Traditional Interview questions (contd.)

- What adjectives would you use to describe yourself?
- What is your greatest strength?
- What is your greatest weakness?
- Why are you looking for another job?
- What questions do you have?
- What would I be doing on a day-to-day basis?

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This is I think important, what adjectives would you use to describe yourself?

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What questions do you have?

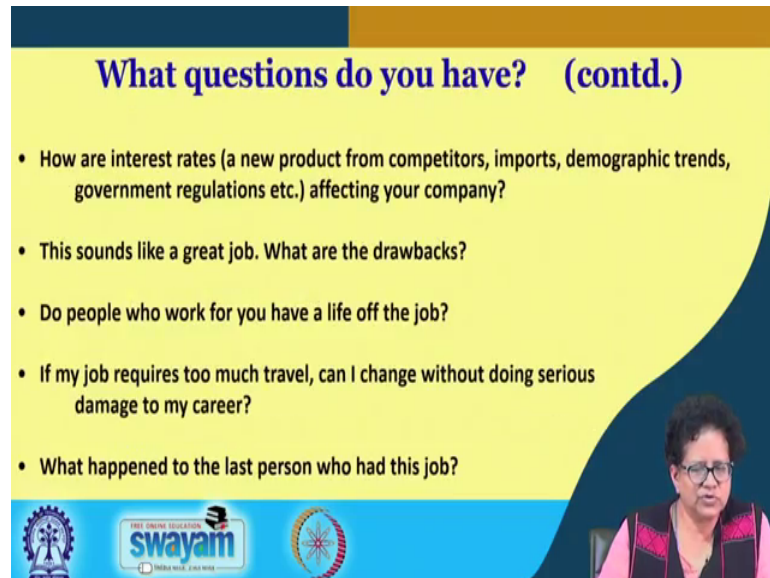
- What would I be doing on a day-to-day basis?
- What kind of training program do you have? If, as I am rotating among departments, I find that I prefer one area, can I specialize in it when the training program is over?
- How do you evaluate employees? How often do you review them?
- Where would you expect a new trainee (banker, staff accountant) to be three years from now?

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And then we come to the last one. Let us say this one, what questions do you have and we develop on that in the next two slides or three slides. So, if the last question in this session is what questions do you have, then these are some of the questions which you could ask. And we have four here, I am not saying that you have to ask these questions, I am just saying that you can make your pick and choose. And depending on your

maturity, depending on your choice, depending on the situation, depending on the context, depending on should you ask, you can ask, I leave it to you.

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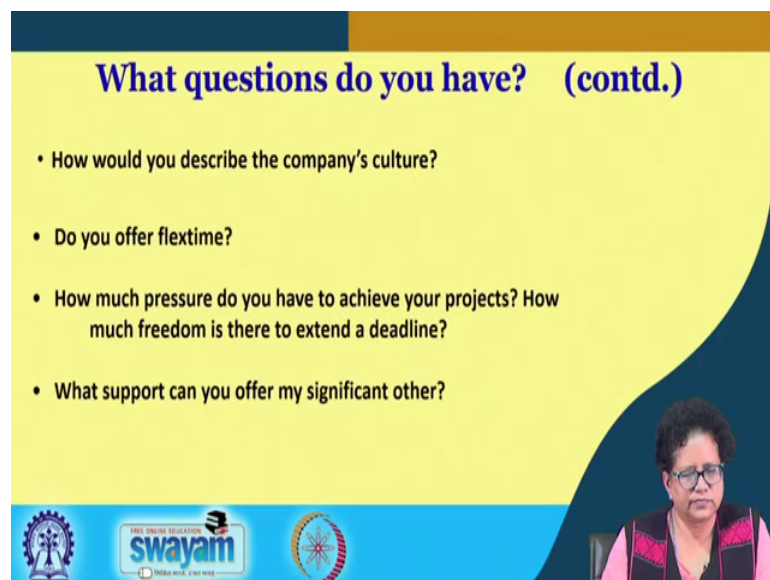
What questions do you have? (contd.)

- How are interest rates (a new product from competitors, imports, demographic trends, government regulations etc.) affecting your company?
- This sounds like a great job. What are the drawbacks?
- Do people who work for you have a life off the job?
- If my job requires too much travel, can I change without doing serious damage to my career?
- What happened to the last person who had this job?

The slide features a yellow background with a dark blue curved border on the right. At the bottom, there is a blue banner with the Swayam logo and the text 'FREE ONLINE EDUCATION swayam'. A small video feed of a woman with glasses is visible in the bottom right corner.

So, the next we continue, we have five more of these questions on this slide. For example, you can begin the sounds like a great job, but what are the drawbacks in this job? So, test yourself, and decide which question to ask when?

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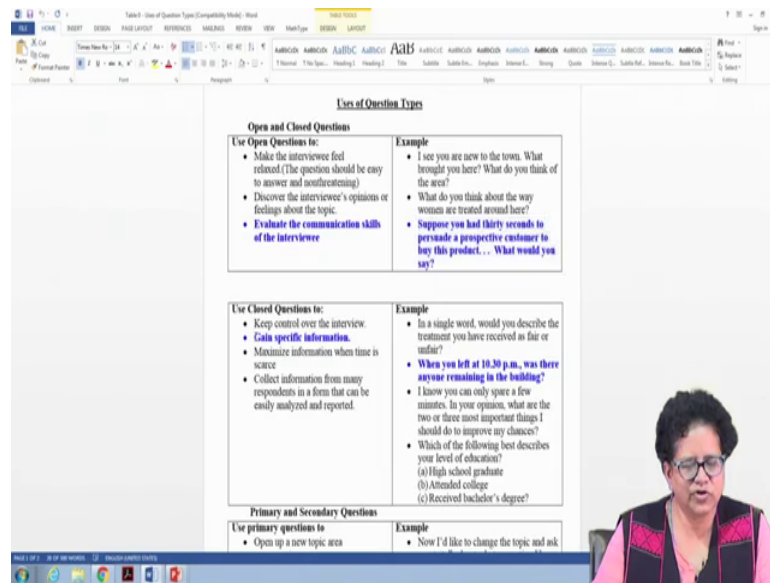
What questions do you have? (contd.)

- How would you describe the company's culture?
- Do you offer flextime?
- How much pressure do you have to achieve your projects? How much freedom is there to extend a deadline?
- What support can you offer my significant other?

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And if not why, and these are some more, and the last few.

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So, let us move to the most important segment of this lecture 36, the uses of question types, let us look at it in detail. So, we have this table for you, and for your examination and close study, which is titled uses of question types. So, first of all, we look at open and closed questions.

Now, this half of the table that is the left hand side columns are about the interviewer, and this is what are the exact wordings of the questions, they will be asking. Suppose, the interviewer would be using open questions to evaluate the communication skills of the interviewee, then what is the exact wording of the question, he will ask. If the interviewee asks you interviewer sorry ask you the question, suppose you had 30 seconds to persuade a prospective customer to buy this product, what would you say? Then you can understand that your communication skills are being assessed.

Let us come to closed questions, and I will take one of them for you are read in this lecture. Suppose this is a closed question, give specific information of for example this. When you left at 10:30 PM was there, anyone remaining in the building? So, the answer would be none or two or more that is the closed question, because maybe no further questions can arise from this kind of response. But, the aim of the interviewer has been to gain specific information from you to his question, when you left the office at 10:30 PM was there (Refer Time: 08:53) in the left in the building.

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The screenshot shows a presentation slide with the following content:

- of the interview**
- persuade a prospective customer to buy this product... What would you say?**
- Use Closed Questions to:**
 - Keep control over the interview.
 - Gain specific information.
 - Maximize information when time is scarce.
 - Collect information from many respondents in a form that can be easily analyzed and reported.
- Example:**
 - In a single word, would you describe the treatment you have received as fair or unfair?
 - When you left at 10.30 p.m., was there anyone remaining in the building?
 - I know you can only spare a few minutes. In your opinion, what are the two or three most important things I should do to improve my chances?
 - Which of the following best describes your level of education?
 - High school graduate
 - Attended college
 - Received bachelor's degree?
- Primary and Secondary Questions**
- Use primary questions to:**
 - Open up a new topic area.
- Example:**
 - Now I'd like to change the topic and ask you to talk about what a vacation like this might cost.
- Use Secondary Questions to:**
 - The previous answer was incomplete.
- Example:**
 - You said the service you received was 'fair.' Can you explain what you meant?

So, let us move further, and come to secondary questions. Suppose, you have answered already to a question, and your response had been incomplete, the previous answer was incomplete. Then the candidate will be put forward the question in these words, you said the service, you received was fair within double quotes single quotes, can you explain what you meant?

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The screenshot shows a presentation slide with the following content:

- You want to redirect the interviewee.**
 - You want to check a response that sounds incoherent.
- Example:**
 - When I asked about your education, I should have explained that I meant since high school. Can you tell me about your college coursework?
 - You said the cost was \$19.95 per day. Does that include all charges, or is it a base fee?
- Neutral and Leading Questions**
- Use Neutral Questions when:**
 - You don't want to influence the interviewee's response.
- Example:**
 - What kind of job do you think our company has been doing?
- Use leading questions to:**
 - Guide the interviewee's thinking.
 - Provoke or challenge an interviewee, in order to see whether she or he will accept your contentions.
- Example:**
 - Have you thought about the cost of service after the warranty expires?
 - Are you sure that I could master everything about the software program in a half hour?
- Hypothetical Questions**
- Use when:**
 - You want to know how the interviewee might react in the future.
 - The interviewee might not volunteer the information directly.
 - You want the interviewee to consider
- Example:**
 - If I were your patient and I had an incurable disease, would you definitely tell me?
 - Suppose you knew that another employee - and I'm not mentioning any names - was turning in falsified time

And the last is a set of questions called neutral, and leading questions neutral and leading questions. So, let us do this leading question. Suppose, the intention of the interviewer is

to guide you to think is not it? So, the question will be like this, have you thought about the cost of service, after the warranty expires. And you can understand that you are being nudged, you are being coaxed, you are being poked, you know to think properly.

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The screenshot shows a presentation slide with the following content:

- Neutral and Leading Questions**
 - Use Neutral Questions when:**
 - You don't want to influence the interviewee's response.
 - Use leading questions to:**
 - Guide the interviewee's thinking.
 - Provoke or challenge an interviewee, in order to see whether she or he will accept your contentions.
- Hypothetical Questions**
 - Use when:**
 - You want to know how the interviewee might react in the future.
 - The interviewee might not volunteer the information directly.
 - You want the interviewee to consider a new point of view.

Examples provided on the slide:

- Neutral Example:** "You said the cost was \$19.95 per day. Does that include all charges, or is it a base fee?"
- Leading Example:** "Have you thought about the cost of service after the warranty expires?"
- Hypothetical Example:** "If I were your patient and I had an incurable disease, would you definitely tell me?"

Then there are hypothetical questions, and these kind of questions can be asked by the interviewer. When the interviewer wants to know, how the interviewee might react in future, and the question maybe for example phrase like this. If I were your patient, and I had an incurable disease would you definitely tell me ok, so that would be enough and it is time to move forward now.

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I would like you to watch this small, but very sensitive video from the great classic movie the pursuit of happiness.

Yes, I did (Refer Time: 10:48).

Mister Gardner. (Refer Time: 10:58). This way, it will be right this way, Chris Gardner.

Chris Gardner, how are you? Good morning. Chris Gardner, Chris Gardner, good to see you again. Chris Gardner pleasure, I have been sitting out there for the last half-hour trying to come up with a story that would explain my being here dressed like this. And I wanted to come up with a story that would demonstrate qualities that I am sure you all admire here like earnestness or diligence, and team playing, to something. And I could not think of anything. So, the truth is I was arrested for failure to pay parking tickets.

Parking tickets?

And I ran all the way here from the Polk station, the police station.

What were you doing before you were arrested?

I was painting my apartment.

Is it dry now?

I hope so.

Jay says you are pretty determined.

He is been waiting outside the front of the building with some 40-pounds of gizmo for over a month.

He said you are smart.

I like to think so.

And you want to learn this business.

Yes, sir, I want to learn this business.

Have you already started learning on your own?

Absolutely.

Jay?

Yes, sir.

How many times have you seen Chris?

No, I do not know. One too many, apparently.

Was he ever dressed like this?

No. No, jacket and tie.

First in your class in school, high school?

Yes, sir.

How many in the class?

Twelve, it was a small town.

I will say.

But, I was also first in my radar class in the navy, and that was a class of 20. Can I say something? I am the type of person if you ask me a question and I do not know the answer, I am going to tell you that I do not know, but I bet you what? I know how to find the answer, and I will find the answer. Is that fair enough?

Chris. What would you say if a guy walked in for an interview without a shirt on, and I hired him? What would you say?

He must have had on some really nice pants.

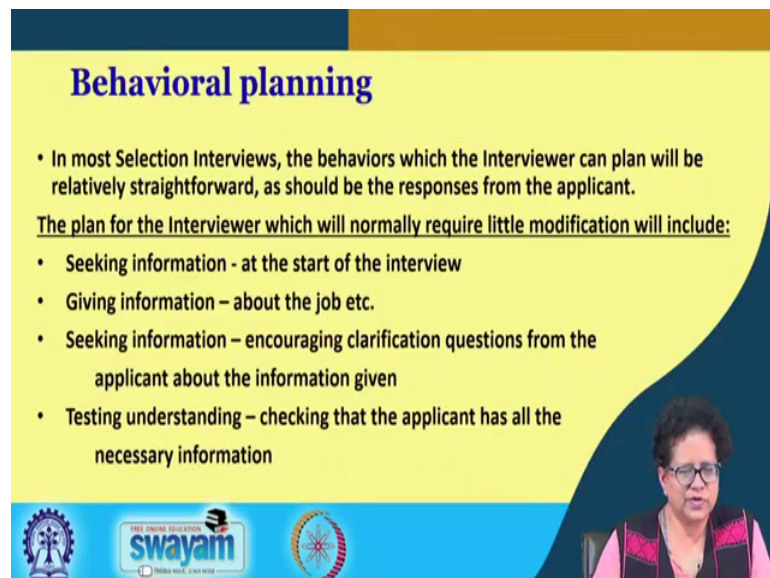
Chris, I do not know how you did it dressed as a garbage man, but you really pulled it off.

Thank you very much, Mister. Twistle.

Hey, now you can call me Jay. We will talk to you soon.

So, I will let you know, Jay.

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Behavioral planning

- In most Selection Interviews, the behaviors which the Interviewer can plan will be relatively straightforward, as should be the responses from the applicant.

The plan for the Interviewer which will normally require little modification will include:

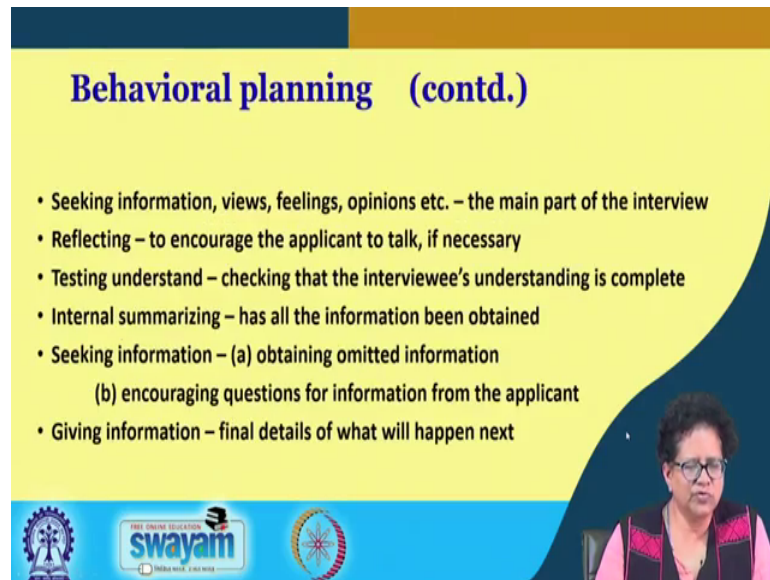
- Seeking information - at the start of the interview
- Giving information – about the job etc.
- Seeking information – encouraging clarification questions from the applicant about the information given
- Testing understanding – checking that the applicant has all the necessary information

The slide features a yellow background with a dark blue curved border on the right side. At the bottom, there are logos for 'swayam' and 'All India Council for Technical Education' (AITE) along with a small video inset of a woman with glasses speaking.

So, I hope you have taken the learning points from this short and very sensitive video, honesty is the best policy, and a pinch of humor if the situation, so permits. So, next we come to behavioral planning. And let us look at what happens on the aspect or on the part of the interviewers. So, the interviewer can plan behaviors which will be relatively straightforward meaning that the response from the applicant should be equally

straightforward. So, let us say that without not much of modification, generally the plan for the interviewer will be to seek information to give information, to seek information, and to test understanding the details are given after the dash.

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Behavioral planning (contd.)

- Seeking information, views, feelings, opinions etc. – the main part of the interview
- Reflecting – to encourage the applicant to talk, if necessary
- Testing understand – checking that the interviewee's understanding is complete
- Internal summarizing – has all the information been obtained
- Seeking information – (a) obtaining omitted information
(b) encouraging questions for information from the applicant
- Giving information – final details of what will happen next

The slide features a yellow background with a dark blue header and footer. At the bottom left, there are logos for 'swayam' and 'National Council for Educational Research and Training (NCERT)'. A small video inset in the bottom right corner shows a woman with glasses speaking.

To move further, the role of the interviewer in seeking information is predominant, because they are assessing you. So, the information you provide will be also related to your views, feelings, opinions, and this is the main part of the interview. The interviewer will also plan his questions or her questions in such a manner that you can reflect, and it will make you encouraged to talk, if required.

The interviewer would be interested to testing understanding to make an internal summary for himself herself what to do with all, the information you have provided as an interviewee. The seeking information process will continue in two ways; a by obtaining some information which has been omitted. Remember you saw in the video also that the interviewers keep on making notes. And the second one is be to encourage questions for information from the applicant, they will give you a chance, when they can say. Do you have any questions to ask? And lastly giving information that is final details of what will happen next that is on the result front.

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Behavioral pattern of the applicant

The behavioral pattern of the applicant is anticipated to be straightforward responses to the interviewer's behavior:

1. Giving information – in response to the initial settling-down questions
2. Seeking clarification / Testing understanding – asking questions about aspects of the job which may not have been clarified
3. Giving information – in response to questions, reflections and testing understanding from the interviewer in the main body of the interview
4. Seeking information – asking any final questions about aspects which have not been covered sufficiently.

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On your part as an applicant or an interviewee, your behavioral pattern is anticipated to be straightforward. Everybody wants honest persons to whatever the interviewer is asking. So, you also will be giving information in response to the initial settling-down questions, how is the weather where you are putting up, how did you like our office, did you have trouble finding or locating our office so on and so forth. Seeking clarification, testing understanding will continue, and you will be asked questions about aspects of the job which may not have been clarified in your CV or resume. Giving information seeking information will continue on your part as an applicant.

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Behavioral Interview Questions

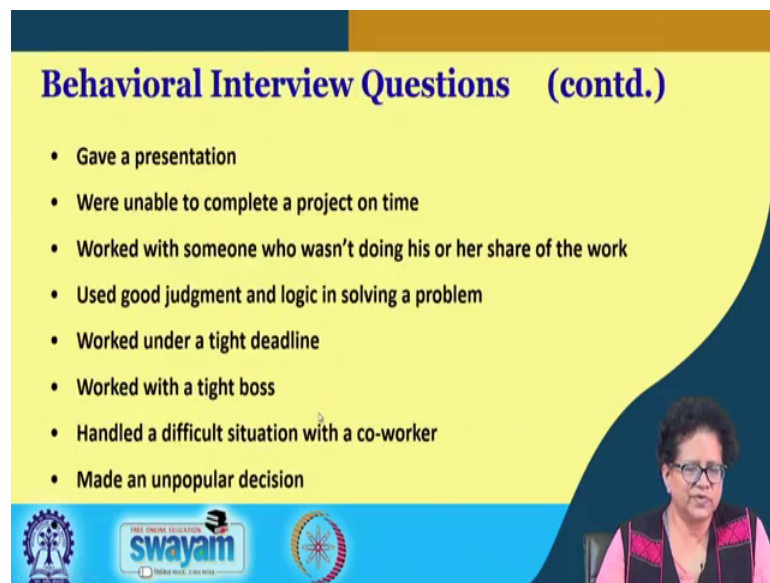
Describe a situation in which you:

- Created an opportunity for yourself in a job or volunteer position
- Used writing to achieve your goal
- Went beyond the call of duty to get a job done
- Communicated successfully with someone you disliked
- Had to make a decision quickly
- Overcame a major obstacle
- Took a project from start to finish

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So, let us come to the behavioral interview questions. And here we have only a sample of such questions, so that you can prepare by looking at your past career by making a flashback to your memory. By thinking about such episodes or ex incidents or experiences during your career, so that you can respond to questions such as describe a situation in which you let us say the last one took a project from start to finish, and the rest of them you can think about it. We move further.

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Behavioral Interview Questions (contd.)

- Gave a presentation
- Were unable to complete a project on time
- Worked with someone who wasn't doing his or her share of the work
- Used good judgment and logic in solving a problem
- Worked under a tight deadline
- Worked with a tight boss
- Handled a difficult situation with a co-worker
- Made an unpopular decision

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There are many of these situational or behavioral interview questions. And we make use of the last one. Here once again describe a situation, where you made an unpopular decision that is something you did, which were not taken very nicely or positively by the rest of your colleagues at your workplace or in your project or team at your workplace, we move further.

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The screenshot shows a presentation slide with a table titled "Poor Responses to Behavioral Interview Questions". The table has three columns: "Questions", "Response", and "Evaluation". Below the table, there is a caption: "Carolyn Murray, a savvy recruiter at W.L. Gore and Associates, developers for Gore-Tex, pays little attention to a candidate's scripted responses to her". In the bottom right corner of the slide, there is a small video inset showing Carolyn Murray speaking.

Questions	Response	Evaluation
"Give me an example of a time when you had a conflict with a team member."	"Our leader asked me to handle all of the FedExing for our team. I did it, but I thought that FedExing was a waste of my time."	"At Gore, we work from a team concept. Her answer shows that she won't exactly jump when one of her team-mates needs help."
"Tell me how you solved a problem that was impeding your project."	"One of the engineers on my team was pulling his weight, and we were closing in on a deadline. So I took on some of his work."	"The candidate may have resolved the issue for this particular deadline, but he did nothing to prevent the problem from happening again."
"What's the one thing that you would change about your current position?"	"My job as a salesman has become mundane. Now I want the responsibility of managing people."	"He's not maximizing his current position. Selling is never mundane if you go about it in the right way."

And let us look at a table which will make you understand or the idea I want to convey to you my advice to you is do not give these kind of poor responses to behavioral interview questions. So, let us see the chart. Now, first we go to the source, this table has been taken, and I am crediting this table to Carolyn Murray, a savvy recruiter at W.L Gore and associates. If you Google on Gore, you will know, what it is and what the company does.

So, Carolyn Murray pays little attention to a candidate's scripted responses to her admittedly softball questions, you are throwing soft questions like a softball, you know what softball is. And the candidates in their enthusiasm or in their you know longing to get selected, they learn some parrot like answers scripted responses, it is said here. So, instead she listens for a throwaway line, even within your scripted or practiced responses, sometimes there will be the opportunity or the chance for truth to be revealed. And this is by a throwaway line, you are not aware of it, but these lines have been put in this chart.

So, such throwaway lines will reveal the reality behind and otherwise benign reply, you know benign reply? Benign looking innocent, benign is the opposite of malignant, you know a cancerous, tumor or a malignant tumor, which has the capacity of spreading cancer. On the other hand a benign tumor a tumor or a growth which is not going to

become cancerous at any point of time. So, your reply might be benign, your reply might be seemingly soft simple, but she can detect, where you are lying.

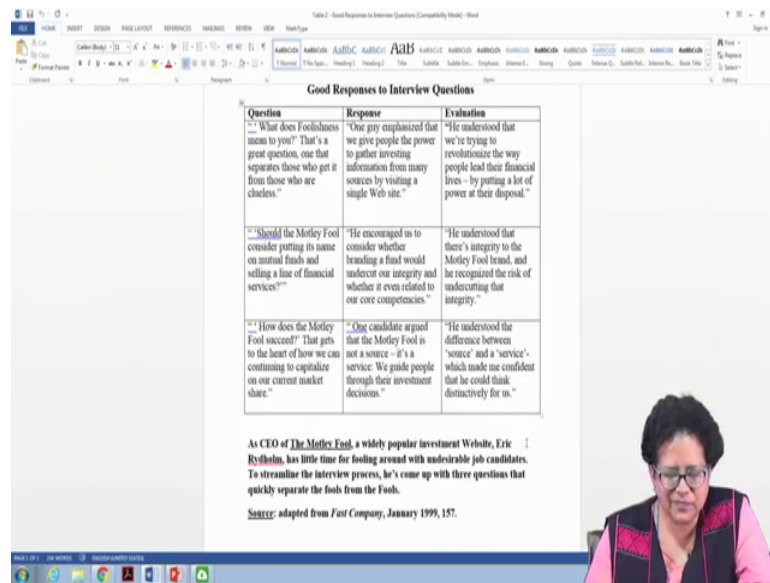
Here by Murray delivers a post-game analysis of how three job candidates went during their interviews, so they failed they stumbled. So, let us say the question of Carolyn Murray was give me an example of a time, when you had a conflict with a team member. And one of the sentences in your response was one leader, sorry our leader asked me to handle all of the FedExing for our team, I did it, but I thought that FedExing was a waste of my time. Now, look at the evaluation which Carolyn Murray does.

At first, we work from a team concept. This candidate she is a female her answer shows that she would not exactly jump, when one of her teammates need help. We can do one more the last one. Suppose, the question from the interviewer was; what is the one thing that you would change about your current position. And in within your response, this double inverted comma is for your whole dialogue, your whole response. And the single inverted let us say this is the sentence which reveals, and it is your turning point, because it makes the interviewer, evaluate you negatively.

Suppose, you say my job as a sales man has become mundane. Now, I want the responsibility of managing people, now you think you are doing a great job, but what does the interviewer think as per Carolyn Murray. So, this is a male candidate, he is not maximizing his current position, selling is never mundane, if you go about it the right way, so look at the expression, selling is never mundane, if you go about it the right way, and this is a fact. And you thought that you said something like this given in the center column and you got away with it, but you are proved to be wrong. So, be careful of these kind of situations.

And let us move to good responses on the other hand. So, generally that is what they do, they ask you for do you want the good part first or the bad part first, and most of the human species, most of the human race would say I want the bad part first. So, we have shown you the poor responses to interview questions. Now, what would be good responses to interview questions, what should you do?

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Question	Response	Evaluation
"What does Foolishness mean to you? That's a great question, one that separates those who get it from those who are clueless."	"One guy emphasized that we give people the power to gather investing information from many sources by visiting a simple Web site."	"He understood that we're trying to revolutionize the way people lead their financial lives -- by putting a lot of power at their disposal."
"Should the Motley Fool consider putting its name on mutual funds and selling a line of financial services?"	"He encouraged us to consider whether branding a fund would undercut our integrity and whether it even related to our core competencies."	"He understood that there's integrity to the Motley Fool brand, and he recognized the risk of undercutting that integrity."
"How does the Motley Fool succeed? That gets to the heart of how we can continue to capitalize on our current market share."	"One candidate argued that the Motley Fool is not a source -- it's a service. We guide people through their investment decisions."	"He understood the difference between 'source' and a 'service', which made me confident that he could think distinctively for us."

As CEO of **The Motley Fool**, a widely popular investment Website, Eric Rydholm, has little time for fooling around with undesirable job candidates. To streamline the interview process, he's come up with three questions that quickly separate the fools from the fools.

Source: adapted from *Fast Company*, January 1999, 157.


Let us look at the chart, good responses to interview questions. Suppose, the question is let us look at it again the source, this is from the motley fool. And this is a widely popular investment website, and the CEO at that point of time, when this chart was made Eric Rydholm has little time for fooling around with undesirable job candidates. There are maybe 20, 30 coming for only two vacancies, and out of 20, 30, 10 maybe just useless stuff, mediocre persons just fooling the paper requirements for the job, but not fitting the job in person, because what or who works at the workplace is the person not a machine, not facts and figures, but a person.

So, let us look at this to streamline the interview process, he is come up with three questions that quickly separate the fools from the fools. Look at the way in which the capitalization has been done from on the alphabet f for fools. We have adapted this from fast company published January 1999, and 157 page number. So, let us say the question here in middle, the second question should the motley fool consider putting its name on mutual funds and selling a line of financial services. And your response is he encouraged us to consider, whether branding a fund would undercut our integrity, and whether it even related to our core competencies, now how are you being evaluated, if you give this response.

He understood that there is integrity to the motley fool brand; this is the interviewer's point of view. The interviewer now understands that the candidate has evaluated the

motley fool brand to be integral integrative. And the candidate has recognized the risk of undercutting that integrity. So, here is a response which can get you selected, which can get you on the other side of the desk as I would say, you would be with the interviewer, you would be inducted into the organization. So, let us move ahead.

(Refer Slide Time: 27:00)



References

1. The Skills of Interviewing: A Guide for Managers & Trainers – Leslie Rae, Jaico Books: 2006
2. The Skills of Communicating – Bill Scott, Jaico Books: 2004
3. Basic Business Communication: Skills for empowering the Internet Generation - Lesiker & Flatley, TMH: 2002
4. Understanding Human Communication – Adler & Rodman, OUP: 2003
5. Business Communication: Building Critical Skills – Locker & Kaczmarek, TMH: 2007
6. Foundations of Business Communication: Integrative Approach – DJ Young, TMH:
7. www.youtube.com

The slide features a dark blue background on the left with the word 'References' in a yellow, cursive font. The right side has a yellow background with a list of references. At the bottom right, there is a small video inset of a woman with glasses and a pink top. Logos for 'swayam' and 'THE ONLINE EDUCATOR' are visible at the bottom.

And this is the list of references, I have used for the preparation of this lecture.

Thank you for being with us, and may god bless you always.