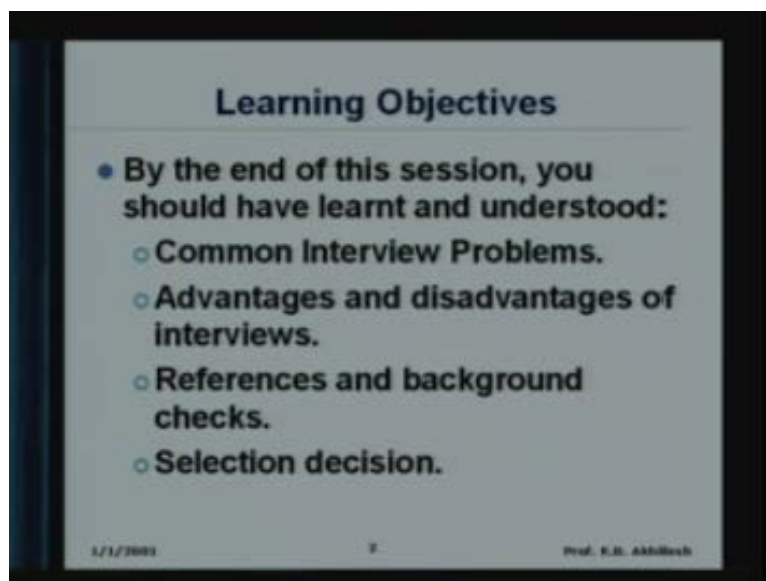


Concept of Management and Evolution of Management Thought
Prof. K. B. Akhilesh
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Lecture 21
Selection - II

Hello, last time we discussed about the different steps involved in recruitment and selection process. In our effort, recruitment means getting potential applicants, attractive applicants to the organizational vacancies and in the selection process we start picking who are the best candidates, who meet the expectations of the organization and the expectations of the organization in terms of ability to do the job willingness to perform and able to adjust with others in the organization and also stay for a reasonable period of time. As we are exploring these dimensions, we started talking about the process of the interview. I think the interview process also is one of the most used as well as abused process in the selection.

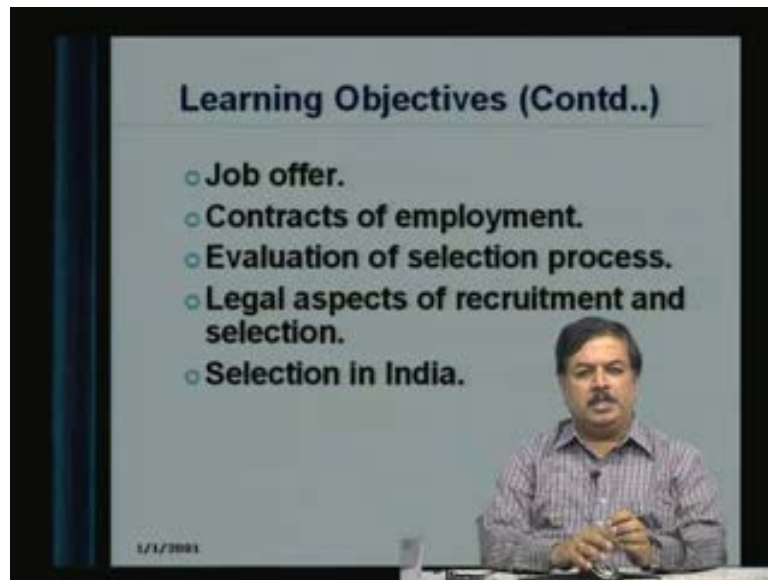
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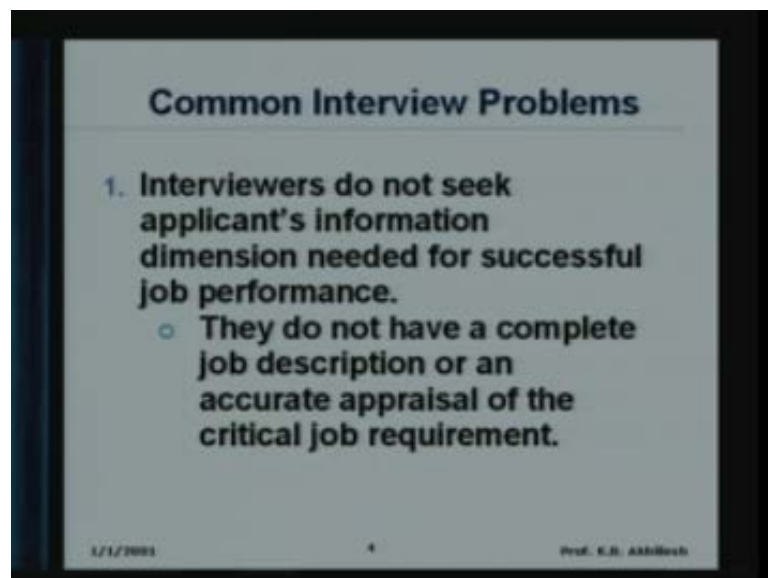
Let us try to look at some more issues and problems in this lecture. The learning goals are the following you should have learnt and understood common interview problems, advantages and disadvantages of interviews then also the other methods like references and the background checks and selection decision and the aspects of making the job offer then what do we mean by the contracts of employment and then how can you evaluate the selection

process and legal aspects of recruitment and selection as well as some dimensions of selection process, selection practices in some of the Indian organizations.

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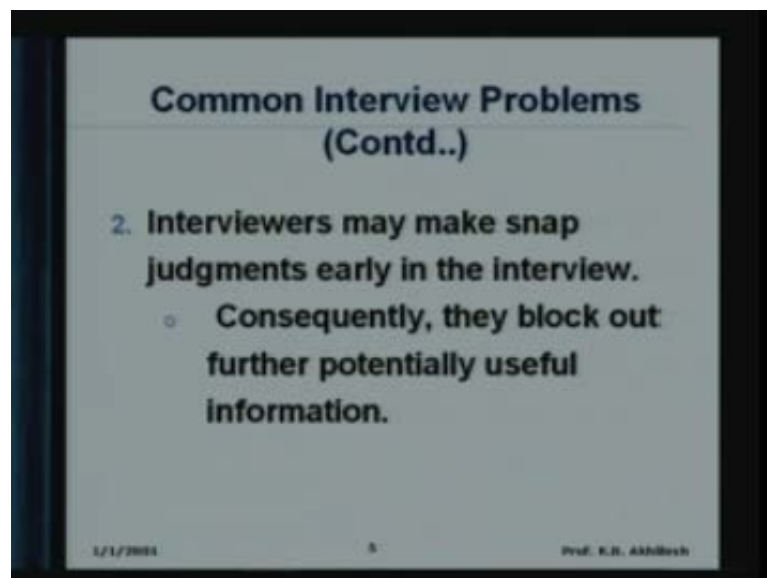


I think that is the basic coverage of what I intended to do today, if we start seeing the common interview problems as we mentioned last time the interview process could be very structured one or unstructured one or it could be a mixed one it could be a stress interview or

it could be a systematic process of exploring the responses of the candidate from one to many and the varieties what we have seen. In this lecture, today we will start with the kind of problems what we have seen during the interview process, one of the most important things is that interviewers do not seek applicant's information dimension needed for successful job performance.

So that means the they do not know what is this applicant consist, what is that he has applied for what is that he has, so they do not have a complete job description or an accurate appraisal of the critical job requirement. So when they start the interview process, it becomes too generic then they start asking whether can you work in the night shift, can you travel, do you think you can take some responsibility for money, what is that you like if you do not do that offer, what would you do so there are many of these things are asked the candidate starts perceiving that the job involves extensive troubling handling money and then working in the night shift. So the kind of confusion and the and it also results in not accepting the job offer and even if they accept the offer they are not too sure where do they fitting and how do they, how is that the candidate can contribute.

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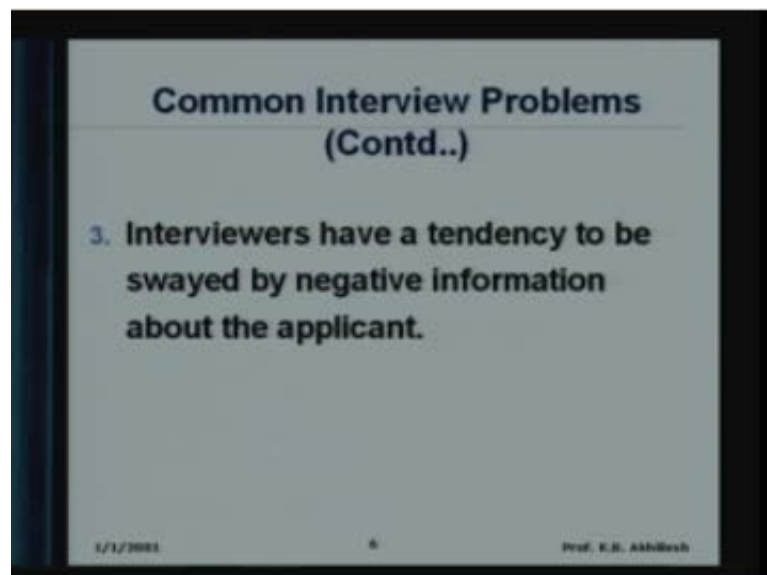


So it is extremely important to see and get complete picture of the applicant as well as the required dimensions of the job, so that effective matching could be done through training appropriate information. The other important on very common problem which you have seen

is interviews may make snap judgments, early in the interview. So most of the interviewers form the view of the candidate within about 2 to 3 minutes and once they form the view what they do really is to follow up that particular view throughout the remaining period of the interview. So in other words potentially the, what this going to happen is that the decisions are going to be made on the basis of the first 2 minutes view.

So that means you are not able to go you are not going to collect more information about the candidate to confirm or do something else. So the most of the interviewers then they become a close mind in terms of coming to the view of the kind of once they come to the judgment and they feel that the candidate is fit or otherwise. Then you also see the interviewers have a tendency to be swayed by negative information about the applicant, negative information about the applicant is that he has quit his previous job and currently the person is jobless and some of the interviewers view very so seriously there as though the candidate has done a kind of a blunder or he may be coming from a particular school which many not which may not represent some of the best schools in the area.

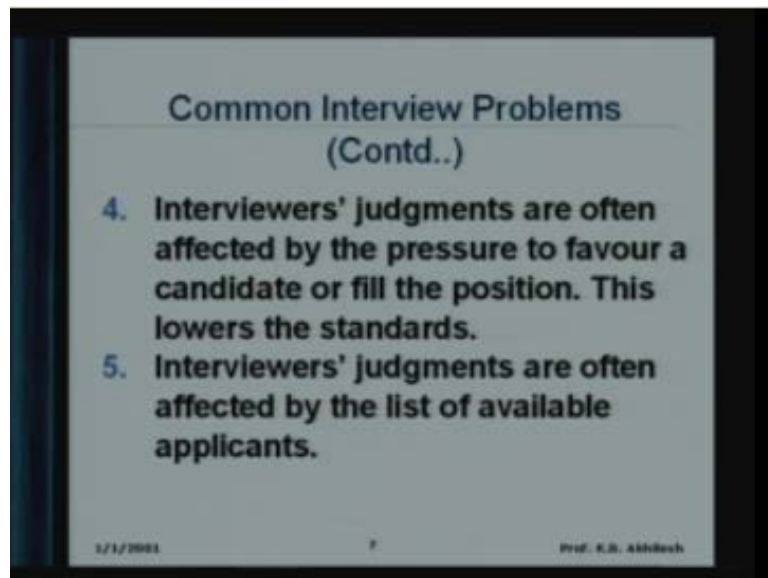
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So one once person are view you know viewing that as a as a negative information and then they start forming the opinions about the candidate. So the interviewers need to collect as many information as possible before they start forming the view about, the views about the candidate and interviewer's judgments are often affected by the pressure to favor a candidate

or to fill the position, in other words they already in a hurry to fill the position. So they want to do this as quickly as possible and another side is that very clearly they are in favor of a particular candidate and both low as the standards. So that means you start compromising the standards of the interview in terms of it is objectivity, in terms of scope as well as the kind of exploration what you need to do in order to collect the details about the candidate.

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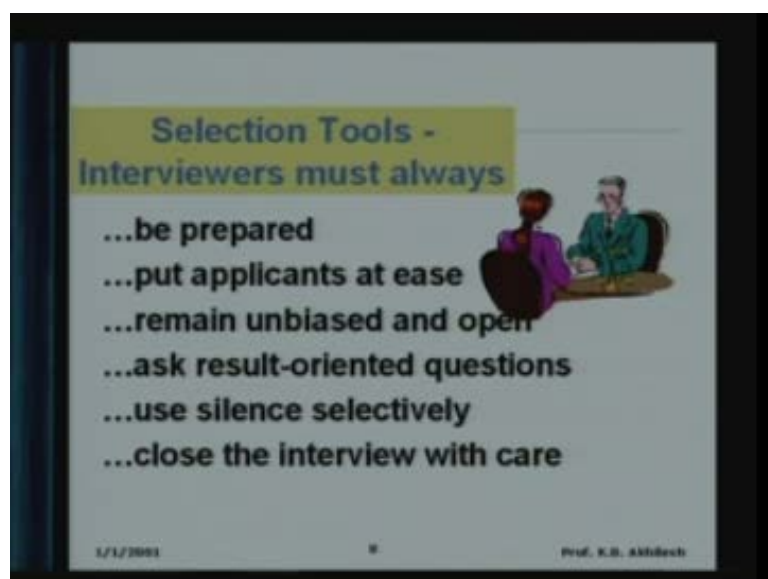


**Common Interview Problems
(Contd.)**

- 4. Interviewers' judgments are often affected by the pressure to favour a candidate or fill the position. This lowers the standards.**
- 5. Interviewers' judgments are often affected by the list of available applicants.**


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**Selection Tools -
Interviewers must always**

- ...be prepared**
- ...put applicants at ease**
- ...remain unbiased and open**
- ...ask result-oriented questions**
- ...use silence selectively**
- ...close the interview with care**



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In interviewer's judgment, if you see are often affected by the list of available applicants. So one need to see how many people are there and then but you do not have to get carried away by just whatever the people are bringing to the table you have to be more guided by the job and the job requirements. So in other words, one need to be careful with several things interviewers must always and it is always and always must be prepared, must be prepared means the they have to go through the details about the job, understand all the, all the dimensions of the job and the job requirements and should also explore who will be the candidate and what are his or you know his or her best of the talents.

So that is where one need to do the one need to get prepared to do this kind of an exploration. Another important thing is to put the applicants at ease you know the candidate at ease because once the candidate is not comfortable, not able to open up, not able to speak the whole interview process becomes a use, useless process that means the purpose of an interview is to help the candidate to be comfortable speak conveniently about the priorities, the learning's, the achievements, the aspirations and things like that.

So unless you put the applicant at ease you will not be able to gather all the required information and that is how the interviewers need to make sure that the whole process is comfortable not only for the interviewers but definitely for the applicants and applicant position is always vulnerable. So you must be you must be empathetic to the conditions where the applicant, how he or she would face the interviewer's and the kind of vulnerabilities what they have.

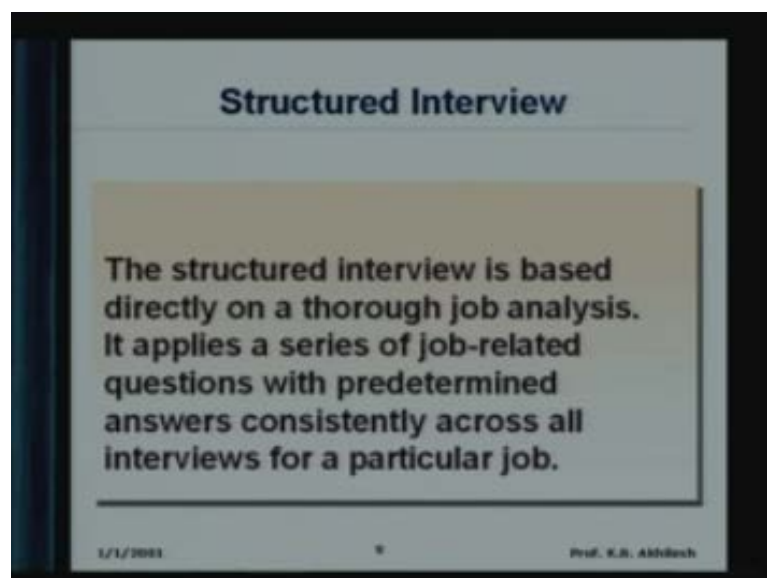
Another important thing is one need to be remains unbiased and open, an unbiased view that is if you bring stereo types to the table if you think that or if you have a two simplified view of the individuals and the human beings you will draw some conclusions very quickly but then as more and more information comes during the interview process, you need to correct your views and if you are very strongly biased, it could be about the cast, it could be about the region, it could be about the qualification like many have a view that those of them who have studied social science as are not good in mathematics.

So such views could always bring some kind of a resistance at the time of interviewing and the candidates may be pretty good may be excellent but the interviewer is going to be blind about such new information and one need to be pretty open, open in the sense he is prepared

to accept new information not form the view based on some preconceived ideas and stereotyping. Another important thing is ask result oriented questions, it is extremely important to understand how to ask questions, there are interviewers who ask what is known as a leading questions for example, the interviewer may ask do you think profits are necessary to the company, when they ask such questions, it is basically a they results in and obvious yes, from the candidate and such a leading questions do not help or getting an yes or no kind of a response from the candidate, do not help to analyze understand the potential of the candidate.

So always you must see what kind of questions I need to ask, what dimensions am I measuring or looking into or examining. So that the question and the likely answer are linked I think that is what we are asking, we were talking about this ask result-oriented questions. Another important thing is to use silence selectively at times the candidate would like to think, would like to recall then possibly would like to use some paper pencil to define the various steps involved in the problem, I think it is important to use silence selectively to see how the candidate would like to approach the problem, analyze the problem and whether the candidate is in a position to apply himself or herself and the last point is extremely important as we were talking about putting applicants at ease which people also called as the rapper building or the closing of the interview is also equally important.

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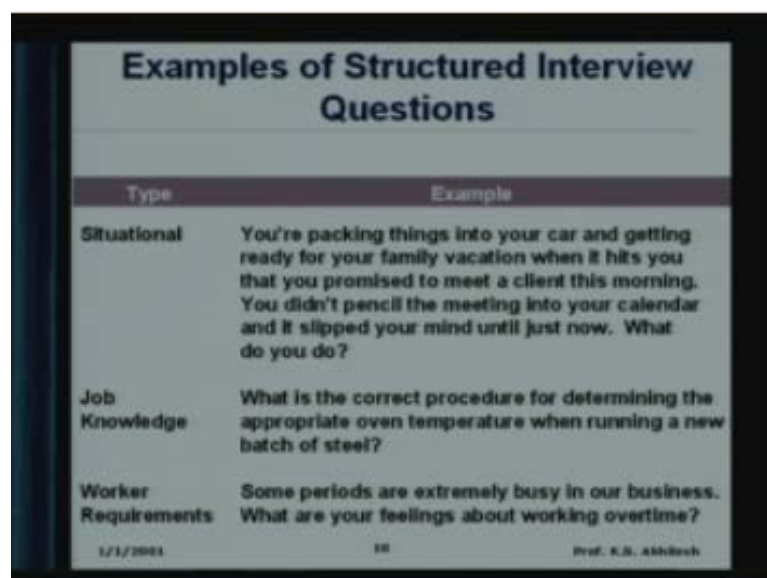


So one need to close the interview with care and help the interviewee to get a formal correct picture of the expected task as well as get some positive view of the organization and the likely responsibilities he or she is going to handle in the future, towards making this whole the interview process as a very, as a very standard process people have suggested use the structure interview, I did mention this in the in our last discussion as well the structure interview is based on directly asking questions which are job-related. So one need to do the good job analysis and then you apply a series of job-related questions but with predetermined answers and you can scale it or you can rank it or you can compare it.

So, that you can be very consistent across all interviews for a particular job and amongst the set of applicants.

So in a structured interview the idea or the thought is to make sure that that you ask a standard set of questions and then try to obtain the answers but the difficulty comes when the candidates are going to discuss among themselves, talk about what could be the kind of a future question and learning from each other particularly, learning from those of them who have completed the interview and then come up with some pseudo kind of an answer, I think that is why the interviewer must be little sensitive about what happens after the interviews are over and the as you complete few interviews you must change the questioning the details of asking the you know the they getting the information from the candidates must be altered.

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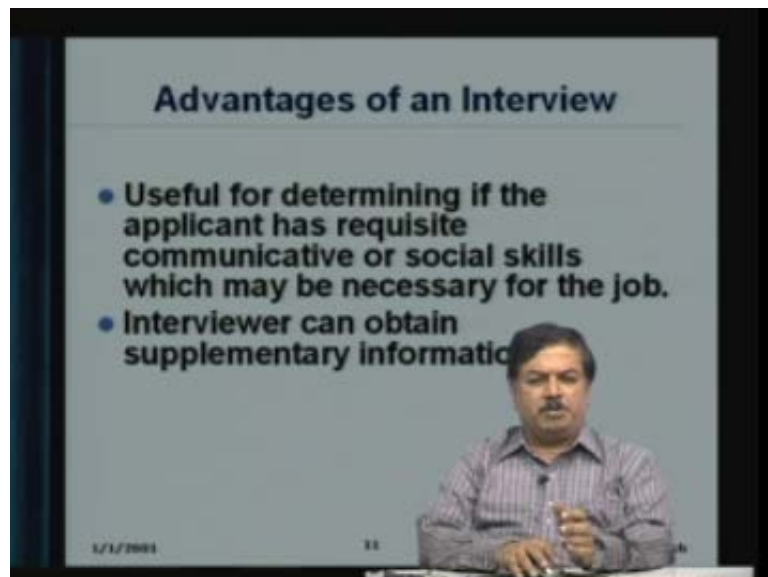
Type	Example
Situational	You're packing things into your car and getting ready for your family vacation when it hits you that you promised to meet a client this morning. You didn't pencil the meeting into your calendar and it slipped your mind until just now. What do you do?
Job Knowledge	What is the correct procedure for determining the appropriate oven temperature when running a new batch of steel?
Worker Requirements	Some periods are extremely busy in our business. What are your feelings about working overtime?

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So, that the learning from each other is not resulting in getting some spurious information. So examples of structured interview is the following in this example, you can see that you know like situational you are packing things into your car and getting ready for your family vacation when it hits you that you promised to meet a client this morning, you did not pencil the meeting into your calendar but this you did not make a note of it, it slipped your mind until just now what do you do.

So that means you promise to do something but now you are off and you are likely to be off what will you do or with respect to the job knowledge, what is the correct procedure for determining the appropriate role and temperature and running a new batch of steel this could be an another specific job-related knowledge or in terms of the work requirements some periods are extremely busy in our business, what are your feelings about working overtime or staying beyond the normal hours. So that means in a structured interview you try and prom and ask the similar questions to all the candidates and then try and obtain.

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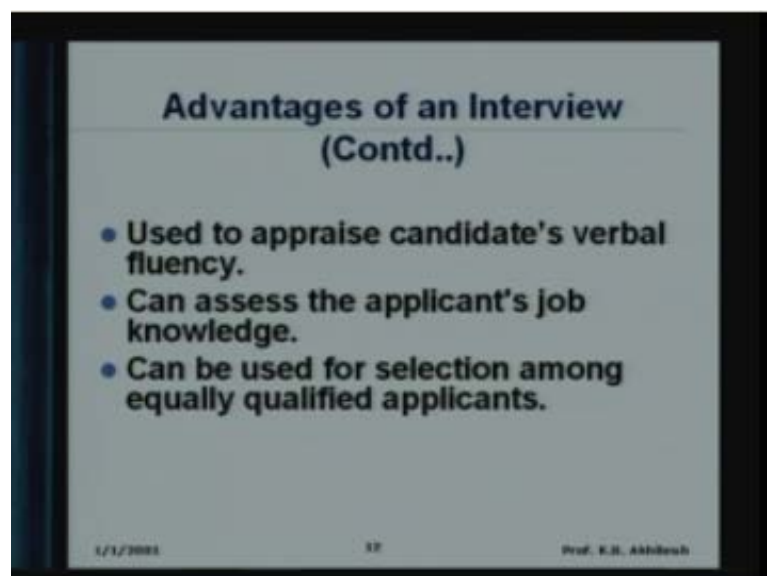
I think the standardization of the questioning process has both advantages as well as disadvantages but certainly an interviewer who starts thinking about what to ask during the interview is a much more damaging to the interview process than one who can think a priori about what questions, I am likely to ask and what do I expect from the candidate and based on the answers how do I classify the person, if that scheme is worked out by the interviewers

I think that is what is supposed to happen, I think that is what the structure interview brings to the table. But advantages one can always list but as you are if recognizing the interview is an important process it is a process of asking questions and getting responses from the candidates and definitely it is useful for determining the applicant whether he has requisite communicative or social skills which may be necessary for the job performance.

I think that was the that is the kind of a first thing we can do in the interview thing another important thing is we can always get some kind of a supplementary information, in there could be gap in the career or somebody has done some work but would like to know whether how much this person has done, how much so and so has contributed to the overall success, what are the specific role played by the candidate.

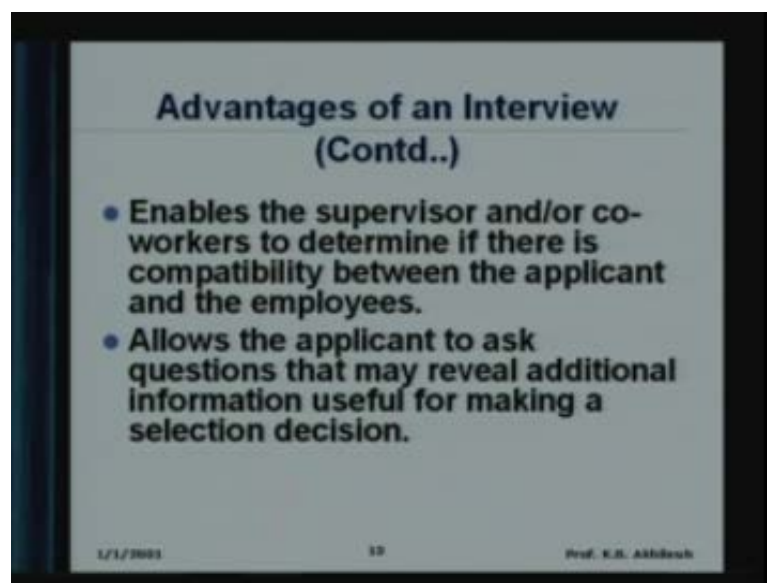
So in an interview process you can explore and get some supplementary information what is given in the application as a part of the record and it is also most useful to understand the candidates verbal fluency in terms of how he can propose certain ideas, how can you define some of the ideas and how he provides the thoughts and the arguments and the clarity with which the you know one can present. So most of these things can be explored during the interview process and it is also possible to explore the job knowledge.

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So that means you have to be able to provide different situations one is likely to face on the job and then try and ask for that how is this can be solved what understanding is required and whether the person is able to apply the understanding to solve specific issues. So their knowledge in it is applications also can be explored assessed through a good interview process another important thing is the most you know, the most important thing is can be used for the selection among equally qualified applicants.

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So the when people will apply with similar quality similar background definitely you see who is most acceptable who is be able to who can in terms of his attitudes predispositions and personality and emotionality wise who is better, I think such judgments are also possible through an understanding of dialogue and discussion with the candidate. It enables also the interviewer or the supervisor or the coworkers to determine if there is compatibility between the applicant and the employees.

So in many organizations what they do is to send the employee the this you know send the candidate to different employees in the organization at least 4 to 5 employees at the you know the that is co-workers and the supervisor or the managers talk to the potential applicant and then they come to the judgment and it allow also the applicant to ask questions that may be a most important thing but reveal some additional information useful for making a decision and a selection decision of joining the organization or otherwise.

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**Advantages of an Interview
(Contd.)**

- **The interview may be modified as needed to gather important information.**

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Disadvantages of an Interview

- **Subjective evaluations are made.**
- **Decisions tend to be made within the first few minutes of the interview with the remainder of the interview used to validate or justify the original decision.**

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So in other words the interview provides several of these advantages and also the process also can be modified as needed to gather the most important information or a critical information for the purpose of selection that means in the interview process, you do ask questions but if you do not get a proper response, you can explore in different ways and get that required information, so that you can come to some judgment but the disadvantages of an interview as I said that it is most used method in terms of the selection decisions but also the

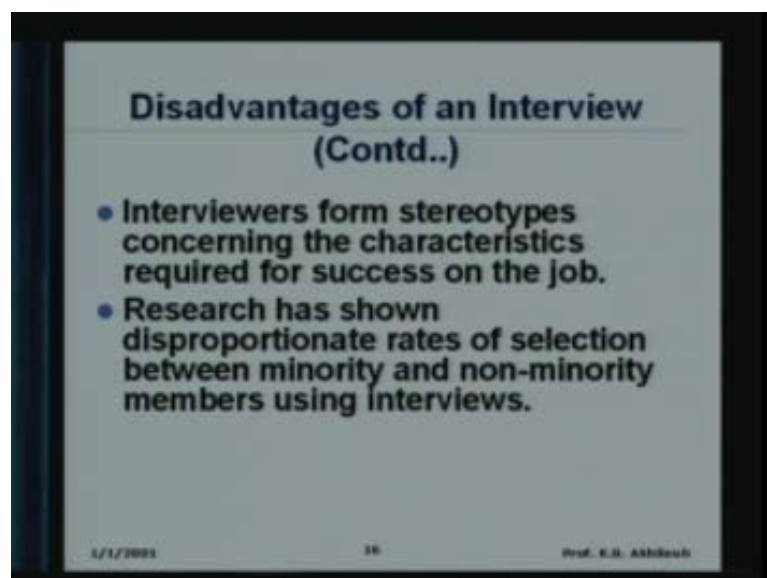
are...number of problems and the most important criticism about the interview process is subjective, it is subjective evaluation of the potential candidate.

So there could be lot of errors the errors of judgment because you would may get carried away by some external of the dimensions certain elements or the appearance of the candidate may make you to come to a conclusion that the individual is also very hardworking. So such aspects like hallow or horn effect what people call and the kind of initial impression you get about the candidate may make you to come to the conclusion that the candidate is the best.

So what subjective evaluations have it is own implications and another important thing is the decisions tend to be made within the first few minutes of the interview.

So then you know what happens is a remainder of the interview time as I mentioned earlier is only used to validate or justify the original decision and so whatever the candidate says that you would wrongly interpret or you may not listen to it the way it should be and but you always see that the candidate is trying to cover up or not giving his or her best. So the decisions once made it becomes a block for listening, gathering and getting more information from the candidate. The disadvantages of an interview also that the interviewers form very stereo types concerning the characteristics required for success on the job.

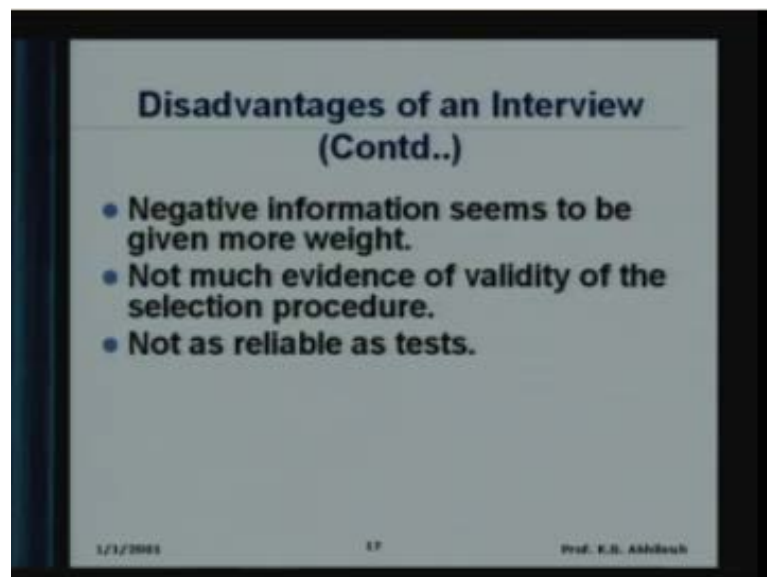
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So they think that who could be the hardworking persons or who could be the efficient person

they also have a stereotype that those of them who have this qualification only can perform I think that is much more valid but somebody coming from this region is unfit if coming from that class they will do better.

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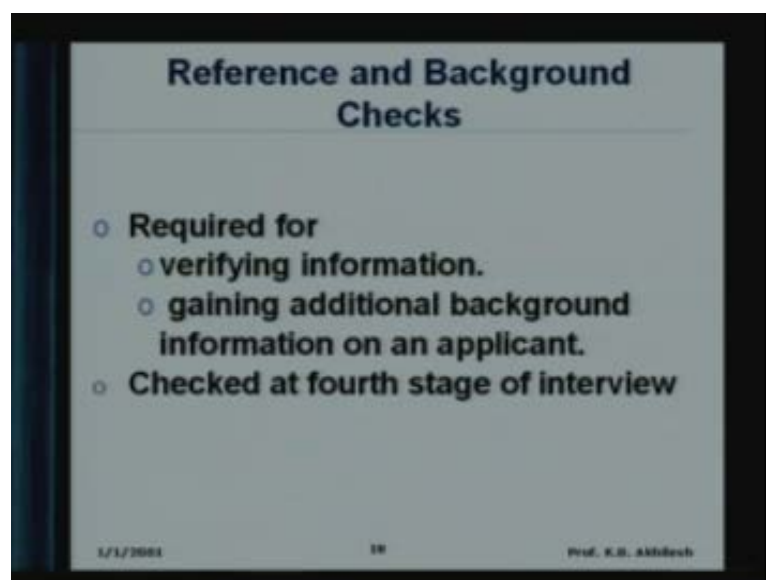
So this class and region and you know such considerations makes the whole interview process as more subjective one and also the research also I shown that this proportionately you know the one can think in terms of the selection between minority and non-minority members you know. So the in other words, it does affect, it does affect such selection decisions. So that means one need to be more conscious more clear as well as when you see some people get more excited about the negative information.

So that means you try and see you know once there is a negative information either of a personal nature or of a professional nature read then you want to be very very careful or you give much more weight to such negative information but ignoring the overall contribution or success of the candidate and also the, there are very few studies and the studies do not establish very clearly the validity of the selection procedure but it is acceptable to the large number of managers because that is the most convenient and the best method to be used in any selection decision. But definitely, one can question the reliability the validity of the selection interview process, it is not as robust as rigorous as the testing procedure.

However, if you cannot decide solely on the testing decisions because the test captures only specific aspects of the, you know the individual and that too it makes a numerical approximation of the trades interest or abilities or amplitudes of the candidate. So such numerical approximation may not show an integrated view of the individual. So as we are seeing the tests are not so reliable and you know similarly, the interviews are also not so reliable.

However, one can one can be objective one can be systematic one can record all the... you know the cons and pros of the decisions with reasons I think that is the way to explore and make this whole interview process as more reliable. The next important check, you know the point is the reference and background checks, see this reference and background checks today getting mandated by several in several, in organizations where they handle the confidential data and also they are responsible for the health of the other people or the safety, costly equipments are to be handled by the applicants, I think these are all the situations where one need to go through and it is a must for this reference and background checks.

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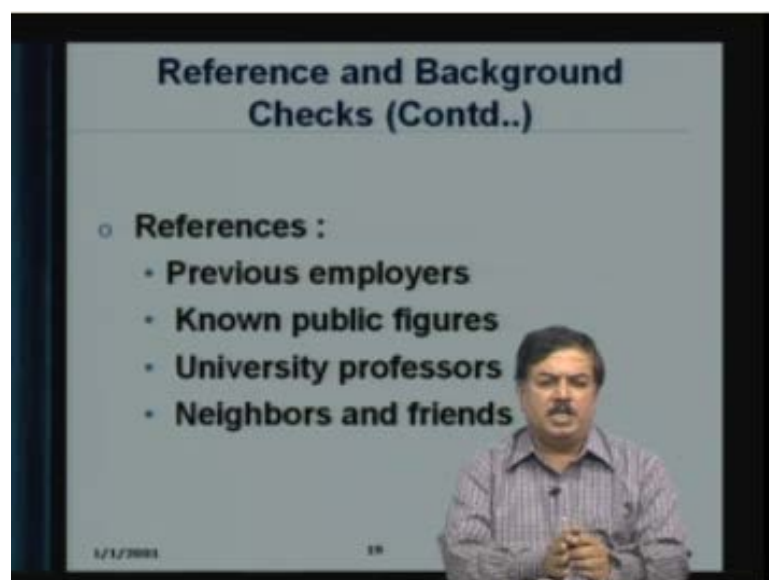


It is required for the verifying the information in other words somebody has said that I am attended the school, I have worked in these companies, I have worked with so and so I think one need to verify these information and wherever you see the gap in the information, one need to get into more details another is additional background information on an applicant in

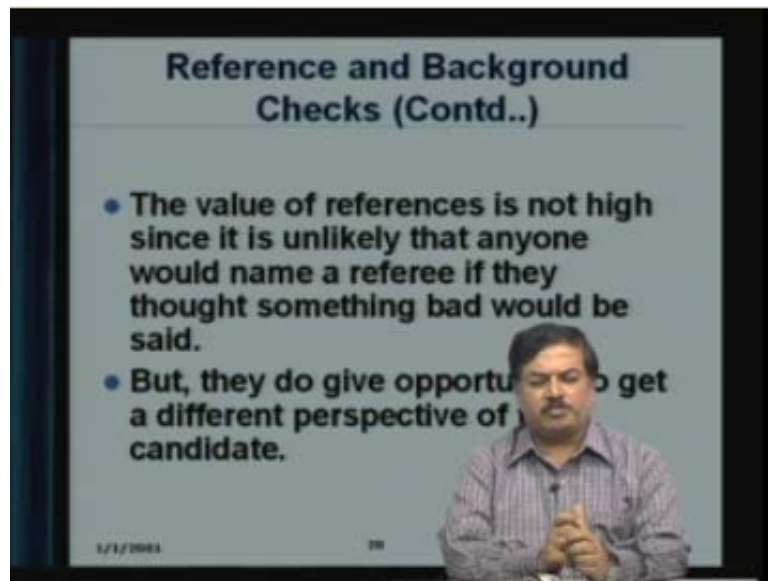
terms of what are his career histories how does he as a kind of a person and particularly, when you have to rely upon the can... you know candidate for confidentiality and things like that is much more important to see whether the individual and you know what are his family background and the cultural background and things like that and usually this is done as the kind of a last stage of the of the, you know interview process or may be after the interview process and when you see these references, it could be from the previous employers and sometimes the individual is much more comfortable to give the names and details of the employers but sometimes the candidate he may not be very comfortable if they have fought or if they have done something with the past employers.

So it is always important to capture the who are the or who were the previous employers and then what kind of you know the whether the you know can we ask these questions or not. So one need to explore these dimension with the candidate and definitely what are the know, are the known public figures who are the people in yours nearby community area or the neighbors whom the candidate knows and then you know get some views from them as well and certainly, the teachers and the university professors who have taught the candidate and sometimes it is the neighbors and the friends.

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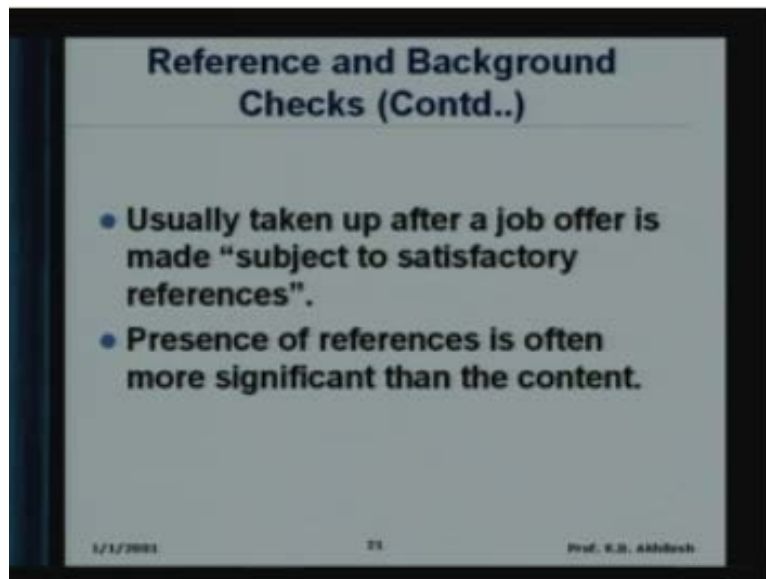
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So get these kind of an information and the background checks from the candidate and it is important to use this information to see the strengths, the contributions of the employee or the potential employee. In previous jobs, in previous assignments and also may be in the college, the university wherever the individual has studied. The value of references if you see, it is not high since it is unlikely that anyone would name a referee if they thought something bad would be said, so but a good dialogue, a good exploration do provide some understanding and some perspectives of the candidate.

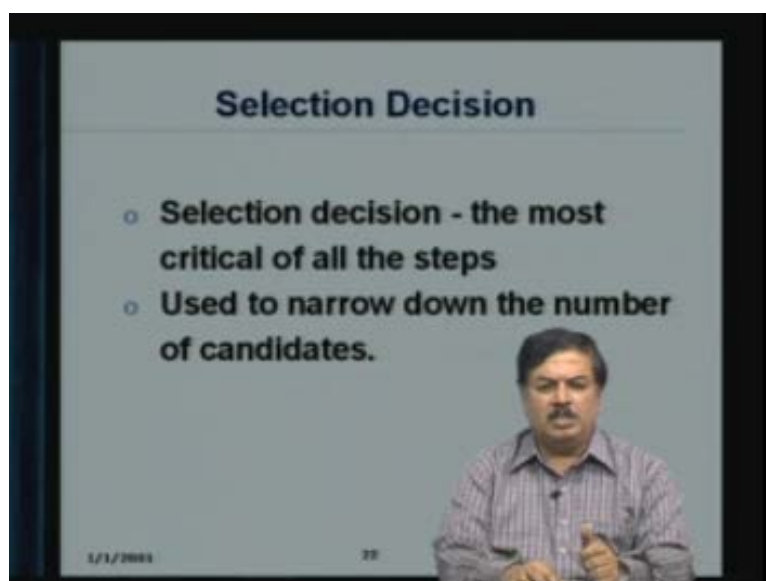
So one should not neglect that I think the candidate would give some known person as the referee or there you know as a point of reference and then you know more additional information may not come but if you ask an yes or no kind of a question he has probably that all the required information one may not get but if you are able to have a dialogue with the persons who have agreed to give the reference and reference checks possibly you may get more ideas and more information about the, about the candidate and his or her background. So usually taken up in terms of the sometimes after job offer is made and then you always put a condition that subject to satisfactory references and it is also to be seen the presence of references is often more significant than the content.

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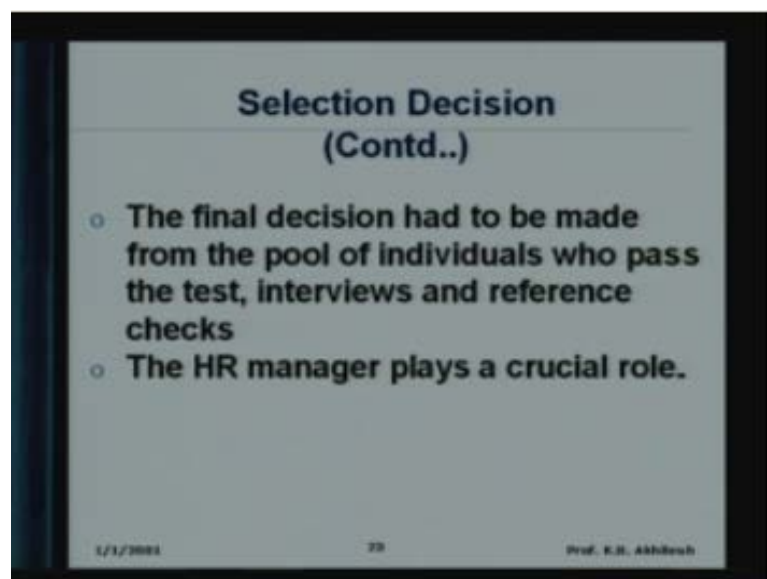
So making sure that that is are set of references are available about the candidate who talk something positive or at least there are no negative remarks, I think that is how the reference checks are deployed. I think in the next important point is the selection decision, selection decision the most critical of all the steps and then you know, you start reducing the choices and now for to narrow down the number of candidates.

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So once you start doing this so you may start with several candidates then, finally you reduce it to about 5 or 6 and if you have that kind of a comfortable supportive job market and then you reduce it to one or two or three people and then you start seeing that who could meet or who could be the best kind of a thing. So the initial offers are made in terms of this narrowing down and also arranging them in terms of who is the best and who is the next best or may be the next, next best.

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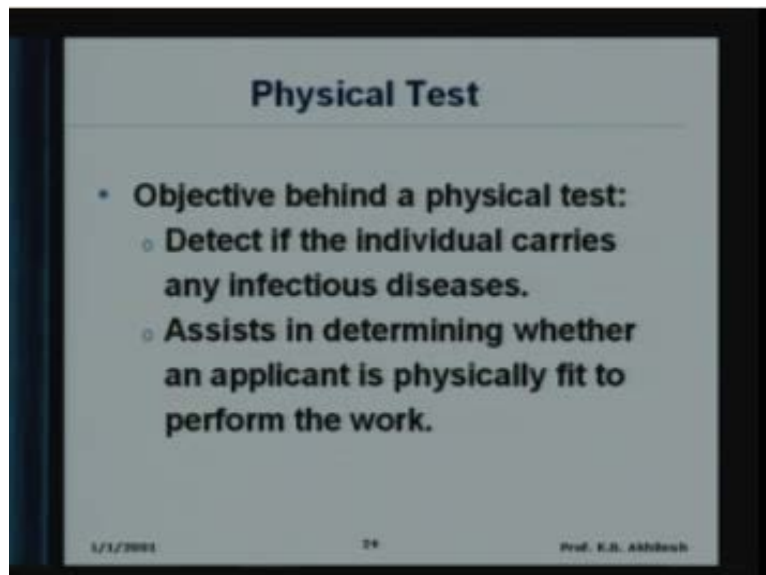


So such arrangement comes around a critical analysis of all the details obtained about the candidate not only during the interview process not only through the cross references and the obtaining views from the colleagues and seniors or the previous employers and the selection test but the also the interview process. So the several parts of this information is put to use, so that you get a complete at least a bigger picture of the candidate and the decision has to be made with respect to the pool of candidates.

So now they have passed the test they have passed the interview they have done, you have gone through the reference checks and that is the time where one need to discuss in terms of the 4 criteria we said ourselves earlier about the ability to perform the job, the willingness to exert, then adjust with others and stay for a reasonable time. So all these the kind of a criteria need to be compared and discussed across the candidates and then we will see the immediate you know the line manager and the HR manager, they play a very significant role in this

process. The next important thing is to look at the physical test the physical tests, the objective behind any physical test is to detect the problems or the diseases the candidate has a priority to the joining the organization.

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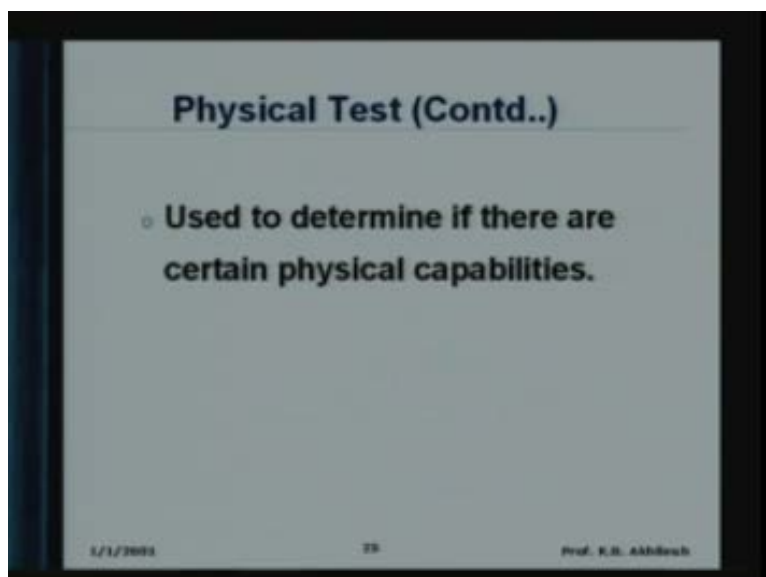


Physical Test

- **Objective behind a physical test:**
 - **Detect if the individual carries any infectious diseases.**
 - **Assists in determining whether an applicant is physically fit to perform the work.**

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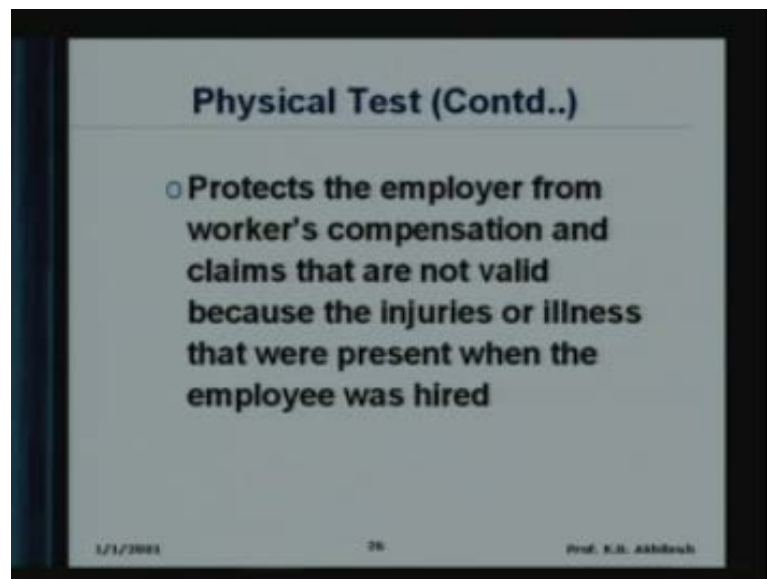
Physical Test (Contd..)

- **Used to determine if there are certain physical capabilities.**

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So if the individual carries any a particular infectious diseases thus that must be diagnosed and then a physically fits kind of a certificate or the health certificate must be obtained and also it assist in demanding whether an applicant is physically to fit to perform the work. So that means a general health permits to exert and so it could in a manual job or it could be the pilot's job or it could be the nursing job, so if you look at any of these jobs.

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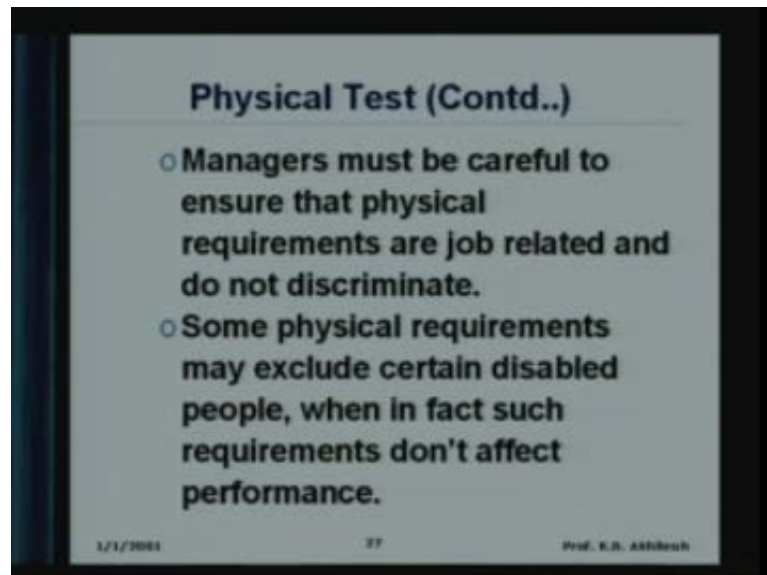


So an important investigation must be done the physical test must be performed, so that it is useful, it is used to determine if there are a certain physical capabilities. So if there are something somebody is good at even that that also could be revealed through this physical test but suddenly it protects the employer, you know from worker's compensation and other claims where they can say this job lead to the kind of disease what the individual has or the complication the individual has, so that an unnecessary claim may can come on the organization. So that is where you need to understand the kind of injuries or illnesses that were present at the time of the employment or when the employee to be hired.

So it is at that particular point gathering all that information would be most useful, the physical test one need to be very careful in terms of that that they are basically job related and do not create a kind of a discrimination against the physically challenged people or physically affected people but it is no way connected with the job performance means you must give to importance and see whether you can provide opportunities for the people having that kind of

a handicap, some physical requirements may exclude certain disabled people, you know the that means you know when you see specifically into the job situation right.

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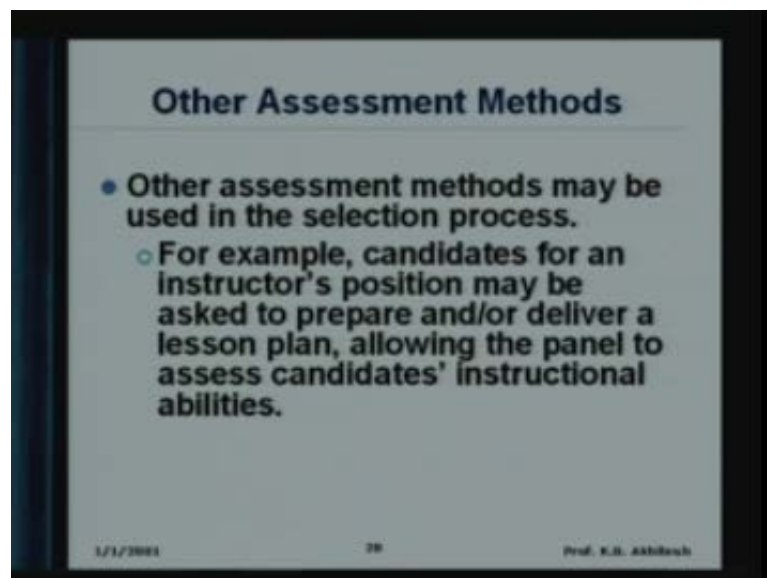


Physical Test (Contd..)

- **Managers must be careful to ensure that physical requirements are job related and do not discriminate.**
- **Some physical requirements may exclude certain disabled people, when in fact such requirements don't affect performance.**

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Other Assessment Methods

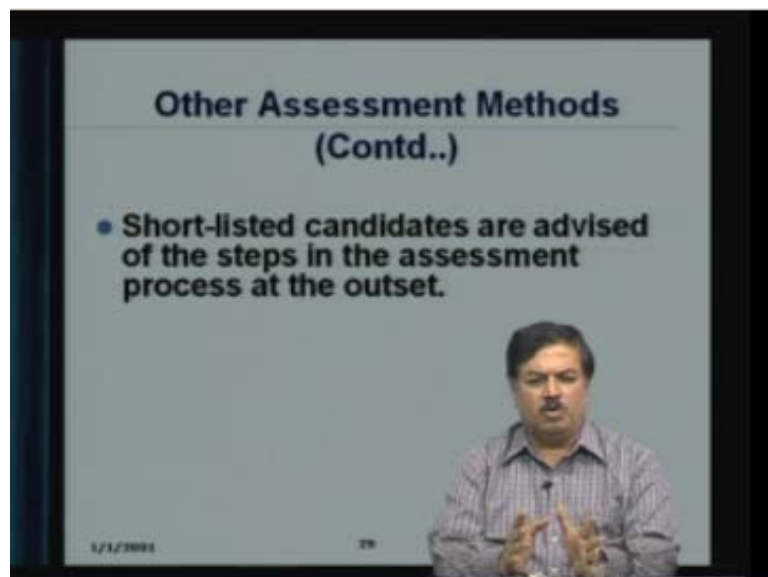
- **Other assessment methods may be used in the selection process.**
 - **For example, candidates for an instructor's position may be asked to prepare and/or deliver a lesson plan, allowing the panel to assess candidates' instructional abilities.**

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So then you know then when it is not going to affect performance I think you must ignore the such physical limitations. Other assessments centers you know this is an important thing they may be used in the selection process for example, you can always ask the you know

candidate to work through a process you know where take, asking to take an instructor's positions may be asked to prepare and deliver a lesson plan and allowing the panel to assess the candidates instructional abilities.

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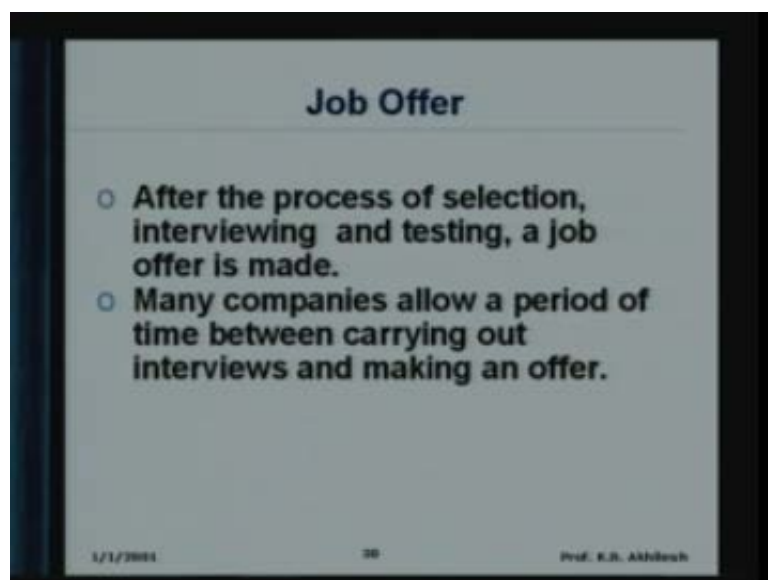


**Other Assessment Methods
(Contd..)**

- **Short-listed candidates are advised of the steps in the assessment process at the outset.**

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Job Offer

- **After the process of selection, interviewing and testing, a job offer is made.**
- **Many companies allow a period of time between carrying out interviews and making an offer.**

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So that means you provide an on the job kind of a situation and ask the individual to play and perform that kind of a role and based on specific performance, it could be asking the

candidate to give a seminar or ask him to do a kind of a, you know sample programming or write some piece of work, so these are all the things which could be that where you acquiring on the job situation and then trying to make an assessment around that and also the you know the short-listed candidates are advised of the steps in the assessment process at the outset.

So is they are told that you have been short-listed and do well kind of a thing and then what we are going to do is the next important step is to give the job offer, so after the process of selection, interviewing and testing, a job offer is made. So now, when you have to make the job offer what do you do ask him to join or hurt immediately or do you provide some time things like that. So many companies allow a period of time between carrying out the interviews and making an offer, this is how they tell at the time at the end of the interview that we will let you know because we need to see the other candidates as well.

So they complete all the interviews understand and then they you know details are sent to the candidate, once they are selected. So the at the end of the interview you would inform the candidates applicant that if you are selected we will let you know within a reasonable period of time or you may say on or before this date then once it is made you know, so the offer letter is always a kind of a go you know sent as an appointment order.

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Job Offer (Contd..)

- **It is made through a letter of appointment containing a date by which the appointee must report on duty.**
- **The appointee must be given reasonable time for reporting.**

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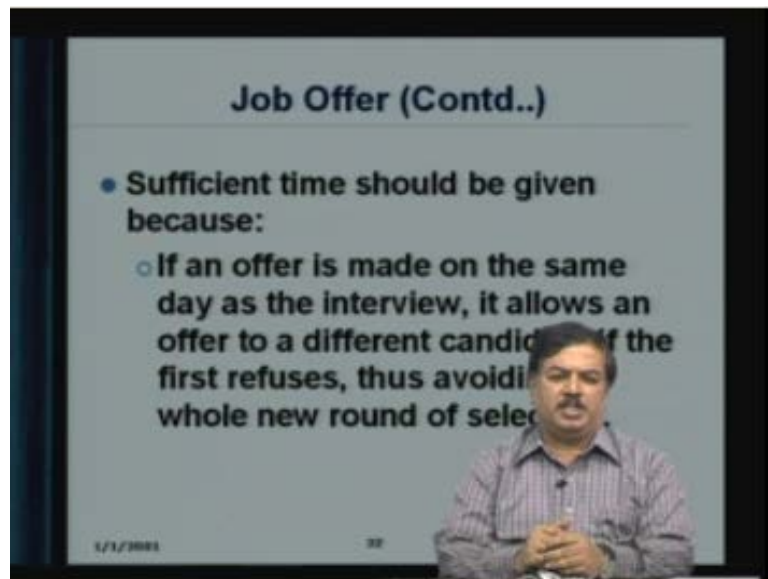
So you create a date by which the appointee must report for duty so that means they have to clear off the previous responsibilities or the job, get the relieving order and then come and report or if they are fresh candidates, they are out of the school then you make sure that they complete whatever the requirements of the college university or the school and then they will join. The appointee also must be given reasonable time for reporting, so you cannot ask come and report today tomorrow have you having you come start working.

So it is always important to see and gets the clearance from his previous employer and his resignation must be accepted. So if you do not take care of such things before asking the candidate to work you may have some legal issues with the previous employers, another situation could be that the details given by the candidate that you are so impressed and once you make that kind of an offer, the candidate may think he has made it too easy or easily to the, to the organization and so they may also leave the organization or resign from their job also in a quicker fashion.

So it is very important to create a process where the candidates do think about the job, the career, the organizational philosophy and make a conscious decision if you they come easily they may also go easily that means they may resign from the organization, I think that is where one needs to see how you are going to make job offer, it is always advisable that you take little time and then say that we would let you know by phone or through otherwise in a in 2 or 3 days. I think that may be a better thing to do rather than the of that not knowing the candidate at all or deciding then and there about the acceptability yes, sometimes it is easy advisable asking the candidate to join but it is extremely important to make sure that your selection process is systematic complex and it is not perceived as that somebody has been taken in a based on one's whims and fantasies.

So sufficient time should be given to the candidates because once the offer is made, so then you have the so the question is that to go through a process of resignation and then you know the discuss with the people so and all such things. So if you do not provide that kind of a time if you force the candidate all possibility that they may not join at all that means you have to go through a similar process of selection.

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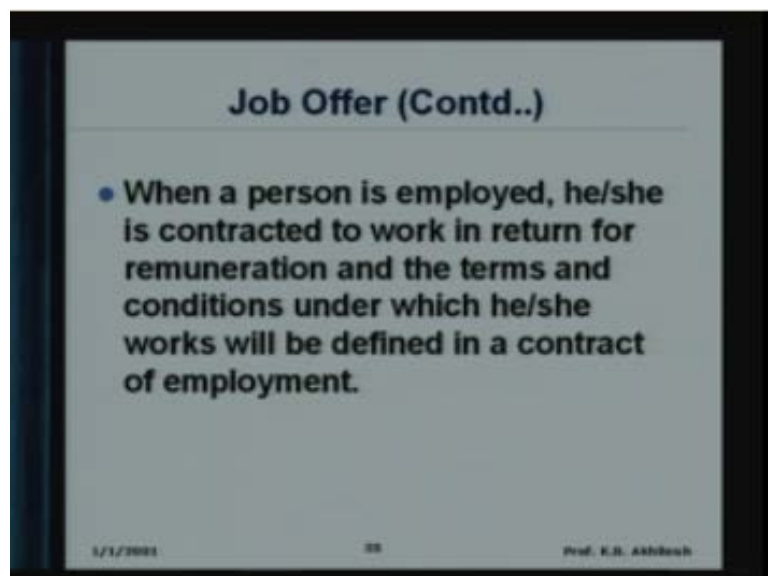
Job Offer (Contd..)

- **Sufficient time should be given because:**
 - **If an offer is made on the same day as the interview, it allows an offer to a different candidate if the first refuses, thus avoiding a whole new round of selection.**

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So when a person is employed he or she is contracted to work in return for the remuneration so and the terms and the conditions under which he or she works will be defined as a kind of a contract for employees. So the job offer is nothing but a kind of a contract and the contract is proposed to be signed between the applicant or the potential applicant and the organization, I think that is where understanding the contracts of employment becomes very useful or relevant.

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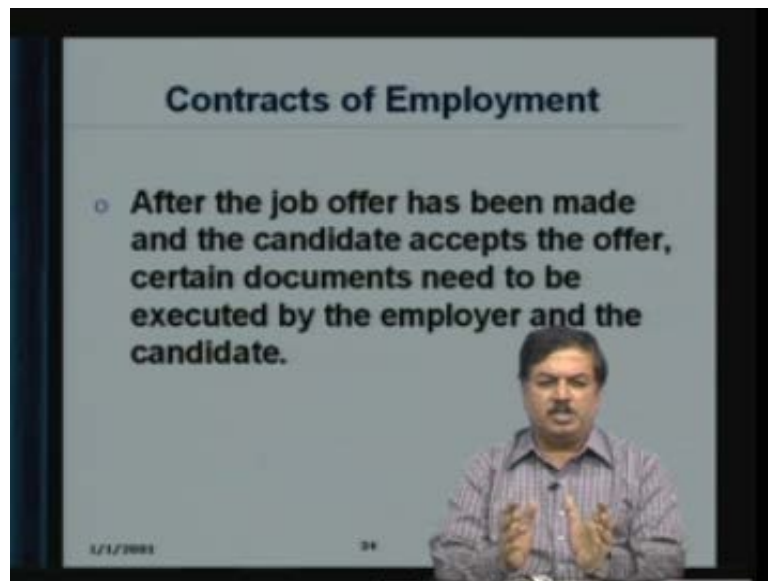


Job Offer (Contd..)

- **When a person is employed, he/she is contracted to work in return for remuneration and the terms and conditions under which he/she works will be defined in a contract of employment.**

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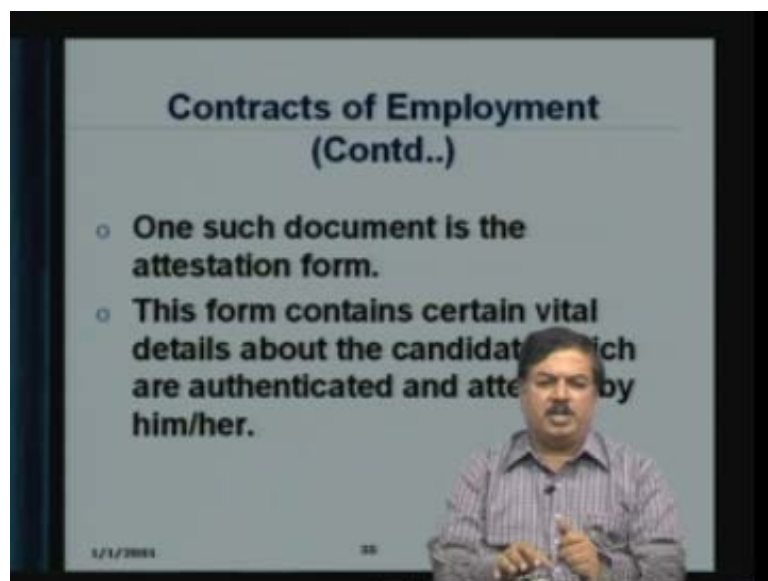


Contracts of Employment

- After the job offer has been made and the candidate accepts the offer, certain documents need to be executed by the employer and the candidate.

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**Contracts of Employment
(Contd..)**

- One such document is the attestation form.
- This form contains certain vital details about the candidate which are authenticated and attested by him/her.

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So after the job offer has been made and the candidate accepts the offer and then you know certain documents need to be executed by the employer and the candidate. So that means you know the together they have to write it out and sign this contract. So one of the things could be that the that the kind of attestation what one has with respect to the degree and the graduation and the educational records. So but the candidate provides all the details and it is also authenticated and attested by him or her as a self-attested things or it also could be

attested by the by the others. So then the contract of employment exists if you see from the moment the two parties reach agreement on the basic terms. So the parties to the contract being the you know the kind of an employer and the employee.

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**Contracts of Employment
(Contd..)**

- **Contract of employment exists from the moment the two parties reach agreement on the basic terms.**
- **The parties to contract being the employer and the employee.**

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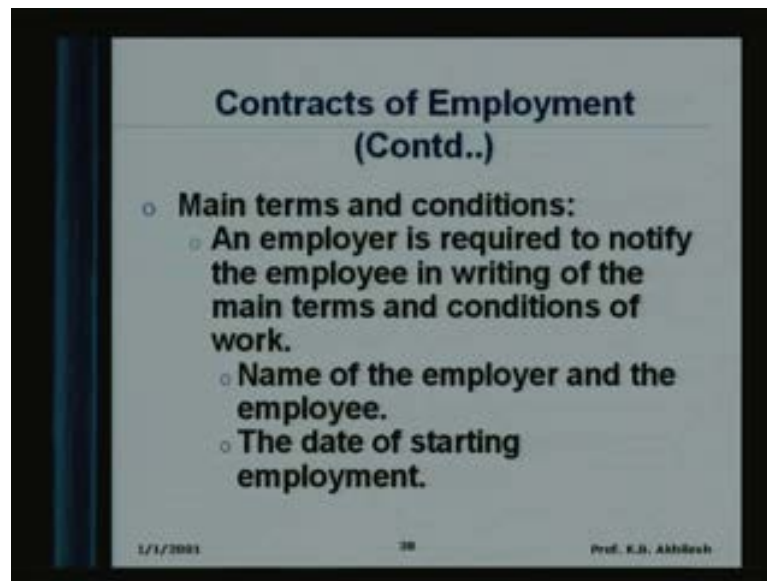
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**Contracts of Employment
(Contd..)**

- **The existence of a contract gives rise to both explicit and implied terms of employment.**
- **Implied terms are that an employer is expected to pay wages, take reasonable care of the employee, indemnify the employee for expenses and liabilities in the course of employment.**

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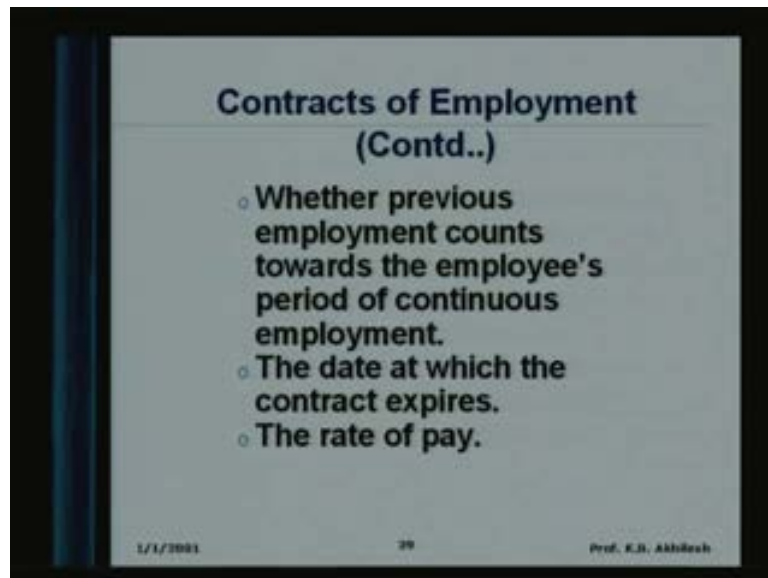
So then you have to talk about the existence of a contract it means, it gives rise to both explicit and the implicit terms of employment, what will be the title, what is that one is one you know one who gets so the kind of things what is going to happen in the organization all must be stated I think the stated ones becomes explicit but certain things are also assumed they are part of the implied terms of employment, implied terms are that an employer is expected to pay wages take reasonable care of the employee provide some measures indemnify the employee for expenses and liabilities in the course of employment.

So there are many of these things are taken care of as well as the implied meanings are concerned but explicitly the employee or the potential candidate joins the employer as an employee. So when you see this contracts of employment there are main terms and conditions, so an employer is required to notify the employee in writing of the main terms and conditions offered.

So typically it would be the name of the employer and the employee and also the date of starting the employment which gives us a kind or one can also write little bit of preamble and whether previous employment counts towards the employees period of continuous employment or it is given as of today based on all the achievements, all the qualifications, all the experiences taking into consideration. So the date at which the contract expires, so they can also say this contract is valid for next 3 years, next 4 years and next 5 years kind of a

thing and also talk about the rate of pay either the basic or as a company all the activities put together.

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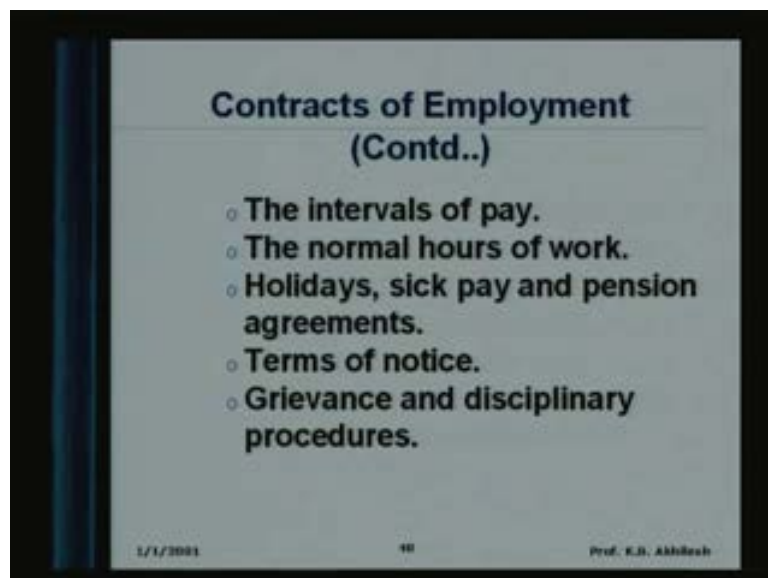


**Contracts of Employment
(Contd..)**

- Whether previous employment counts towards the employee's period of continuous employment.
- The date at which the contract expires.
- The rate of pay.

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**Contracts of Employment
(Contd..)**

- The intervals of pay.
- The normal hours of work.
- Holidays, sick pay and pension agreements.
- Terms of notice.
- Grievance and disciplinary procedures.

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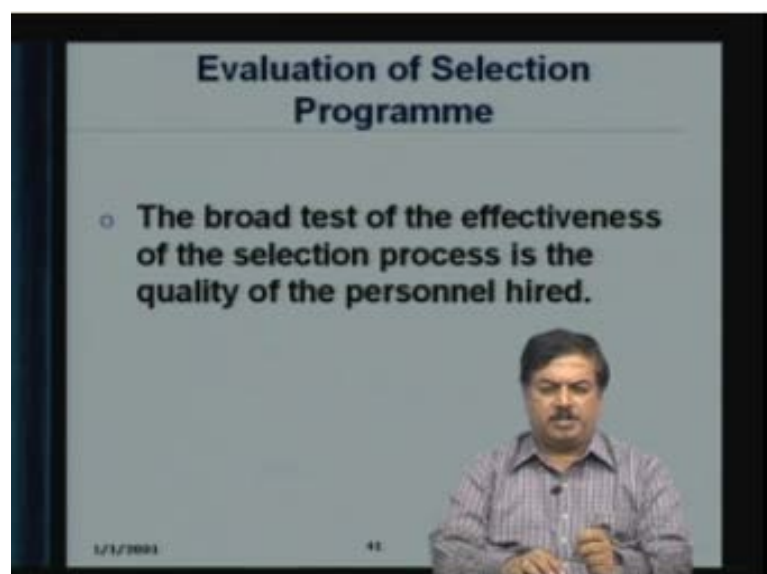
So then you also have to talk about the intervals of pay, so that means there are there any consideration that after some years the salary going to be the enhanced and so we are talking

about the incentives and things like that and a normal hours of work in terms of holidays sick pay, the pension and the kind of benefits what the people call it as the terminal benefits.

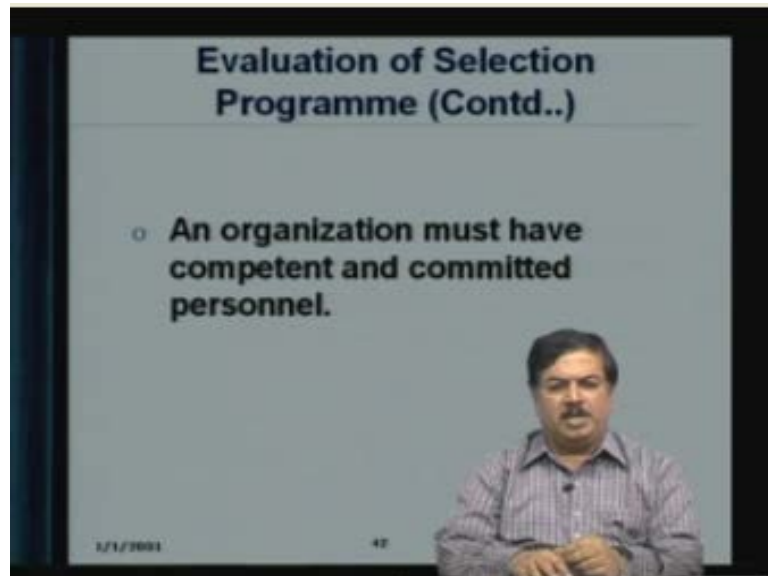
So one should also give the some of the details of what is possible another important thing is the in terms of notice that as an employer or as an employee, what is that you will you are bound by the terms of notice particularly with respect to the resignation, some, sometimes it is one month during the probationary period or it may be about three months either during the probationary period or after or it can also stipulate that every there is every year of completion of service 1 month notice to be given and up to a maximum of 6 months.

So that means if you have worked with an employer for more than 6 years then you are bound to give a 6 months' notice. So it is important to talk about the terms of the notice and also some grievance and disciplinary procedures. So if somebody has a complaint if someone is not satisfied about the salary, about the duties, about the responsibilities, about the resignation, so how can you exculpate and how can you discuss with the others in the organization. So that means an understanding of grievance complaints and how the complaints can be exculpated or discussed within the organization and also the kind of disciplinary procedures. So the disciplinary procedures the a they have to state act of omission of what is their desirable thing and what is, what is that should not be done call the omissions and the commissions as well as how their action would be initiated in terms of the major misconducts and misbehavior and the authority to frame charges and punish.

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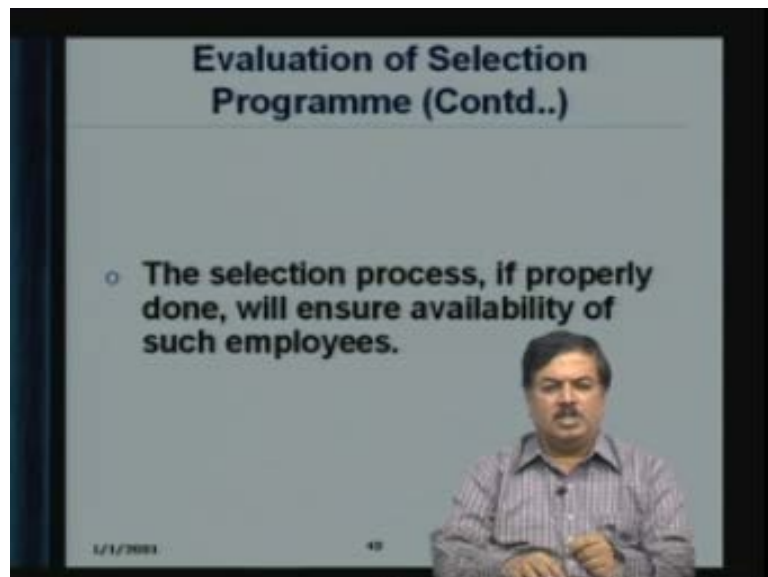
So if these things should be stated in brief in part of this kind of a contracts of employment I think if you start seeing the next important point is the evaluation of the selection program. So the broad and the broad test of this effectiveness of the selection process is the quality of the personnel hired. So that means if people are able to join and then able to join and adjust to the organizational jobs and they are able to perform and give a value addition where others can pursue as important and the able to build a new work culture, I think these are all the things which talks about the effectiveness of the selection process and also one can also see the effectiveness of the selection process as the organization having very competent as well as a committed personnel.

So the competence where they are able to do some extraordinary performance cutting edge performance and the committed personnel is there are no excuses there where people work hard to define what is expected and they go after it to make some, make some of those things happen. So the committed personnel carry that no excuse attitude, so it is the, it is that they are results driven and the selection defines that the people who are selected are having a kind of a passion having a proactive approaches have lot of initiatives and work hard towards achieving the set goals.

I think these are all the basic consideration to say whether the selection program has been successful or not and further if you see that if properly done will ensure the availability of

such employees that means you are also creating a kind of a pipe line of aligned and focused people in the organization, I think that is possible only through a good, good and systematic selection program.

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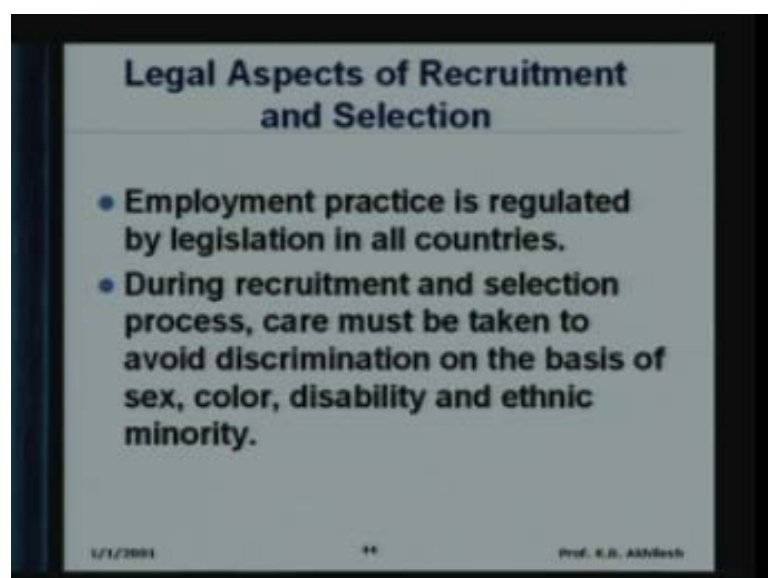


Evaluation of Selection Programme (Contd..)

- **The selection process, if properly done, will ensure availability of such employees.**

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Legal Aspects of Recruitment and Selection

- **Employment practice is regulated by legislation in all countries.**
- **During recruitment and selection process, care must be taken to avoid discrimination on the basis of sex, color, disability and ethnic minority.**

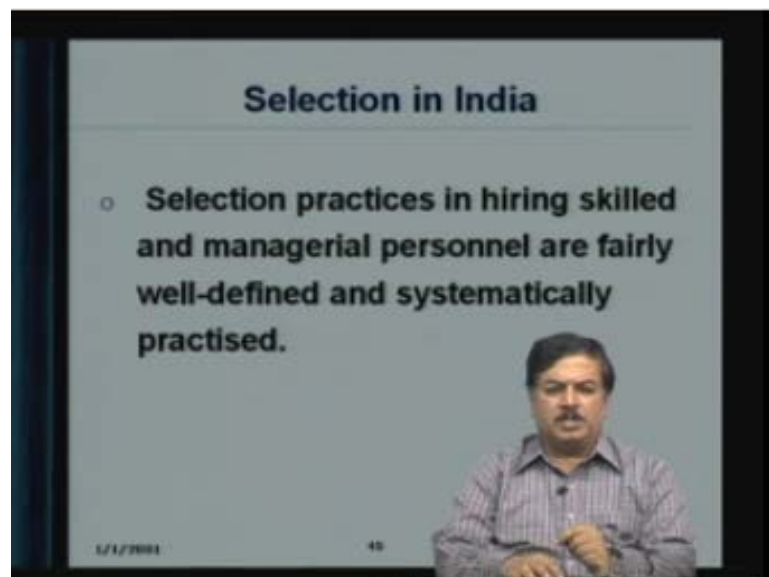
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I think we must also discuss little bit about the legal aspects of recruitment and selection I think one can talk, you know substantially around this but employment practice is regulated

by legislation in almost all the countries and the Indian organizations are in India the similar situations similar controls we will see from the government side. So during recruitment and selection process one has to take care of this this aspects like particularly, the discrimination, one should avoid discrimination on the basis of sex, color, disability or ethnic or issues of the minority issues.

So one should always avoid discriminating persons about from based on their background but much focus on the performance, the contribution what is that the one can make, even within the groups of where we think of reservation again to make sure that people are not discriminated based on their background of rural or urban or the kind of language they speak but the emphasis more emphasis must be provided towards the deliverables, towards the ability to perform the willingness what they have and the kind of attitudes what they bring to the organization I think to make some brief remarks about the selection process in India. The selection practices in hiring skilled and managerial personnel has been historically, I mean very well defined and most of the organizations practiced, a step-by-step systematic process.

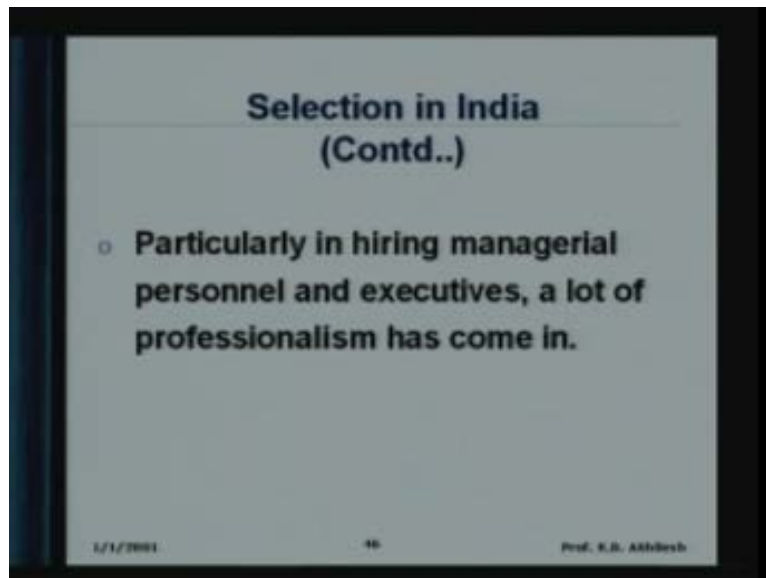
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However in some organizations the number of applicants could be as high as could be one is to 100 and now such means you know such situation demands to see the employment is at the premium and once the employment is at a premium, it may be at the government sector or at the or in a private company, the normal expectation is to make sure that the whole process is

transparent, verifiable and the judiciary is also very keen to see that the system followed is fair and firm.

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So that is where the one need to see the and adopt the well-defined and systematic practices and procedures and particularly, in hiring managerial personnel and executives one need to use a lot of professionalism. So the professionalism has come and even in family firms in Indian organizations they do hire some experts consultants to select some best people for the for the best job, right people for the right job, point is that if somebody uses one's personal biases or priorities look I am the employer and then I would select, I think such approaches are likely to meet with failures.

So it is rather important to focus on what is expected and go by a systematic procedure of selecting some of the best of the talents so once the realization has come, so then you know the individuals are difficult to come by and no effort is too excess to attract them. So this kind of a realization make sure that you treat people at the time of recruitment in a systematic and a better way and certainly, at the selection level.

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**Selection in India
(Contd..)**

- **Thanks to the realization that these individuals are difficult to come by and no effort is too excess to attract them.**

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A man in a checkered shirt is speaking in front of the slide.

So that means the organizations would get involved in the education process would explain to them about the technology and the careers available and such initiatives are taken at the school and college levels to give a form to give a very clear and useful picture of the organization to the potential candidates and the selection in India and particularly, look at the services on forces, so they do make an attempt to give a the good picture of the service conditions, the career opportunities to the potential candidates.

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**Selection in India
(Contd..)**

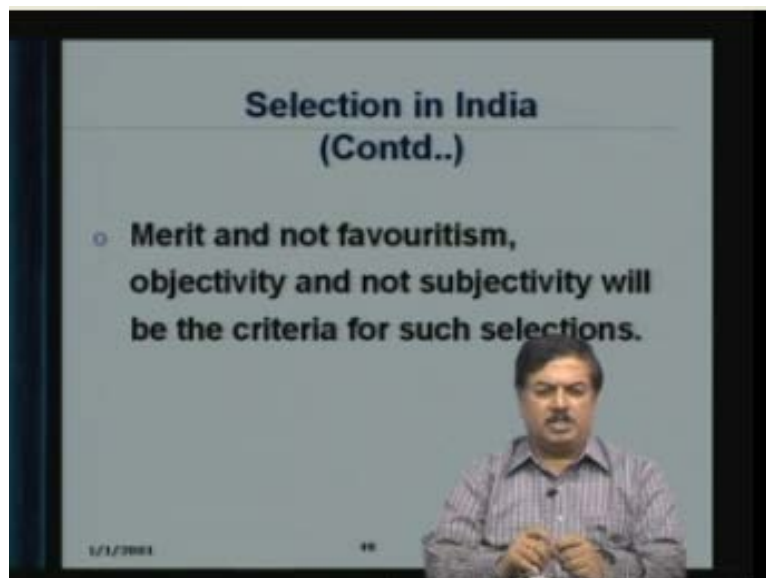
- **Specialization agencies are available whose services are retained for hiring technical and managerial personnel.**

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A man in a checkered shirt is speaking in front of the slide.

So unless you do such things regularly, you will not be able to attract some of the best of the talents and we are also talking about a selection in India today with the lot of specialized agencies, they are available and this they make up you know, they do make lot of efforts. So whose services are retained by hiring for either for technical personnel or for a managerial personnel.

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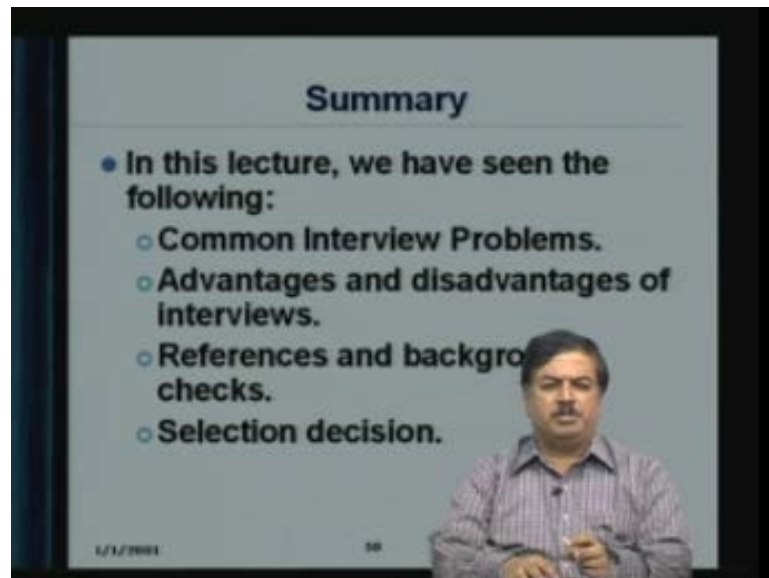


So organizations are particularly in India they are investing in so called the head or the consultants who deal with supplying the talent. So unless the organization invest helps people to do a good job then you may not be able to get the right people. So hiring technical and managerial personnel through, you know specialization or the specialized agencies are also very common in Indian organization. I think another big argument about the, about the selection and selection process both in governments in many other organization is merit versus and merit and not favoritism.

So the merit versus reservation and also this favoritism have become a kind of a concern in the selection decisions, how do you maintain objectivity, how do you avoid all these subjective decision making which can affect the selection process but when employment is a premium, there are some organizations working very systematically where so the managerial decisions are reduced but make the whole process particularly, whole process of selection is based only on the test and less on any interviews. So such efforts have yielded useful results

to the company but at least in the public view or you know in the views of the applicants that the organization is more transparent and they are also accountable. So basically what you have done in this is to examine some of the common interview problems one can always add more I have only added some of the illustrative examples.

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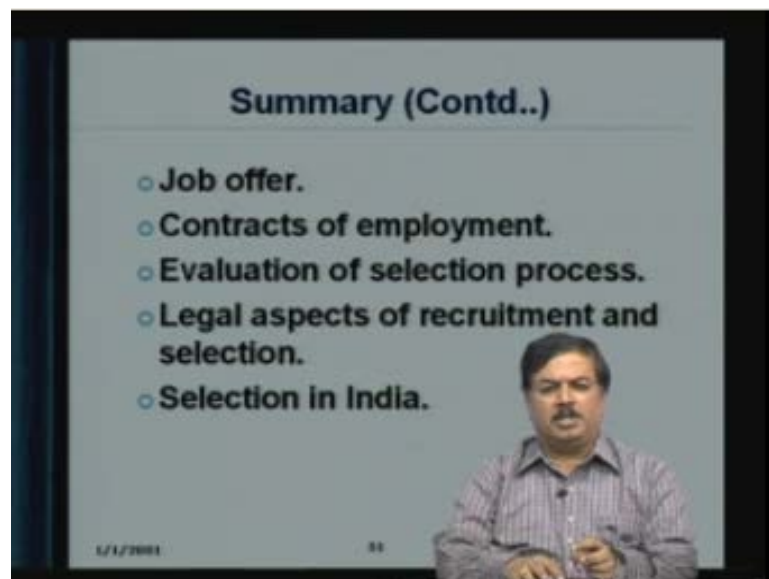
Summary

- In this lecture, we have seen the following:
 - Common Interview Problems.
 - Advantages and disadvantages of interviews.
 - References and background checks.
 - Selection decision.

12/12/2001 58

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Summary (Contd..)

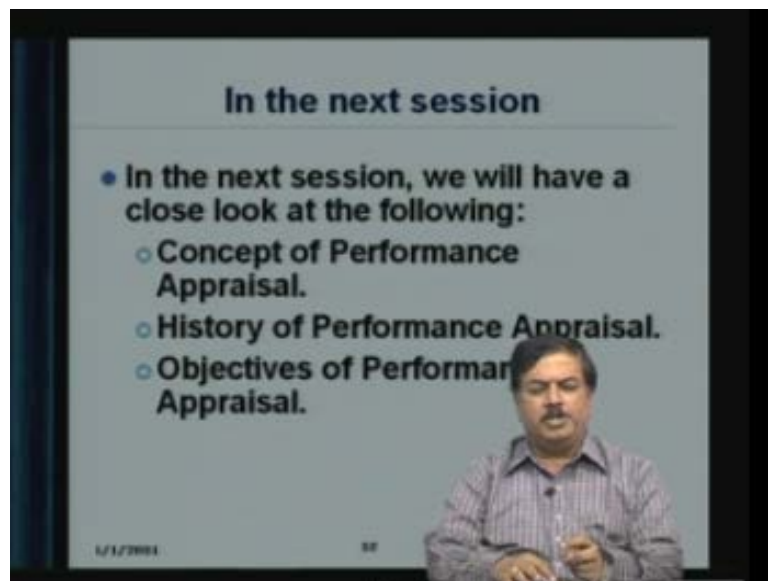
- Job offer.
- Contracts of employment.
- Evaluation of selection process.
- Legal aspects of recruitment and selection.
- Selection in India.

12/12/2001 59

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The advantages and it is you know disadvantages of the interviews and some of the care one need to exercise and it is always important to go with preparation and make sure the candidate is at is and then you also get all the required information to come to some judgment and the use of the references and the background checks and how to come to a good selection decision and to avoid the subjectivity which can be in any, in any of the interview process.

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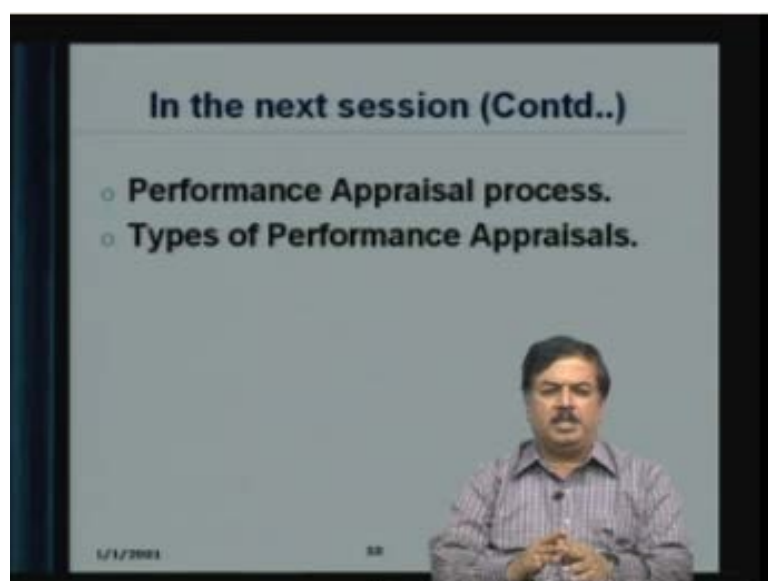
In the next session

- In the next session, we will have a close look at the following:
 - Concept of Performance Appraisal.
 - History of Performance Appraisal.
 - Objectives of Performance Appraisal.

1/1/2001 22

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In the next session (Contd..)

- Performance Appraisal process.
- Types of Performance Appraisals.

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So use more structured interview process and then making this kind of a job offer and also assure they define all the details as the part of the contracts of employment and making sure this evaluation is done periodically and meet all the legal aspects of recruitment and selection particularly of the other reservations and not discriminating against any particular group and maintaining the required diversity and selection in India particularly, when employment is at a premium it is always discussed.

So about the transparency, about making accountable so every step need to be systematically planned and then one need to show, how it is delivering the results in terms of selecting some of the best of the candidates and in our next lecture, we will focus on the concept of performance appraisal, the history of performance appraisal, objectives of performance appraisal and what is the process of performance appraisal and various types and issues and how performance appraisal can be used for the good of the organization.